Analysis of Gendered Organizational Theory: A Case Study of Indonesia's Government Financial Organization

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Abstract

Gender equality is a critical issue in organizations worldwide, and understanding its dynamics within specific contexts is essential for promoting inclusive and equitable workplaces. The study used Acker's Theory of Gendered Organizations to investigate the practice of gender equality in the Government Financial Organization, a significant government institution responsible for shaping economic policies and financial decision-making in the country. The data was collected through interviews with thirty-one participants that were selected through purposeful sampling in 2023. The qualitative method was chosen to capture the experiences and perspectives of employees in the workplace. The discoveries highlight four crucial themes that can either obstruct or facilitate gender equality within institutions: (a) The Role of Gender in Shaping Organizational Functioning, (b) Double Burdens of Female Employees, (c) Unspoken Rules About Gender, and (d) How Things are Done at Work. This study demonstrates the value of using Joan Acker's Gendered Organization theory to understand the gendered nature of the institution as a workplace. It highlights the need for ongoing research to promote gender equality in government organizations.

Keywords: *gender equality, Gendered Organization Theory, gender mainstreaming, government employees.*

INTRODUCTION

Gender is an inescapable aspect of social interaction within the workplace (Hirst & Schwabenland, 2018). The modern workplace is vital for shaping gender inequality in society (Kalev & Deutsch, 2018). Unwritten rules and standards have developed to establish expectations and direct conduct where laws and traditions have disappeared or become unattainable (Balmer et al., 2020). The position of gender in organizations has prompted many experts to describe women's journeys in achieving gender equality in social and organizational life. Gender is essential in the workplace because gender is the leading dimension through which inequalities in pay and opportunity arise and are institutionalized (Mastracci & Bowman, 2015).

Gender equality in organizations has been a topic of extensive research, highlighting the barriers and opportunities for achieving gender parity. Bishu & Heaadley (2020) emphasize that despite seemingly equal opportunities, women in male-dominated professions face gendered barriers that impact their experiences and outcomes. Engeli & Mazur (2018) argue that gender equality policies are often driven by privileged groups, potentially neglecting the needs of marginalized women (Colley et al., 2021). discuss the importance of regulatory frameworks in promoting gender equality in the public sector.

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Studies show that gender discrimination harms economic growth and development. Cuberes and Teignier (2016) found that the gender gap can result in an average income loss of 14 percent in OECD countries and 16 percent in developing countries. In line with this, Wodon and De La Briere (2018) conclude that the gender gap in income can result in a global wealth loss of $23,620 per person, while another study showed that gender disparities in education lead to reduced income per capita in South Asian countries (Munir & Kanwal, 2020). Based on experience, the economic slowdown has affected women disproportionately and reduced the discussion on gender equality in Government (Ratings, 2016).

According to the World Economic Forum (WEF) report, Indonesia achieved a gender inequality index score of 0.697 and ranks 92nd out of a total of 146 countries (Weber et al., 2019). Gender in Indonesia is a complex and multifaceted issue that encompasses various aspects of society, including politics, health, economics, education, and cultural norms. These norms, rooted in colonial legacies, shape the identity politics of masculinity and contribute to the incompatibility of traditional gender norms with contemporary Indonesian society (Prianti, 2019). Gender inequality has implications for economic outcomes in Indonesia. Studies have shown that gender inequality affects per capita income, with gender discrimination leading to lower wages for women (Sari, 2021). The gender wage gap in Indonesia is mainly attributed to factors that are unexplained by demographic, human capital, and job characteristics (Paramayudha, 2023). Women often face discrimination and limited opportunities in education, employment, and political participation (Fithriani, 2022). The latest research on economic losses caused by gender disparities in Indonesia in 2021 found that gender inequality is negatively correlated with per capita income, which means that the smaller the gap between men and women, the more per capita income can be obtained (Alamanda, 2021).

Organizations with a long history of male domination and a preference for traditional and unwavering values will likely maintain a male-dominated culture. According to a study by Banihani and Syed (2020), the concept of work is not gender-neutral, and gender inequality is shaped by unequal structures within and beyond the workplace. This is especially true in places like Jordan, a patriarchal society. There is a belief that gender inequality in higher education institutions dominated by men has been slow to decrease because the structure and culture of these organizations have hindered efforts to promote gender equality through intervention projects (Rief & Clinkinbeard, 2020). In discussing the relevance of gender in a government organization, it is found that gender is no longer an issue of concern because they consider women's problems at higher ranks to have been resolved. After all, statistics show a critical number of 30% of women in the most senior positions (Benschop & van den Brink, 2019). Gartzia (2021) explores gender equality in male-dominated industries, highlighting the need for organizations to challenge unequal norms and attitudes.

Government Financial Organization is one of the largest ministries in Indonesia in terms of its workforce and budget (Wulandari & Kassim, 2016). As a government institution, the Government Financial Organization plays a crucial role in influencing the allocation of resources and the implementation of economic policies, which can have a direct impact on gender equality (Laksono et al., 2022; Nastiti & Kasri, 2019). By examining gender equality within this specific organization, the paper can provide insights into the challenges and opportunities for promoting gender equality in the public sector. In addition to that, Government Financial Organization has indeed undergone significant organizational changes in the last decade. These changes include reforms in public financial management, budgeting systems, and fiscal policies (Mastracci & Bowman, 2015). Comparatively, the Government Financial Organization stands out due to its broad scope of responsibilities and its involvement in international negotiations and collaborations. Its engagement in climate finance, trade agreements, and other global discussions provides opportunities to examine how gender equality is addressed in these

contexts (Kuraedah et al., 2023). Subsequently, this organization will be referred to as GFO in this paper.

The 2021 employee engagement survey report states that the satisfaction score of female employees is below the average of the Government Financial Organization employee satisfaction scores. While data from the Government Financial Organization HR Bureau for 2022, the percentage of employees based on gender in the Institution 2022 is 68% male and 32% female (Indonesia & BEA, 2021). This raises the question of whether the dissatisfaction experienced by female employees at the Indonesian Government Financial Organization originates from gender inequality that might take place in the organizational environment.

This article utilizes the Gendered Organization Theory framework to examine the gender dynamics within the Indonesian Government's Financial Organization by dissecting the four concepts of the framework. The theory helps describe the appearance of gendered norms and practices and how gender is socially constructed, talked about, acted on, used, denied, and ignored. The research is significant because no prior studies on this topic were found in the Government Financial Organization of Indonesia. Furthermore, by identifying the "gendered substructure" within the Indonesian Government Financial Organization, this study offers a basis for creating fresh approaches that encourage fairness and increase women's involvement and advantages within the organization.

The paper is organized as follows. In Chapter 2, we explore the theoretical underpinnings, delving into the foundational concepts. Chapter 3 elaborates on the analytical techniques and methodology used in this study. Moving on to Chapter 4, we present the outcomes of our analysis, offering a comprehensive overview of the research findings. Finally, in Chapter 5, we draw the study to a close, summarizing the key insights and discussing the broader implications.

LITERATURE REVIEW

The nature of gendered organizations

Previous research has proven that women experience more gender inequality than men (Soeters et al., 2021). Hirst and Schwabenland (2018) conclude that conceived spaces such as offices incorporate complex constructions of gender as part of the enduring patterns of relations they are designed to realize. Practices and policies within organizations that assume and perpetuate gender inequality can manifest as explicit exclusionary regulations. The notion of a gender-based organizational substructure is a way to begin to answer the question: why gender inequality has persisted so long despite strong women's movements, laws mandating equality, the massive movement of women into the paid workforce, and the achievement of gender equality in the number of college graduates (Benschop & van den Brink, 2019; Poorhosseinzadeh & Strachan, 2021). Every aspect of the gender substructure is a continuous part of the organizing process. Therefore, the idea of the gender substructure and the mechanisms that create and sustain it are extensive and encompass many facets of the organization that constantly interact with each other (Milner & Gregory, 2022). Patterns of the division of labor based on gender in the workplace that may appear natural to the everyday observer are products of historical processes, referring to their core existence at the time of the industrial revolution and modern work organization (Padavic et al., 2020).

In a prior study by Soeters et al. concerning WASH (Water, Sanitation, and Hygiene) employees in Indonesian government agencies, four fundamental themes were identified that either impeded or promoted gender equality within the Indonesian Government. This study also reveals that social norms and structures are crucial in governing gender relations within the government workforce. The norms identified reinforce gender inequality by promoting the notion that men are superior and should be served by women.

A sense of shame is associated with a wife having a higher professional position than her husband. Additionally, men's perspectives, viewpoints, and preferences are given priority (Soeters et al., 2021).

Hart (2016) used gender organization theory and Acker's 1990 and 2012 subtext to uncover systemic inequalities that can harm the professional advancement of mid-career female academics in STEM disciplines in the United States. Hart's findings from a case study of 25 academics at one of these research universities revealed three institutional processes that limit their careers: (a) access and integration into career networks, (b) division of labor in departments and institutions, and (c) promotion and leadership (Hart, 2016). In line with that, Balmer et al.'s (2020) research findings at a medical education institution in the north-eastern United States revealed that women with established careers in medical academic experience gender inequality as embedded in organizations but navigate gender interactions by advocating for themselves and younger women.

Gendered Organization

According to Acker's (1990) theory of gendered organizations, systematic gender within the institution implies that the organization is not a neutral platform where gender inequality can be restructured. Instead, the organization is structured based on gender, reflecting and producing advantages for men. However, today, many practitioners are not familiar with gender organization theories. Therefore, solutions to inequality tend to be directed toward improving non-dominant groups rather than changing organizational processes and practices (Benschop & van den Brink, 2019). The main dimension in the theory of gendered organization is the gendered substructure. This substructure is a way to begin answering the question: why does gender inequality persist for so long despite the presence of strong women's movements, laws mandating equality, massive movements of women into the paid workforce, and the achievement of gender equality in the number of college graduates (Acker, 2012). Another concept that plays an important role in the discussion of gendered substructure is gendered subtext, gendered logic, and abstract worker, where according to Acker (2012), gendered subtext and gendered logic have a direct influence on the gendered substructure with the concept of the abstract worker itself is part of the gendered subtext and gendered logic.

Gendered substructure

This substructure recognizes that gender is deeply rooted in the organizational structure and work life, creating an unequal experience and opportunity landscape for men and women in the workforce (Bishu & Headley, 2020). Gendered Substructure refers to how gender is embedded in the formal and informal structures of an organization (Kuraedah et al., 2023).

a) The process of organizing.

Inequalities are incorporated into the job design, wage determination, allocation of decision-making and supervisory authority, the physical layout of the workplace, and explicit or implicit regulations during the organizing process, thereby creating gender substructures (Benschop & van den Brink, 2019; Calinaud et al., 2021). Gender neutrality in organizations is complex and can be influenced by underlying biases regarding gender, women, and work. This is evident in institutional structures such as recruitment campaigns with gender-specific branding and the individual microaggressions exhibited by co-workers and supervisors (Bowen, 2020; Kalev & Deutsch, 2018). Explicit and unbiased regulations influence political opportunities and outcomes, but their gendered impact is realized when interacting with institutions beyond the formal political realm (Fithriani, 2022; Lowndes, 2020). The potential for organizational change may rely on allowing women to have increased opportunities to participate in crucial organizational roles (Bryan et al., 2021; Fagan & Teasdale, 2021).

b) Organizational culture

Organizational culture is an amalgamation of several specific things, certain times and places, images, attitudes, beliefs, behaviors, and values (Broadbridge & Simpson, 2011; Poorhosseinzadeh & Strachan, 2021). A recent study by Bryan (2021) suggested that women's participation in leadership roles has been restricted due to gendered structures based on their proximity to male athletes and the field of play. This limits their inclusion in core leadership positions, relegating them to peripheral organizational roles. Although women recognized the significance of establishing professional networks, those operating in male-dominated environments were more likely to embrace "masculine" networking methods and leadership training (Fagan & Teasdale, 2021).

c) Interaction at work

Gendered substructures can also be generated and maintained through workplace interactions between colleagues and individuals in positions of varying levels of authority. Such interactions can degrade or isolate women, particularly in male-dominated environments (Benschop & van den Brink, 2019; Grosser & Moon, 2019). A study of women in academic medicine emphasized how gender inequality can exist within organizations, even if the organizational structures appear gender-neutral (Brumley, 2018; Konyana, 2023).

d) Gender Identity

Gender identity is formed and changed as men and women participate in work processes that produce aspects of other gender substructures (Benschop & van den Brink, 2019; Beşpınar & Topal, 2018). In a study on female CSR leaders, numerous women demonstrated strength and resilience by resisting workplace-gendered practices by questioning established "truths," challenging dominant discourses, and introducing alternative perspectives (Cherneski, 2021; Cooper & Schindler, 2014). The link between women's feelings of not fitting in with their work group was impacted by disrespectful conduct in the workplace. This indicates that their encounters with subtle forms of discrimination contribute to understanding why they have lower levels of cohesion within the group (Rief & Clinkinbeard, 2020).

Gendered subtext

Acker introduced the notion of "gendered subtext" to differentiate it from gendered substructure. This concept refers to texts, explicit or implicit, written, or standard practices, that form gender processes and structures. Workplace gender reproduction can be influenced by policies, guidelines, memos, and other texts from various organizational functions (Paramayudha, 2023). The gendered subtext was a mediator between the organizational logic and local culture, where structural, individual, and cultural factors intersected in shaping gendered hierarchies and discriminatory practices that resulted in implicit gender inequalities in work organizations (Beşpınar & Topal, 2018).

Managers were dedicated to achieving gender equality; however, they did not comprehensively comprehend how organizations and human resource practices were influenced by gender. This lack of understanding hindered their ability to turn their commitment into practical action (Colley et al., 2021). By analyzing the Gendered subtext Substructure, we can examine the hidden messages and assumptions about gender that shape organizational culture and practices. For instance, research has shown that gendered subtext can manifest in various ways, such as the contrasting and comparing of women against men, the treatment of gender as a cultural variable, and the ways in which gender is performed within international organizations (Koveshnikov et al., 2019).

Gendered logic (implicit beliefs)

Gendered logic is characterized by the presence of gender-biased practices, structures, and policies that favor men and disadvantage women (Lombardo & Meier, 2022; Soeters

et al., 2021). Gender Logic, on the other hand, refers to the ways in which gender is constructed and understood within an organization (Minto & Mergaert, 2018; Wahyuni, 2019). Organizational logic refers to a general understanding of how an organization is put together, its constituent parts, and how it works. Positions in management are differentiated in a way that tends to maintain the separation of the sexes (Rodriguez & Guenther, 2022; Williamson & Colley, 2023). The organizational logic of the workplace is reproduced through accepted but unequal policies and principles (Beşpınar & Topal, 2018; Wodon & De La Briere, 2018). It encompasses the organizational rules, policies, and practices that reflect and reinforce gender norms and expectations (Minto & Mergaert, 2018). By analyzing Gender Logic, we can explore how gender is institutionalized within government institutions in Indonesia and how it influences decision-making processes, resource allocation, and opportunities for women in leadership positions.

Abstract workers (ideal workers)

This concept influences organizational processes and practices by privileging those who conform to the ideal worker norm and marginalizing those who do not (Poorhosseinzadeh & Strachan, 2021). Traditionally, women have been responsible for unpaid work, which has enabled men to be perceived as more dedicated workers. Consequently, men are more likely to be considered honest workers in the workplace (Voorspoels & Bleijenbergh, 2019). In essence, the updated idea of the ideal worker implies that women are deemed unsuitable for positions that necessitate skills and teamwork. They are also seen as less committed, resulting in them being viewed as suboptimal employees (Brumley, 2018). Additionally, despite networking efforts, women often face job insecurity. They are limited by a glass ceiling, while men are automatically presumed to be ideal workers and tend to progress in their careers more easily (Saunders & Townsend, 2016). Policies and practices must include family-friendly approaches, transparent measures for gender equality, networks and mentors for support, and personal development plans (Calinaud et al., 2021).

An overview of the processes that occur in an organization and what makes an organization a gendered organization, according to Joan Acker's theory, is described as follows.
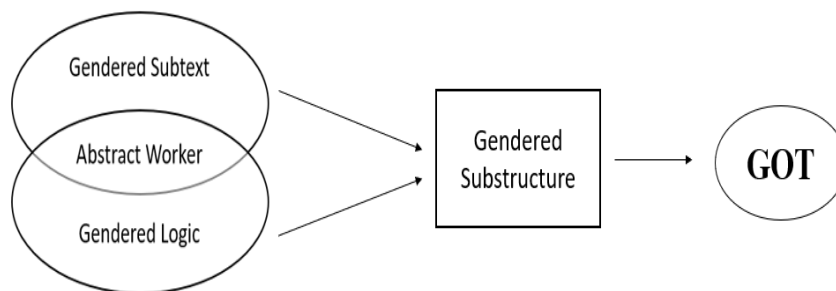

Figure 1. Gendered Organization Theory Model by Acker, 2012

RESEARCH METHOD

The research method employed in this study is qualitative research using in-depth interviews with 31 employees of the Government Financial Organization of Indonesia. Qualitative research involves studying the meaning of people's lives as experienced in real-world conditions (Prianti, 2019). The paper uses the descriptive method because it aims to provide a comprehensive and detailed description of the gender equality situation within the Government Financial Organization. The qualitative method, specifically in-depth interviews, allows for a deep exploration of the experiences, perspectives, and attitudes of employees, providing rich data that can help paint a vivid picture of the

current state of gender equality in the organization (Milner & Gregory, 2022). By using this method, this study can capture the nuances and complexities of the organizational dynamics and practices that contribute to gender inequality within the institution.

Interviews vary based on the number of people involved during the interview, the level of structure, the closeness of the interviewer to the participant, and the number of interviews conducted during the study (Cooper & Schindler, 2014). The interview to be conducted will be a semi-structured interview, known for its flexibility, allowing for the inclusion of new questions based on the participant's responses (Wahyuni, 2019). The interviews were conducted in Bahasa Indonesia, the national language of Indonesia, to ensure that participants could express themselves freely and comfortably. The interviews were audio-recorded with the participant's consent to ensure accuracy and provide an opportunity for later transcription and analysis. This study used a purposive sampling method to provide the best understanding of the questions used in the research so that the information obtained by the writer can meet the objectives of this study.

The 31 interviews were conducted with 23 female and 8 male government employees working in Government Financial Organizations from various directorates. The characteristics of the respondents are as follows: 3 respondents from D-Level position II, 5 people from Higher Manager, 7 people from Manager position, and 16 staff employees. The selection of the number of respondents refers to Saunders and Townsend's research in 2016, which concluded that the norm of 15-60 participants is a credible number for research in organizations and workplaces (Saunders & Townsend, 2016).

The selection of participants consisting of 19 married women, 4 single women, 7 married men, and 1 single man is based on the study's aim to capture a diverse range of perspectives and experiences related to gender equality within the organization. Including a larger number of female participants, particularly married women, the study hopes to provide insights into the challenges faced by women who balance work and family responsibilities. Similarly, including a smaller number of male participants allows for a comparative analysis of their experiences and attitudes towards gender equality in the organization (Konyana, 2023).

Table 1. Characteristics of Research Informants

Respondent Criterion	Work Units	Position	Gender	Numbers
Policy Maker	Secretariat General	D-Level Executive	Female	1
Policy Executor	Technical Unit	D-Level Executives	Female	2
Heads of Units	Technical Unit	Higher Manager	Female	4
Heads of Units	Technical Unit	Higher Manager	Male	2
Head of Subdivision/ Line Manager	Technical Unit/ Headquarters unit	Manager	Female	4
Head of Subdivision/ Line Manager	Technical Unit/ Headquarters unit	Manager	Male	3
Functional Staff	Technical Unit/ Headquarters unit	Staff	Male	2
Functional Staff	Technical Unit/ Headquarters unit	Staff	Female	2
Staff	Technical Unit/ Headquarters unit	Staff	Female	10

Staff	Technical Unit/ Headquarters unit	Staff	Male	1

Geographically, the respondents were from seven major islands in Indonesia: Sumatra, Java, Kalimantan, Sulawesi, Maluku, Nusa Tenggara, and Papua. The respondents were employees with a minimum of 3 years of work experience in the institution. They represented all nine Directorates-General, the General Secretariat, and the Inspectorate General.

The interviews were transcribed, and a thematic analysis method was employed to transform the textual data. According to Boyatzis (1998), thematic analysis is a way of simultaneously looking at and coding information in qualitative research. Thematic analysis is akin to organizing a collection of buttons with various shapes and colors. In a similar way, individuals need to make choices about the process of recognizing themes, and they must justify the selection of categories to others. The process of thematic analysis, according to Braun, Clarke, Hayfield, & Terry (2019), consists of 6 phases: data familiarization, initial code identification, theme searching, reviewing themes, defining and naming themes, and reporting.

(1) By engaging in interview transcription, the study gains insight into the existing data. During this stage, we read and re-read the interview transcriptions to familiarize ourselves with the content. (2) Additionally, the coding process is facilitated with the assistance of Nvivo, a software tool designed to aid in qualitative data analysis. (3) The next step is to identify important and interesting aspects by highlighting relevant sections in the transcription, thus facilitating the coding and subsequent stages of analysis. (4) Following the coding process, we refine the themes that emerge from the data. This involves a careful examination of the coded segments and the identification of overarching patterns and categories. It is worth noting that two coders were involved in the interpretation process, enhancing the rigor and reliability of the findings. The next step is the definition and naming of the theme (6), and the last part of the thematic analysis is reporting.

RESULT AND DISCUSSION

Acker's Theory of Gendered Organizations posits that gender inequality in organizations is not simply the result of individual bias but rather a consequence of the organizational structure and culture. In this study, the findings on gendered organization are presented through the lens of four emerging themes. These themes are (a) The Role of Gender in Shaping Organizational Functioning, (b) Double Burdens of Female Employees, (c) Unspoken Rules About Gender, and (d) How Things are Done at Work. To provide a comprehensive and systematic view of these themes, we present the findings through the relevant lens of the four concepts in Gendered Organization. This approach recognizes the interlinkages and interdependencies inherent among the substructures and allows for a more nuanced understanding of the gendered dynamics at the workplace.

(A) The role of gender in shaping organizational functioning

This theme delves into the significant influence of gender on how organizations operate. It explores the impact of gender on career progression and educational opportunities within the workplace. It examines how gendered dynamics influence the advancement of individuals in their careers and the barriers they may face based on their gender. This includes factors such as gender bias in promotion and hiring processes, the gender pay gap, access to mentorship and networking opportunities, and the influence of societal expectations and stereotypes on career choices. By analysing this theme, this study aims to shed light on the structural and systemic factors that contribute to gender disparities in career growth and educational attainment. This theme also explores the concept of the gendered division of labor and the allocation of tasks and responsibilities based on gender

roles. It seeks to uncover how these social dynamics can either promote or hinder gender equality in the workplace and how they impact individuals' experiences and opportunities for advancement.

Gendered substructures

By analysing the Gendered Substructure, this study uncovers how gender norms and expectations shape organizational processes and practices and how they contribute to the perpetuation of gender inequality within organizations. As revealed in several interview quotes from the sources in Appendix 2, it is evident that gender factors still play a significant, perhaps even unconscious, role in job assignments and roles. In certain work units with positions and jobs traditionally deemed more suitable for men, there is an unconscious tendency to prioritize male employees as the primary choice for filling these positions. This process has been ongoing for quite some time, creating a pervasive perception that male employees should still dominate certain professions, and this perception continues to persist today. In the quotes provided, the interviewees elaborate on how the embedded gender definition within the organization influences decision-making in employee placement. There are terms "men's work" and "women's work," and the division of labor is based on these attributes. It's a situation that has become a norm in some units in the organization. They describe how gender stereotypes and inequality in task allocation have occurred due to the underlying organizational structure.

Abstract Worker

By analysing the Abstract Worker, we can explore how gendered expectations about jobs and workers shape organizational processes like recruitment, promotions, and performance evaluations, as well as how they contribute to the gendered division of labor within organizations. The coding result serves as a clear example of how female employees often face stereotypes and perceptions that they do not fully conform to the ideal worker image. This, in turn, is often considered a significant factor in task assignments and job placements within the organizational structure. Female employees tend to be given "supporting" roles in line with the assumption that additional roles outside of their office jobs influence their task assignments. Women face difficulties in accessing work arrangements that provide flexibility, and they must overcome obstacles that stem from a work culture that supports certain gender roles. All of this leads to intersecting inequalities experienced by women in the workplace.

We find a match in the characteristics of abstract workers that support a gender perspective in the organizational process. The presence of an ideal worker as an individual without burdens outside of work becomes less advantageous for female employees in terms of their placement within the organization. Employees are placed based on their gender, assuming that the male gender is the most ideal according to the concept of an abstract worker, and female employees often end up in positions and roles that are considered more suitable for those with responsibilities outside the organization. Administrative and supporting roles are the primary choices when placing female employees.

B) Double burdens of female employees

This theme addresses the additional challenges that female employees often face in balancing their work and personal lives. It recognizes that women frequently shoulder a "double burden" by juggling career responsibilities with household and caregiving duties. The theme highlights the importance of implementing policies and practices that alleviate this burden. It also investigates the role of institutional policies and practices, such as parental leave, flexible work arrangements, and childcare support, in mitigating or exacerbating gender inequalities in the workplace. By exploring this theme, this study aims to identify the factors that contribute to a more supportive and equitable work environment for individuals with family responsibilities.

Abstract Worker

By analysing the Abstract Worker, we can explore how gender expectations about jobs and workers shape organizational processes, such as recruitment, promotions, and performance evaluations, and how this contributes to the gender-based division labor within organizations. Understanding the concept of being an "ideal worker" deepens the inequality between men and women in the workplace.

We argue that a common thread is drawn, emphasizing that organizations acknowledge that female employees carry a dual responsibility, including domestic responsibilities related to childcare. Organizations acknowledge this and provide solutions to allow female employees to fulfill their professional roles in the workplace while also fulfilling their roles as parents. This is achieved through policies that support flexible working hours and careful consideration when placing female employees. The organization provides adequate facilities to ensure a work-life balance for its employees.

Gendered logic

Gendered logic concept can illustrate how gender logic influences the way we understand and evaluate the experiences of individuals facing a double burden and how it impacts gender equality within organizations. As the quotes in Appendix 2 show that par, participants acknowledge the existence of the double burden among employees. As a work unit, they do not have any issues with employees fulfilling their dual roles if productivity and job performance are not affected.

In line with this, a woman leader participant also provides their perspective as a unit leader, emphasizing that the organization must acknowledge the narrative of the double burden and work-life balance in employees' lives. If the family aspect is imbalanced, it fundamentally affects employee productivity, which, in the aggregate, will disrupt the organization's overall output. Therefore, the organization's uniform understanding of work-life balance and the double burden is one of the ways that the institution has implemented to maintain productivity dynamics. This finding is consistent with the research by (Savirani et al., 2021), which discusses the double burden experienced by women in the public workforce. The study highlights how gendered expectations and societal norms place a heavier burden on female employees, impacting their career progression and work-life balance.

(C) Unspoken Rules About Gender

This theme delves into the unwritten, often implicit, rules and norms related to gender within organizations. These unspoken rules can affect career advancement, communication styles, and the experiences of both male and female employees. Recognizing and addressing these subtle dynamics is essential for creating a more inclusive and equitable work environment.

Gendered Substructure

This substructure provides insight into how informal networks outside of working hours have provided greater opportunities for male employees to build relationships with colleagues and superiors. The unspoken norm that socializing with male coworkers outside of work is considered normal has given male employees an advantage. These advantages not only occur in informal settings but also affect performance evaluations, promotion decisions, job placements, and task allocations. This situation is advantageous for male employees because there is an assumption that office work and work-related matters are often resolved through informal discussions and circumstances outside working hours. Female employees, on the other hand, view this as a disadvantage for them because they often rely solely on formal performance assessments without any "after-hours" element.

Gendered subtext

As illustrated by several interviewees, there are distinct characteristics when an organization is predominantly male-dominated. Strengths that female employees possess, such as attention to detail, consideration of decorative aspects, and flexibility, are often lacking in a male-dominated organization. In line with that, we can examine hidden messages and assumptions about gender in the workplace. Employees are considered less capable of making strategic decisions because of the stereotype that they pay too much attention to details, often overlooking the bigger picture of an issue. However, if examined more closely, the role of female employees in a strategic decision is crucial because they provide a different perspective from male employees, which the organization may not have extensively considered until now. Since men have long dominated the organization, decisions have been perceived as neutral, yet many decisions may not have been favorable to female employees. Furthermore, it reveals how implicit messages and gender-related meanings within the organizational discourse uncover how gender norms are conveyed and reinforced within the organizational culture. This finding resonates with the research by (Weber et al., 2019), which explores how gender norms shape health outcomes.

(D) How things are done at work

This theme explores the established norms, practices, and traditions within organizations that influence how work is carried out. It delves into the "how" of work culture, including the expectations placed on employees and the impact of these norms on gender-related issues. Understanding how things are done at work is vital for fostering positive changes and addressing gender disparities in the workplace.

Gendered subtext

Through investigation within the , the study examines implicit biases and stereotypes that may exist within GFO, which can perpetuate gender inequality and hinder progress toward gender equality. The interviews provide insight into how implicit stereotypes that are still believed among employees ultimately shape how gender logic operates in the workplace. The view that active participation by female employees in the field can be seen as a hindrance then affects how colleagues and superiors use "safety considerations" as justification for not including female employees in teams. However, some interviewees also identified that their presence is not at all viewed as a "burden" or a "threat" when performing tasks, which illustrates that some units already share the same view in responding to gender logic in the workplace, acknowledging that female employees also possess the same capacity and strength as male employees.

Gender Logic

By analyzing Gender Logic, we can explore how gender is institutionalized within the organization and how it influences decision-making processes, resource allocation, and leadership opportunities for women. This finding aligns with the research by (Sczesny et al., 2016), which examines the impact of gender-fair language on reducing gender stereotyping and discrimination. The analysis of this theme suggests that the way work is structured and communicated can reinforce or challenge gender stereotypes and biases. The fourth theme reveals the influence of organizational culture and practices on power relations. The study identifies certain practices and norms that favor men and contribute to the marginalization of women within the institution. These practices may include informal networks, exclusionary decision-making processes, and biased performance evaluations. Such practices reinforce power imbalances and hinder women's advancement within the organization.

Reflections on the Gendered Organization Theory

During our study, we discovered that the Gendered Organization Theory framework, developed by Joan Acker, is a helpful tool for understanding how gender operates in the workplace. This framework stands out for a few good reasons. First, it delves deep into how gender relates to different aspects of organizational life, including social interactions, politics, economics, and technology, as pointed out by Rodriguez and Guenther (2022). It goes beyond simply seeing gender as a binary concept and recognizes that it is more complex, involving how people express and perform their gender at work. The next helpful thing is that it has been used in various types of organizations, from startups to government agencies, auditing firms, and big corporations that care about social responsibility, as shown (Grosser & Moon, 2019). Its adaptability shows that it is relevant in different workplace settings.

However, our study found a couple of limitations with this framework. First, it does not fully consider intersectionality, which means it does not account for how gender intersects with other aspects of a person's identity and the power dynamics at play. The complex power dynamics at play within organizations are crucial, especially in a government institution. As stated in the existing literature on power relations within organizations by Lombardo & Meier (2022) and Voorspoels & Bleijenbergh (2019) that discuss the ways in which power operates, how gendered practices interact with power dynamics, and the potential for resistance and change. The second limitation is that it pays much attention to how organizations are set up but might not give enough weight to the choices and actions of individual employees in shaping gender dynamics within organizations, as mentioned by Broadbridge & Simpson in 2011. Thus, it may not comprehensively encapsulate the significance of personal choices and bargaining in managing gender-related aspects in the workplace.

CONCLUSION

In conclusion, the qualitative study conducted in Indonesia's Government Financial Organization using in-depth interviews and purposive sampling sheds light on the gender dynamics and challenges faced by female employees within the organization. The study reveals four themes: (a) The Role of Gender in Shaping Organizational Functioning, (b) Double Burdens of Female Employees, (c) Unspoken Rules About Gender, and (d) How Things are Done at Work. These themes highlight the influence of gender on organizational practices, the additional challenges faced by female employees, the presence of implicit gender norms, and the impact of organizational processes on gender equality.

Acker's hypothesis regarding the naturally gendered nature of organizations has been validated through four existing concepts. However, in the context of the concept of the "ideal worker," the Government Financial Organization acts as an intermediary by implementing various policies and special facilities aimed at assisting female employees in addressing the double burden they face. This is a research outcome that reinforces the perspective that organizations exhibit significant gender dynamics, particularly in addressing workplace inequality. The findings of this study align with previous research on gender equality and gender norms. The study by (Savirani et al., 2021) highlights the double burden experienced by women in the public workforce, which is also evident in the Government Financial Organization. The research by Weber et al. (2019) and Sczesny et al. (2016) further supports the presence of gender norms and their impact on organizational practices and gender stereotypes.

Agreeing with the perspective put forward by Acker in 2012, this paper acknowledges the significant interrelation between the concepts of gendered substructure, gendered subtext, gendered logic, and abstract worker. However, through deeper analysis, the study finds

that the concept of the abstract worker has the capacity to operate independently, given that this concept also directly influences aspects of the gendered substructure. This suggests that, although integrated within the same theoretical framework, the abstract worker has a sufficiently unique scope and can influence the gendered structure in a way that is different from the other components.

These findings have important implications for promoting gender equality within the Government Financial Organization. Addressing the role of gender in shaping organizational functioning requires a comprehensive approach that challenges implicit gender norms and biases. Additionally, promoting gender-fair language and challenging gender stereotypes in organizational practices can contribute to a more inclusive and equitable work environment. By addressing the challenges identified in this study, the Government Financial Organization can work towards creating a more gender-equal organization that values and supports the contributions of all employees, regardless of their gender.

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