



Perceptions of Justice and Gender Equality Among Female Employees at Jambi University

Guspianto¹(✉), Dessy Pramudiani², and Ade Adriadi³

¹ Department of Public Health Science, Faculty of Medicine and Health Sciences, Universitas Jambi, Jambi, Indonesia

guspianto@unja.ac.id

² Department of Psychology, Faculty of Medicine and Health Sciences, Universitas Jambi, Jambi, Indonesia

³ Department of Biology, Faculty of Saint and Technology, Universitas Jambi, Jambi, Indonesia

Abstract. Women employee are vulnerable to being victims of injustice and inequality, namely being a second one in work, having difficulty getting opportunities, tending to work in small sectors within the organization, norms that limit time and choices, wage gaps, and large career barriers. This study aims to obtain an overview of perceptions of justice and gender equality among female employees at Jambi University. The research design was quantitative descriptive through interview on 83 female employees at the University of Jambi. Data collection was carried out from July to August 2022 using a structured questionnaire on perceptions of justice and gender equality. Perceptions of gender justice was measured by 5 dimensions, namely marginalization, subordination, stereotypes, violence, and workload, while gender equality was measured by 4 dimensions, namely accessibility, participation, control, and benefits. With likert scale answer. Data analysis was carried out univariately by categorizing each indicator into positive and negative statements, then the average was calculated for each category of dimensions and variables of justice and gender equality. The result of study found the average positive perception on the dimension of gender justice is marginalization 54.8%, subordination 38.3%, stereotype 59.4%, violence 82%, and workload, while the average positive perception on the gender equality dimension namely accessibility 93.1%, participation 71.3%, control 85.3%, and benefit 95.6%. In general, respondents have a good perception of gender equity (60.3%) and a very good perception of gender equality (86.3%). It is recommended to managers and policy makers at Jambi University to evaluate and modify the work environment and organizational culture as well as increase the involvement and participation of women so as to ensure that gender discrimination does not occur.

Keywords: justice · equality · gender · women

1 Introduction

Organizations are often used as a second home for employees when they spend a lot of time at work, so it is important for organizational management to provide a conducive environment to work and ensure equal and fair [1]. When employees have invested a lot

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of their time and energy then the organization should focus on the fairness and equality that its employees feel [2]. Women's activities in the public sector have received positive views from the community because in addition to contributing to the economy and family welfare, it is also considered a manifestation of equal rights between men and women. However, the fact is that it is still far from ideal because few organizations consciously value gender diversity, while most others are still struggling even though it is well understood that gender diversity will bring talent, competence and results perspectives. Gender bias and discrimination as a form of perceived injustice and inequality in work are still widely reported, especially by women. Discrimination, whether open or covert, will have serious impacts, especially for women, such as career path barriers, unequal wages even though they work together, disadvantaged performance appraisals, lack of promotion, and sexual harassment [3]. Bias and discriminatory practices that are less sensitive to women's needs will put pressure on them, lead to negative attitudes and lower involvement for women in work [3], as well as create unproductive and inefficient work attitudes and behaviors, such as absenteeism. And higher turnover occurred among female employees.

Gender discrimination against female employees, although it is openly condemned by the legal system and organization, but its existence is undeniable and difficult to eliminate [4], causing disillusionment with work which results in fatigue and stress [5], and resignations [6]. Women are vulnerable to become victims of discrimination in the world of work, where they are often used as a second choice in work, have difficulty getting freedom and opportunities that require great responsibility, tend to work in small units or sectors that are less profitable and face discriminatory laws and norms that limit their time and choices them. The most obvious disparity is the wage gap with male employees which affects perceptions of fairness and equality [7]. According to Eagly and Carli (2007), in organizations women get fewer job opportunities because supervisors prefer male employees for complex and challenging projects [8, 9], thereby reducing the responsibility and accountability of female employees for career steps, while men get the opportunity to play their roles which provide faster career opportunities in organizational pyramids [10, 11].

The above phenomena explain the importance of better understanding the perception of fairness and gender equality in an organization that consistently has a strong relationship with work-related attitudes and behaviors. The study aims to describe the perception of justice and gender equality in female education staff employees who work at the University of Jambi.

2 Methods

This study was designed as a quantitative descriptive study through an interview survey on 83 female education staff working at the University of Jambi with inclusion criteria, namely the status of civil servants and having worked for at least 3 (three) months. Data collection was carried out from July to August 2022 using a structured questionnaire on perceptions of justice and gender equality. Perceptions of gender justice were measured by 21 question items from 5 (five) dimensions, namely marginalization (4 items), subordination (5 items), stereotypes (3 items), violence (4 items), and workload (5 items),

where each questions item have a Likert scale answer choice, namely “never” (score 4), “rarely” (score 3), “sometimes” (score 2), and “always” (score 1). Perception of gender equality is measured by 17 items from 4 (four) dimensions, namely access (4 items), participation (5 items), control (5 items), and benefits (3 items), where each question item has a Likert scale answer choice, namely “strongly agree” (score 4), “agree” (score 3), “disagree” (score 2), and “strongly disagree” (score 1). Data analysis was carried out univariately on the distribution of respondents according to perceptions of justice and gender equality. Each question item is categorized into 2 (two) based on the respondents’ answers, namely “positive statements” (total score > 2) and “negative statements” (total score ≤ 2), then category of each dimension is calculated based on the average value of two statements above, and the same goes for categories of justice and gender equality.

3 Results and Discussion

Characteristics of respondents

Table 1. Respondent characteristics distribution

Variable	Category	Frequency	(%)
Age (years)	- 23 – 29	2	(2.4)
	- 30 – 39	20	(24.1)
	- 40 – 49	32	(38.6)
	- 50 – 59	29	(34.9)
Ethnic	- Melayu	41	(49.4)
	- Batak	2	(2.4)
	- Bugis	1	(1.2)
	- Jawa	21	(25.3)
	- Sunda	2	(2.4)
	- Minang	16	(19.3)
Religion	- Islam	82	(98.8)
	- Kristen Protestan	1	(1.2)
Status	- Bachelor	5	(6.0)
	- Married	73	(88.0)
	- Divorce	5	(6.0)
Lengthof Work	- 1 – 5 years.	11	(13.3)
	- 6 – 10 years.	12	(14.5)
	- 11 – 20 years	27	(32.5)
	- 21 – 30 years	21	(25.3)
	- 31 years and over	12	(14.5)
	Income	- < 5 million	54
- 5–10 million		28	(33.7)
- > 10 million		1	(1.2)

Source: primary data processed, 2022

The research respondents ages ranged from 23–59 years and the average age of respondents was 45.3 years. The respondent's average length of work was 18.6 years with a range of 1 year to 37 years. Respondent income ranged from Rp. 1,800,000 to Rp. 11,000,000 with an average of Rp. 4,873,595. From the characteristic data, it was known that the majority of respondents aged between 40 and 49 years old at 32 (38.6%), Islam religion at 41 (49.4%), Melayu ethnic at 82 (98.8), married status at 73 (88%), length of work between 11 and 20 years at 27 (32.5%) and income < Rp. 5 million as many as 54 (65.1%) (Table 1).

Gender Justice Perception

Perceptions of gender justice was based on conditions built by organizational culture and policies that are felt to be fair for respondents, namely female education staff employees so that they do not experience obstacles in carrying out their work roles. In this study, these perceptions are measured through 5 (five) dimensions, namely marginalization, subordination, stereotypes, violence, and workload. A detailed description of the perception of gender justice can be seen in Table 2.

Based on Table 2, the distribution of respondents according to perceptions of gender justice in the University of Jambi can be explained as follows:

1. In the marginalization dimension, 2 of the 4 indicators are perceived negatively (answer sometimes and always) by the majority of respondents, namely “women are considered limited in their work” (56.6%) and “women are considered physically weak at work” (53%). The average positive perception means a good perception of gender justice from the marginalization dimension of 54.8%.
2. In the dimension of subordination, 4 out of 5 indicators are most negatively perceived by respondents, namely “women are considered less capable of making decisions” (85.5%), “Women are considered less productive at work” (66.3%), “women's quality in carrying out work is considered low and not yet competitive” (60.2%), and “women are considered less willing to take job risks” (59%). The average positive perception means a good perception of gender justice from the subordination dimension of 38.3%.
3. In the stereotype dimension, all indicators are perceived as positive (answering never and rarely) by the majority of respondents. The average positive perception means a good perception of gender justice from the stereotype dimension of 59.4%.
4. In the dimension of violence, all the indicators are most positively perceived by the respondents. The average positive perception means a good perception of gender justice from the dimensions of violence by 82%.
5. In the workload dimension, 4 of the 5 majority indicators are perceived positively by respondents, only 1 indicator which the majority is perceived negatively is “getting work assignments exceeding the main tasks and functions” (57.8%). The average positive perception means a good perception of gender justice from the workload dimension of 67.2%.
7. In general, positive perception means that respondents' good perception of gender justice at the University of Jambi is quite good at 60.3%.

Gender Equality Perception

Perceptions of gender equality in this study were explored based on the perceptions of respondents, namely female education staff employees at the University of Jambi about

Table 2. Distribution of respondents by perception of gender equity

Dimensions/Indicator	Positive Statements		Negative Statements	
	n	(%)	n	(%)
Marginalization:				
1. The position of women is considered lower than men	42	(50.6)	41	(49.4)
2. Women are considered physically weak at work	39	(47.0)	44	(53.0)
3. Women are considered limited in their work	36	(43.4)	47	(56.6)
4. Women are considered not to exceed men's achievements at work	65	(78.3)	18	(21.7)
Average	45.5	(54.8)	37.5	(45.2)
Subordination:				
1. Men are considered more flexible in their work	52	(62.6)	31	(37.4)
2. Women are considered less productive at work	28	(33.7)	55	(66.3)
3. The quality of women in carrying out their work is considered low and not yet competitive	33	(39.8)	50	(60.2)
4. Women are considered less capable of making decisions	12	(14.5)	71	(85.5)
5. Women are considered less willing to take risks at work	34	(41.0)	49	(59.0)
Average	31.8	(38.3)	51.2	(61.7)
Stereotypes:				
1. Women are considered to like to depend on others (less independent)	61	(73.5)	22	(26.5)
2. Women are less rational in working or making decisions (tend to be emotional)	45	(54.2)	38	(45.8)
3. Women work only to help their husbands to earn additional income for the family	42	(50.6)	41	(49.4)
Average	49.3	(59.4)	33.7	(40.6)
Violence:				
1. Feeling ignored (not responded)	53	(63.9)	30	(36.1)

(continued)

Table 2. (continued)

Dimensions/Indicator	Positive Statements		Negative Statements	
2. Forced to do the work given by superiors	67	(80.7)	16	(19.3)
3. Getting words that are not / less pleasant (demeaning, insulting / cursing, harassing)	73	(88.0)	10	(12.0)
4. Getting treatment that is not or inappropriate (coercion, demeaning, humiliating, harassing)	79	(95.2)	4	(4.8)
Average	68.0	(82.0)	15.0	(18.0)
Workload:				
1. Get work assignments that exceed the main tasks and functions	35	(42.2)	48	(57.8)
2. Doing work given by superiors beyond working hours without compensation	58	(69.8)	25	(30.2)
3. Not getting help from colleagues when experiencing work difficulties	70	(84.3)	13	(15.7)
4. Difficulty managing time dividing work in the office with at home	51	(61.4)	32	(38.6)
5. Feeling overwhelmed with office work and work at home	65	(78.3)	18	(21.7)
Average	55.8	(67.2)	27.2	(32.8)
Average total perception of gender equity	50.1	(60.3)	32.9	(39.7)

Source: primary data processed, 2022

the conditions and potentials that can be felt, obtained or enjoyed on all resources in carrying out work, which are expected to be equal to male employees. Perception of gender equality is measured through 4 (four) dimensions, namely accessibility, participation, control and benefits. In detail can be seen in Table 3.

Table 3 regarding distribution of respondents according to the perception of gender equality in the Jambi University environment, it can be explained that the overall indicators on the dimension of gender equality were most positively perceived by respondents, meaning that the majority of respondents answered “strongly agree” and “agree” on the condition of gender equality from the accessibility dimension (93.1%), participation (71.3%), control (85.3%), and benefits (95.6%). In general, respondents’ positive perception means that respondents’ good perception of gender equality at the University of Jambi is very good at 86.3%.

“Gender” denotes the different roles of different sexes as a result of social interactions that shape varied behaviors and outcomes. This research was conducted to find out the description of the perception of justice and gender equality felt by female education staff

Table 3. Distribution of respondents by perception of gender equality

Dimensions/Indicator	Positive Statements		Negative Statements	
	n	(%)	n	(%)
Accessibility:				
1. Get important information to implement or improve performance.	78	(94.0)	5	(6.0)
2. Given a more challenging job to be able to achieve like men.	65	(78.3)	18	(21.7)
3. Get same opportunities as men for career advancement or position.	83	(100)	0	(0)
4. Have the same opportunities as men to attend education or training	83	(100)	0	(0)
Average	77.3	(93.1)	5.8	(6.9)
Participation:				
1. Be actively involved in activity planning	78	(94.0)	5	(6.0)
2. Doing work with a load equal to that of men	45	(54.2)	38	(45.8)
3. Doing jobs that have a lower risk than men	44	(53.0)	39	(47.0)
4. The portion of activities carried out or entrusted to us by superiors is the same as men	54	(65.1)	29	(34.9)
5. We become coordinators/leaders in the implementation of activities	75	(90.3)	8	(9.7)
Average	59.2	(71.3)	23.8	(28.7)
Control:				
1. Assessed very capable of occupying important positions or strategic positions in the office	71	(85.5)	12	(14.5)
2. Dominance of decision making related to balanced work between women and men	70	(84.3)	13	(15.7)
3. Be fully involved in decision making regarding work	73	(88.0)	10	(12.0)
4. Become a driver of what has become an organizational decision	61	(73.5)	22	(26.5)
5. Our opinion is highly appreciated and cared	79	(95.2)	4	(4.8)

(continued)

Table 3. (continued)

Dimensions/Indicator	Positive Statements		Negative Statements	
	n	(%)	n	(%)
Average	70.8	(85.3)	12.2	(14.7)
Benefit:				
1. Competence in work is increasing	82	(98.8)	1	(1.2)
2. Balanced workload with men	79	(95.2)	4	(4.8)
3. Rewards or incentives received are equal to men	77	(92.8)	6	(7.2)
Average	79.3	(95.6)	3.7	(4.4)
Average total perception of gender equality	71.6	(86.3)	11.4	(13.7)

Source: primary data processed, 2022

employees who work at Jambi University. The academic environment is considered the right locus for this study because it is expected to have a better understanding of the subject of justice and gender equality with its various dimensions.

In general, the findings of this study obtained that respondents' perceptions regarding the level of gender justice at Jambi University were good at 60.3%. This figure is supported by the achievement of the majority of positive perceptions in 4 of the 5 dimensions of gender justice, namely marginalization (54.8%), stereotypes (59.4%), violence (82%), and workload (67.2%), and only the dimension of subordination which the majority has a negative perception (61.7%). However, if you look at the proportion of negative perceptions in each dimension, it shows that there are still many forms of gender inequality that are perceived by female education staff employees at Jambi University, especially the perception that women are considered less capable of making decisions, less productive, of low quality and not yet competitive, lack the courage to take risks (subordination), are limited and physically weak in their work (marginalization), and often get assignments that exceed their main duties and functions (workload). In addition, although the proportion is small, this study also finds forms of injustice in the dimensions of violence felt by female employees.

This finding was in line with the results study from Tahar (2012) which aims to analyze the effect of gender discrimination and experience on the professionalism of BPKP and KAP auditors in Makassar found the level of gender injustice felt by the majority of auditors was low, which means it was good. The study of Tahar (2012) also prove that gender inequality has a negative and significant effect on auditor professionalism (p-value: 0.004) [12]. This results also support to study of Deepak (2021) about perceptions of gender justice in female professional workers viewed from 4 justice elements, namely distributive, procedural, interpersonal and informational, which found that the majority of professional women have good perceptions of 3 elements of gender justice except procedural justice. It was explained that generally female workers get distributive justice in relation to their performance results, interpersonal justice which reflects that

they have been treated with respect and dignity, and informational justice which reflects a good perception of organizational diversity, but finds procedural injustice related to procedural errors that result in gender discrimination. Another study conducted by Ansari, et al. (2016) on the subject of lecturers at Pakistan Punjab University who found that female lecturers reported higher perceptions of fairness than men in all dimensions.

This study found that the positive perception of gender equality in respondents namely female education staff at Jambi University was very good (86.3%). This was supported by the average proportion of perceptions of each dimension, which are mostly positive, namely accessibility 93.1%, participation 71.3%, control 85.3%, and benefit 95.6%. This condition illustrates that female education staff have a good perception of the implementation of gender equality at Jambi University. However, several indicators of the participation dimension have a fairly worrying proportion of negative perceptions, namely “women do lighter work than men” (45.8%) and “work in jobs that have a lower risk than men” (47%). This finding reduces the culture of male dominance which is very high in the social structure of society as a form of gender inequality, including in the world of work [13]. In general, these findings in line with the study of Gonzales, et al. (2019) on perceptions of gender bias in research institutions which showed that gender equality was mostly rated positively by female researchers in Spain and the UK, although it was perceived as lower than male researchers [14].

Perceptions of justice and equality of gender play an important role in carrying out organizational functions to be effective and efficient, because a number of organizational decisions ranging from recruitment, selection, implementation of work programs, educational and training opportunities, promotions and rewards can be sourced from the extent to which forms of justice and equality of gender were perceived. Various organizational behaviors such as job satisfaction, organizational commitment and loyalty are responses to employee perceptions of justice and equality of gender in an organization [15]. In this regard, improving the status of women in the Jambi University organization needs to be done by eliminating forms of injustice and inequality of gender so as to increase the value of women which then becomes the psychological capital of the organization. This can be done by evaluating and modifying the work environment and organizational culture regarding how policies and rules are ensured to support justice and equality for men and women through significant efforts and steps including actively involving female employees in decision making and implementation of activities through communication and advocacy efforts [16, 17], eliminate the stigma of subordination and marginalization of women, and eliminate all forms of violence against women.

Memor & Jena (2017) explain that a justice and equality based on work environment and culture can be developed in stages with a planned and consistent approach from stakeholders that ensures that justice and inequality are upheld at all times and corrective actions are applied for every incident of injustice and inequality that occurs so that “sense of belonging” grows in everyone in the organization [18]. Increasing the value of women in organizations has an impact on increasing women’s social status in society which can spread a wave of optimism so that more women will join organizations and participate in the world of work.

4 Conclusion

The majority of respondents' perceptions of gender justice, namely female education staff at Jambi University, are quite good, especially in the dimensions of marginalization, stereotypes, violence, and workload, while the subordination dimension is still perceived as bad. Then the perception of gender equality is felt to be very good for all its dimensions, namely accessibility, participation, control and benefits. However, gender discrimination is still felt in the form of injustice and inequality, especially female employees at Jambi University, especially with regard to decision-making and involvement in the implementation of tasks. In addition, the existence of violence against women is a deep concern even though the proportion of findings is very small. It is recommended to managers and policy makers at the University of Jambi to evaluate and modify the work environment and organizational culture as well as increase the involvement and participation of women so as to ensure that gender inequality and inequality in any form will slowly but surely be reduced and eventually eliminated.

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