



THE EFFECT OF GENDER EQUALITY ON WORK PERFORMANCE, CAREER DEVELOPMENT WITH ORGANIZATIONAL CULTURE AS AN INTERVENING VARIABLE (CASE STUDY: CIVIL SERVANTS IN MEDAN CITY)

Sjukun^{1*}, Supriadi Siagian²

1,2 STIE-Professional Management College Indonesia

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CORRESPONDENCE*:

sjukun@gmail.com

AUTHOR'S ADDRESS:

Jl. H. Misbah Jl. Komp. Multatuli Indah No.11-14 Blok C, A U R, Kec. Medan Maimun, Medan City, North Sumatra (20151)

ABSTRACT

Gender Equality is a very important social issue and is widely discussed in various circles, especially in an organization. Gender equality is applied due to gender discrimination revolving around the inequality of opportunities that employees have in improving work performance and developing careers in a company organization, both private and government companies, especially female workers or employees. The purpose of this study is to analyze the effect of gender equality on work performance, career development with organizational culture as an intervening variable (case study: Medan city civil servants. The data collection method for this study is in the form of a questionnaire that will be distributed to civil servants in Medan City using Likert Scale Measurement. The population in this study were all employees who work as civil servants in the Medan City area. The population of civil servants in Medan City in 2023 is 10318 spread across all government agencies in Medan City. This study uses snowball sampling, the number of samples in this study is 385 samples. The data analysis method uses quantitative descriptive analysis, namely by distributing online and offline questionnaires. Data analysis using SEM-PLS and SPSS software version 24. The results of the study indicate that gender equality affects work performance through organizational culture and gender equality affects career development through organizational culture.

Keywords: Equality, Job Performance, Career Development, Organizational Culture, Gender

INTRODUCTION

Gender equality is an equal opportunity for women and men to have opinions, work, and have the same rights and obligations. In Indonesia, programs on gender equality have long been intensified, such as programs to fulfill equal employment rights, involve women in decision-making, equalize salaries for women and men, equal career opportunities, and protect women from harassment in the workplace (Hesniati et al., 2024).

According to the World Economic Forum WEF (2023), there are four dimensions of the Global Gender Gap Index (GGGI), namely educational attainment, health and survival, economic participation and opportunity, and political empowerment. Indonesia ranks 87th out of 146 countries in the world and 6th out of 11 ASEAN countries (WEF, 2023). Specifically, the role of women in companies tends to be relatively smaller than that of men. According to WEF (2023), only around 22.10% of women hold managerial positions in Indonesia. A similar thing was also found in the Voluntary National Review report on sustainable development goals (SDGs, 2021), which stated that women only hold 33.08% of managerial positions in government and public and private companies.

According to BPS (2021), Indonesian women who work at the leadership and management level are only 0.78% and women who become executive, administrative and similar officials are 6.2% of the female working population. According to ILO (2022), women's representation continues to decline in managerial representation in many companies. According to Non & D. A. Y (2020), women's representation in Indonesia in the senior management sector

is 13% and only 5% occupy board of directors positions. According to Non & D. A. Y (2020), women tend to have better academic achievement than men. This shows that if given the opportunity and support, women have a great opportunity to create work achievements and develop their careers in the company. Judging from the percentage above, it is found that there are still very few women who occupy high positions in companies. Women in Indonesia experience a glass ceiling. According to Dowling, et al, (2017), the glass ceiling is defined as a phenomenon of gender inequality that occurs in women that they can only reach certain positions and are not promoted to executive positions. This is inseparable from the view of women who have to work at home. In Medan City, the percentage of female workers is greater than men in structural positions, the number of women tends to be smaller. According to Nasution (2022), the phenomenon of female civil servants in Medan is that the higher the structural position, the fewer women occupy that position. According to data BPS Medan (2022), women who occupy structural positions are only 42%, this number tends to be smaller than the number of men which reaches 58%. This raises the question of why women's positions in structural positions are still fewer.

According to Gabaldon, et al (2016), men and women have different points of view, where women are more sensitive and practical while men are more skeptical. Meanwhile, according to Belaounia, et al (2020), companies that have women as top officials show better company performance and minimal risk taking. Looking at the results of the study above, women have been given equal opportunities in their careers, but require handling and support from the organization.

In this study, the formulation of the problem is how women's ability to manage emotions well in order to focus and have commitment to the company and how to support women's rights to work in order to encourage the creation of a comfortable and integrated work environment. Based on this phenomenon, the author is interested in conducting a study entitled "The Influence of Gender Equality on Work Performance, Career Development with Organizational Culture as an Intervening Variable (Case Study: Civil Servants in Medan City). The gender equality gap makes it difficult for female workers to improve their work performance and also develop their careers. In addition, seen from the employee data in Medan city at this time (BPS Medan, 2022), the potential for female workers to reach the top level is very difficult to achieve, especially in the current Medan city government. What can be done to reduce the gender equality gap is to provide opportunities for workers, especially female workers, to be able to compete to improve their performance and develop careers that are supported by the current organizational culture. Female workers must also be able to participate and compete in the selection of Top Level Management careers in an organization, both government and private. This study approaches the problem directly to Medan city civil servant workers in order to get direct answers in solving this study. The problems that must be solved in this study use quantitative descriptive analysis which aims to create a picture or descriptive situation and get direct answers from Medan city civil servant workers about the problems in gender equality today. Taken from several previous studies that have similarities regarding gender equality and which are different in this study by emphasizing gender equality in the civil servant environment in Medan City and

conducting tests on each variable in this study. Research conducted by M. Ainun & Zulhaida (2018), on the relationship between gender equality in employee career development. The study used SWOT and Oneway ANOVA model analysis. The results of this study indicate that there is no gender gap in the implementation of employee career development.

Meanwhile, research conducted by wilda (2020), on the influence of gender and work skills on employee performance with work discipline as an intervening variable. This study shows that the variables gender, work skills, and work discipline can improve employee performance with quantitative methods using Partial Least Square (PLS) to test causal relationships. Departing from the formulation of the problem, the method used in this study is quantitative descriptive analysis with data processing using SEM -PLS which aims to answer the problems in this study.

The novelty in this research is to find a study of the influence of Gender Equality on Work Performance, Career Development with Organizational Culture which is a reference material for female workers and becomes a reference material for further researchers with the same topic as this research.

METHODS

This research was conducted in Medan City in coordination with the Medan City Research and Development Agency, North Sumatra Province. The population in this study were all employees who work as civil servants in the Medan City area. The population of civil servants in Medan City in 2023 is 10318 spread across all government agencies in Medan City. The sample in this study used a purposive sample and the sampling technique in this study used snowball sampling (Sugiyono,

2018), The sample size in this study used the Slovin formula as follows:

$$n = \frac{N}{1 + Ne^2}$$

Description:

n = Sample size used

N = Population Size

E = 5% error tolerance limit

So the number of samples is:

$$n = \frac{N}{1 + Ne^2}$$

$$n = \frac{10318}{1 + 10318(0.05)^2}$$

$$n = 385 \text{ samples}$$

The research method used is quantitative descriptive analysis. Quantitative descriptive analysis is a method that aims to create a picture or descriptive situation using numbers, starting from data collection, interpretation of the data and the appearance and results (Arikunto, 2018). Quantitative analysis uses descriptive methods through questionnaire data distributed to respondents offline and online. The data collection technique in this study was to distribute questionnaires offline by distributing questionnaire printouts to respondents and online by distributing Google Forms to respondents by referring to informants who were considered to know many other informants who matched the characteristics of the respondents. Souvenirs were given by giving credit vouchers to respondents who had filled out the questionnaire. Data management was carried out using SPSS version 21 software for data tabulation, and quantitative analysis using the SEM PLS program (Ghozali, 2017).

RESULTS

Results Based on Respondent Characteristics

Based on the table below, it can be concluded that the female gender dominates in terms of the number of civil servants working in Medan City, as many as 206 respondents from the total

respondents and a percentage of 53.5%. and men who work as civil servants in Medan City as many as 179 people, and a percentage of 46.5% of all total respondents. In this case, women have the opportunity to advance more in improving their careers because women dominate the total population of employees in Medan City.

Table 1. Respondent Characteristics Based on Gender

GENDER	AMOUNT	PERSETAAASE
Man	179	46.5%
Woman	206	53.5%
TOTAL	385	100%

Source: Processed by the author, 2024

Based on the table below, it can be concluded that the age of respondents who dominate civil servants in Medan City is between 24-30 years old, as many as 179 respondents and a percentage of 46.6%. And in second place is dominated by the age of 30-40 years as many as 166 people and a percentage of 43.2% . In this case, young people need to be developed in improving their achievements and career development without any gender limitations. This means that young people still have the opportunity to improve their performance in terms of working in their respective departments in Medan City.

Table 2. Respondent Characteristics Based on Age

AGE	AMOUNT	PERSETAASE
24-30	179	46.61458%
30-40	166	43.22917%
41-45	19	4.947917%
46-50	9	2.083333%
51-60	12	3.125%
TOTAL	385	100%

Source: Processed by the author, 2024

Based on the table below, it can be concluded that respondents with an

educational background are still dominated by undergraduate education (S1) of 268 respondents and a percentage of 69.7% because the formation in CPNS acceptance is more dominated by undergraduate (S1). And in second place is dominated by Diploma III (D3) education background of 60 respondents and a percentage of 15.6 % of the total respondents in this study

Table 3. Respondent Characteristics Based on Education

EDUCATION	AMOUNT	PERSETAASE
S1	268	69.79167%
S2	51	13.02083%
D3	60	15.625%
S3	6	1.5625%
TOTAL	385	100%

Source: Processed by the author, 2024

Based on the table below, it can be concluded that the average respondent in terms of length of service as a civil servant in Medan City is a length of service of 1-10 years with a total of 319 respondents with a percentage of 82.8% of the total respondents in this study. Then, followed by a length of service of 11-20 years with a total of 48 people with a percentage of 12.4% of the total percentage of respondents in this study. This means that there are still many opportunities time for young people to develop their careers and work achievements so that they can create good performance with the support of a good organization in serving the community by civil servants in Medan City.

Table 4. Respondent Characteristics Based on Length of Service

LENGTH OF WORK	AMOUNT	PERSETAASE
1-10 Years	319	82.85714%
11-20 Years	48	12.46753%
21-30 Years	18	4.675325%

31-40 Years	0	0%
Total	385	100%

Source: Processed by the author, 2024

SEM - PLS

In chapter analysis data And this discussion m e n using the method analysis SE M - P L S u n f o r knowing the Influence of Gender Equality on Work Performance , Career Development with Organizational Culture as an Intervening Variable .

Model Evaluation Measurement

Before conducting hypothesis testing to predict the relationship between latent variables in the structural model, an evaluation of the measurement model is first carried out to ensure that the indicators in the questionnaire are valid and reliable. The validity of the indicator is seen from the loading value (λ). The loading value shows how much of the indicator's variance can be explained by the latent variable. An indicator must be eliminated (removed) from the measurement model when the loading value (λ) is less than 0.5. The following are the results of the loading value (λ) obtained.

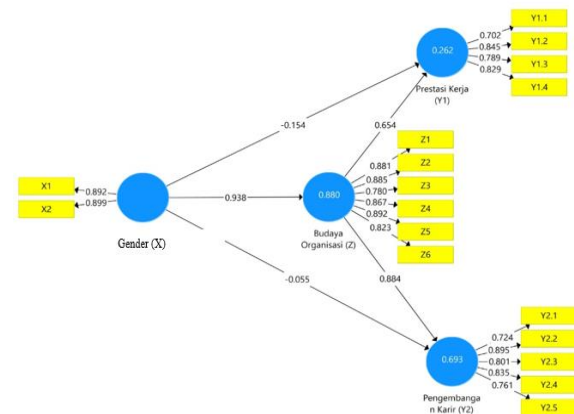


Figure 1. Path Diagram with Loading Factor Values

Source: Data processed by the author, 2024

1. Validity and Reliability Test

Convergence validity at the indicator level is considered sufficient if it has a minimum loading of 0.5. The results of the validity test at the indicator level of each construct can be seen in the table below.

Table 5. Out Loading Gender (X)

Item	Loading
X1	0.892
X2	0.899

Source: Data processed by the author, 2024

Based on Table 5 on , All indicators of respondent characteristics variables are valid because we have mark *loading factor* above 0 , 5 .

Table 6. Out Loading Organizational Culture (Z)

Item	Loading
Z1	0.881
Z2	0.885
Z3	0.780
Z4	0.867
Z5	0.892
Z6	0.823

Source: Data processed by the author, 2024

Based on Table 6 on, All indicators of the Organizational Culture variable are valid because we have mark *loading factor* above 0.5.

Table 7. Out Loading Work Performance (Y1)

Item	Loading
Y1	0.702
Y2	0.845
Y3	0.789
Y4	0.829

Source: Data processed by the author, 2024

Based on Table 7 on , All indicators of work performance variables are valid because we have mark *loading factor* above 0.5.

Table 8. Out Loading Career Development (Y2)

Item	Loading
Y1	0.724
Y2	0.895
Y3	0.801
Y4	0.835
Y5	0.761

Source: Data processed by the author, 2024

Based on Table 8 on, All Career Development variable indicators are valid because we have mark *loading factor* above 0.5. The next criteria are *composite reliability* and *convergent validity* (AVE) which are presented in Table 6.

Table 9. Composite Reliability and AVE Values of the Measurement Model

	Composite reliability (rho c)	Average variance extracted (AVE)
Organizational Culture (Z)	0.942	0.732

Gender (X)	0.890	0.802
Career Development (Y2)	0.902	0.649
Work Performance (Y1)	0.871	0.629

Source: Data processed by the author, 2024

Based on the *composite reliability* value presented in Table 9, it shows that the five latent variables have a *composite reliability value* above 0.6. This means that the indicators that have been set have been able to measure each latent variable

(construct) well or it can be said that the three measurement models are reliable.

The better *Convergent validity* value is indicated by the higher correlation between indicators that make up a construct. The AVE value shown in Table 9 shows that the five latent variables have AVE values above the

minimum criteria, which is 0.5 so that *the convergent validity* measure is good or can be said to have met the *convergent validity criteria*.

Structural Model Evaluation

The structural model (inner model) is a model that describes the relationship between latent variables that are evaluated using path coefficients, R2, Q2 and GoF. The results of the path coefficients and t-statistic values obtained through the bootstrapping process are shown in Table 10 as follows.

Table 10. Results of Direct Effect and Indirect Effect of Path Coefficients on the Structural Model

Hypothesis	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	p-values
Gender (X) -> Organizational Culture (Z)	0.938	0.006	145,258	0.000**
Organizational Culture (Z) -> Work Performance (Y1)	0.654	0.118	5,551	0.000**
Organizational Culture (Z) -> Career Development (Y2)	0.884	0.091	9,679	0.000**
Gender (X) -> Job Performance (Y1)	-0.154	0.124	1,237	0.217 ts
Gender (X) -> Career Development (Y2)	-0.055	0.096	0.572	0.567 ts
Gender (X) -> Organizational Culture (Z) -> Job Performance (Y1)	0.613	0.111	5,502	0.000**
Gender (X) -> Organizational Culture (Z) -> Career Development (Y2)	0.829	0.086	9,638	0.000**

Note: **: Significant at 5% level, ts : Not Significant

Source: Data processed by the author, 2024

1. The Influence of Respondent Characteristics on Organizational Culture. The influence between Respondent Characteristics on Organizational Culture has a p-value of 0.000 (<0.05) then reject H_0 , meaning that there is a significant influence between Respondent Characteristics on Organizational Culture at a significance level of 5%. The Influence Coefficient (original sample) is positive, meaning that the better the Respondent Characteristics, the better the Organizational Culture.
2. The Influence of Organizational Culture Commitment on Work Performance. The influence between Organizational Culture on Work Performance has a p-value of 0.000 (<0.05) then reject H_0 , meaning that there is a significant influence between Organizational Culture on Work Performance at a significance level of 5%. The Influence Coefficient (original sample) is positive, meaning that the better the Organizational Culture, the better the Work Performance.
3. The Influence of Organizational Culture Commitment on Career Development. The influence between Organizational Culture on Career Development has a p-value of 0.000 (<0.05) then reject H_0 , meaning that there is a significant influence between Organizational Culture on Career Development at a significance level of 5%. The Influence Coefficient (original sample) has a positive value, meaning that the better the Organizational Culture, the better the Career Development.
4. The Influence of Respondent Characteristics on Work Performance. The influence between Respondent

Characteristics on Work Performance has a p-value of 0.217 (> 0.05) so it fails to reject H_0 , meaning that there is no significant influence between Respondent Characteristics on Work Performance at a significance level of 5%.

5. The Influence of Respondent Characteristics on Career Development. The influence between Respondent Characteristics on Career Development has a p-value of 0.567 (> 0.05) so it fails to reject H_0 , meaning that there is no significant influence between Respondent Characteristics on Career Development at a significance level of 5%.
6. The Influence of Respondent Characteristics on Work Performance through Organizational Culture

The influence between Respondent Characteristics on Work Performance through organizational culture has a p-value for indirect influence of 0.000 (< 0.05) so it rejects H_0 , meaning that the organizational culture variable significantly mediates the relationship between Respondent Characteristics on Work Performance.

7. The Influence of Respondent Characteristics on Career Development through Organizational Culture

The influence between Respondent Characteristics on Career Development through organizational culture has a p-value for indirect influence of 0.000 (<0.05) then reject H_0 , meaning that the organizational culture variable significantly mediates the relationship between Respondent Characteristics on Career Development.

DISCUSSIONS AND CONCLUSIONS

The Based on table 10, the following conclusions can be drawn:

1. **The Influence of Gender on Organizational Culture**

Influence between Gender on Organizational Culture has a *p-value* of 0.000 (<0.05) then reject H_0 , meaning that there is a significant influence between Gender on Organizational Culture at a significance level of 5%. The Influence Coefficient (*original sample*) has a positive value, meaning that the better the Gender then it will improve Organizational Culture. Therefore, it can be concluded that gender has a significant influence on the Organizational Culture of Civil Servants in Medan City. The Organizational Culture created in the work environment of Civil Servants in Medan City is formed from the behavior or patterns of a person that are carried out repeatedly so that they form a habit. According to Karniawati (2013) Gender is the behavior between men (masculine) and women (feminine) which is formed by organizational culture. According to Hendra (2020) organizational culture is the norms and values that direct the behavior of organizational members. In a corporate environment, roles are constructed by the organizational culture that develops within the organization. So in this case, gender has an influence on the organizational culture of the Civil Servants environment in Medan City.

2. The Influence of Organizational Culture Commitment on Work Performance

The Influence of Organizational Culture on Work Performance has a *p-value* of 0.000 (<0.05) then reject H_0 , meaning that there is a significant influence between Organizational Culture on Work Performance at a significance level of 5%. The Influence Coefficient (*original sample*) has a positive value, meaning

that the better the Organizational Culture then it will improve Work Performance. Therefore, it can be concluded that culture has a significant influence on the work performance of civil servants in Medan City. According to Sinaga et al (2020), a strong organizational culture will provide stability to the organization, because it has a strong influence in shaping the behavior and behavior of all members of the organization.

3. The Influence of Organizational Culture Commitment on Career Development

The Influence of Organizational Culture towards Career Development has a *p-value* of 0.000 (<0.05) then reject H_0 , meaning that there is a significant influence between Organizational Culture towards Career Development at a significance level of 5%. The Influence Coefficient (*original sample*) has a positive value, meaning that the better the Organizational Culture then it will increase Career Development. Therefore, it can be concluded that Organizational Commitment has an influence on the career development of civil servants in Medan City. A good and supportive culture in an organization can trigger an effective career development program that can increase commitment to employees by providing opportunities to develop and advance (Yudi & Suryono, 2024). In this case, a good culture can be one that can support career development in civil servants (PNS) in Medan City. Research conducted by Kartika and Nur (2021), Career development and organizational climate affect job satisfaction; Job satisfaction, career development, affect organizational commitment, and organizational

climate affects organizational commitment

4. The Influence of Gender on Job Performance

Influence between genders on Work Performance has a *p-value* of 0.217 (> 0.05) then fails to reject H_0 , meaning that there is no significant influence between Respondent Characteristics on Work Performance at a significance level of 5%. Therefore, it can be concluded that gender has no influence on the work performance of civil servants in Medan City. All civil servants in Medan City have the same opportunity to prove themselves in their work. Where work performance is obtained from the ability of Medan City civil servants to provide benefits to the agency where they work. Research according to (Polly et al., 2019) states that gender is not an important thing that affects a person's work performance in a company. Work performance is inseparable from how much employees actualize their reason, thoughts, talents, creativity, and energy devoted to doing the work assigned to achieve company goals (Romio et al., 2022; Wijaya et al., 2022). A similar thing was also found in research by Widiastuti et al. (2020), namely gender has no influence on a person's performance in an organization. So in this case, gender has no influence on the current Work Performance of Medan City Civil Servants.

5. The Influence of Respondent Gender on Career Development

The influence between respondent characteristics towards Career Development has a *p-value* of 0.567 (> 0.05) so it fails to reject H_0 , meaning that there is no significant influence between Respondent Characteristics towards Career Development at a significance level of 5%. Gender in

this study assesses how masculine and feminine a person is in showing attitudes in their daily work. This can be seen from the number of respondents who are dominated by women and these respondents show more masculine respondents in doing their jobs (Jesica, 2020). According to Ainun (2018) said that the implementation of gender equality in the company will increase the opportunities for female employees to get the same opportunities as male employees who have the same background and skills, the implementation of this gender equality will also increase the opportunities for female employees to be creative and innovative in increasing company productivity

6. The Influence of Gender on Work Performance through Organizational Culture

Influence between Gender on Work Performance through organizational culture has a *p-value* for an indirect influence of 0.000 (< 0.05) so reject H_0 , meaning that the organizational culture variable significantly mediates the relationship between gender. on Work Performance. Gender on Work Performance through Organizational Culture has an influence. Therefore, it can be concluded that gender has an influence on work performance through organizational culture in the PNS environment in Medan City. The organizational culture in the PNS environment in Medan City creates gender equality between men and women. According to Muslimah (2021), organizational culture will be determined by the condition of teamwork, leaders, and characteristics of the organization and administration process that apply to the company. So all employees in the Medan City Civil Servant environment will be formed

from the culture that is created which may unconsciously create gender equality. Gender equality in question is not just a matter of sex. According to Murniati 2004, the gender in question is not a biological problem but the roles and responsibilities of women and men in the organization known as femininity and masculinity. So with the existence of organizational culture, it forms the emergence of gender equality in achieving work performance in the Medan City Civil Servant environment.

7. The Influence of Gender on Career Development through Organizational Culture

Influence between respondent gender towards Career Development through organizational culture has a *p-value* for indirect influence of 0.000 (<0.05) then reject H_0 , meaning that the organizational culture variable significantly mediates the relationship between Gender towards Career Development. Therefore, it can be concluded that gender has an influence on career development towards organizational culture in the Medan City Civil Servant environment. Gender equality in the Medan City Civil Servant environment provides full support in the career development of each employee. Equal opportunity to express opinions, appreciation for the work achievements obtained, makes every employee, both male and female, enthusiastic in the work environment. This is also supported by research conducted by Muslim (2023) gender equality has begun to be improved with various regulations and facilities that support women's comfort in the world of work. So in this case, gender has an influence on career development through organizational culture as a moderating variable.

CONCLUSION

From the results of the research analysis above, the following conclusions can be drawn:

1. Gender influential on Organizational Culture. The Influence between Gender on Organizational Culture has a *p-value* of 0.000 (<0.05) then reject H_0 , meaning that there is a significant influence between Gender on Organizational Culture at a significance level of 5% . The Influence Coefficient (*original sample*) has a positive value, meaning that the better the Gender then it will improve Organizational Culture
2. Organizational Culture is influential on Work Performance . The Influence of Organizational Culture on Work Performance has a *p-value* of 0.000 (<0.05) then reject H_0 , meaning that there is a significant influence between Organizational Culture on Work Performance at a significance level of 5% . The Influence Coefficient (*original sample*) has a positive value, meaning that the better
3. Organizational culture has an influence on Career Development. The Influence between Organizational Culture towards Career Development has a *p-value* of 0.000 (<0.05) then reject H_0 , meaning that there is a significant influence between Organizational Culture towards Career Development at a significance level of 5% .
4. Gender has no influence on Work Performance. Influence between genders on Work Performance has a *p-value* of 0.217 (> 0.05) then fails to reject H_0 , meaning that there is no significant influence between Respondent Characteristics on Work Performance at a significance level of 5% .

5. Gender has no influence on Career Development . The Influence between Gender towards Career Development has a *p-value* of 0.567 (> 0.05) so it fails to reject H_0 , meaning that there is no significant influence between Respondent Characteristics towards Career Development at a significance level of 5% .
6. Gender influences work performance through organizational culture . The influence between gender on Work Performance through organizational culture has a *p-value* for an indirect influence of 0.000 (<0.05) so reject H_0 , meaning that the organizational culture variable significantly mediates the relationship between gender. on Job Performance. Gender on Job Performance
7. Gender influential towards Career Development through organizational culture. The influence between Gender towards Career Development through organizational culture has a *p-value* for indirect influence of 0.000 (<0.05) then reject H_0 , meaning that the organizational culture variable significantly mediates the relationship between respondent characteristics. towards Career Development.

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