RESPECTFUL WORKPLACE POLICY TO CONCEIVE A SECURITY CONSCIOUSNESS AND GENDER EQUALITY AS AN IMPLEMENTATION OF AKHLAK CORE VALUES IN STATE-OWNED ENTERPRISES ENVIRONMENT

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Respectful Workplace Policy to Conceive A Security Consciousness and Gender Equality as an Implementation of Akhlak Core Values in State-Owned Enterprises Environment

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Abstract
A safe work environment, mutual respect, freedom from discrimination, harassment, violence, gender inequality, and discrimination of women is highly coveted in the Indonesian work environment. In State-Owned Enterprises, there are still issues of harassment, gender inequality, and women's opportunities to become leaders in the workplace. In 2021, the number of women leaders in workplace is still below 10%. The Ministry of State-Owned Enterprises is aiming to increase the representation of women in the Board of Commissions or Executives, and one level below the Board of Executives by 25% in 2023. The purpose of this research is to analyse women's issues in the State-Owned Enterprises environment related gender inequality, and harassment, identify variables which affects to work engagement and harassment. The research used quantitative methodology with a questionnaire survey and descriptive analysis completed in order to determine the differences between demographic groups, gender, age groups, and positions in the company. The research is conducted in Indonesian State-Owned Enterprises, as the novelty of this research. The result of this research is the implementation of the policies of mutual respect in workplace that conceive productive work environment, respect women, and protect human dignity, free from harassment, create gender equality and uphold human rights.

Keywords: gender equality; harassment; respectful workplace policy; violence; work engagement

INTRODUCTION
Forms of gender inequality can be found in things that seem frivolous, one of which can be found in the workplace. These forms of inequality include unequal growth opportunities, inequality in wages, unfair dismissal, and sexual harassment. Data found by the National Women's Law Center in America explains that western women only get 79 cents for every 1 dollar made by men, while Asian-American women 87 cents, American women 57 cents, and Latino women only 54 cents. Data from the Workplace Gender Equality
Agency in Australia found that the hourly income of female workers in non-managerial positions was 11.1% lower than that of men in the same position. Indonesia itself has experienced an increase in efforts to equalize women and men in the workplace. According to Grant Thornton's research in 2017 reported from Jawa Pos, there was an increase in the number of women occupying senior positions in the company by 2%, from 24% in 2016 to 28% in 2018.

Despite the fact that workplace harassment affects the lives of many employees, to date it is relatively neglected. As the meta-analysis shows, the factors of environmental and individual differences that have the potential to contribute to harassment and nuisance are negatively related to the well-being of the employees of the individuals and organizations that employ them. (Bowling 2006).

Numerous studies have been conducted to discuss the harassment in the workplace, its consequences, and phenomena. Further research is intended at improving the validity of harassment-related studies, by adopting longitudinal and experimental designs, in-person approaches and combining the perspectives of witnesses and implementers of harassment, developing a combined level of organizational and individual analysis, and focusing on dynamic harassment processes that ensue in the workplace. (Peterson, Jordansson, 2022). The existence of transparency in the recruitment process as well as support for activities to help women in a discriminatory culture, thus can be considered a victory in the handling of women's problems (Andersson et al. 2018; Bodyguard, 2005).

It is important for companies to have employees who feel empowered. Women's empowerment and leadership equality are currently crucial things to be implemented and continue to be encouraged, especially in the business sphere.

Psychological empowerment is the most powerful variable in influencing work engagement, organizational commitment, and job satisfaction. These findings are as well consistent with the results of previously conducted research (Meng 2019; Moura 2015; Joo 2010).

Studies conducted in Saudi Arabia, on women's economic empowerment (Alessa et al. 2022). The radiance that applies to low-wage women, woman leaders are not accepted by society, women are still financially dependent on men, compared to men who have more confidence in their abilities than women, and women retire have less job opportunities.

The findings suggest positive feedback regarding women empowerment as their vision in 2030, providing great economic opportunities for women employment, providing equal or greater opportunities for women than men, providing greater opportunities for women leaders, policies that allow women to participate more in all major areas of economy. It is important to support educational programs on professionalism and work environment and prepare policies that support women in the workplace.

Indonesia has the potential to increase USD 135 billion in Gross Domestic Product by 2025 if it can improve gender
equality in the world of work. The Ministry of State-Owned Enterprises is striving to increase the representation of women in the ranks of the Board of Commissions, Board of Executives, and one level below the Board of Executives, with a target of 15% in 2021 and reaching 25% in 2023. Furthermore, an increase in the representation of the younger generation in the board of directors, and one level below the Board of Directors of state-owned enterprises to 5% in 2021, and 10% in 2023. To increase the ratio of women in state-owned enterprises, research is needed related to the work engagement of female employees.

The tradition that passes for women in State-Owned Enterprises is not excessively low wages, female leaders are still exiguous in State-Owned Enterprises, financially women who work on State-Owned Enterprises are already financially independent but lack confidence in the abilities related to work engagement, harassment, and discrimination in the workplace.

Furthermore, in order to conceive a work environment that is safe, comfortable, and has a harmonious work circumstance, studies and research and surveys are performed related to what variables affect work engagement in the workplace that are needed in providing job satisfaction and providing high employee commitment to the company for the success of the company. It is as well necessary to survey what kind of form of harassment employees have felt how they responded to the harassment.

From the discussion, then it will focus on the need for policies from institutions/companies as well as support from administrators, employees, and numerous parties to behave politely and avoid disrespectful behaviour, including behaviour that will offend, intimidate, humiliate others, and/or numerous forms of harassment, bullying and other forms of violence that have the potential to degrade the dignity and self-respect of humanity.

The realization of a work environment full of mutual respect, civility, propriety, and decency and upholding the dignity and self-respect of humanity must be accomplished in conjunction and supported by company policies with the implementation of the Respectful Workplace Policy.

The purpose of this study is to examine women's issues, including looking for the best steps in the State-Owned Enterprises environment, there are:

1. Which variables that play a significant role that affect gender equality, work engagement and its impact on employees
2. Knowing the prevalence of harassment, actions taken by witnesses and recipients, and the availability of policies in the company thus in order to create an inclusive work environment free of discrimination, violence, and harassment.

Policies in the field of women in the State-Owned Enterprises environment in order to create a working atmosphere that supports women in gender equality, work
engagement and avoids harassment in the workplace.

METHODS

Theory

a. Gender Equality

Gender equality can be based on: equality, emphasis on equal opportunity and equal treatment between men and women; differences, recommending policies specific to women; or, transformations, to generate a fundamental renewal of relationships and social structures to eliminate gender hierarchies (Cairney et.al. 2022).

International labor standards on gender equality refer to: ILO Convention no. 100 of 1950 on Fair Wages, Fair wages for work equal in value; ILO Convention no. 111 of 1958 on Discrimination (in terms of Employment and Position), Fair Employment Opportunities in all stages of the employment cycle; Philadelphia Declaration (1944); Declaration on Fundamental Rights and Principles in the Workplace (1998).

International labor standards that protect mothers and workers who have family responsibilities: ILO Convention no. 183 of 2000 on Maternity Protection: Maternity leave, maternity allowance, Non-discrimination, protection from dismissal, Protection of maternal and child health; ILO Convention no. 156 of 1981 on Workers who have family responsibilities: applies to men and women, Non-discrimination against workers who have family responsibilities in terms of work and position, Services and assistance facilities for example: childcare, family services.

Two specific types of actions are generally necessary to achieve gender equality namely protective actions and affirmative actions.

1) Protective action:

   a) Measures to protect the reproductive capacity and childbirth of women: protection of childbirth, special conditions of employment for pregnant women and nursing mothers. The need for these measures is almost universally acceptable, but in many countries, effective policies are still lacking
   
   b) Actions to protect women because of assumptions about their vulnerability. The need for this action is still hotly debated, for example the prohibition of working at night or underground

2) Affirmative action (positive action), which is a special temporary action designed to address the impact of discrimination in the past or that is still occurring today, for example targets, targets and quotas for the participation of disadvantaged or underrepresented communities. The principle of affirmative action is reflected in Article 5(2) of the ILO Convention no 111, and has been regularly reconfirmed over the past few decades in international conventions, resolutions and declarations.

b. Work Engagement

The definition of work engagement developed by Schaufeli and Bakker (2004) is defined as follows: "a positive, fulfilling,
work-related state of mind that is characterized by vigor, dedication, and absorption. Rather than a momentary and specific state, engagement refers to a more persistent and pervasive affective-cognitive state that is not focused on any particular object, event, individual, or behavior."

This definition explains that work engagement is a positive state of mind characterized by passion, dedication and passion. This means that with a strong mentality and energy, trying and being brave at work, being very strongly involved in a job and experiencing a sense of meaningfulness, enthusiasm, pride, inspiration and challenges as well as full concentration in the workplace and as a happy experience in employment. The engagement expressed by Schaufeli and Bakker (2004) is more about continuing and real conditions.

c. Harassment and Discrimination

Harassment is any act and behavior, including threats or gestures to commit arbitrary acts, coercion, or deprivation, of others in the workplace, that arise publicly or privately, that may cause physical, psychological, sexual, or economic loss/damage or suffering. Discrimination is any discrimination, marginalization, restriction and/or exclusion that is directly or indirectly made on the basis of religion, ethnicity, race, ethnicity, group, class, social status, including marital status, economic status, gender, language, political choice, disability, which has an impact on the reduction or elimination of the recognition, exercise or exercise of human rights and basic freedoms, resulting in inequality of opportunity or differentiating the treatment of a person or group of people in company activities as well as in social interactions in the work environment.

Harassment is any attitude, word, action/action/behavior, or gesture in the workplace or various communication media that are not in accordance with the law or statutory provisions on human rights that aim to intimidate and have a bad impact on physical, psychological/mental, sexual, and economic aspects that make a person feel intimidated, humiliated, offended, demeaned, or humiliated and result in difficulties in carrying out tasks or cause workers to feel themselves working in a non-conducive corporate climate, which can also lead to risks to security, health, and safety.

The current laws in force in Indonesia are:


3) Circular Letter of the Minister of State-Owned Enterprises Number:
Existing laws do not fully protect female employees harassment and discrimination in state-owned enterprises.

**Design and Methodology**

The methodology used in this study is a quantitative methodology using a questionnaire survey. The methodology used in this study is a descriptive analysis carried out to determine the differences between demographic groups, gender, age groups, positions in the company, length of service, and marital status. The test carried out is a different test or ANOVA test to determine the statistically significant average difference in scores between test groups. After that, correlation analysis is carried out to test validity, reliability tests, and expert judgement to obtain valid measuring instruments to determine the relationship between variables. Data collection will be carried out through an online survey to determine the effect of independent variables (IV) on dependent variables (DV). Data analysis for hypothesis testing and hypothesis alternatives. Mediation analysis and moderation to find out whether a variable is intermediary between IV and DV (mediation) or determine the strength/weak relationship between IV and DV behavior.

Structural Equation Modeling for multivariate analysis that can be performed to obtain a model suitable for performing predictions. It can be likened to doing various regression analyses simultaneously. This analysis also makes it possible to find out the variables that have the strongest influence when the analysis is carried out simultaneously.

The research location is in an Indonesian state-owned company with the number of respondents = 38,480 and was carried out in March – July 2022.

There are 2 studies that will be carried out: related to work engagement and harassment. The variables used to measure work engagement are grouped into 3 groups: job demands, job resources and personal resources. Independent variables in job demands include: occupational stress, work-family conflict, independent variables in job resources: empowerment at work, perceived organizational support, supervisory support and role models. While the independent variables in personal resources are: self-efficacy, achievement motivation.

**Figure 1. Relationships between variables in Work Engagement**

Hypothesis: the following independent variables affect work engagement, thus providing job satisfaction and organizational commitment results. Independent variables that will be
examined for influence are: Occupancy Stress (H1), Work-Family Conflict (H2), Empowerment at Work (H3), Perceived Organizational Support (H4), Supervisory Support (H5), Role model (H6), Self-Efficacy (H7) and achievement Motivation (H8). The survey was conducted on 38,480 respondents with a total of 12,241 female respondents (31.81%).

The second study is related to Harassment. This is carried out survey to know the prevalence of harassment, forms of harassment, response to harassment, actions carried out by witnesses and recipients as shown in Figure 2.

RESULT AND DISCUSSION

The result on “Work Engagement” is as shown in Figure 3.

In female respondents, all independent variables played a significant role in influencing Work Engagement. The five most powerful variables that affect Work Engagement are Empowerment at Work, Perceived Organizational Support, Work-Family Conflict, Occupational Stress and Role Model.

Empowerment at Work, Perceived Organizational Support, and Role Model have a positive influence on Work Engagement, so, the higher the Empowerment at Work, Perceived Organizational Support, and Role Model in women, the higher the Work Engagement will be. Occupational Stress and Work Family Conflict have a negative influence on Work Engagement, so the higher the Occupational Stress and Work-Family Conflict in women, the lower the Work Engagement. Work Engagement has an influence on Job Satisfaction and Organizational Commitment. All variables in Job Demands and Job Resources were found to have an indirect influence on Job Satisfaction and Organizational Commitment.

The result on “Harassment” is as follows: Prevalence of Harassment Events: Of the total 38,480 respondents obtained the results that 10.9% of the total respondents felt that they received harassment, when viewed from female respondents with a total of 12,241 respondents, then 14.7% of the total female respondents felt they
received harassment. From the question of whether they witnessed harassment, 15.5% of the total respondents stated that they witnessed harassment, when viewed from female respondents with 12,241 respondents, then 19% of the total respondents felt they witnessed harassment.

The most widely accepted forms of Harassment: In female employees, out of 1,803 respondents received the most harassment behaviors in the form of: inappropriate jokes (54.6%), insults of body shape and appearance (54.3%) and intimidating gestures (41.4%). Meanwhile, male employees out of 2,410 respondents received the most harassment behavior in the form of: criticism in the form of cursing or snapping (40.4%), inappropriate jokes (39.9%), the spread of gossip or troubling negative issues (36.6%) and insults to body shape and appearance (36.6%)

Response to harassment: The three most respondents made by the recipients and witnesses were: (1) Female Harassment Recipients: Just shut up (46.5%), Have a direct confrontation with the perpetrator (40.4%), Don't want to mention (30.5%). Male abuse recipients: Just shut up (43.9%), Don't want to mention (32.8%), Have a direct confrontation with the perpetrator (32%). (2) Actions of female witnesses: Providing social support to victims (62.3%), Staying silent (37%), Reporting the incident to HR or co-workers or Unit/union Leaders (17.4%). Actions of male witnesses: Providing social support to victims (62.3%), Silence (26.3%), Helping victims directly (24.2%)

Empowerment is the variable that has the strongest influence in influencing engagement. Occupational stress and work-family conflict have a negative influence on engagement. Support from organizations and superiors has an important role in reducing the negative impacts of occupational stress and work-family conflict. The perception of the existence of role models has a stronger influence on female respondents than on male respondents.

Based on the results of the harassment survey, the most witnessed form of harassment is inappropriate sexual jokes that offend the other party followed by comments that offend appearance. The most common action taken by witnesses when witnessing harassment is to provide social support to victims. However, the percentage of those who stay silent is also quite large and the percentage who report an incident is still quite low.

Based on the results of surveys related to work engagement and harassment above, it is necessary to have policies that regulate a safe work environment, respect and protect human dignity and dignity, prioritize mutual respect, freedom from discrimination, exclusion or restrictions, bullying and harassment as well as various other forms of violence both mentally and physically for all State-Owned Enterprises personnel and related parties in order to create an inclusive work environment, conducive and productive to promote corporate sustainability and uphold human rights.

As the core embodiment of AKHLAK BUMN, to create a work environment that
respects each other, and upholds human dignity, the realization of a work environment full of mutual respect, civility, propriety and decency and upholding the dignity and dignity of humanity must be carried out jointly and supported by company policies, it is necessary to implement a Respectful Workplace Policy in the State-Owned Enterprises work environment with the aim of:

- Strengthening in the company's internal regulations, Respectful Workplace Policy campaigns, campaigns to prevent discrimination, violence, and harassment.
- Setting up a reporting mechanism through WBS media, email, chat and call centers,
- Prepare mechanisms for follow-up violations in the form of giving strict sanctions, employee disciplinary committees / the like and preparation of legal channels

Respectful Workplace Policy is stipulated through the circular of the Minister of State-Owned Enterprises dated April 14, 2022 with the work program implemented including:

1) Prevention: Creating a work environment that respects each other, is free from discrimination, violence and harassment
2) Enforcement: enforcement is carried out to oversee the internalization of the Respectful Workplace Policy (RWP) in all SOEs by conducting a Sharing Session and benchmarking the implementation of the RWP as well as the implementation of the RWP in 51 SOEs in September 2022 and will continue to other SOEs.

3) Assistance: namely Preparing mechanisms and follow-up assistance for victims of RWP violations

The success of the Respectful Workplace Policy in BUMN is largely determined by the commitment of the board of commissioners, directors, employees from the top to the bottom. Periodic reports need to be done to monitor the results of the policy.

**CONCLUSION**

Empowerment is the variable that has the strongest influence in influencing engagement. Support from organizations and superiors has an important role in reducing the negative impacts of occupational stress and work-family conflict. The perception of the existence of role models has a stronger influence on female respondents than on male respondents.

Based on the results of the harassment survey, the most witnessed form of harassment is inappropriate sexual jokes that offend other parties. The most common action taken by witnesses when witnessing harassment is to provide social support to victims.

Here are some recommendations for respectful Workplace Policy in the State-Owned Enterprises environment:

- Empowerment at work: women are involved in decision-making achievement of organizational outcomes to get value fulfillment /job meaningfulness;
• "Orbiting" women in companies who can act as Role Models. This can be aligned with the G20 Empower program, especially woman leadership;
• Implement a respectful workplace policy with: (1) Communication of harassment policies, (2) Reporting channels and procedures for handling harassment, (3) Maintaining the confidentiality of whistleblowers, (4) Follow-up of reporting, (5) Increasing awareness of harassment events.

Future research may combine between Qualitative and quantitative research methods to provide further insight into the economics of women's empowerment, focusing on related challenges and barriers.

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