

## THE INFLUENCE OF GENDER EQUALITY ON EMPLOYEE CAREER SATISFACTION

Retno Wulandari<sup>1)</sup>, Rayyan Taufik Akbar<sup>2)</sup>, Adeline Vinda Septiani<sup>3)</sup>

<sup>1,2)</sup>Master of Management Program, Widyatama University, Indonesia

<sup>3)</sup>Master of Statistics and Data Science, IPB University, Indonesia

Corresponding author: retno.1862@widyatama.ac.id

### Abstract

*Gender equality in the workplace is a crucial factor in creating a fair environment that supports employee career satisfaction. This study aims to analyze the influence of gender equality on employee career satisfaction at a national banking company in Indonesia. A quantitative approach was employed using simple linear regression analysis based on data from 157 permanent employees who had worked for at least one year. Data were collected through questionnaires using a Likert scale. The t-test results show that gender equality has a significant effect on career satisfaction ( $p = 0.000$ ), with a regression coefficient of 0.539. The  $R^2$  value of 0.117 indicates that gender equality explains 11.7% of the variance in career satisfaction. These findings support organizational justice and empowerment theories, which emphasize the importance of a fair and inclusive work environment. Although the influence is not dominant, gender equality remains an important factor in enhancing employee career satisfaction. This study recommends that organizations strengthen gender equality practices and consider other factors such as organizational culture and individual development.*

**Keywords:** banking, career satisfaction, gender equality, simple linear regression

### INTRODUCTION

Gender equality in the workplace has emerged as a central concern in organizational development, human resource management, and corporate sustainability. In recent decades, global awareness of gender-related disparities has driven both policy reforms and corporate strategies toward creating more inclusive work environments (World Economic Forum, 2023). Gender equality entails not only the elimination of discrimination but also the proactive empowerment of all genders to participate and thrive equally in professional settings.

From an organizational standpoint, gender equality encompasses equitable access to career advancement opportunities, representation in leadership roles, fair remuneration, and unbiased treatment in evaluation and development processes. The integration of gender-inclusive practices reflects a commitment to both social justice and strategic advantage (Catalyst, 2022). Numerous studies have shown that organizations that embrace gender equality are more likely to experience improved organizational performance, stronger employee engagement, and greater innovation (OECD, 2023; Ali et al., 2021).

Career satisfaction, on the other hand, is a multifaceted construct that reflects an employee's subjective evaluation of their career progress, recognition, and alignment with personal and professional aspirations. It is influenced by both internal (e.g., personal growth, competence) and external (e.g., organizational support, promotion policies) factors. Gender inequality can compromise these dimensions by creating structural or perceptual barriers that hinder career progression, especially for underrepresented or marginalized groups (Nguyen & Tran, 2020).

In this context, the link between gender equality and career satisfaction becomes particularly critical. Perceived fairness and inclusion directly affect how employees view their opportunities, their sense of belonging, and their motivation to excel. According to Organizational Justice Theory (Greenberg, 1990), fair treatment within organizational systems enhances job satisfaction and reduces counterproductive work behavior. Similarly, Empowerment Theory (Spreitzer, 1995) suggests that when employees feel empowered and included, they exhibit higher levels of engagement, resilience, and career fulfillment.

While many multinational corporations have adopted gender equality frameworks, implementation often varies across industries and regions. Cultural norms, organizational inertia, and implicit bias continue to challenge the translation of policy into practice, especially in emerging economies. In Indonesia, for example, the banking sector remains a traditionally male-dominated field in executive roles, even though gender

diversity is increasing at entry and mid-level positions. This underscores the importance of assessing whether current organizational practices effectively support equitable career development for all genders.

Therefore, this study seeks to examine the extent to which perceptions of gender equality influence employee career satisfaction in a national banking institution in Indonesia. By empirically analyzing this relationship, the study aims to contribute to the growing body of literature on workplace equality and offer actionable insights for organizations striving to enhance employee satisfaction and performance through inclusive practices.

## **METHODS**

### **Gender Equality**

Gender equality in the workplace refers to the fair treatment and access to equal opportunities for individuals of all genders in every aspect of employment, including recruitment, training and development, performance evaluation, promotions, leadership appointments, and strategic decision-making (World Economic Forum, 2023). It encompasses both formal equality (equal rights and treatment) and substantive equality (equal outcomes and the removal of structural barriers). In this study, gender equality is operationalized based on employee perceptions using indicators such as fairness in job assignments, equal access to advancement opportunities, and non-discriminatory practices in the workplace (Catalyst, 2022).

### **Career Satisfaction**

Career satisfaction is defined as the subjective evaluation of an individual's career progress, achievements, and future opportunities. It reflects how well an individual feels their career aspirations are being fulfilled over time (Smith & Johnson, 2021). This construct includes intrinsic aspects, such as personal growth and skill development, as well as extrinsic aspects, such as recognition, promotion, and compensation (Nguyen & Tran, 2020). In the context of this research, career satisfaction is measured through self-assessment statements using Likert-scale items designed to capture various facets of career fulfillment and advancement perceptions.

### **Gender Empowerment**

Gender empowerment refers to the process of enabling individuals to take control over their professional lives by providing equal access to resources, decision-making opportunities, and leadership roles, while actively eliminating gender-based discrimination and bias (Anderson, 2023). Empowerment is both a goal and a mechanism creating conditions in which employees can participate fully and equally in organizational life. It serves as the conceptual bridge linking gender equality initiatives to outcomes like job satisfaction and organizational commitment.

### **The Relationship Between Gender Equality and Career Satisfaction**

The theoretical foundation for this study rests on Organizational Justice Theory and Empowerment Theory. Organizational Justice Theory (Greenberg, 1990) suggests that perceptions of fairness—including distributive, procedural, and interactional justice—positively affect employee attitudes and behaviors. Empowerment Theory (Spreitzer, 1995) emphasizes that when employees feel empowered through equal access and inclusion, they demonstrate greater motivation and satisfaction. Previous empirical studies (Ali et al., 2021; OECD, 2023) have consistently shown that perceived gender equality positively correlates with employees' overall job satisfaction, including their career trajectory and progression opportunities.

### **Research Hypothesis**

Based on the theories and literature reviewed, the research hypothesis is formulated as follows:

H1: Gender equality has a positive influence on employee career satisfaction in the banking sector.

### **Research Methodology**

This study applies a quantitative approach with a correlational design to investigate the influence of gender equality on employee career satisfaction. The analytical method used is simple linear regression, which is suitable for examining the direct relationship between an independent variable (gender equality) and a dependent variable (career satisfaction). The population in this study comprises permanent employees of a national banking company in Indonesia. A total of 157 respondents were selected using purposive sampling, based on specific criteria, namely permanent employment status and a minimum of one year of service. This criterion was established to ensure that the participants had adequate exposure to the company's gender-related policies and work culture.

The primary data were collected using a structured questionnaire developed based on established indicators from previous research, tailored to the organizational context. The questionnaire was designed using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). It consisted of two main sections: the gender equality scale, which measured fairness in work assignments, promotion opportunities, training access, and the absence of gender-based bias; and the career satisfaction scale, which assessed the extent to which employees felt fulfilled in their professional growth and career trajectory. Instrument reliability was

tested through a pilot study involving 30 respondents, yielding Cronbach's alpha values above 0.80 for both constructs, indicating strong internal consistency.

Data were analyzed using SPSS version 26. The analysis began with descriptive statistics to summarize the demographic profiles of respondents and general trends in responses. This was followed by classical assumption tests, including the normality test (Kolmogorov-Smirnov test) and the heteroscedasticity test (Glejser method), to verify the suitability of the data for regression analysis. Since the sample size exceeded 100, and based on the Central Limit Theorem, normality concerns were considered minimal. Upon confirmation that the model met these basic assumptions, simple linear regression analysis was performed to assess the influence of gender equality on career satisfaction. Additionally, a t-test was conducted to determine the statistical significance of the regression coefficient, and the coefficient of determination ( $R^2$ ) was used to measure the proportion of variance in career satisfaction explained by gender equality. The analytical procedures in this study aim to provide empirical support for the hypothesis that gender equality positively affects career satisfaction among banking employees.

## Results and Discussions

### Classical Assumption Tests

#### Normality Test

Normality was tested using the One-Sample Kolmogorov-Smirnov Test on unstandardized residuals.

**Table 1 Result of Normality Test**

Unstandardized Residual	Sig.
Kolmogorov Smirnov Test	0.000

Source : Data Processing Result, 2025

The Kolmogorov-Smirnov test result shows an Asymp. Sig. (2-tailed) value of 0.000, which is less than 0.05, indicating that the residual data are not normally distributed. However, given the relatively large sample size (157 respondents), this non-normal distribution does not pose a major concern. According to the Central Limit Theorem (CLT), for large samples, the distribution of the sample mean tends to approximate a normal distribution regardless of the population distribution (Field, 2013). Therefore, despite the K-S test result, the regression analysis remains valid and reliable due to the applicability of the CLT.

#### Heteroscedasticity Test

The heteroscedasticity test was conducted using the Glejser method.

**Table 2 Result of Heteroscedasticity Test**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.136	3.605		1.147	0.253
	Gender Equality	-0.004	0.077	-0.004	-0.053	0.958

Source : Data Processing Result, 2025

The heteroscedasticity test was conducted to examine whether there is any unequal variance in the residuals across the predicted values. This study used the Glejser test, which found that the coefficient for gender equality is -0.004 with a t-value of -0.053 and a p-value of 0.958. Since the p-value exceeds the significance level of 0.05, the null hypothesis stating no heteroscedasticity cannot be rejected. This implies there is no evidence of heteroscedasticity in the regression model. Therefore, it can be concluded that the model meets the assumption of homoscedasticity, indicating constant residual variance and validating the continuation of regression analysis without further correction.

#### Hypothesis Testing Using t-test

**Table 3 Result of t-test**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13.921	5.571		2.499	0.014
	Gender Equality	0.539	0.119	0.342	4.527	0.000

Source : Data Processing Result, 2025

The t-test was used to examine the effect of the independent variable on the dependent variable. In this study, the hypothesis tested was the influence of gender equality on employee career satisfaction. Based on the regression results, the following equation was obtained:

$$\text{Career Satisfaction} = 13.921 + 0.539 (\text{Gender Equality})$$

The coefficient for gender equality is 0.539, meaning that for every one-unit increase in the perception of gender equality, employee career satisfaction increases by 0.539 units. The t-value for this coefficient is 4.527 with a p-value of 0.000, which is less than 0.05. This confirms that gender equality has a statistically significant effect on employee career satisfaction.

Thus, the first hypothesis (H1), which posits that gender equality has a positive effect on employee career satisfaction, is supported. This reinforces the argument that gender empowerment within organizations—particularly in the banking sector positively impacts employee motivation and satisfaction.

Correlation Coefficient of Determination

**Table 4 Correlation and Coefficient of Determination**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.342 <sup>a</sup>	0.117	0.111	5.20817

Source : Data Processing Result, 2025

In this study, correlation analysis was employed to measure the strength of the relationship between gender equality and employee career satisfaction. Based on the Model Summary results, the R value of 0.342 indicates a moderate relationship between gender equality and career satisfaction. Although this value is not particularly high, it suggests that gender equality has a meaningful influence on career satisfaction, even though other factors also contribute.

Furthermore, the R Square ( $R^2$ ) value of 0.117 indicates that gender equality explains approximately 11.7% of the variance in employee career satisfaction. In other words, 88.3% of the variation in career satisfaction is influenced by factors other than gender equality, such as organizational culture, internal policies, or individual characteristics. Despite the relatively low  $R^2$  value, the influence remains statistically significant, as supported by the t-test results and the regression coefficient.

## Discussion

The findings of this study empirically confirm a significant and positive relationship between perceived gender equality and employee career satisfaction in the banking sector. With a regression coefficient of 0.539 and a significance level of  $p < 0.001$ , the results provide strong support for the hypothesis that gender equality influences career satisfaction positively. Although the  $R^2$  value of 0.117 suggests that the explanatory power of gender equality is moderate, the statistical significance reinforces its role as a foundational element of a satisfying work environment.

From a theoretical standpoint, these findings align with Organizational Justice Theory (Greenberg, 1990), which emphasizes that employees' perceptions of fairness in processes such as promotion, recognition, and development directly influence their job satisfaction and organizational commitment. When organizations implement equitable policies and promote transparency, employees are more likely to perceive that their efforts and aspirations are valued, regardless of gender.

The study's results are also consistent with Empowerment Theory (Spreitzer, 1995), which underscores the psychological and behavioral benefits of inclusive work environments. Gender equality can enhance employees' self-efficacy and autonomy, particularly for those who might otherwise face systemic barriers to career advancement. This creates a virtuous cycle where empowered employees contribute more meaningfully to organizational goals, thereby reinforcing a culture of meritocracy and equity.

In practical terms, the presence of gender-equal policies and their perceived implementation appear to contribute not only to employee satisfaction but also to broader organizational outcomes such as retention, engagement, and employer branding. However, the relatively low  $R^2$  value (11.7%) indicates that gender equality, while important, is not the sole determinant of career satisfaction. This aligns with Job Satisfaction Theory (Locke, 1976), which argues that satisfaction is influenced by a combination of intrinsic and extrinsic factors, including leadership style, interpersonal relationships, task characteristics, and organizational climate.

Additionally, the moderate correlation ( $R = 0.342$ ) suggests that other variables, such as mentorship availability, work-life balance, individual career aspirations, and organizational communication may play significant roles in shaping career satisfaction. Future research could benefit from incorporating these variables into a multivariate analysis to develop a more comprehensive understanding of career satisfaction drivers.

Moreover, cultural and industry-specific dynamics should not be overlooked. The banking industry in Indonesia, while increasingly modernized, may still reflect hierarchical structures and traditional gender roles

that limit the full realization of gender-equal practices. It is also worth noting that gender equality initiatives are often more visible at the policy level than in everyday practices, which might affect employee perceptions and limit their impact on career satisfaction.

In light of these findings, organizations are encouraged to move beyond mere policy declarations and invest in tangible actions, such as leadership development programs for women, gender-sensitive performance evaluation systems, and inclusive mentorship schemes. Organizational leaders should also ensure that equality is integrated into everyday managerial practices to reinforce a culture of equity and continuous development.

In conclusion, this study contributes empirical evidence to the growing literature on gender equality and its impact on employee well-being. While gender equality alone may not fully explain variations in career satisfaction, its influence is both statistically and practically significant. For organizations seeking to build a competitive, inclusive, and sustainable workforce, addressing gender equality is not just an ethical imperative, it is a strategic necessity.

## REFERENCES

- Ali, S., Khan, M., & Ahmad, A. (2021). Gender equality and employee satisfaction: A study on organizational inclusivity. *Journal of Business Diversity*, 21(2), 45–57.
- Anderson, H. (2023). *Empowering Workplaces: Gender Equality and Career Growth*. New York: Global Management Press.
- Catalyst. (2022). The impact of gender equality initiatives on employee engagement and career satisfaction. Retrieved from <https://www.catalyst.org>
- Field, A. (2013). *Discovering Statistics Using SPSS* (4th ed.). Sage Publications.
- Greenberg, J. (1990). Organizational justice: Yesterday, today, and tomorrow. *Journal of Management*, 16(2), 399-432.
- Jackson, T., & Liu, Y. (2022). Cultural dimensions and gender equality at work: A cross-national analysis. *International Journal of Human Resource Management*, 33(12), 2405–2423.
- Locke, E. A. (1976). The nature and causes of job satisfaction. In M. D. Dunnette (Ed.), *Handbook of industrial and organizational psychology* (pp. 1297-1349). Chicago: Rand McNally.
- Nguyen, P., & Tran, M. (2020). Gender disparities in promotion and career satisfaction in Southeast Asia. *Asia Pacific Journal of Human Resources*, 58(4), 489–510.
- OECD. (2023). *Gender equality at work: The economic case*. OECD Publishing.
- Smith, J., & Johnson, L. (2021). Workplace gender equality and its effect on career satisfaction: An empirical study. *Journal of Organizational Behavior*, 42(8), 1105–1123.
- Spreitzer, G. M. (1995). Psychological empowerment in the workplace: Dimensions, measurement, and validation. *Academy of Management Journal*, 38(5), 1442-1465.
- World Economic Forum. (2023). *Global gender gap report 2023*. Retrieved from <https://www.weforum.org/reports/global-gender-gap-report-2023>