

Implementation of Gender Policy at Pt Yodya Karya (PERSERO) in During Covid-19 Pandemic (Qualitative Study: Gender Analysis Pathway Model)

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Abstract

Employee performance is becoming one of the phenomena in work, where the phenomenon that arises is the things that cannot be separated from the quality and quantity of workers in the company. This makes it interesting to explore to find out the truth that arises from the declining or rising performance of employees that will affect both the situation of the workers themselves and the company. This study uses qualitative method with GAP model. Researchers will analyze and identify through the phenomenon that arises in the company regarding the performance of workers, especially closely related to gender. Gender policy in the company is a principle or way based on the guidance of a company in making decisions or commitments that can directly affect the company for the better and also the workers in the company get the same rights and obligations between workers both women and men in the same scope. So that the gender policy in this company becomes one of the benchmarks of factors that affect gender performance in the company let alone the site of the covid-19 pandemic, the results of this study produce output in the form of Decree (SK), Gender Policy agreed by the company.

Keywords: Gender, Female Employees, GAP Model, Policy, Covid-19

1. Introduction

Gender policy in the company is a principle or way based on the guidance of a company in making decisions or commitments. Of course, this can directly affect the company for the better and also the workers in the company get the same rights and obligations between workers both women and men in the same scope, so that the gender policy in this company becomes one of the benchmarks of factors that affect gender performance in the company.

In the news from some news in Indonesia, which is affected by covid-19 until the next few months, until mid-July according to CNBC news Indonesia the spread of the covid-19 virus switched to office clusters that are so vulnerable for workers, let alone workers who use public transportation such as KRL, MRT and Busway, especially Jakarta. Therefore, regarding dampening the spread of covid-19, by implementing some measures such as limiting and maintaining a safe distance with other individuals, such as self-isolation of communities in an area, and preventing the gathering of communities in certain areas.

In addition, the WFH or Work from Home program for Indonesian workers in anticipation of the spread of the virus and the implementation of the PSBB system, namely Large-Scale Social Restrictions by not gathering. Also, the company's capacity is reduced by 50% or even temporarily closed, due to WFH is one of the indicators that affect the effectiveness of employees in working at home, where female workers who usually have regular hours in taking care of their household, have difficulty in working as an employee of the company or working for the household.

Measuring and identifying what problems arise in gender issues in the company, the authors used gender models in this study. The tool is used to analyze data and information about gender conditions to identify and reveal positions, functions, roles and responsibilities in the process of activities that are being carried out as well as factors that influence in the ongoing gender analysis. There are several models in analyzing gender, one of which is GAP (Gender Analysis Pathway). GAP is a gender model to measure and identify programs implemented by organizations or companies specifically policy planners / programs / development activities can identify gender gaps and gender issues and at the same time develop policy plans / programs / development activities aimed at reducing or removing the gender gap to be reviewed from the object of the research. GAP presented by Edward Wilson from Harvard University, researchers also use gender gap analysis tool, Gender Analysis Pathway (GAP) developed by Bappenas in collaboration with AIPD (Australia Indonesia Partnership for Decentralization) and Canadian International Development Agency (CIDA).

The researcher conducted interviews with informants who included superiors, equivalents, vendors (corporate partners) and subordinates by conducting exclusive in-depth interviews via the zoom application by asking about things that happened so that it became a phenomenon that would be discussed using a model developed by Harvard. With this model can be done with 9 (nine) steps that each step has the name of the activity or program implemented, data opening insights, gender issues, policies and action plans in the future, and measurement of results.

Here is the formulation of the problem contained in this study:

- I. What is the policy at PT Yodya Karya(Persero)?
- II. How is the policy implemented at PT Yodya Karya(Persero)?
- III. Does gender policy have support and barriers at PT Yodya Karya(Persero)?

2. Literature Review

Literature review includes matters related to literature studies can be obtained from various journals or previous research, especially research on gender policy using GAP models, handbooks, e-books, magazines, laws, and other references. Performance has a broad meaning not only expresses as the result of working but also how the work process takes place. Performance is a real behavior that everyone displays as a work performance produced by employees according to their role in the company. Employee performance is very important in the company's efforts to achieve its goals. Conditions that must be known and informed to certain parties to know the level of achievement of the

results of a company is connected with the vision carried out by a company. It illustrates the positive and negative impacts of an operational policy taken. The performance is the result of work that can be achieved by a person or group of people in an organization. This is in accordance with the authority of their respective responsibilities, in order to achieve the objectives of the organization concerned legally, not breaking the law and in accordance with morals or ethics and (N. Yunita, 2014) in (Mathis and Jackson, 2002) also stated that performance is basically what employees do or do not do.

Afterwards, gender is a trait that serves as the basis for identifying the differences between men and women in terms of condition and culture, values and behaviors, mentalities, and emotions, as well as other non-biological factors (Alfian Rokhmansyah, 2016:1). Gender in social sciences is defined as a pattern of male and female relationships based on their respective social characteristics (H. Ihsanul, 2017) in (Zainuddin, 2006:1). Women and men have different roles, functions, responsibilities, attitudes and behaviors because of social and cultural construction. This is commonly known as gender. This difference is formed through the process of habituation continuously so that it is internalized in everyone, every family, every community. This socialization process according to the Handbook by The Australia Indonesia Partnership for Decentralization (AIPD) is conducted through:

- a. Families often traditionally share roles between men and women, where women tend to be used to performing domestic roles (home) and men are used to doing public roles. The habituation of this role is carried out continuously from day to day, from one's birth to adulthood thus eventually forming a gender ideology.
- b. Society reinforces the division of roles between men and women as is common at the family level, so that when a person or group of people performs an unusual role it is considered strange.
- c. The state strengthens the division of women and men's roles through various regulations it produces.
- d. Workplaces often give roles to women and men differently because of socio-cultural construction. Men often get jobs that are considered to require ratio, speed of decision making or innovative. While women often get jobs that require thoroughness and feelings such as being secretaries, nurses, kindergarten / elementary teachers and even office workers or companies.
- e. The mass media often reinforces the assumptions about women and men through the news it makes. Women are often shown attractive because their physiques are as beautiful, sexy while men are often shown attractive because of their achievements.
- f. Religious interpretations actually place women and men according to their dignity and dignity as human beings, with dogmatic obligations to their adherents. However, the mistaken understanding of religion often makes people fumble between the rules of religion and the rules that exist in society. For example, because the imam of prayer is male, then in everyday life even the leader of the community must be male. Whereas imams pray dogmatic, while community leaders should be based on the competence possessed by each gender regardless of whether a

person is female or male.

Gender inequality in line with Riant Nugroho (2013), such as:

- a. Marginalization, which is the process of marginalization or poverty) that results in poorness, occurs a lot in communities in developing countries such as eviction from home and exploitation. Poverty of women and men due to gender is one form of injustice caused by gender. Therefore, women are assumed to be more appropriately used for convection efforts and opportunities to become housekeepers.
- b. Sub-ordination is basically the belief that one gender is considered more important or more important than the other. There has long been a view that places women's positions and roles lower than men's. Many cases in tradition, interpretation of religious teachings as well as in bureaucratic rules put women as sub-ordination of men. Reality shows that there are still socialized values that limit the movement space especially women in life.
- c. A stereotypical or labeling view is a standard imagery stereotype of an individual or group that does not correspond to the existing empirical reality. Negative labeling in general always breeds injustice. One stereotype that develops based on the understanding of gender, which occurs against one gender, namely women. This resulted in discriminatory and injustices that harmed women. For example, the view of women whose duties and functions only carry out work related to domestic work or homemaking. This not only happens within the household sphere but also happens in the workplace and society, even at the government and state level. When a man is angry, he is considered assertive, but when the woman is angry or offended is considered emotional and cannot help him. The standard of value against women and men's behavior is different, but the standard of value is much judgmental and detrimental to women. Labeling women as "housewives" is detrimental, if they want to be active in "male activities" such as politics, business or bureaucrats. While the label of men as the main making money, (breadwinner) results in anything produced by women is considered part-time or supplementary and tends not to be taken into account.
- d. Violence, a form of violence against women because of differences, arises in many forms. Violence is not only about physical attacks such as rape, beatings and torture, but also about non-physical ones, such as sexual abuse and so emotionally disturbed. Perpetrators of violence are various; some are individuals, both in their own households and in public places, some in the community itself. The perpetrator could be a husband or father, nephew, cousin, uncle, in-laws, son, neighbor, or employer.
- e. Dual Workload, where another form of gender discrimination and injustice is a double workload that must be overworked by one particular gender. In a household generally some activities are carried out by men, and some are carried out by women. For women who work, in addition to working in the workplace also still have to do household chores. Women with weak economies have a dual role that they endure, namely as someone who takes care of the household and as a breadwinner for the family. In addition, a woman's income is only considered an "additional

income" for her household. Women with weak economies also have difficulty in accessing public facilities, because public facilities in the countryside are still minimal and for those who live in urban areas also have to spend a lot of money to get them.

Mansour Fakhri, however, said that gender inequality must be banned in two ways, including:

- IV. Short term, action program efforts can be made involving women so that they are able to limit their own problems. For example, in terms of addressing the marginalization of women in various objects of income increase, it is necessary to involve women in community development programs as well as various activities that allow the empowered to gain access to additional income.
- V. Long-term, Long-term strategic needs to be done to strengthen short-term practical efforts for instance, by launching a campaign for critical awareness and public education to stop gender inequality. That strategic effort needs to be done with some supporters such as conducting studies on gender injustice and its manifestations in both societies, state and domestic.

Meanwhile, in the world of employment also has a gap or equality in gender, therefore it is necessary to blurt about gender equality in the company, gender equality needs to know the indicators in it as according to (CIDA, 2017) in (Nugroho Dwidjowojoto, 2006) among others:

- IV. Access, is an opportunity or opportunity to acquire or use certain resources. Consider how to gain fair and equal access between women and men, girls and men to the resources to be created.
- V. Participation, is the participation or participation of a person or group in activities and in decision-making. In this case, women and men do have the same role in decision-making.
- VI. Control, is the mastery or authority or power to make decisions. In this case, whether the holder of the position can make decisions dominated by a certain gender or not.\
- VII. Benefit, is the usefulness that can be enjoyed optimally. Decisions taken can provide fair and equal benefits for women and men or vice versa.

In line with H. Asmilan, 2017 in William Dunn, 2003, policy is defined from the origin of the word, etymologically; the term policy comes from the Greek, Sanskrit, and Latin root words in Greek and Sanskrit namely *polis* (city-state) and *pur* (city). It then has the meaning of a basic guideline or plan in the implementation of a work that concerns the state and city. While (C Nasution, 2017 in Hogwood and Gun, 2003) mentions ten uses of policy terms in the modern sense including:

- a. As a label for an activity field
- b. As a general-purpose expression or expected state activity
- c. As a specific proposal

- d. As a decision of the government
- e. As a formal authority
- f. As a program
- g. As output
- h. As a result
- i. As a theory or model
- j. As a process, this moves through the goals that are already in the settings, decision making for implementation and evaluation.

Model GAP

The GAP model is one of the methods of gender analysis used to determine gender inequality by looking at the access, roles, benefits, and controls obtained by men and women separately in development programs. GAP was developed by the National Development Planning Agency (Bappenas) starting in 2000 based on Presidential Decree No.9 of 2000 on PUG (gender mainstreaming). GAP includes the process of analyzing gender responsive policies, gender responsive policy formulations, gender responsive action plans, implementing action plans, and monitoring evaluations.

In principle, GAP also adopts the principles of Performance Based Management (MBK). GAP has the objectives:

1. Assist planners in planning gender responsive programs
2. Identify gender gaps (roles, access, control and benefits gained)
3. Know the background of the gender gap
4. Formulating problems as a result of gender inequality
5. Identify the necessary intervention measures/actions

3. Methodology

This study emphasizes more on the meaning and bound values in which the researcher used qualitative methods with gap model as their tools in this study. This research has population with approximately 1,500 workers who as the object of research in one of the state-owned companies in the field of engineering and management consultants precisely at PT Yodya Karya (Persero) and, taking 23 samples of female workers as informants represented as informants who are certainly influential in this study. This qualitative method uses data in the form of words resulting from extensive answers to questions with in-depth interviews, or from informants to open questions such as questionnaires, or through observations, as well as from available information collected from various sources of literature

or website studies.

In this study, using gap model tools, where GAP analysis was chosen for use in gender analysis in Indonesia, namely using one integrated tool that includes:

- a. Analyze policies
- b. Collecting and analyzing data
- c. Identify gender issues based on data
- d. Reformulate policies if necessary in developing strategic objectives in addressing gender issues
- e. Formulate planning in addressing gender issues
- f. Carrying out planning
- g. Monitor and evaluate planning

The steps undertaken in analyzing gender responsive policies, this aims to identify gender gaps and problems based on data sorted by gender. Here are the steps to do:

- a. Select the Policy/program/activity to be analyzed
- b. Present insights opening data sorted by gender
- c. Meet gender issues in the policy planning process / programs / activities
- d. Meet to identify gender issues in the internal institutions / culture of the organization
- e. Meet gender issues in external institutions
- f. Reformulation of Objectives
- g. Future Action Plan
- h. Baseline Data Determination
- i. Set Gender Indicators

4. Results

The policy in PT Yodya Karya (Persro) is based only on the Labor Law, there is no specific application of specific policies such as gender policy, therefore it can be applied a special policy in the form of gender policy in which researchers analyze and observe the situation and conditions in the environment. After that, researchers will interview informants ranging from the upper class or director as one of the power holders, then the middle class or staff, the lower class such as security or cleaning service to outside circles or vendors who cooperate with the company. The informants interviewed were mostly female. The results of the interview are in the form of an application of gender policy that will be

agreed by workers and approved by the director. Hence, gender policy in the company does not occur gaps that violate gender law, therefore researchers use gap models initiated by AIPD and BAPPENAS as well as supporting journals that have been mentioned about PUG and GAP consisting of programs and objectives up to the evaluation of the application of gender policy in the company. The supporting factors and inhibitions in implementing this gender policy are:

- a. **Supporting Factors:** researchers found that gender treatment is unfair to it, it is concluded that it must have a gender policy that will be regulated and agreed in tackling factors from the gender gap in the company. Because, in addition to the laws governing the rights of workers for women must also apply a specific policy for women, namely gender policy based on activities or programs designed later by the company until the evaluation and application of gender policy with gap model in the company.
- b. **Inhibitory Factors:** In this study, there is an inhibitory factor that there is no official gender policy in PT Yodya Karya (Persero) for that, it is difficult to analyze the actual gender gap in the company. Therefore, researchers use gap model to analyze the gender gap in the company until it can be followed up from gap model process implemented of course by researchers.

Thus, the purpose of the implementation of a gender policy to always feel safe and comfortable working in the company especially in the era of the covid-19 pandemic that cannot be predicted when it would end, for that, a gender policy can be applied in the company. In order, female workers who are in the minority when in a project that is mostly male workers get a special policy as women and feel protected by the policy and avoid the gender gap that leads to gender inequities in the company for female workers.

The deductive and inductive reasoning that aims to obtain a method of scientific reasoning that requires the integrated proof of truth between rational truth and factual truth, in the form of minor and major prepositions in applying a gender policy, as follows:

- a. **Minor Proposition 1:** In the company, the importance of a policy, both a general policy in the form of a policy in the form of a policy intended for all workers in the company and a specific policy, in the form of gender policy for female workers.
- b. **Proposition Minor 2:** To implement gender policy can use gap model tools so as to identify supporting factors and barriers felt by female workers in the company.
- c. **Major Proposition:** Gender policy is intended for a minority of workers is women to get the same rights as workers, both for male workers and female workers in the company by using the GAP model as its tools.

5. Conclusion

Gender policy for female workers can be applied properly and optimally, if all female workers get equal rights among male workers. Gender Policy with GAP Model tools has indicators both assessment and explanation of internal and external factors, so that researchers can identify supporting

factors as well as inhibitory factors of the application of gender policy in the company. Gap model has indicators both assessment and explanation of internal and external factors to be able to identify supporting factors and inhibitory factors of the application of gender policy in the company. This is in order to produce output in the form of Decree (SK) or Gender Policy officially by the company, so that in this era of pandemic covid-19, female workers need to conduct adaptation and the process of evaluation in working in the company.

In addition, there are also existing models and recommendation models that state a model of the results of the thought process that represents ideas in the form of proposals and can be used as a reference or tools in the form of GAP models, as below:

Table 1

Stage / Column 1				
SKPD	Program	Activity	Performance Indicator	Purpose
PT Yodya Karya (Persero)	Gender Policy Application	Applying the gender policy in PT Yodya Karya (Persero) during Covid19 Pandemic	The policy is just ruled without any particular implementation related to Gender in the company	Applying the gender policy in PT Yodya Karya (Persero), in order to having an official gender policy for the employees particularly the female workers

Stage / Column 2																			
Insight Opening Data																			
Common Data:	1. The employee of PT Yodya Karya (Persero) consists of Infrastructure Division, Engineering Division, merion division and Business Development Division	2. Female Employees in some divisions at PT Yodya Karya (Persero)	Access:	1. Informan representations are Director, Head of division, or superiors	2. Informant representations are from Division employees, Vendors or Partners up to the lowest organizational chart	Participation:	1. Director	2. Head of Division	3. Vendor	4. Staff	5. Subordinates	Control:	1. Director (1 person)	2. Head of division, each division (2-4 People)	3. Vendor (2-3 people)	4. Staff (5-10 People)	5. Subordinates (2-3 Persons)	Benefit:	In order to level the gender policy from superiors to subordinates till the general and specific policy for all to get the same rights as an employee in covid19 pandemic

Stage / Column 3												
(Gender Issue) Gap factors and Problems												
Access:	1. The lack of direct appointment and gender policy in the company even in covid19 pandemic	2. The point is the Female workers because of doing work at office and being house wife that can be said double responsibilities	3. Particular Policy in gender needs to be encouraged especially for the subordinates to the superiors	Participation:	1. the lack of proper gender policy orientation for the employees	2. the lack of proper gender policy implementation on that needs to be noticed particularly female workers	Control:	1. there is no implementation of gender policy at the company before and after covid19 pandemic	2. Policy optimization needed particularly for the company which has female workers	Benefit:	the gender policy implementation is a kind of special policy which is important and urgent applied in the workplace	

Stage / Column 4			Stage / Column 5	Stage / Column 6	Stage / Column 7			Stage / Column 8							
(Gender Issue) Gap factors			(Gender Issue) Causes	Reformulation	Action Plan			Baseline							
1. Lack of understanding or existence of gender policy	2. there is no any specific rules of gender policy in the company	3. lack of ways to aspire for the together betterment	1. Lack of an accomplished appointment to the gender policy especially for the female workers between company and vendors/partners	encouraging the employees to implement the gender policy and distributed to get an output such as gender implementation	1. committing to coordinate on to decide and apply a resolution officially	2. initiating tools or official decision released by the company about gender policy	3. figuring out balance to the implementation of gender policy for superiors, subordinates, vendors and staffs	Access: 1. Female employees for each division is about 15-20 persons	2. Organizational Chart is approximately 4-5 persons	3. Middle Organizational chart is 2-5 persons	4. lower Organizational Chart is 2-5 persons	5. Working Partner or vendors is 2-4 persons	Participation: all employees or those expecting gender policy are about 20 informants represented	Control: Number of employees agreed the implementation of gender policy	Benefit: Applying gender policy using GAP Model in Covid19 Pandemic

Stage / Column 9						
Result Assessment						
Output:	1. Formulating Performance	2. Performance Indicator	A gender policy that will be used following the appointment and company agreement so that the researcher expect the SK or decision letter about company rules or constitutes relating to gender policy in PT Yodya Karya (Persero)	Outcome :	1. Formulating Performance	2. Performance Indicator A gender policy that will be used following the appointment and company agreement so that the researcher expect the SK or decision letter about company rules or constitutes relating to gender policy in PT Yodya Karya (Persero)

6. Managerial Implication

- The study can develop theories and methods in policy aspects specific to gender
- This research produces a special policy that updates for female workers by combining theories, previous studies, and events in the field.
- This study provides information on matters regarding gender policy that should be in the company so that workers feel safe and comfortable working.
- The results of this study can be used as reference material for other researchers on gender policy as well as models used in the form of GAP models.

7. Conclusion

Gender Policy at PT Yodya Karya(Persero) using gap model tools helps the implementation of the policy is realized well. Therefore, it can avoid deviations that can lead to discrimination, especially in the era of the covid-19 pandemic the need for gender policies that can prosper and reduce the occurrence of gender deviations, especially for female workers who already have families, who automatically have a dual role in addition to working for companies, also work for the family. Gender policy is not merely based on employment law that is common to all companies. Yet, after the researcher interviewed informants from the company concerned, especially female workers, the application of gender policy can be supported by using gap model to determine what programs or

activities will be carried out such as the issuance (Decree) SK, Special Policy on Gender officially issued by the company.

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