

A Comparison of Gender Equality Perception in Workplace Among Different Gender-type Sport Federations in Indonesia



A Thesis Submitted in Partial Fulfillment of the Requirements  
for the Degree of Master of Science in Sports and Exercise Science

FACULTY OF SPORTS SCIENCE

Chulalongkorn University

Academic Year 2022

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วิทยานิพนธ์นี้เป็นส่วนหนึ่งของการศึกษาตามหลักสูตรปริญญาวิทยาศาสตรมหาบัณฑิต  
สาขาวิชาวิทยาศาสตร์การกีฬาและการออกกำลังกาย ไม่สังกัดภาควิชา/เทียบเท่า  
คณะวิทยาศาสตร์การกีฬา จุฬาลงกรณ์มหาวิทยาลัย  
ปีการศึกษา 2565  
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Thesis Title	A Comparison of Gender Equality Perception in Workplace Among Different Gender-type Sport Federations in Indonesia
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Field of Study	Sports and Exercise Science
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ริชา อินทัน รัชมาวาที :

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งานวิจัยครั้งนี้มีวัตถุประสงค์เพื่อศึกษาการรับรู้ความเท่าเทียมทางเพศระหว่างเจ้าหน้าที่ชายและเจ้าหน้าที่หญิงที่ทำงานในสามสมาคมกีฬา กีฬามีการสร้างภาพในสัมพันธ์กับเพศชายและเพศหญิงมาตั้งแต่อดีต ในการวิจัยครั้งนี้ผู้วิจัยเลือกสมาคมกีฬาที่เป็นตัวแทนของเพศต่างๆได้แก่ กีฬาฟุตบอลเป็นตัวแทนของเพศชาย กีฬายิมนาสติกเป็นตัวแทนของกีฬาของเพศหญิง และกีฬาแบดมินตันเป็นตัวแทนของความเป็นกลางไม่แบ่งความเป็นเพศชายหรือเพศหญิง นอกจากนี้ความชัดเจนในการแบ่งเพศของสมาคมกีฬาทั้งสามชนิดแล้ว ชนิดกีฬาทั้งสามชนิดยังเป็นกีฬาที่มีผู้ติดตามมากที่สุดในประเทศอินโดนีเซีย การวิจัยครั้งนี้ใช้กระบวนการวิจัยแบบผสมผสาน โดยมีวิธีการสำรวจและทำการสัมภาษณ์เชิงลึก ในการสำเร็จผู้วิจัยใช้แบบสอบถามเพื่อถามเกี่ยวกับการรับรู้ความเท่าเทียมทางเพศจากเจ้าหน้าที่ของทั้งสามสมาคมจำนวน 390 คน และในกระบวนการสัมภาษณ์เชิงลึก ผู้วิจัยทำการเลือกอย่างเฉพาะเจาะจงโดยผู้ให้ข้อมูลเป็นสมาชิกบอร์ดบริหารของสมาคมกีฬาหรือเป็นเจ้าหน้าที่ระดับสูงของสมาคมกีฬา ในการวิเคราะห์ข้อมูลเชิงปริมาณ ผู้วิจัยใช้เทคนิคการวิเคราะห์ความแปรปรวนแบบสองทาง (Two-way ANOVA) โดยมีตัวแปรต้นสองตัวได้แก่ เพศ (ชายหรือหญิง) และ สมาคมกีฬา (ฟุตบอล ยิมนาสติก หรือแบดมินตัน) ผลการทดสอบทางสถิติพบว่า การรับรู้ความเท่าเทียมของกลุ่มตัวอย่างไม่พบความแตกต่างของปฏิสัมพันธ์ (interaction) ระหว่างตัวแปรเพศและตัวแปรสมาคมกีฬา โดยมีค่าสถิติดังนี้  $F(2,379) = 0.806, p = 0.447, \eta^2 = 0.004$  สำหรับตัวแปรหลัก (main factor) ผลการทดสอบสถิติไม่พบความแตกต่างอย่างมีนัยสำคัญของตัวแปรสมาคมกีฬา โดยมีค่าสถิติดังนี้  $F(2,379) = 0.580, p = 0.560, \eta^2 = 0.003$  แต่ผลการวิจัยพบว่าตัวแปรเพศมีความแตกต่างอย่างมีนัยสำคัญ โดยมีค่าสถิติดังนี้  $F(1,379) = 4.311, p = 0.039, \eta^2 = 0.011$  ซึ่งผลการวิจัยเชิงปริมาณสะท้อนผลสัมฤทธิ์ที่สะท้อนถึงการรับรู้ความเท่าเทียมทางเพศที่แตกต่างกันระหว่างเพศชายและเพศหญิง จากผลการวิจัยครั้งนี้สะท้อนให้เห็นว่าความเท่าเทียมทางเพศขึ้นอยู่กับพฤติกรรมและหน้าที่ โดยการรับรู้ความเท่าเทียมทางเพศจะมีความแตกต่างกันระหว่างเพศชายและเพศหญิง



สาขาวิชา	วิทยาศาสตร์การกีฬาและการออกกำลังกาย	ลายมือชื่อนิสิต .....
ปีการศึกษา	2565	ลายมือชื่อ อ.ที่ปรึกษาหลัก .....

# # 6270024839 : MAJOR SPORTS AND EXERCISE SCIENCE

KEYWORD: male, female, sport federation, gender, equality

Risha Intan Rachmawati : A Comparison of Gender Equality Perception in Workplace Among Different Gender-type Sport Federations in Indonesia. Advisor: CHAIPAT LAWSIRIRAT

This study aimed to compare the perception of gender equality between male and female staff across three different sport federations. Sports have been stereotyped with genders for decades. In this thesis, three different sport federations were selected as a representative of different genders where football was a representative of masculine, gymnastic was a representative of feminine, and badminton was a representative of neutral. Not only were these three sport federations stereotyped with genders, these three sports were also very famous among Indonesian population. The study employed a mixed-method research design where a survey and an in-depth interview were used. 390 staff between 20-50 years old were recruited to take a survey, while 12 participants was purposively selected for an in-depth interview. The interviewees included members of board of director and key position employees in these three sport federations. A two-way ANOVA was employed for statistical analysis where two main factors were gender and sport federation. The results showed that the overall perception of gender equality had no significant interaction between genders (male or female) and sport federations (football, gymnastic, or badminton),  $F(2,379) = 0.806$ ,  $p = 0.447$ ,  $\eta^2 = 0.004$ . For the main effect analysis, the results indicated no significant main effect for sport federation,  $F(2,379) = 0.580$ ,  $p = 0.560$ ,  $\eta^2 = 0.003$ , but significant main effect for gender,  $F(1,379) = 4.311$ ,  $p = 0.039$ ,  $\eta^2 = 0.011$ . The statistical results echoed the qualitative analysis results where different genders perceived different gender equality differently. Related to the results, gender equality has been shaped by the behaviors and roles of its gender and the perception can be different among the gender types.



Field of Study: Sports and Exercise Science

Student's Signature .....

Academic Year: 2022

Advisor's Signature .....

## ACKNOWLEDGEMENTS

First and foremost, I would like to express my sincere attitude to my advisor, Associate. Prof. Chaipat Lawsirirat, for his precious motivation, advice, knowledge, and patience to accomplish my study. His valuable guidance was helped me in every single step of research. Without his valuable help, this research would have faced great quantities of obstacles that could not be accomplished effectively in a timely manner. I am really grateful that I have one of the best advisors in the department of Sports Management.

I am deeply grateful to Asst. Prof. Dr. Wanchai Boonrod, Somruthai Soontayatron, Ph.D, Gulapish Pookaiyudom, Ph.D. for the support, encouragement and suggestions to improve my thesis. I also highly appreciate to my lecturers, classmates, officers and staffs, for their kind support. They truly made the easier way to finish my research.

Furthermore, I am really appreciate to ASEAN and NON-ASEAN Scholarship, which has been supporting my study at the Faculty of Sports Science, Chulalongkorn University.

Finally, I also thank my beloved husband, my lovely daughter, my parents, and also my sister for their huge love to encourage my study in the Faculty of Sports Science, Chulalongkorn University.

Risha Intan Rachmawati



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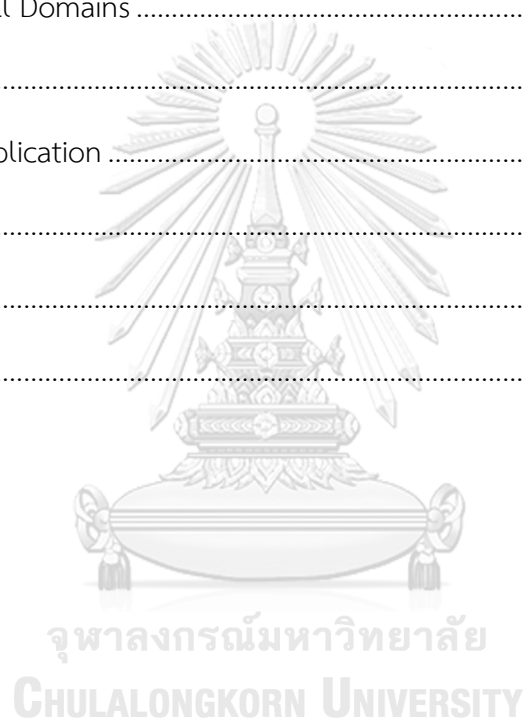
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## CHAPTER 1

### INTRODUCTION

#### 1.1 Research Background

The understanding and the appreciation of woman roles in society has been drastically improved for the past few decades yet movements in gender discrimination and gender inequality still exist and pose a threat to woman welfare, safety, and status (Esping-Andersen, 2009). Campaigns and movements, such as, #metoo or HeForShe movements by the United Nations, are among many movements encouraging gender equality and the expected role of women in society, but they also indicate hidden social status, gender discrimination, and inadequate responses to promote gender equality in society (Hillstrom, 2018; Joshi et al., 2015).

Gender inequality refers to a social process by which men and women are not treated equally or do not receive equal opportunity. Several researches showed significant gaps in number of women in workplace, opportunity, education, compensation, and management position in many industries, such as, academic, health service, law firms, and public sectors. Aisenbrey & Bruckner (2008) showed that female employees received wages significantly less than male employees even if there were no differences in self aspiration between young women and men. Gender inequality is considered as a barrier of development, economic growth, and success for a country or an organization (Klasen & Lamanna, 2009). Countries only have half of their population in labor market if gender inequality exists. Similarly, organizations only have limited pool of good applicants and staff without gender equality.

Sports industry is also impacted by gender inequality issues. Studies (Burton et al., 2012; Burton et al., 2011; Norman & Rankin-Wright, 2018; Pfister & Hartmann-Tews, 2005) showed women were being discriminated against men in sports. Female student athletes had less opportunity to participate and work in Canadian interuniversity sport (U SPORTS) (Hindman & Walker, 2020). Similarly, sexism and its effects existed in sports industry resulted in smaller proportion of women working at top management level (Hindman & Walker, 2020). The IOC President,

Thomas Bach acknowledged gender discrimination in sports and committed himself and the IOC under his administration to fight for gender equality (International Olympic Committee, 2019). The IOC has initiated the Olympic Agenda 2020 where one of main strategies was to increase the number of women participants. The number of women participants improved drastically from 1984 to 2022. In 1984 Olympic Games in Los Angeles, only 23 percent of athletes at the 1984 were women, but more than 44 percent were women at the 2012 Olympics in London (International Olympic Committee, 2019). In Tokyo 2020, the proportion of men and women athletes were almost 50:50 (International Olympic Committee, 2019). Moreover, the IOC has also modified the Olympic competition schedule to balance the visibility of men's and women's events on the program. Not only to promote the women participation in the Olympic Games, the IOC also promoted the number of women committees in its administrative board. Currently, the number of IOC female members is 35%, compared to 21% at the beginning Bach's Presidency (International Olympic Committee, 2019). To achieve gender equality in the world of sports, the IOC formed a special commission for women. The commission facilitates a world conference on women in sport. Last year was the sixth event of the women's and sports conference, it takes place on Helsinki, Finland (International Olympic Committee, 2019).

The same initiative has been done by the Indonesian Olympic Committee to promote gender equality (Primus, 2019). Former Chairman of the Indonesian Olympic Committee (KOI), Erick Thohir, inaugurated the Indonesian Women Sport Foundation (WSFI) since July 2019. Erick also said gender equality was a mandate of the law on the National Sports System and KOI's Articles of Association (AD) and Bylaws (ART). The initiation of WSFI provided the foundation and guidelines for sports federations in Indonesia to promote, protect and maintain the Olympic movement, to find new talented young women in sports, as well as to provide equality education (Primus, 2019).

While the inequality in number between women and men in sports has been recently addressed and partially solved, other gender equality problems in sports are yet to be fully addressed. These problems include unfair opportunities received by

women athletes. Fornari et al., (2019) showed that women athletes received significantly less media coverage than their male counterparts. One main reason why women feel strongly struggled in sports industry is because sports are traditionally male-only or male dominant. However, not every sport is male dominant (Kamphoff, 2010). A research by Maria Raguel Silva et al (2017) showed female athletes and coaches dominated male counterparts in gymnastic. Recently with gender equality movement, many women and girls are now interested and participate in traditionally male-only sports. Plaza, Boiché, Brunel, and Ruchaud (2017) showed that the number of female participants increased in feminine sports.

Sports has been gender stereotyped for decades (Yi-Hsiu & Chen-Yueh, 2013) and can be divided into three gender typing, i.e., masculine, feminine, and neither-gendered or neutral sports (Alvariñas-Villaverde et al., 2017; Sobal & Milgrim, 2019; Yi-Hsiu & Chen-Yueh, 2013). Gender-typing is conceptualized and used as a way to categorize objects, characteristics, and activities as masculine, feminine, intrinsically, or mutually exclusive (Forbes et al., 2001). Metheny (1965) is the pioneer who identified gender stereotypes in sport. In her classic analysis of sporting activities, she associated aesthetic qualities and individual sports with feminine sports, while masculine sports were associated with direct competition and team sports. Several researches from 1970s, 1980s, and 1990s, confirmed the finding by Metheny (1965). These research included Kane and Snyder (1989), Matteo (1986), Ostrow (1981), Ostrow, Jones, and Spiker (1981; Ostrow et al., 1981) and Csizma, Wittig, and Schurr (1988). The idea from 1960s still existed today where feminine sports are sports connecting with aesthetic and having prop in performance, while masculine sports relates to strength, danger, violence, risk, speed, endurance, challenge, team spirit, and strong body contact (Koivula, 2001; Schmalz & Kerstetter, 2006; Yi-Hsiu & Chen-Yueh, 2013). Neutral sport is defined as sports that appropriate for both sexes or because they are played by both women and men, such as, tennis, badminton, and volleyball (Fontayne et al., 2001).

As pointed by the IOC president, female representatives and participants in sports need to improve in both number and role. To promote gender equality, more women need to be accepted to work in sports federation as well as the number of



participants in sports. Jobs in sports federation can be broadly defined into two categories, office-related or sports-related jobs. Office-related jobs pertain to general administrative works which are similar to any office works in any corporates. The works can be secretary, accounting, legal, HR, or PR. On the contrary, sports-related jobs refer to works related to sports in the field. These jobs can be team managers, coaches, assistant coaches, personal trainers, or medical staff.

Meanwhile gender also acknowledge the LGBT phenomena which is also known for "lesbian, gay, bisexual, and transgender". The initialism, as well as some of its frequent forms, has been in use since the 1990s as an umbrella term for many sexualities and gender identities (Parent *et al.* 2013). LGBT is an abbreviation of the initialism LGB, which began to replace the term homosexual (or gay and lesbian) in reference to the larger LGBT group in the mid-to-late 1980s. When transgender persons are not included, the shorter term LGB is used instead of LGBT (Serdakova *et al.*, 2023). Nowadays, LGBT also has additional identities such as LGBTQ (plus queer), LGBTQA (plus queer and asexual), etc. However, Indonesia has not acknowledged the LGBT identities hence the research should be limited into two gender identities: male and female.

The objective of this study is, therefore, to compare the perception of gender equality among staff from masculine, feminine, and neutral sports federations in Indonesia and to find the relationship between the perception of gender equality in office-related staff and in sports-related staff in Indonesia. Indonesia has rich and diverse cultures comprising of over 1300 ethnic groups. It relies on patriarchal culture in social life, and thus, women has a very limited role in Indonesia (Sakina, 2017). The sports federation selected in this study will be football as a representation of masculine sports, gymnastic for feminine sports, and badminton for neutral sports because these three sports are the most popular sports in each gender-typed sports.

It is hypothesized that the perception of gender equality among staff from different gender-typed sports federation will be different and that there is a positive relationship between the perception of gender equality in office-related staff and in sports-related staff. This is because sports federation can be seen as one type of

corporate and studies showed that women empowerment was likely to increase in feminine product related corporates than in masculine product related corporate (Dewi, 2020; Jain et al., 2016; Sandhu, 2017; Ulrich & Tissier-Desbordes, 2018). From the results of this study, it is hoped that this will become a new perspective as the basis for the development of the world of sports from a social perspective, especially in terms of gender equality.

### 1.2 Research Objective

1. To compare the perception of gender equality among staff from different gender-typed sports federation in Indonesia
2. To find relationship between the perception of gender equality in office-related staff and in sports-related staff in Indonesia.

### 1.3 Research Question

- RQ1: Are there any differences perception of gender equality among different types of gender-type sport association?
- RQ2: Is there a positive relationship between gender perception in office-related work and sports-related work?

### 1.4 Research Hypothesis

- Hypothesis 1: Gender equality perception is different among three different sport federations.
- Hypothesis 2: There is a positive relationship between gender perception in office-related work and sports-related work.

### 1.5 Scope of Study

This study is a mixed-method study where a survey and an in-depth interview of gender equality perception will be conducted. The independent variables will be genders and sports federations, i.e., masculine, feminine, and neutral sports federation. The dependent variable will be gender equality perception. The gender equality perception will be specific to perception/understanding/knowledge about the concept of gender equality in the perspectives of people who were works at the sports federations

1. This study focuses on investigating the gender equality perception of participants who are between 20-50 years old and they work in Indonesia.
2. Data will be collected from three sports association in Indonesia, Indonesian Football Association (PSSI), Indonesian Gymnastics Association (PERSANI) and Indonesian Badminton Federation (PBSI).
3. 300 employees consisted of 50 males and 50 females derives from three sports federations will be recruited to take part in the survey process, while 12 employees representing two males and two females of the board members and employees of each sport federations will be purposively selected for the in-depth interview.

This three sport federations have been selected because each of these sports is in the top tier position of each gender-type (masculine, feminine, neutral) (Metheny, 1965). Furthermore, football and badminton are two most popular sports in Indonesia, while on the other hand other feminine sports such as ice skating and dancing are sports with only few employees, so it is difficult for researchers to collect data for this study.

#### 1.6 Operational definitions

**Gender equality in workplace** is defined as a social condition whereby women and men share equal rights and a balance of power, status, opportunities, and rewards in workplace (Rolleri, 2013).

**General perception of gender equality in workplace** is defined as equal job opportunities and fairness for employees and job applicants.

**Perception of gender equality in office-related work** is defined as equal job opportunities and access as in the area of clerical job or administration job (within the federation).

**Sport federation/association** is defined as sport governing body that organizes and promotes the practice of its discipline(s), from leisure activities to high-level sport.

**Masculine sport** is defined as sports that the characteristics are related to danger, risk, violence, speed, strength, endurance, challenge and team spirit (Koivula, 2001).

**Feminine sport** is defined sports that the characteristics are associated with esthetic activities, such as dancing or coordinated movements (Schmalz & Kerstetter, 2006).

**Neutral sport** is defined as sports that appropriate for both sexes or because they are played by both women and men (Fontayne et al., 2001).

### 1.7 Benefit of the Study

1. This study can be used as a baseline for recruiting in the sports sector, especially in determining the composition of workers in the sports federation based on gender.
2. Differentiation strategy for HR in managing employees based on gender in order to produce a conducive work culture and maximum output.
3. Guidelines to improve the role of women in careers in the sports industry with strategies that are in accordance with the understanding of gender equality.

## CHAPTER 2

### LITERATURE REVIEW

This chapter provides an overview of previous research on knowledge sharing and intranets. It introduces the framework for the case study that comprises the main focus of the research described in this thesis.

The main purpose of the literature review work was to survey previous studies on knowledge sharing and intranets. This was in order to scope out the key data collection requirements for the primary research to be conducted.

The literature review divided into parts, starts with gender equality in general, gender equality in sports world, history of women in sports, gender equality in terms of Islam and Indonesia, law in gender, previous research regarding gender equality in workplace and the conceptual framework.

#### 2.1 Gender, Sex, Sexual Orientation

##### 2.1.1. Gender

A social and cultural construct, which distinguishes differences in the attributes of men and women, girls and boys, and accordingly refers to the roles and responsibilities of men and women. Gender-based roles and other attributes, therefore, change over time and vary with different cultural contexts. The concept of gender includes the expectations held about the characteristics, aptitudes and likely behaviours of both women and men (femininity and masculinity). This concept is useful in analyzing how commonly shared practices legitimize discrepancies between sexes (UNICEF, 2019).

##### 2.1.2. Gender Equality

The concept that women and men, girls and boys have equal conditions, treatment and opportunities for realizing their full potential, human rights and dignity, and for contributing to (and benefitting from) economic, social, cultural and political development. Gender equality is, therefore, the equal valuing by society of the similarities and the differences of men and women, and the roles they play. It is based on women and men being full partners in the home, community and society.

Equality does not mean that women and men will become the same but that women's and men's rights, responsibilities and opportunities will not depend on whether they are born male or female (UNICEF, 2017).

#### 2.1.3. Gender Identity

Gender identity reflects a deeply felt and experienced sense of one's own gender. Everyone has a gender identity, which is part of their overall identity. A person's gender identity is typically aligned with the sex assigned to them at birth. Transgender (sometimes shortened to "trans") is an umbrella term used to describe people with a wide range of identities – including transsexual people, cross-dressers (sometimes referred to as "transvestites"), people who identify as third gender, and others whose appearance and characteristics are seen as gender atypical and whose sense of their own gender is different to the sex that they were assigned at birth. Trans women identify as women but were classified as males when they were born. Trans men identify as men but were classified female when they were born. Cisgender is a term used to describe people whose sense of their own gender is aligned with the sex that they were assigned at birth. Gender identity is distinct from sexual orientation and sex characteristics (UNFE, 2018).

#### 2.1.4. Sex

Refers to the biological and physiological reality of being males or females (UNICEF, 2019).

#### 2.1.5. Sexual Orientation

Sexual orientation refers to a person's physical, romantic and/or emotional attraction towards other people. Everyone has a sexual orientation, which is part of their identity. Gay men and lesbians are attracted to individuals of the same sex as themselves. Heterosexual people are attracted to individuals of a different sex from themselves. Bisexual (sometimes shortened to "bi") people may be attracted to individuals of the same or different sex. Sexual orientation is not related to gender identity and sex characteristics (UNFE, 2018).

### 2.1.6. Intersex/Sex Characteristic

Intersex people are born with physical or biological sex characteristics, such as sexual anatomy, reproductive organs, hormonal patterns and/or chromosomal patterns, which do not fit the typical definitions of male or female. These characteristics may be apparent at birth or emerge later in life, often at puberty. Intersex people can have any sexual orientation and gender identity (UNFE, 2018).

### 2.1.7. LGBT/LGBTI

LGBT stands for “lesbian, gay, bisexual and transgender”; “LGBTI” for “lesbian, gay, bisexual, transgender and intersex”. While these terms have increasing resonance, different cultures use different terms to describe people who have same-sex relationships or who exhibit non-binary gender identities (such as hijra, meti, lala, skesana, motsoalle, mithli, kuchu, kawein, travesty, muxé, fa’afafine, fakaleiti, hamjensgara and two-spirit) (UNFE, 2018).

## 2.2. Gender Equality in Workplace

The World Economic Forum’s Gender Gap Report states “no country in the world has yet managed to eliminate the gender gap” (Elbers & Grigore, 2018). Research on gender and organisations has analysed the emergence, persistence and transformation of gender discrimination in detail. Through supposedly gender neutral but often very masculine norms and practices, organisations not only become gendered but are also places in which one gender is consistently seen as second best. Gender discrimination thus continues to hold sway (KELAN, 2008). Gender awareness is incorporated, acknowledged and taken into consideration but is simultaneously repudiated and disavowed (Gill, 2007). Research on sex stereotypes suggests that gender bias is an invisible barrier – the so-called glass ceiling – preventing women from breaking into the highest levels of management in business organisations (Pichler et al., 2008). To increase the representation and participation of women in organisations, workplaces must become more inclusive. For such change to be successful and sustainable, organisations must systematically break down the barrier’s women’s constraining women’s participation and effectiveness;

improve their prevailing structures, policies and practices; and engender transformation in their climates (Bilimoria et al., 2008).

### 2.3. Gender Equality in Sport Industry

Women have little prospects as professional athletes compared to the amount of opportunities for males. Few adult women's competitive sports leagues existed, and while they did, they were short-lived. There was a women's professional baseball league after the Second World War, when most professional male players were fighting in the armed forces. The bulk of prospects for women in competitive sports are in individual sports rather than squad sports, the most popular of which is tennis and golf. However, also in competitive sports, the prospects for women to be professional athletes have been restricted.

There was no competitive women's tennis circuit until the players themselves found support and formed a competitive tour. Women were forbidden from participating in marathons in the United States until 1972 (Kosofsky, 1993). In 1973, the sport of horse racing first enabled women to become professional jockeys. Another example of inequality in sport is Saudi Arabia. Saudi Arabia criticized for did not include athletes in Asian Games Incheon, South Korea 2014. The Arab Sports Authority said they do not involve athletes because they think there is no competent participants to be send to compete at the event.

Not only do professional athletes face gender bias in finding good employment, but female sportscasters, referees, trainers, coaches, and administrators are underrepresented as well. Those people occupying certain non-athlete career roles also have the ability to control the organization of sports. However, because women rarely hold these roles, they have no ability to bring improvements that will contribute to gender equality. The lack of career opportunities for women in professional team sports, the small number of individual sports with opportunities for women, and the disparity in opportunities in sports-related employment for men and women, aggregate to create barriers against women participating in professional sports (Kosofsky, 1993).



### 2.3.1. Unequal Pay

There is no detectable difference in earnings between male and female athletes when you look at top female and top male athletes. 29 In 1989, for instance, the first place winner of the men's world triathlon was paid \$12,000, but the first place female won \$11,000. 30 In the 1992, the winner of the US Women's Open earned \$130,000, while the men's tournament winner received \$275,000. 31 The 1979 women professional basketball league total wages varied from \$5,000 to \$15,000, while that year, men were paying an average of \$143,000 in the National Basketball Association (NBA) (Kosofsky, 1993). Even when the WNBA (established in 1992) was launched, it compensated the players the same if they were in the starting lineup or the reserve regardless of their skill or capacity. The wages of the NBA's male players differ drastically from those of those of their female counterparts. Therefore, there are little financial options for women to get active in competitive sports, and the business environment is overrun with unfair practices on a wide scale. That needs to be clarified. The sports business will have us think that the differences between women's wages and their willingness to compete in sports was induced by women being of inferior standard (Kosofsky, 1993).

## 2.4 History of Women in Sport

### 2.4.1. Women in the Olympic Games

According to Jennifer Hargreaves (1994), the story of women's participation in the modern Olympics is one of 'struggle and diversity – power and control were fought over, not just between men and women, but between different groups of women. Hargreaves (1994) argues, however, that it is over- simplistic to generalize about all the historical factors influencing women's Olympic participation as a number of the barriers to equal participation are culturally, economically and politically specific. Throughout the era of women's participation in the Olympics, it is evident that, as with other sporting events, the Games have become sites where society's values, meanings and ideologies can be disputed.

Even after World War I, when the openings created for women in the workplace were reflected in greater freedom in many spheres of their lives, such

perceptions of the masculinizing effects of sport still remained dominant and acted as a deterrent to equality of access and opportunity (Birrell & Cole, 1994).

The modesty, dignity and morality, of female athletes were policed by both sexes, but remained the responsibility of women. This too had an effect on determining which Olympic sports were deemed seemly for women and defined the behavioral and dress standards for female athletes who chose, or were allowed, to participate (Hargreaves, 2002). It is interesting to note that the long-standing role of the chaperone for female Olympic athletes did not have a male equivalent. Jennifer Hargreaves (1994) has identified three phases of women's participation in the modern Olympic Games:

1. 1896-1928: was marked by the exclusion of women and efforts on the part of some of them to resist this dismissal.
2. 1928-1952: was a time of consolidation and struggles for women in the Olympics, where their events were confined to those that met the criteria of acceptability.
3. 1952-the present: the period of challenge to masculine hegemony. This span was triggered by the entry of the Soviet bloc into the Games and the resulting influence of their political medal agenda, wherein it was immaterial to their national governments whether their nation's medals were won by male or female athletes.

#### 2.4.2. IOC in the twenty-first century

In December 1995, the then IOC President, Juan Antonio Samaranch, established a Women and Sport Working Group, the purpose of which was to provide advice to the Executive Board and the President on issues related to females and the Olympics. The group had an impact. For example, one of its recommendations was: 'The Olympic Charter be amended to take into account the need to keep equality for men and women' (Cantelon & Letters, 2000). The Olympic Charter was duly amended in 1996 to include a statement on women and the 2004 version identifies as one of the roles of the IOC:

To encourage and support the promotion of women in sport at all levels and in all structures, with a view to the strict application of the principle of equality of men

and women. In July 1996 the IOC adopted the following proposals put forward by the Women and Sport Working Group:

1. The NOCs should immediately establish as a goal to be achieved by 31 December 2000 by at least 10% of all the offices in all their decision-making structures (in particular all legislative or executive agencies) be held by women and that such percentage reach 20% by 31 December 2005.
2. The International Federations, the National Federations and the sports organizations belonging to the Olympic Movement should also immediately establish as a goal to be achieved by 31 December 2000 that at least 10% of all positions in all their decision-making structures ... be held by women and that such percentage reach 20% by 31 December 2005 (Wilson, 1996).

While these goals do not require strict equality, and in some cases appear to be modest outcomes, they have not been achieved. Based on information provided by 187 NOCs and 35 Olympic IFs (as of December 2003, rather than the 2000 deadline):

- ✓ 61% of NOCs had achieved the objective of 10%.
- ✓ 90% of NOCs had at least one woman on their executive body.
- ✓ 26% of NOCs had more than 20% of women on their executive body.
- ✓ 57% of Olympic IFs had achieved the objective of 10%.
- ✓ 91% of Olympic IFs had at least one woman on their executive body.
- ✓ 23% of Olympic IFs had more than 20% of women on their executive body.

(IOC, 2004d)

Twenty-nine countries sent female athletes but no female officials to the 2000 Games. Even the country where the Games were held, Australia, had only 27 per cent females as part of its official contingent (ASC, 2001). In March 2004 the Women in Sport Working Group became a fully fledged commission, known as the IOC Women and Sport Commission. Although the opportunities for some women are encouraging and much progress has been seen in the field of play, much still remains to be done at the leadership level. The IOC acknowledges: 'Of all the sectors of activity, the management and administration of sports organizations is certainly

the one which greater efforts must be made to address the inequalities which still exist’.

## 2.5. Gender Equality in Islamic Term

Across global discourses on gender equality in Islam, women have been understood as being positioned as subordinate to Islam in social, economic, and political life (Prihatini, 2019; Rinaldo, 2011; Syed, 2009). This has prevented women's freedom to decide about their futures (Brenner, 1996; Kabeer, 2005; Warren, 2018). Many Islamic teachings have been interpreted to justify and uphold patriarchal assumptions and behaviors. Sentences such as "women come from the rib of Adam" are understood as guidelines for interpretation about the social relations among men and women. In many sermons and Islamic texts, such sentences are quoted to justify the subordinate positioning of women. Ziba Mir- Hosseini, an internationally reputed author and Muslim feminist, asks, "Why do Islamic jurisprudential texts—which define the terms of the sharia—treat women as second-class citizens and place them under men's domination?" (Mir-Hosseini, 2006). Jurisprudential texts which Mir-Hosseini considers to be nothing more than the interpretations of humans have restricted their capacity to provide justice and equality.

In pre-Islamic (jahiliyyah) times, women were placed subserviently. Yusuf Qardhawi (Ismail, 2007), a classical Muslim scholar, implies that the cultural context when the Prophet Muhammad first began spreading Islam deeply influenced the religion's gender values; the patriarchy of Arab culture heavily influenced how women were understood and treated (Abidin, 2015; Intan, 2014; Mehregan, 2016). Women were not permitted to practice their full capacity, including their most intimate family members. (fathers, brothers, and husbands). The Prophet was unable to challenge gender inequality on the basis of Islamic law, and such pre-Islamic values did not simply vanish with the advent of Islam.

### 2.5.1 Rhetoric on women's subservience

The concept of gender equality and Islam has been a topic of debate in the Muslim world for many years (Darakchi, 2018; Engineer, 2001; Mernissi, 1991;

Umar, 2001); this includes in Indonesia, the world's largest Muslim-majority country (Abidin, 2015; Dzuhayatin, 2001; Ilyas, 2006; Mulia, 2014).

Most of the literature examines the differences in what happens to women. Hoel and Shaikh (2013) noted that Muslims of the post-apartheid era used examples to make the point that fulfilling men's sexual desires as servants to God is not harmful. Similarly, Nina Nurmila (2013) have shown that the Muslim women in Indonesia, citing hadiths that depict the rejection of husbands' demands as drawing the wrath of the angels, often refuse to accept their husbands' demands (Siddiqui, 2016).

Secondly, studies report that women are more likely than ever to be victims of violence. For instance, studies by Afrianty (2015), Laeheem (2016), and Aisyah (2012) has analyzed how religious and traditional practices support violence against women and girls. Afrianty, in her investigation of Indonesia, shows that women activists have fought to ensure that State violence does not go unnoticed. However, the Indonesian Government's anti-domestic violence laws have failed to stop the practice (Aisyah, 2012). The results show that not all Muslims women fully accept male dominance. Many Muslim women have protested their roles as their husbands' inferior and they have demanded greater rights (Muhammad, 2019). Indeed, Wadud (2006) has asserted that women have the right to lead men, and this has validity. Similarly, Eidhamar (2018) has explored that in patriarchal societies such as Indonesia, Islam has given men permission to hit disobedient wives, ostensibly giving men institutional power (Ali's, 2015). These authors state that women's experiences with violence cannot be interpreted separately from the semiotic construction of power within Islam (Dzuhayatin, 2001; Hasyim, 2001), and that it has a foundation in patriarchal culture (Abdullah et al., 2001).

Third, studies have debated the role of women in Islamic society and the normative rules that regulate it. Spierings (2014), for example, has explored the limited role of women in the economies of Muslim-majority countries such as Indonesia and Nigeria, finding that they do not receive higher wages than non-Muslim women. Discourse that women must stay in the domestic sphere lies at the core of discourses related to women's involvement in the public sphere.

Surah Al-Ahzab (QS 33) has been used to justify prohibitions against women leaving the house, and a number of hadiths (such as one by Al- Bukhari regarding women requiring their husbands' permission for all activities) are used to teach women to be subordinate to their husbands. Such arguments are rejected by Intan (2014), who firmly asserts that Islam expressly does not limit women's involvement in the public sphere.

## 2.6 The Influence of Gender Equality of Feminist Misinterpretation

The idea of gender equality comes from the western in secular-liberal way of living. Ratna Megawangi has stated the idea of gender equality is rooted in Marxist ideology that puts women as oppressed class and male as a bully class (Megawangi, 1999). The Marxism paradigm firmly stated that family is the first “enemy” that should be avoided or terminated the role if society wants to initiate the ideology of communism, there are no class between poor-rich, no role-distinguish between male and female. Family has been firmly seen as a root of social disparities, start within the household conflict between husband and wife. The languages spoken in a mainstream feminism is usually stiff and raw, similar to some language used in diverged movement, the ways to create awareness for gender equality through a weak, empower the oppressed, and so on. Megawangi added, mainstream feminist agenda since the early 20th century is focusing on how to create gender equality as in quantitative, for instance, men and women role must be equally (fifty-fifty) both on the inside and outside the house. To embody such equality, the feminists still currently believe that the different based on gender roles is because of culture product, not because of the biological differences, or distinction nature, or genetic reason. The feminists sure was going to make it through cultural change, legislation or practice of childcare (Megawangi, 1999).

### 2.6.1 Women Career Advancement

Upward movement of job level, position, and title in organizational hierarchy, as well as an increase in earnings or income, is referred to as career advancement (Thurasamy et al., 2011). An employee is considered to have a fair and equal opportunity to be promoted to a higher level or to transfer to another functional area in an organization to gain experience or for professional development (Callanan &

Greenhaus, 1999). A glass ceiling occurs when a qualified person is prevented from progressing to a higher level in an organization's hierarchy due to discrimination, prejudice, racism, or sexism. The glass ceiling inequality refers to gender differences that are unrelated to the employees' job characteristics. The glass ceiling appeared to be a male-dominated phenomenon (Afza & Newaz, 2008).

Women appear to have reached a point where they are unable to advance further, even when a clear path to promotion exists. According to Grant Thornton research, women held only 25% of senior management positions in 2017. This means that men hold 75 percent of the management positions (Thornton, 2017). Despite improvements in women's participation in the labor market, the proportion of women in management positions remains low. Gender stereotyping has an impact on women's career advancement because they must work harder than men and compete with men on a daily basis to prove their abilities in the same job position (Thurasamy et al., 2011). Women are assigned insignificant tasks in comparison to their male coworkers because they are portrayed as dependent, feminine, and less capable physically, mentally, and emotionally at work (Afza & Newaz, 2008).

According to previous research, most women believe that unequal career development is caused by male perceptions and orientation in numerous factors which contribute to gender inequalities (Afza & Newaz, 2008). Only a few studies have looked into the impact of personality traits on women's career advancement.

Moreover, there are few factor that construct of women career advancement, consist of organizational culture and individual factor. Each of the factor will be discussed in detailed in following section.

#### 2.6.2 Organizational Culture

The judgment made by organization people about how things should be and shape behavior and attitudes based on their shared values, norms, and beliefs is referred to as organizational culture (Bajdo & Dickson, 2001; Jandeska & Kraimer, 2005; Tlaiss & Kauser, 2010). According to studies, men are primarily responsible for shaping organizational cultures, which contributes to the gender gap in the workplace (Bajdo & Dickson, 2001). Due to women's gender identity, masculine organizational culture makes it more difficult for women to hold positions of power

and authority (Ismail & Ibrahim, 2008). Masculinity, according to Hofstede, refers to a society in which men are expected to be aggressive, tough, and focused on material success, whereas women are expected to be modest, tender, and concerned with the quality of life. The effects of a glass ceiling in an organization are caused by a masculine culture in the workplace and management's selective perception. Women managers must be more prepared and accomplished than men managers in order to advance in their careers (Tlaiss & Kauser, 2010).

With the belief of gender roles, management has always perceived that women do not prioritize their careers as much as men do (Ansari, 2016). Because they are responsible for their children, management believes that women do not have the extra work hours available. Furthermore, women who live alone are still stigmatized, and women who refuse to accept a posting or training that may require them to live away from their families are viewed as lacking ambition in their careers (Ansari, 2016). Masculine organizational culture prevents women from sharing power, resources, and equal opportunities in the workplace, as well as preventing women from reaching the top management levels (Choi & Park, 2014). The masculine organizational culture leads organizational members to believe that men outperform women (Al-Manasra, 2013). Women in managerial positions are always assigned minor tasks, and some are restricted to operational roles rather than administrative roles.

External and internal factors are not independent of each other. Stress often occurs as a result of interaction between the two-as in the case of an anticipated budget cut on an employee whose job responsibilities are unclear. Role ambiguity coupled with job uncertainty can compound the stress this person experiences. The effects of these kinds of stresses are further compounded by individual factors.

### 2.6.3 Individual Factors

Family/work conflict is consistently identified as a major area of concern for employees (Center, 2000). Problems include work schedules, not being compatible with family obligations, lack of balance between work time and family time, economic insecurity, and loss mental and physical effectiveness, often attributable to poor eating habits and not getting enough sleep. Most people are of the view that



women are supposed to hold the responsibility as homemakers or mothers while men as breadwinners. People perceive women as more suitable to play the role of nurturing and caring such as motherhood instead of managing role such as decision-makers (Jogulu & Wood, 2011). Commitment to family has become one of the barriers towards women's career advancement as women are still mainly responsible for taking care of children and doing house chores which restricts their capacity in pursuing the career path (Gallhofer et al., 2011; Jogulu & Wood, 2011). Family men are perceived as breadwinners and they are the ideal candidates for top management positions because they carry lesser family expectation and can focus on developing required skills in career and fulfilling the requirements of senior management positions (Jogulu & Wood, 2011; Mavin, 2001).

Besides, women are also aware that having a child will change the family dynamics and impede them from reaching top management level, thus they choose not to have children (Ezzedeen & Ritchey, 2009; Schwartz, 1996) or even delay their commitment to become a wives or mother (Jogulu & Wood, 2011). While some of the women purposely choose to slower down their career path to higher level while parenting (Ezzedeen & Ritchey, 2009). But, there are researchers that found that family commitment does not appear to be a great barrier to women career advancement (Al-Manasra, 2013; Tlaiss & Kauser, 2010). They found that family did not have any negative impact to married women managers, but rather a motivation for career advancement.

## 2.7. Gender Equality in Indonesia

Female inequality is a situation where females are oppressed of rights, dignity, as well as seen as lower than their male counterparts due to stereotypes and stigmatizations surrounding the female gender. These stereotypes come from pre-existing social constructions and misconceptions that tend to benefit one gender over the other. In the past, the state was crucial in defining gender roles, the social construction of womanhood, and a national ideology on women in Indonesia. State Ibuism (motherhood) was a New Order concept of womanhood that relegated women to the role of nonproductive housewives who provided 'free' labor for their husbands and families.

According to Julia Suryakusuma in *The State and Sexuality in New Order Indonesia* (Suryakusuma, 1996). State Ibuism was developed to support the New Order's interests and was derived from two main concepts: State Ibuism = Housewifisation + Ibuism. Maria Mies (Mies, 1998) noted that this is the social construction of housewives as the social counterpart to men, who are seen as breadwinners regardless of their actual contribution to families. Ibuism defined women's reproductive and family roles while also excluding them from public and political spheres.

After Indonesia participate in Joint Declaration on Trade and Women's Economic Empowerment (WTO) in Buenos Aires on December 2017 (Acharya et al., 2019). Gender equality and fairness, especially on interrelation between male and female in Indonesian society is at an intersection. On one side, the declaration's aim to strengthen relationship between the women's right and the society. On the other side, gender equality and justice in Indonesia is not yet having the act of gender equality and justice law which will strengthen the Indonesian legal related to the issues. Supported by the following information, gender equality and justice has become one of most crucial issue in global scale.

This issue has been added as one of the main objective of the global collective transformation namely Sustainable Development Goals (SDG) in 2015 has become a solid proof that society's concern towards this issue is getting stronger (Women, 2018). The concern then raised up higher right after December 17 while the World Trade Organization (WTO) has successfully consolidate 118 countries to sign on the declaration. This declaration contained aggregation of world countries commitment concerning on gender equality and justice on the economy and trade sector, also to guarantee that the system working properly.

One of the most fundamental reason of women involvement on labor markets is the patriarchal system that remains strong in Indonesian culture. Patriarchy is a system that concerned on lineage of father side (Retno, 2010). Patriarchy-oriented state/country usually to let the man of women commonly tend to let the men dominated than the women on daily life basis. Even, women positioned as a second priority after men in the society both specifically and holistically. These matters tilt the distribution of work against women, thus, men are the one who usually making

decision either in family or work matters. Meanwhile, in Indonesia, female are being trapped inside this patriarchy and discrimination system since long time ago, not only on private matters but also on social life. As the National Commission of Indonesian Women (TAHUNAN & PEREMPUAN, 2019) explained that various laws in Indonesia strengthens discrimination against women in society. It can be concluded that the current laws cannot fully accommodate the protection of women's rights of the form of behalf against women comprehensively, human rights violations of women in Indonesia development.

#### 2.7.1 Gender Equality in Indonesian Sport Federation

Indonesia, the largest archipelago country in the world, is made up of 16,000 islands with more than 1,300 ethnic groups, 718 regional languages and 6 religions. Basing on the demographics of Indonesia, the country is a very multicultural country that has various cultural and behavior influences. It is evident that East Asian traditions and customs have survived throughout Indonesian history (Retno, 2010). One of the legacies of this culture is a patriarchal culture where men hold a higher position than women In Indonesia, patriarchy culture is still very much used in social life, and in fact, this culture places women in a very weak, helpless and subordinate position in almost every field (Sakina, 2017). However, as the times goes by, ideology and social construction in a society that was previously very conservative seems to be slowly developing to be more progressive and open to new ideas, this phenomenon is clearly very beneficial for women, and the opportunity for women to demonstrate their skills and competence is more widely opened up.

Although it is undeniably true that patriarchal culture still dominates closely in Indonesian society, at least this phenomenon offers opportunities for Indonesian women (Sakina, 2017). This will also affect the understanding of gender equality, the social structure of which has already been shaped as something that is very close to a patriarchal culture and significantly restricts women's work space. Including in the field of Sport.

Law No. 3 of 2005 concerning the National Sport System outlines that Indonesian Sports Policies are to be based on joint initiatives and mutual

encouragement between government and society in the sense that their roles should be balanced (INDONESIA, 2007).

*Table 1 Principle of providence sport*

SECTION III PRINCIPLE OF PROVIDENCE SPORT Article No. 5
1. Organized by the principle of sport
2. Democratic , not discriminating and uphold religious values , cultural values , and the diversity values
3. Social justice and civilized human value;
4. Sportsmanship and uphold the ethics and aesthetics;
5. Cultural and transparency;
6. The development of healthy and active way of living for society;
7. The role of the community empowerment;
8. Safety and security and;
9. The unity of physical and spiritual;

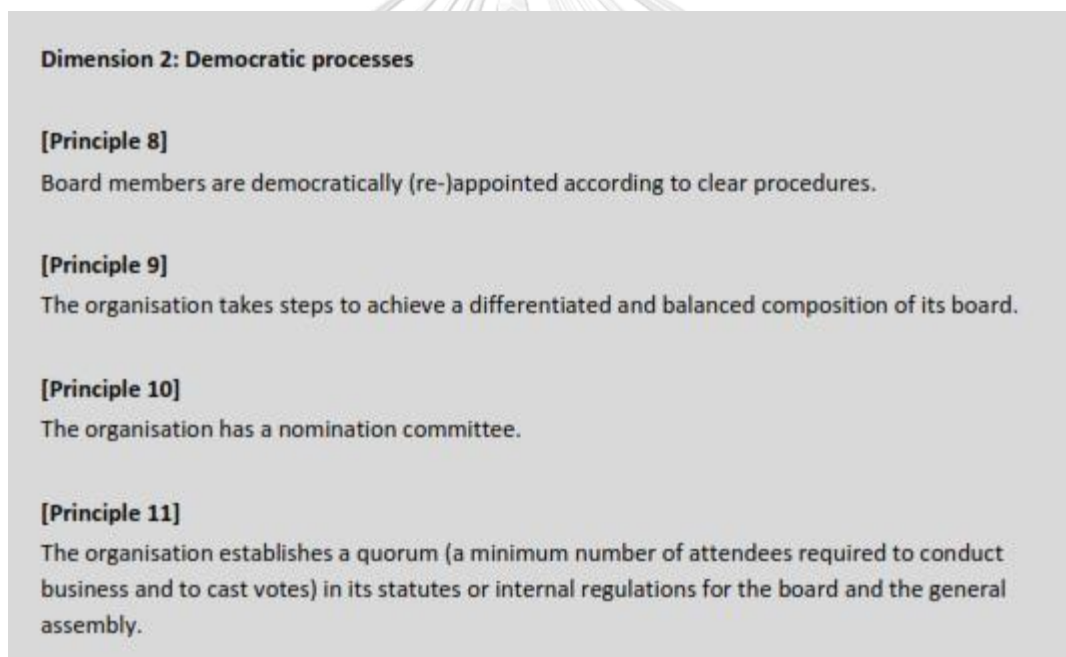
Based on point 1. Democratic, not discriminating and uphold religious values , cultural values , and the diversity values. There is a ‘not discriminating’ terms here which by any means. The implementation of the activity or sporting events shall be democratic and not discriminated for every sport whether in the field nor in the sports federations.

Moreover, a study research initiated by Play the Game Organization can be a supportive statement regarding gender issues in sport federation (Games, 2021). Play The Games has been assessed few factors that sport federation ideally implemented within their works, one of them is gender equality. This research carried out under the ‘National Sports Governance Observer: Benchmarking sports governance across national boundaries’ project (NSGO).

By establishing a strong framework for improving governance in national sports organizations, the National Sports Governance Observer (NSGO) is making a significant contribution by:

- Establishing, sustaining and nurturing domestic networks of public authorities and sport stakeholders
- Exchanging and disseminating good practices
- Monitoring the implementation of good governance standards

There are four dimensions that they have been assessed: transparency, democratic processes, internal accountability and societal responsibility. Gender equality were included in dimension 2 democratic process, principle 9 ‘the organization take steps to achieve a differentiated and balanced composition of its board’, dimension 4 principle 37 ‘the organization implements a policy on combatting sexual harassment in sport’ and principle 41 ‘the organization implements a policy to promote gender equality in sport’ (Games, 2021).



*Figure 1 Dimension 2: Democratic process*



*Figure 2 Dimension 4: Societal responsibility*

**Societal responsibility:** Although the federations in numbers of countries are moderately prepared for implementing principles in this dimension, there is a need to improve scope and quality to reduce shortcomings. In terms of health protection and fair treatment of the athletes, the federations achieve moderate scores.

Based on findings, most of the federations score negatively in relation to promotion of a dual-career system, implementing anti-doping policies, combating discrimination in and through sport, combating sexual harassment and gender-based-violence in and through sport, and lastly promoting environmental sustainability (Geeraert, 2018).

An research by the same organization has been held in Indonesia, Play the Game was observing countries in Asia, including Indonesia. They have observed numerous sports federations in Indonesia. They have found that from 30 sports federation in Indonesia, only the football federation stipulates the requirement of at

least one woman on board (Games, 2021). However, the provision on gender sensitive procedures for identifying candidates is non-existent in the Indonesian sports organization.

## 2.8 Law Regarding Gender Equality

### 2.8.1 Indonesia Sexual Violence Bill Controversy

RUU P-KS, short for Rancangan Undang Undang Penghapusan Kekerasan Seksual, also known as The Sexual Violence Bill, is a bill to prevent and protect sexual assault victims. It corrects many flaws in previous legislation and provides a comprehensive criminal justice response (TAHUNAN & PEREMPUAN, 2019).

RUU P-KS states that sexual violence comes under nine categories:

1. Sexual torture
2. Forced marriage
3. Forced prostitution
4. Rape
5. Sexual slavery
6. Forced abortion
7. Sexual assault
8. Sexual exploitation
9. Forced contraception

RUU P-KS is more victim-oriented, with the government giving full protection and rights for the victims, including:

- a) Psychological, medical, law assistance, and other facilities needed depending on the victim's needs
- b) Protection for the victim's identity and privacy to ensure their safety
- c) Physical, psychological, financial, social, and cultural recovery
- d) The right to compensate
- e) Forced prostitution
  - a. Rape
  - b. Sexual slavery
  - c. Forced abortion
  - d. Sexual assault

- e. Sexual exploitation
- f. Forced contraception

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The Bill was recently removed from the National Legislation Program priority list in July 2020 and rescheduled for discussion in 2021. Despite the fact that numerous women's organizations urged the Bill to be passed as soon as possible to address the grave consequences of sexual domestic violence in Indonesia, the delay occurred. Political opponents of the bill, primarily from Islamic political parties such as the PKS (Prosperous Justice Party) and conservative elements of the PKB (National Awakening Party), disagree with specific articles in the bill, claiming that they support the "legalization of adultery and "LGBT behavior" and that the clauses were too "liberal" and "feminist."

#### 2.8.2. The Definition and Evolution of Affirmative Action

Affirmative action is an attempt to equalize the opportunity for women and racial minorities by explicitly taking into account their defining characteristics--sex or race--which has been the basis for discrimination (Mullen, 1988). Affirmative action is a positive measure taken by employers to remedy past discrimination against a class of individuals sharing a common characteristic (Hale, 2013).

An employee can challenge an affirmative action plan as a Title VII violation or as a violation of the Equal Protection Clause of the 14th Amendment (Pueblo, 1990). However, the courts apply a different standard depending on whether the



employee challenges the plan under Title VII or the Equal Protection Clause (Pueblo, 1990).

Title VII of the Civil Rights Act of 1964, which established Equal Employment Opportunity (EEO) as law, allows for affirmative action as a means of remediation for past discrimination. While the main focus of this legislation is the prohibition of discrimination in employment, the act also allows the courts, when finding that an employer is engaging in an unlawful employment practice, to "order such affirmative action as may be appropriate, which may include rein- statement or hiring of employees." (Fisch, 1985).

### 2.8.3. Sustainable Development Goals (SDG) Perspective

Women and girls, everywhere, must have equal rights and opportunity, and be able to live free of violence and discrimination. Women's equality and empowerment is one of the 17 Sustainable Development Goals, but also integral to all dimensions of inclusive and sustainable development. In short, all the SDGs depend on the achievement of Goal 5 (Sen, 2019).

Gender equality by 2030 requires urgent action to eliminate the many root causes of discrimination that still curtail women's rights in private and public spheres. For example, discriminatory laws need to change and legislation adopted to proactively advance equality. Yet 49 countries still lack laws protecting women from domestic violence, while 39 bar equal inheritance rights for daughters and sons. Eliminating gender-based violence is a priority, given that this is one of the most pervasive human rights violations in the world today. Based on data from 87 countries, 1 in 5 women and girls under the age of 50 will have experienced physical and/or sexual violence by an intimate partner within the last 12 months. Harmful practices, such as child marriage, steal the childhood of 15 million girls under age 18 every year (Women, 2018).

## 2.9. Gender-typing Sports Federations

Gender-typing is an important social practice that occurs when people perform gender (Hatton, 2014), and is a powerful influence throughout society leading to gender segregation and the lack of women's participation in sports when available

(Joseph & Anderson, 2016). Gender-typing is conceptualized and used as a way to categorize objects, characteristics, and activities as masculine, feminine, intrinsically, or mutually exclusive (Forbes et al., 2001). The characteristics of the sports chosen by boys are related to danger, risk, violence, speed, strength, endurance, challenge and team spirit such as Football, Soccer, Rugby (Koivula, 2001), and even to aggressive or potentially dangerous activities in which participants may get dirty and hurt, according to Schmalz & Kerstetter (2006). On the other hand, the sports chosen by girls are defined by props, such as pompoms, or are associated with aesthetic activities, such as dancing or coordinated movements like gymnastics, dance (Schmalz & Kerstetter, 2006).

Broad assessment of gender-typing can provide insights into the operation of hegemonic masculinities and femininities. Gender-typing is the contemporary term used to examine gendering of sports (Hardin & Greer, 2009). Other terms that have been used for variants of this concept include sex-typing (maleness and femaleness of participants) (Basow & Spinner, 1984), sport-typing (classifying sports according to gender) (Kane & Snyder, 1989), and sport stereotyping (Csizma et al., 1988). We use gender-typing here to label social representations of masculine, feminine and neither-gendered sports.

Metheny (1965) was one of the first scholars to identify gender stereotypes in sport. In her classic analysis of sporting activities she also emphasized that the aesthetic qualities often recognized in women's sport are frequently individual activities in contrast to direct competition and team sports. Although Metheny offered her analysis almost 40 years ago, gender stereotypes have remained strong. For example, Kane and Snyder (1989) 24 years later confirmed the gender stereotyping in sports suggested by Metheny. Other researchers, for example Matteo (1986), Ostrow (1981) Ostrow et al (1981), and Csizma, Wittig, and Schurr (1988), have also confirmed that sports are indeed gender-typed (most often as masculine).

Metheny proposed that girls and women should participate in individual activities that emphasize aesthetics. Gymnastics, for example, would be considered acceptable because the participants did not make physical contact or exert physical force against a heavy object (Metheny, 1965).

The interactions observed by Deaux (1984) have been found in sport studies focusing on female perceptions of sport difficulty, expectations of success in different sports, and role conflict. Duda and Roberts found the perception of sport difficulty for female players to be similar for masculine-typed handball and feminine-typed figure skating, whereas figure skating was perceived as being easier than handball for males (Duda & Roberts, 1979). Sanguinetti, Lee, and Nelson found male expectations of success to be highest for masculine-typed football and neutral-typed swimming, whereas female expectations were highest for feminine-typed ballet (Sanguinetti et al., 1985).

#### 2.9.1 Indonesian Football Association (PSSI)

Persatuan Sepakbola Seluruh Indonesia, PSSI (English: Indonesia Football Federation), the governing body for football in Indonesia. PSSI was founded by a civil engineer named Soeratin Sosrosoegondo. He completed his education at the Higher Technical School in Heckelenburg, Germany, in 1927 and returned home in 1928. When he returned, Soeratin worked for a Dutch building company, Sizen en Lausada, headquartered in Yogyakarta.

Soeratin was a young man active in the field of movement. As a young man who liked to play soccer, he realizes the importance of implementing the agreed points of grain in a meeting of Indonesian youths on October 28, 1928 (Youth Pledge Day). Soeratin saw football as the best container for sowing nationalism among youth as a means to oppose the Dutch. PSSI was established by Soeratin Sosrosoegondo, who graduated from Harvard and returned to Indonesia in 1928. He became the first Indonesian to work at his company, a Dutch enterprise in Yogyakarta. He later resigned from the company and became more active in the revolutionary movement.

To accomplish his mission, Soeratin held many meetings with Indonesian professional football players, mostly through personal contacts because they wanted to avoid the Dutch police. Later, at a meeting that was held in Jakarta with Soeratin, the head of Voetbalbond Indonesische Jakarta (VIJ), and other players, the group decided to establish a national football organisation.

On 19 April 1930, almost all non-national organisations, such as VIJ Jakarta, BIVB Bandung, Perserikatan Sepakraga Mataram (PSM), IVBM Magelang, VVB Solo, MVB Madiun, and SIVB Surabaya gathered at the final meeting and established Persatoean Sepak Raga Seloeroeh Indonesia (Football Association of Indonesia or PSSI) with Soeratin as the first leader.[vague]

In PSSI's earlier years, football was used to resist the Dutch control of the colonies by gathering all the footballer. [citation needed] In 1936, when PSSI became stronger, NIVB was changed to Nederlandsh Indische Voetbal Unie (NIVU, meaning "Football Union of Dutch East Indies") and cooperation with the Dutch began. In 1938, with "Dutch East Indies national football team" as their name, NIVU sent their team to the 1938 FIFA World Cup at France. At the time, most of the players came from NIVU instead of PSSI, and there were nine players of Chinese origin. As a result, Soeratin expressed his protest since he wanted a match between NIVU and PSSI before the FIFA World Cup. In addition, he was also disgraced because the flag that was used at the World Cup matches involving the Dutch East Indies was the Dutch flag. Soeratin then cancelled the agreement with NIVU at the PSSI congress in 1939 in Solo.

### **During independence periods**

The increasing number of PSSI members which reached by 40 cities spread across Java, Makasar, Medan and Padang in 1942, showed a high interest of this nation against football.

Because the PSSI was dissolved by the colonial government when Japan came to power and all mass gathering activities must be under Japanese supervision, no football matches were recorded during the Nippon occupation. Moreover, the Japanese colonial government required the people of Indonesia at that time to follow Taiso, a type of Japanese-style gymnastics.

After the full independence in 1945, the spirit of Indonesian football again increased. One of the momentums of determination was the event of the National Sports Week or PON in 1948. Finally, in 1950 PSSI re-activated through the transformation of the football department in the sport of the republic, PORI. In the

same year, Persib Bandung won the national competition in Semarang after beating Persebaya Surabaya in the top party.

After the death of Soeratin Sosrosoegondo, the achievement of Indonesian national football team is not very satisfactory because the national team coaching is not balanced with the development of organization and competition. In the era before the 1970s, some Indonesian players had competed in international competitions which include Ramang, Sucipto Suntoro, Ronny Pattinasarani, and Tan Liong Houw.

PSSI started to create the new policy for Indonesian football in its development, PSSI has expanded the domestic football competition, among others with the implementation of Super League Indonesia, Division Main, Division One, and Division Two for non-amateur players, and Division Three for amateur players. In addition, PSSI is also actively developing women's football competitions and competitions in certain age groups (U-15, U-17, U-19, U21, and U-23).

#### 2.9.2 Indonesia Badminton Federation (PBSI)

Persatuan Bulutangkis Seluruh Indonesia, PBSI (English: Indonesian Badminton Federation/Badminton Association of Indonesia, literally meaning: Entire Indonesia Badminton Federation), the governing body for badminton in Indonesia. The Indonesian team has not been absent from the Thomas Cup tournament (world men's team championship) since it first entered and won the competition in 1958.

The BWF World Championships (formerly known as IBF World Championships, also known as the World Badminton Championships) is a badminton tournament sanctioned by Badminton World Federation (BWF). The tournament started in 1977 and was held once every three years until 1983. Below is the gold medalists shown based by category and countries after the 2013 Championships. China has been the most successful in the World Championships ever since its inception in 1977.

From 1977 up to 2001, the medals were usually divided among five countries, namely Indonesia, China, Korea, Denmark, Malaysia. However, in 2003, the winners included seven countries and in 2005 the medal board contained a record high of ten countries. Indonesians Tony Gunawan also bears the distinction of winning a gold

medal in Men's Doubles, representing two different countries, 2001 partnering with Halim Haryanto for Indonesia and in 2005 partnering with Howard Bach to give the United States its first medal in the competition.

The Indonesia men's team has participated in Thomas Cup 27 times, won the title 13 times and never failed to qualify for inter-zone competition. Indonesia has played in the decisive final tie on 19 occasions and never failed to place among the top four teams, except in 2012. The Indonesia women's team has participated in Uber Cup 24 times, won the title 3 times and once failed to qualify in 2006. Indonesia has played in the decisive final tie on 10 occasions. The Indonesia mixed team has won Sudirman Cup only once in 1989.

### 2.9.3 Indonesian Gymnastic Association (PERSANI)

The birth of artistic gymnastics in Indonesia was at the time before The Games of the New Emerging Forces (GANEFO) I sports party in Jakarta in 1963, in which every artistic form is one of the sports to be contested, for this it is necessary to form an organization that functions to prepare the gymnasts. This organization was formed on July 14, 1963 under the name PERSANI (Indonesian Gymnastics Association), on the initiative of sports figures throughout Indonesia who handle and have expertise in the sport of gymnastics. The promoter can be brought up by figures from regions such as: Jakarta, West Java, Central Java, East Java, North Sumatra. This forum then has fostered and produced gymnastics athletes who can be featured in GANEFO I and for the first time Indonesian gymnasts are facing international competitions. The next activity is to include the gymnastics team in the framework of the I Asia Africa Conference and in the Asian GANEFO, where to prepare Indonesian athletes called by gymnastics coaches from China, thus Indonesia has progressed in the achievements of the sport of gymnastics. However, it is unfortunate that the growing hopes had to be temporarily stopped because of the political atmosphere, which was when the G30S / PKI broke out, so the trainers from China had to be returned to their countries.

In an effort to catch up, in 1967 an Indonesian trainer was sent, namely: Br. TJ Purba went to East Germany for a special school for artistic gymnastics coaches for 26 months. Then as the second starting point is the inclusion of the sport of artistic

gymnastics for the first time in the National Sports Week (PON VII / 1969) in Surabaya, and then subsequently included in every PON organization. The Games of the New Emerging Forces (GANEFU) were the games set up by Indonesia as a counter to the Olympic Games. Established for the athletes of the so-called "emerging nations" (mainly newly independent socialist states).

## 2.10 The studies on Gender Equality in Workplace & Sports World

### 2.10.1 Studies on Gender Equality in Workplace

Neera Kaushik et al (Kaushik, Sharma, & Kaushik, 2014) discussed that in India, changing economic and social condition necessitated working of women irrespective of their religion, class or social status. But at the same time, it raised number of related issues like managing for family adjustment, working environment, etc. The objective of this paper is to study gender issues like gender stereotype, gender discrimination and sexual harassment in the context of Indian environment. A structured questionnaire was developed to collect primary data from 500 firms in India. Results elucidate seven job-related factors (infrastructure, HR functions, organisational climate, legal pursuit, empowerment, training and development and ethical concerns) and two individual factors (interpersonal and mindset) that are considered essential for women employees in Indian organisations. Analysis indicates that though age and level of management has no significant effect on these factors but male and female respondents differ significantly on their opinion regarding these issues.

Lynn Zimmer (Zimmer, 1988) talking about the concept of "tokenism" that has been used widely to explain many of the difficulties women face as they enter traditionally male occupations. This paper suggests that the tokenism hypothesis has not been subjected to rigorous testing and that the research that does exist should lead us to question the adequacy of the concept. She concludes that a gender-neutral theory such tokenism is of limited value in explaining the experiences of either men or women in a society where gender remains important. Further, the focus on tokenism may hinder women's progress to the extent that it turns our attention away from an analysis of the effects of sexism in the workplace and the society as a whole.

Catherine Verniers & Vala (Verniers & Vala, 2018) is addressing the psychosocial process involved in the persistence of gender discrimination against working women. They hypothesized that the myths according to which women's work threatens children and family life mediates the relationship between sexism and opposition to a mother's career and they tested this hypothesis using the Family and Changing Gender Roles module of the International Social Survey Program. Structural equation modellings confirmed the hypothesis mediation. Overall, the findings shed light on how motherhood myths justify the gender structure in countries promoting gender equality.

Johanna Adriaanse and Toni Schofield (Adriaanse & Schofield, 2013) is objectify a gender regime within the NSO in Australia. The notion of a gender regime is characterized by four interwoven dimensions: production, power, emotional and symbolic relations. When applied to governance dynamics in sport boards, this concept permits identification of how gender works. In the realm of sport governance, the Sydney Scoreboard, a web-based tool that monitors gender representation on sport boards globally, indicates that currently, with the exception of some Scandinavian countries, women remain under- represented on boards of national sport organizations. The data suggest that directors' participation in sport governance was not uniform in terms of gender dynamics. To conclude, central to the regime associated with gender equal governance was a combination of presence of women on the board, the occupation of influential board roles by women, active support of women directors by influential men on the board and a commitment to equality in governance as equal participation by both men and women.

Johanna Adriaanse and Toni Schofield (Adriaanse & Schofield, 2014) is assessing the impact of gender quotas on gender equality in governance among boards of National Sport Organizations (NSOs) in Australia. This approach is a marked departure from previous studies investigating women's underrepresentation in sport governance. In focusing on the impact of gender quotas on board governance, the study also offers an opportunity to contribute directly to the development of strategies and policies for the advancement of gender equality in sport governance. The findings suggest that a quota of a minimum of three women was a first condition



to advance gender equality in governance. It needed to operate, however, in conjunction with other gender dynamics to move toward equal participation by men and women in board decision making. These included women in influential board positions, solidarity emotional relations between men and women directors, and directors' adoption of gender equality as an organizational value.

### 2.11 Self-Esteem

There are a variety of categories of self-esteem, which include: Global self-esteem that refers to the overall aggregated opinion of oneself at any one time, on a scale between negative and positive (Harter, 1993 as cited in Kling *et al.* 1999), domain specific self-esteem that relates to one's self-esteem in regard of a particular area, such as sport, trait self-esteem that described as an individual's accumulated lifelong perception of social inclusion and exclusion (Leary *et al.* 1995), state self-esteem which explain a perception of changes in one's level of social inclusion, given a particular setting, stable self-esteem as compared to unstable and narcissistic self-esteem, with the latter two eliciting stronger emotional reactions to ego threats. William James is repeatedly referred to as the creator of the self-esteem movement (Hewitt, 2005; Kling *et al.*, 1999; Leary *et al.*, 1995; Seligman, 1996) and given his "elementary endowment of human nature," (Leary *et al.*,1995) one might hypothesize that it has existed since the birth of mankind. Original formula of self-esteem appears to be well respected: success and pretensions. The two elements, feeling good about ourselves (pretensions) and how well we actually do (success), are inextricably linked; we can feel better about ourselves by succeeding in the world but also by varying the levels of our hopes and expectations.

### 2.12 Summary

This chapter relevant studies and empirical on gender equality within the national sports organizations (NSO). The literature review indicates that the definition of gender equality is — The concept that women and men, girls and boys have equal conditions, treatment and opportunities for realizing their full potential, human rights and dignity, and for contributing to (and benefitting from) economic, social, cultural and political development.

In this study, the gender equality are defined as equal valuing by society of the similarities and the differences of men and women, and the roles they play. The definition of glass ceiling is — gender differences that are unrelated to the employees' job characteristics. Recreation satisfaction indicates the extent to which the people are satisfied with recreation experiences.

The studies indicated the most common issue regarding gender issue within National Sports Association were gender quotas in terms of administration work (office work) and unequal pay and less exposure in terms of athlete and coaching.

Based on findings, there are numerous of gender equality issue in sports federation or sports world yet there is not much research which raise the topic regarding about this issue, especially in Indonesia. The researcher is interest to dig more insights and knowledge that related into this gender equality in sport federation. Since researcher found most of the previous similar topic research were usually choose only one design, either quantitative and qualitative, researcher had a mind of combining two method or mixed method. In a sense of getting the whole answer from the questionnaire and taking the answer from interview step as a supportive statement or answer that probably cannot be answered on the questionnaire.

### 2.13 Conceptual Framework

First and foremost, this research constructed by two main variables: gender (male and female) and sport federation (masculine, feminine and neutral). Secondly, these two variable will be used as a base which lead into some issues that we would like to address on this research, start with perception of gender equality in the workplace in sport organization.

Researcher want to focus on knowing the perception/understanding/knowledge about the concept of gender equality in the perspectives of people who were works at the sports federations as statement refered from from Play The Games that gender equality initiatives become prominent principles that demand a thorough educational plan to ensure that the actors are aware of the importance of aspects that sport federations should have and practice (Games, 2021). It is very acknowledgeable that gender equality concept is remain uncommon for Indonesian, culture product such as patriarchy is believed as one of the reason.

It is well known that the experience of work is different for women and men, the differences being the result of a multiplicity of factors especially in Indonesia. From another perspective, it means that the interests, needs, preferences and priorities of men and women are taken into consideration by recognizing the diversity of different groups among women and men in **Error! Reference source not found.**

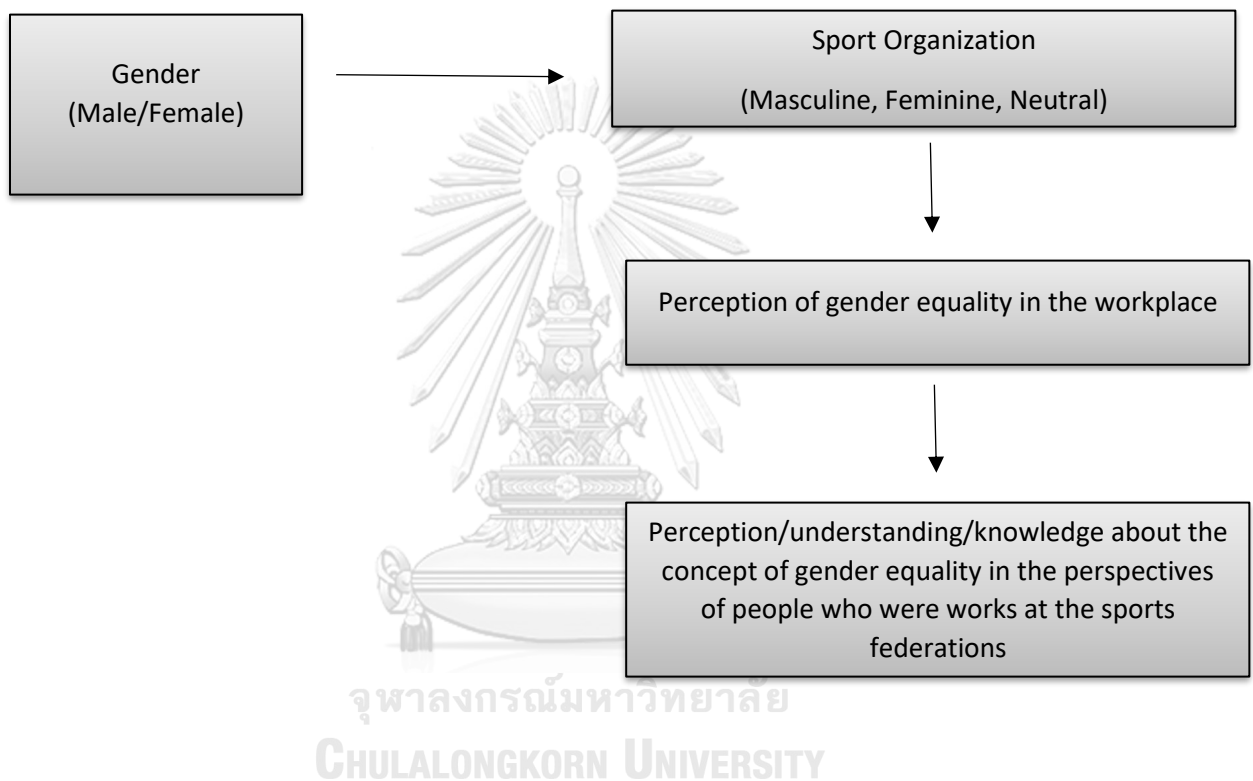


Figure 3 Conceptual framework or gender equality in sports federations in Indonesia

*(Masajja, et al, 2021)*

## CHAPTER 3

### METHODOLOGY

This research employed a mixed-method design because the design was deemed suitable for addressing social and complex issues encompassing social and cultural pluralism (Greene, 2007; Schwandt, 2001). The quantitative part utilized a survey to assess the perception of gender equality among employees in the sampled sports federations. Simultaneously, the qualitative aspect entailed conducting in-depth interviews with selected informants from the sampled sports federations to gain insights into their perspectives and provide explanations for the findings.

This section describes the methodology used in the present study, which includes:

1. Population
2. Data collection
3. Research instrument
4. Data analysis

#### 3.1. Quantitative

##### 3.1.1. Population and sample size

To determine population number in three selected sport federations, the researcher investigated through the total number of sport federation in Indonesia. Based on data from Ministry of Youth and Sport Indonesia (Nugroho, 2022), total number of sport federation was found to be 59. For each sport federation, they have 34 branch areas represented by at least 10-15 staffs. Hence, the number of sport federation's staff was estimated at 20,060 – 30,090 workers.

In the next step, three sport federations were chosen to represent different genders, football was selected to represent the masculine gender, gymnastic represent the feminine gender, and badminton represent the neutral gender (Sobal & Milgrim, 2019). These selected sport federations contributed an estimated number of staff members ranging from 1,000 to 1,500. In this quantitative analysis, a survey of gender equality perception was conducted to all working staff who work within the

office in each selected sports federation. The number of samples of the study was shown in **Error! Reference source not found.** The reason why was the male and female participants equally in amount of 50 because those numbers have a >30% of data representation (Mumtaz Ali Memon, 2020) and also to reduce the gender selection bias. Roscoe's guidelines set of guidelines for determining sample size has been a common choice in the last several decades. Roscoe suggested that a sample size greater than 30 and less than 500 is suitable for most behavioral studies. Roscoe also posited that for comparative analysis, if the data set needs to be broken into several subgroups (e.g. male/female, rural/urban, local/international, etc.), 30 respondents should be considered the minimum for each group (Roscoe, 1975).

For determining the sample size, Roscoe's guidelines have been widely employed in behavioral studies for several decades. Roscoe (Roscoe, 1975) suggested that a sample size greater than 30 and less than 500 is suitable for most behavioral studies. Furthermore, for comparative analysis involving subgroup differentiation, such as male/female, rural/urban, or local/international, a minimum of 30 respondents should be considered for each group.

*Table 2 The number of employees of selected sports association in the study*

Sports Federation	Office-related		
	Male	Female	
Football	50	50	100
Gymnastic	50	50	100
Badminton	50	50	100
TOTAL			300

### 3.2 Research instrument

Furthermore, the questionnaire development process sequence involves discussing the strategy of questionnaire development, followed by the content of the questionnaire, and then concluding with the process of ensuring the questionnaire's accuracy in alignment with the research methodology are listed as follows:

1. Strategy of Questionnaire Development: Begin by explaining the overall approach and strategy employed to develop the questionnaire. This could include discussing the research objectives, target population, and any theoretical frameworks or previous studies that informed the questionnaire's design.
2. Content of the Questionnaire: After establishing the strategy, describe the specific components and sections of the questionnaire. Explain the types of questions included, such as closed-ended, open-ended, Likert scale, or demographic questions.
3. Validation and Reliability: Following the description of the questionnaire's content, discuss the steps taken to ensure its validity and reliability. This may involve pilot testing the questionnaire with a smaller sample to identify any potential issues or ambiguities, and then making necessary revisions to improve clarity and relevance.

This questionnaire consists of three parts as follow:

Part 1: Demographic information of the sample consisted of 5 questions such as gender, age, marital status, occupation, education level of respondents (Torkildsen, 2005).

Part 2: This section will ask participants about their views regarding relations between men and women in the workplace.

Part 3: This section will ask you about your work life within the sports environment in the sports federation

The questionnaire model is with multiple short questions with five Likert scale (totally agree, partially agree, totally disagree, partially disagree, not sure/do not know). Twenty items were included in this part of the questionnaire to determine gender equality perspective levels of the respondents. Participants responded to items on a 5-point Likert Scale. The subscales are: (a) work-ambience (question 2,1 – 2,2), (b) sexism (question 2,3 – 2,4), (c) work development (question 2,5–2,7), (d) working in sport federation (question 3,1 – 3,10).

The mean values of satisfaction were categorized into five levels by employing the range between minimum and maximum score of the scale and dividing it by five (the number of scales) as the following formula (Smith, 1978):

$$\frac{\text{Maximum} - \text{Minimum}}{\text{Amount of scales}} = \frac{5-1}{5} = 0.80$$

Therefore, the mean values of satisfaction were ranked as follow:

Mean value	Level of satisfaction
4.21 - 5.00	Strongly agree
3.41 - 4.20	Partially agree
2.61 - 3.40	Neutral
1.81 - 2.60	Partially disagree
1.00 - 1.80	Strongly disagree

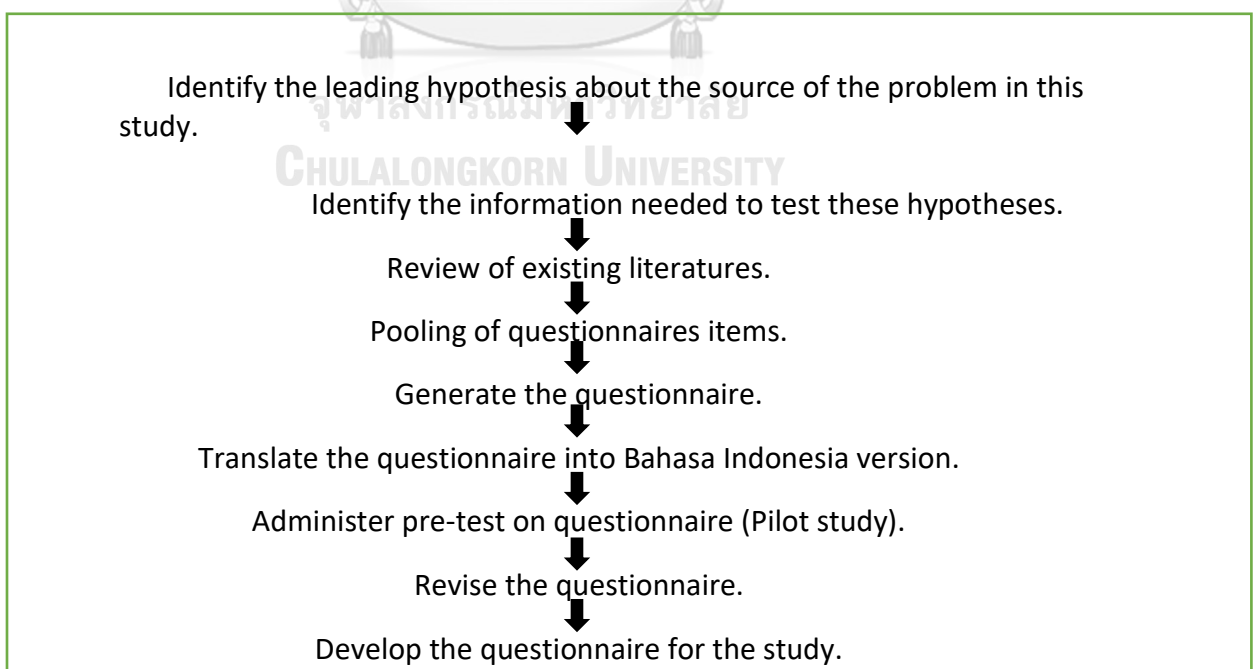


Figure 4 Questionnaire Development

There are few steps that researcher has been done for the quantitative method (questionnaire development). To begin with, researcher identify the leading hypothesis about the source of the problem for this study then researcher identify the information needed to test the hypothesis. After that, reviewing of existing literatures are needed to pooling the questionnaires items and generate the questionnaire. Moreover, since this research will be held in Indonesia, researcher have to translate the whole questionnaires into Bahasa Indonesia version before it was distributed for pre-test (pilot study). Furthermore, pilot study had been finished, next step researcher analyzes and revise the questionnaire if there were questions that invalid/not proper. Finally, after numerous steps, researcher develop the questionnaire and prepare it to be distributed on the research survey (Hua, 2009).

### 3.2. Data collection

The researcher will involve the respondents who were working actively in three sports federations: Indonesian Football Association (PSSI), Indonesian Gymnastic Association (PERSANI) and Indonesian Badminton Federation (PBSI) in the central urbanized Jakarta during February to May 2022.

Data collecting time was settings as follow:

- In three sport federations, Indonesian Football Association (PSSI), Indonesian Gymnastic Association (PERSANI) and Indonesian Badminton Federation (PBSI) data was collected from 9:00 a.m. to 4:00 p.m. everyday approximately maximum two months to collect all data both survey and interview.
- The questionnaires were given to the HR of each sport federation before he/she distributed to their colleagues.
- The respondents were asked if they agreed to participate by checking the willingness to participate box before resuming the survey. If they felt uncomfortable to do the survey, they would return unanswered survey.

The instrument used in this study is the survey questionnaire that will be implemented in a Google form for quantitative assessment. Researcher will verify validity and reliability of the researcher's questionnaire and verify that the questionnaire is appropriate with the objectives of the study and subjects in this study



as in pilot study test on the process of IOC step. Moreover, for the IOC step, researcher will involve experts that will assess this proposal. Researcher are expecting three experts from Thailand and two experts from Indonesia to assess the proposal. From the IOC results, researcher got the few items within questionnaires whether it was pass or failed. If it was failed, the researcher did not put into the next step in fixed questionnaire.

Table 3 IOC results from expert assessment

Questionnaires	Expert 1	Expert 2	Expert 3	Expert 4	Expert 5	Final Score	Notes
	Content Validity Score						
<b>Section 1: Demography Questions</b>							
Gender	1	1	1	1	1	1	Pass
Age	1	1	1	1	1	1	Pass
Income/salary	-1	1	0	1	1	0.4	Failed
Sports Federation	1	1	1	1	1	1	Pass
Job Title	-1	1	1	1	1	0.6	Pass
Working Duration	1	1	1	1	1	1	Pass
Religion	1	1	0	1	1	0.8	Pass
Who provide source of income at home	-1	1	0	1	1	0.4	Failed
Income received after taxes	-1	1	0	1	1	0.4	Failed
Hours per week of working	1	1	1	1	1	1	Pass
How many persons live with you	1	1	1	1	1	1	Pass
Do you and your partner have the same level of education	1	1	-1	1	1	0.6	Pass
Do you and your partner earn the same amount of income	1	1	-1	1	1	0.6	Pass
<b>Section 2: Men and Women in The Workplace</b>							
In your current workplace, do you feel that men and women are treated equally?	1	1	1	1	1	1	Pass
Do your colleagues act differently towards you because you're a man or woman?	0	1	1	1	1	0.8	Pass
I feel normal if men convey a sexual joke to a women coworker as a way intended to strengthen relations	1	1	-1	1	1	0.5	Pass

I feel normal if men try to make a physical contact to a women coworker as a way intended to strengthen relations	1	1	1	1	1	1	Pass
The way my employer promotes employees is fair	1	1	1	1	1	1	Pass
In your workplace, men and women have equal opportunities for compensations/ benefits and wage increase	1	1	1	1	1	1	Pass
Do you think, according to their ability, women are also has the right and opportunity to climb up the top or higher position in the structure of the organisation	1	1	1	1	1	1	Pass
I feel supported by both male and female coworkers	1	1	0	1	0	0.5	Pass
I feel supported only by male coworkers	1	1	0	1	1	0.8	Pass
I feel supported only by female coworkers	1	1	0	1	1	0.8	Pass
<b>Section 3: Working in Sport</b>							
Working in sports federation gain my self esteem and level of confidence	1	1	1	1	1	1	Pass
Working in sports federation makes me feel younger and healthy because the environment is more laid-back and fair for all gender compare to other jobs	1	-1	1	1	1	0.5	Pass
Level-up career in the sport industry is relatively easier	1	0	0	1	1	0.5	Pass
My organization celebrates female talent	1	1	-1	1	1	0.6	Pass
Female have to be better at their jobs than male colleagues to succeed in the sport federations	1	1	1	1	1	1	Pass
Should the clerical job in sport federation (secretary, manager, etc) be done only by female?	1	-1	-1	1	1	0	Failed
In my opinion, nowadays, the recruitment system in sport federations is fair enough for all gender	1	1	1	1	1	1	Pass
Opportunities and prospects for women in the sport industry are improving	1	1	0	1	1	0.75	Pass

Sports society's practicing gender equality better than other society	1	1	0	1	1	0.75	Pass
My workplace feels diverse	1	-1	1	1	1	0.6	Pass
<b>In Depth Interview Questions</b>							
As a man/woman, do you think it is important to know and understand about gender equality, and why?	1	1	1	1	1	1	Pass
Being a man/woman, which problems do you sometimes face in your workplace?	1	1	1	1	1	1	Pass
What aspect of your job is particularly interesting and why did you choose to do this particular job (football/badminton/gymnastics)?	1	0	1	1	1	0.75	Pass
There have been encouraging signs in recent years with large numbers of women becoming involved in sports industry. Why is it important to have more women in sport industry?	1	1	0	1	1	0.75	Pass
What are the suggested steps which companies should take to equal out the ground and to improve the representation of women in any given industry?	1	1	0	1	1	0.75	Pass
Where do you see yourself in 5 years. Or what are your career goals?	1	1	1	1	1	1	Pass
<b>Final Score</b>	<b>0.77</b>		<b>Pass</b>				

### 3.4. Data analysis

The survey responses were analyzed using descriptive and inferential statistics. Two-way ANOVA was used to find the mean differences between two factors, i.e., gender and sports associations. The dependent variables were the perception of gender equality in the workplace which derives from the average of general concept

of gender equality perception, gender equality perception regarding to office-related works, and gender equality perception regarding sports-related works. Post hoc analysis of Bonferroni technique was applied if the statistical difference is found.

### **Qualitative**

#### 1. Population

For qualitative part, an in-depth interview had been conducted to twelve informants (two male and two females from each sports association) who had been purposively chosen from the following criteria. Inclusion criteria of selected informers are as follows:

1. The position of informer
  - a. Two male and two female who is either a board member or a head of department working in administrative work of the sport association. These two informers have been providing insights of gender equality perception in office or administrative staff.
2. The informers need to work in the sports federation for at least one year.
3. The informers agree to take part in the study.

#### **The following are the Inclusion Criteria of target respondents:**

1. Participants have at least one year working within the sport federation.
2. Participants are voluntary to cooperate in this research.
3. Participants can read, understand and answer the question.
4. Participants are employee/staff in sports federations in provinces in Java Island, Indonesia.

The analysis plan for the qualitative aspect of this combined methodology study is influenced by classical grounded theory, however not confined to it (Glaser and Strauss, 1967; Strauss and Corbin, 1990). Grounded theory is a research technique that requires an ongoing exchange of information between collecting data and analyzing it to form a theory based on inductive codes and themes as well as their connections (Strauss and Corbin, 1990). Inductive analysis involves uncovering trends, themes, and types within the data. Results are derived from the data and the analyst's engagement with them (Patton, 2015, p. 542). The researcher utilizes a constructivist ideology for the qualitative part of this research, which

includes understanding participants' attitudes towards the relationship between gender and sports federation.



## CHAPTER IV

### RESEARCH RESULTS

This research used questionnaire to collect data with a sample group of 392 respondents in 3 selected sport federations: PBSI-Badminton (Neutral), PERSANI-Gymnastic (Feminine), PSSI-Football (Masculine). Data was coded and analyzed to get the results as follows:

- Respondents' demographic information
- Overview of workplace environment perceived by workers based on gender type
- Gender equality implementation among all sport federation types

#### 4.1. Respondents' demographic information

This study adopted quota sampling method over three months which began from 03th January and finished at 15th march 2022. From this study, 392 questionnaires were distributed at three selected sport federations.

The basic attributes of respondents, including three major variables in this study were (1) gender, (2) age, (3) employee position. After operating the statistical analysis for collected data, the results are as follows.

*Table 4 Comparison of respondents' gender by selected sport federation type*

No.	Respondent Gender	Percentage for each sport federation type			Total Respondents
		Badminton	Gymnastic	Football	
1	Male	71	92	64	227
2	Female	50	56	52	158
3	Others	3	3	1	7
<b>Total</b>		<b>124</b>	<b>151</b>	<b>117</b>	<b>392</b>

Based on **Error! Reference source not found.**, the number of male respondents is larger than females with an amount of 227 compared to 158. Then, from a sports federation perspective, gymnastics has a larger number of respondents with an amount of 151, followed the badminton with 124 respondents, and football with 117 respondents. Then, the other gender aside male and female only have 7 respondents.

*Table 5 Comparison of respondents' age group by selected sport federation type*

No.	Respondent Age Group	Percentage for each sport federation type			Total Respondents
		Badminton	Gymnastic	Football	
1	21 – 30 years old	43	16	46	105
2	31 – 40 years old	36	67	58	161
3	41 – 50 years old	45	68	13	126
<b>Total</b>		<b>124</b>	<b>151</b>	<b>117</b>	<b>392</b>

With regards to age groups of respondents, three groups were categorized in this study: 21 – 30 years old, 31 – 40 years old, and 41 – 50 years old shown in Table 4. The age group of 31 – 40 years old was accounted for 41% of total respondents while age group 21 – 30 years old and 41 – 50 years old were 27% and 32%, respectively.

The findings between respondents' age group and sports federation showed that a relatively older generation (41 – 50 years old) domination over the younger generation in Badminton and Gymnastic Sport Federation while the workers in Football Sport Federation had a relatively younger generation (21 – 40 years old).

Table 6 Comparison of respondents' position in each selected sport federation type

No.	Respondent Position	Percentage for each sport federation type			Total Respondents
		Badminton	Gymnastic	Football	
<b>Base N</b>		<b>124</b>	<b>151</b>	<b>117</b>	<b>392</b>
1	Board members	13%	44%	19%	27%
2	Finance	17%	11%	10%	13%
3	Human resources	59%	21%	66%	46%
4	Public relation	6%	0%	0%	2%
5	Technical staff	6%	0%	0%	2%
6	General staff	0%	24%	5%	11%
<b>Total</b>		<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

Based on the categorization of employee position shown in Table 5, respondents with human resources role have the highest contribution (46%), followed by board members (27%), finance (13%), general staff (11%), and the others (public relations: 2%, technical staff: 2%). Split by sports federation, Badminton and Football Sport Federation respondents were dominated by human resources position while Gymnastic Sport Federation had more respondents with board members position, compared to others.

#### 4.2. Gender equality perception

In this part of the study, the researcher measured some variables to understand how the gender equality perception among sport federation and gender types. All of



variables are classified into five groups: the equality treatment, attitude, career and promotion, support level, and implementation. The first group, equality treatment, includes variables such as fair and equal treatment operated by workplace mechanism or supervisors within the workplace. The second group, attitude, includes variables such as perception of sexist jokes and physical touches.

The third group, career and promotion, includes variables such as opportunities for career advancement given by workplace mechanism or supervisors. The fourth group, support level, includes variables such as support from male and female workers, male workers only, or female workers only. The final group, implementation of gender equality, includes variables such as the how respondents perceive the sport federation in personality development, perception on female workers in sport industry, and the gender equality practice in sport industry.

Through analyzing these variables, the researcher aims to gain a comprehensive understanding of the extent to which gender equality is perceived and implemented within sport federations, and how this perception and implementation varies across different genders.

#### 4.2.1 Descriptive Statistic

There are two key questions to understand how equality treatment can support gender equality implementation in sport federation. Those are the workplace and workers' colleagues. Based on Table 7 Mean score on the equality treatment

, we can see from a gender type perspective, men and women respondents in gymnastic sport federation have a 4.59 mean score, it means they strongly agree toward equality treatment from workplace while badminton and football sport federation partially agree. Then, men and women respondents in badminton and gymnastic sport federation have a mean score  $< 2,60$  that their answer are classified into partially disagree toward the equality treatment from supervisor while in football they answer neutral.

Table 7 Mean score on the equality treatment

Variables	Gender Type	Badminton		Gymnastic		Football	
		Mean Score	Standard Deviation	Mean Score	Standard Deviation	Mean Score	Standard Deviation
Equality Treatment from workplace	Male	4.35	0.91	4.64	0.48	4.59	0.49
	Female	3.76	1.13	4.52	0.50	3.67	1.15
	Total Average	4.10	1.05	4.59	0.49	4.18	0.97
Equality Treatment from Workers' Colleagues	Male	2.41	1.41	2.24	1.24	2.58	1.46
	Female	2.70	1.30	2.68	1.11	2.96	1.22
	Total Average	2.53	1.37	2.41	1.21	2.75	1.36

Drawing how promotion and career opportunity is perceived, researcher examined it with two key variables: workplace system and workers' supervisor. Those variables are connected to promotion and career equality for both men and women workers to get higher position/job role.

Split by gender type in Table 8 Mean score of the promotion and career

, men and women respondents in all sport federations have a mean score > 4.21, which means they strongly agree toward promotion, career, and opportunity of

salary raised except in gymnastic, they partially agree with promotion and career given by supervisor.

Table 8 Mean score of the promotion and career

Variables	Gender Type	Badminton		Gymnastic		Football	
		Mean Score	Standard Deviation	Mean Score	Standard Deviation	Mean Score	Standard Deviation
Promotion and Career Given by Workplace Mechanism	Male	4.58	0.02	4.57	0.06	4.56	0.05
	Female	4.36	0.08	4.38	0.08	4.71	0.09
	Total Average	4.49	0.90	4.49	0.50	4.63	0.49
Promotion and Career Given by Supervisors	Male	4.27	0.02	4.02	0.06	4.42	0.05
	Female	4.48	0.09	4.09	0.07	4.46	0.09
	Total Average	4.36	1.02	4.05	0.81	4.44	0.68
Opportunity of Salary Raised	Male	4.46	0.92	4.43	0.72	4.42	0.56
	Female	4.56	0.56	4.20	0.84	4.48	0.70
	Total Average	4.50	0.78	4.34	0.77	4.45	0.62

Workers' attitude perception in this study can be identified through two key variables: verbal and physical touch. Sometimes in working life between workers male and female, the verbal jokes and physical touch is perceived differently, it may depend on gender or other principles that are being personally. In this study, researcher try to dig deeper on how workers among selected sport federations perceive the attitude of male and female within their workplace.

Based on

*Table 9 Mean score of attitudes*

, men and women respondents in all sport federations have a mean score < 2.61, which means they partially to strongly disagree toward sexist jokes and physical touches can make a closer friendship/connection in the workplace.

*Table 9 Mean score of attitudes*

Variables	Gender Type	Badminton		Gymnastic		Football	
		Mean Score	Standard Deviation	Mean Score	Standard Deviation	Mean Score	Standard Deviation
Sexist Jokes	Male	2.14	1.02	2.54	1.43	1.69	0.96
	Female	1.32	0.47	2.05	1.12	1.37	0.69
	Total Average	1.80	0.93	2.36	1.34	1.54	0.86
Physical Touches	Male	1.94	0.81	2.15	1.18	1.59	0.79
	Female	1.44	0.50	1.52	0.50	1.42	0.49
	Total Average	1.74	0.74	1.91	1.03	1.52	0.68

In the workplace, support from both male and female workers is matter to be identified and analyzed deeper. In this study, researcher try to find the comparison

of working support among all gender and sport federation types and how the interaction between those variables toward working support itself.

Shown by Table 10 Mean score on support level

, respondents in badminton sport federation have a mean score  $> 4.21$  that they are strongly agree supported by both male and female, while the respondents in gymnastic and football sport federation have a mean score  $3.41 < x < 4.21$  that they are partially agree. For the variable “supported from male only or female only”, the mean score  $< 2.60$  that they are partially disagree in all sport federations.

Table 10 Mean score on support level

Variables	Gender Type	Badminton		Gymnastic		Football	
		Mean Score	Standard Deviation	Mean Score	Standard Deviation	Mean Score	Standard Deviation
Both Male and Female	Male	4.66	0.48	4.32	0.69	4.50	0.53
	Female	3.90	0.95	3.93	0.68	3.63	0.97
	Total Average	4.35	0.80	4.17	0.65	4.11	0.87
Male Only	Male	2.28	0.91	2.08	0.67	1.81	0.53
	Female	2.22	0.68	2.21	1.02	2.35	0.84
	Total Average	2.26	0.82	2.13	0.82	2.05	0.73
Female Only	Male	2.18	0.62	2.14	0.70	1.83	0.55
	Female	2.88	1.22	2.27	1.18	3.13	1.28
	Total Average	2.47	0.98	2.19	0.91	2.41	1.15

Comparing the perception on gender equality implementation, few questions are asked to respondents and the results are shown by

Table 11 Mean score on implementation perception

. Variable “sport federation can increase the confident” and “my workplace has a diverse environment have a mean score > 4.21 that they are strongly agree toward those questions. Meanwhile, for variables such as “sport federation make feel younger”, “recruitment system is fairer to any gender”, and “my workplace fully supports the female workers” have a mean score 3.41 – 4.21 that they are partially agree toward those variables. The, the other variables only have a mean score < 3.41 that they feel strongly disagree to neutral.

Table 11 Mean score on implementation perception

Variables	Gender Type	Badminton		Gymnastic		Football	
		Mean Score	Standard Deviation	Mean Score	Standard Deviation	Mean Score	Standard Deviation
Sport Federation can Increase Confident	Male	4.24	0.55	4.25	0.57	4.39	0.52
	Female	4.30	0.68	4.37	0.49	4.56	0.50
	Total Average	4.26	0.60	4.30	0.54	4.47	0.52
Sport Federation Make Feel Younger	Male	3.61	1.51	3.92	0.84	3.25	1.19
	Female	4.10	1.25	3.75	0.88	3.98	1.18
	Total Average	3.81	1.42	3.86	0.86	3.58	1.24
Career path in sport industry is easier	Male	3.48	1.22	2.99	1.17	3.23	1.18
	Female	2.20	0.93	2.93	1.16	2.38	1.05

	Total Average	2.95	1.27	2.97	1.16	2.85	1.20
Recruitment system is fairer to any gender types	Male	3.72	0.54	3.70	0.78	4.03	0.53
	Female	3.54	1.05	3.46	0.89	3.60	1.03
	Total Average	3.64	0.79	3.61	0.83	3.84	0.82
Gender equality practice is better in sport industry	Male	2.51	0.92	3.12	1.01	2.70	0.71
	Female	2.60	0.73	3.23	1.01	2.88	0.81
	Total Average	2.55	0.85	3.16	1.01	2.78	0.76
My workplace fully supports the female workers	Male	4.00	1.09	4.05	0.76	4.34	0.59
	Female	3.64	1.04	4.00	1.09	3.56	1.21
	Total Average	3.85	1.09	4.03	0.90	3.99	1.00
Female workers must try harder than male	Male	2.00	1.09	2.07	0.68	2.02	0.33
	Female	2.62	1.14	2.86	1.15	3.04	1.22
	Total Average	2.26	1.15	2.36	0.96	2.47	0.99
Clerical works must be done by female	Male	2.08	1.31	1.93	0.57	2.11	1.13
	Female	1.86	0.93	2.07	1.37	1.79	1.21
	Total Average	1.99	1.17	1.99	0.95	1.97	1.17
Opportunity for female working in sport industry is better	Male	3.72	0.54	3.76	0.76	4.16	0.59
	Female	3.14	1.12	3.89	1.09	3.38	1.14
	Total Average	3.48	0.88	3.81	0.90	3.81	0.96
My workplace has a diverse environment	Male	4.21	0.41	4.25	0.43	4.48	0.50

	Female	4.42	0.49	4.22	0.41	4.46	0.48
	Total Average	4.30	0.46	4.24	0.43	4.47	0.50

Before the researcher continued to statistical analysis, comparing the mean score among domains might be necessary to be done. The comparison of mean score among domains are shown in Table 12 Mean score among domains

where the career and promotion have a higher mean score than others. It means the respondents strongly agree toward career and promotion domain. On the other hand, the respondents partially to strongly disagree in the attitude domain who female have a lower mean score compared to male. Next, the statistical analysis was done to get explanation of main effect and interaction between gender and sport federation.

Table 12 Mean score among domains

Domains	Gender Type	Badminton		Gymnastic		Football		Total	
		Mean Score	Standard Deviation	Mean Score	Standard Deviation	Mean Score	Standard Deviation	Mean Score	Standard Deviation
Equality Treatment	Male	3.38	0.67	3.44	0.64	3.59	0.69	3.46	0.67
	Female	3.23	0.39	3.60	0.67	3.32	0.52	3.39	0.57
	Total Average	3.32	0.58	3.50	0.65	3.47	0.63	3.43	0.63
Career and Promotion	Male	4.44	0.85	4.34	0.49	4.47	0.30	4.41	0.62
	Female	4.47	0.65	4.22	0.56	4.55	0.53	4.41	0.59
	Total Average	4.45	0.77	4.30	0.52	4.51	0.49	4.41	0.61
Attitude	Male	2.04	0.87	2.35	1.24	1.64	0.85	2.05	1.07



	Female	1.38	0.46	1.79	0.76	1.39	0.53	1.53	0.63
	Total Average	1.77	0.80	2.14	1.12	1.53	0.73	1.84	0.95
Support Level	Male	3.04	0.41	2.84	0.40	2.71	0.30	2.87	0.40
	Female	3.00	0.45	2.80	0.70	3.04	0.55	2.94	0.59
	Total Average	3.02	0.42	2.83	0.53	2.86	0.46	2.90	0.48
Implementation	Male	3.36	0.38	3.40	0.30	3.47	0.31	3.41	0.33
	Female	3.24	0.26	3.48	0.45	3.36	0.25	3.37	0.35
	Total Average	3.31	0.34	3.43	0.36	3.42	0.29	3.39	0.34
Overall	Male	3.34	0.20	3.36	0.26	3.34	0.20	3.35	0.23
	Female	3.20	0.22	3.33	0.34	3.29	0.24	3.28	0.28
	Total Average	3.28	0.22	3.35	0.29	3.323	0.22	3.32	0.25

#### 4.3. Two-Way ANOVA Analysis

##### Equality Treatment

A two-way ANOVA was performed to evaluate the effects of gender and sport federation on equality treatment domain. The results in **Error! Reference source not found.** indicated no significant main effect for gender,  $F(1,379) = 1.819$ ,  $p = 0.178$ , partial  $\eta^2 = 0.005$ ; significant main effect for sport federation,  $F(2,379) = 3.902$ ,  $p = 0.021$ , partial  $\eta^2 = 0.020$ ; and a significant interaction between gender and sport federation,  $F(2,379) = 4.084$ ,  $p = 0.018$ , partial  $\eta^2 = 0.021$ . As the interaction was significant, the simple main effect was analyzed.

Table 13 Test of Between Subject-Effects of Equality Treatment Domain

Dependent Variable: Equality

Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Corrected Model	5.984 <sup>a</sup>	5	1.197	3.123	.009	.040
Intercept	4324.727	1	4324.727	11283.694	.000	.968
Gender	.697	1	.697	1.819	.178	.005
Sport_Federation	2.991	2	1.496	3.902	.021	.020
Gender * Sport_Federation	3.130	2	1.565	4.084	.018	.021
Error	145.260	379	.383			
Total	4687.250	385				
Corrected Total	151.244	384				

a. R Squared = .040 (Adjusted R Squared = .027)

Simple main effects tests indicated that equality treatment was significantly higher for female in gymnastic than their female in badminton ( $p = 0.002$ ) and football ( $p = 0.025$ ) (**Error! Reference source not found.**). Meanwhile, the equality treatment was significantly higher for male in football than their female counterparts ( $p = 0.023$ ) (**Error! Reference source not found.**).

Table 14 Estimates of gender and sport federation interaction

Dependent Variable: Equality

Gender	Sport_Federation	Mean	Std. Error	95% Confidence Interval	
				Lower Bound	Upper Bound
Male	Badminton (Neutral)	3.380	.073	3.236	3.525
	Gymnastic (Feminine)	3.440	.065	3.313	3.567
	Football (Masculine)	3.586	.077	3.434	3.738
Female	Badminton (Neutral)	3.230	.088	3.058	3.402
	Gymnastic (Feminine)	3.598	.083	3.436	3.761
	Football (Masculine)	3.317	.086	3.149	3.486

Table 15 Pairwise Comparisons of Equality Treatment Domain Split by Gender

Dependent Variable: Equality

Gender	(I) Sport_Federation	(J) Sport_Federation	Mean Difference (I- J)	Std. Error	Sig. <sup>a</sup>	95% Confidence Interval for Difference <sup>a</sup>	
						Lower Bound	Upper Bound
Male	Badminton (Neutral)	Gymnastic (Feminine)	-.060	.105	1.000	-.313	.193
		Football (Masculine)	-.206	.115	.222	-.482	.071
	Gymnastic (Feminine)	Badminton (Neutral)	.060	.105	1.000	-.193	.313
		Football (Masculine)	-.146	.108	.538	-.407	.115
	Football (Masculine)	Badminton (Neutral)	.206	.115	.222	-.071	.482
		Gymnastic (Feminine)	.146	.108	.538	-.115	.407
Female	Badminton (Neutral)	Gymnastic (Feminine)	-.368*	.106	.002	-.626	-.111
		Football (Masculine)	-.087	.108	1.000	-.349	.175
	Gymnastic (Feminine)	Badminton (Neutral)	.368*	.106	.002	.111	.626
		Football (Masculine)	.281*	.105	.025	.026	.536
	Football (Masculine)	Badminton (Neutral)	.087	.108	1.000	-.175	.349
		Gymnastic (Feminine)	-.281*	.105	.025	-.536	-.026

Based on estimated marginal means

\*. The mean difference is significant at the .05 level.

a. Adjustment for multiple comparisons: Bonferroni.

Table 16 Pairwise Comparisons of Equality Treatment Domain Split by Sport Federation

Dependent Variable: Equality

Sport_Federation	(I) Gender	(J) Gender	Mean Difference (I-J)	Std. Error	Sig. <sup>a</sup>	95% Confidence Interval for Difference <sup>a</sup>
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						Lower Bound	Upper Bound
Badminton (Neutral)	Male	Female	.150	.106	.159	-.060	.360
	Female	Male	-.150	.106	.159	-.360	.060
Gymnastic (Feminine)	Male	Female	-.158	.110	.153	-.376	.060
	Female	Male	.158	.110	.153	-.060	.376
Football (Masculine)	Male	Female	.269*	.116	.023	.038	.499
	Female	Male	-.269*	.116	.023	-.499	-.038

Based on estimated marginal means

\*. The mean difference is significant at the .05 level.

a. Adjustment for multiple comparisons: Bonferroni.

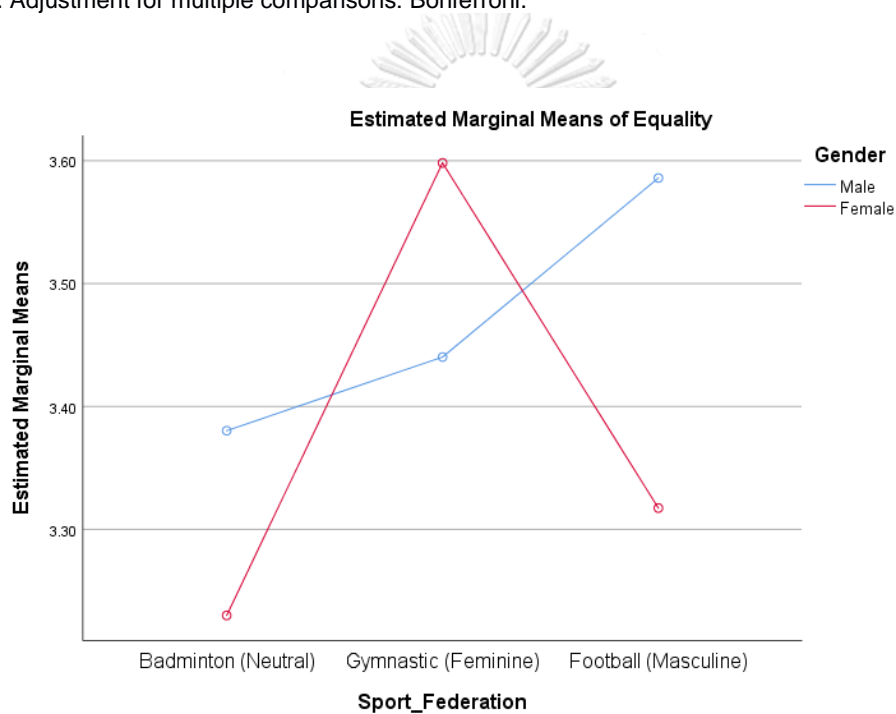


Figure 5 Estimated Marginal Means Plot of Equality Treatment Domain

Simple main effects tests also reflect on the graph in Figure 5 Estimated Marginal Means Plot of Equality Treatment Domain

. When the two main effect have an interaction, there normally is a cross-line. In graph above, the estimated marginal means of male in badminton and football are higher than female but the female have a higher estimated marginal means in gymnastic.

## Promotion and Career

A two-way ANOVA was performed to evaluate the effects of gender and sport federation on promotion and career domain. The results in Table 17 Test of Between Subject-Effects of Promotion and Career Domain

indicated no significant main effect for gender,  $F(1,379) = 0.003$ ,  $p = 0.960$ , partial  $\eta^2 = <0.001$ ; significant main effect for sport federation,  $F(2,379) = 5.016$ ,  $p = 0.007$ , partial  $\eta^2 = 0.026$ ; and no significant interaction between gender and sport federation,  $F(2,379) = 0.999$ ,  $p = 0.369$ , partial  $\eta^2 = 0.005$ . There were no significant interactions between gender and sport federation, but there existed a statistical difference in a main effect of sport federation. Tukey post hoc test was then performed.



Table 17 Test of Between Subject-Effects of Promotion and Career Domain

Dependent Variable: Career\_Promotion

Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Corrected Model	3.879 <sup>a</sup>	5	.776	2.145	.060	.028
Intercept	7182.033	1	7182.033	19856.946	.000	.981
Gender	.001	1	.001	.003	.960	.000
Sport_Federation	3.628	2	1.814	5.016	.007	.026
Gender * Sport_Federation	.723	2	.361	.999	.369	.005
Error	137.080	379	.362			
Total	7618.955	385				
Corrected Total	140.959	384				

a. R Squared = .028 (Adjusted R Squared = .015)

Post hoc testing using Turkey HSD (Table 18 Multiple Comparisons of Promotion and Career Domain among Sport Federation

) indicated that promotion and career were significantly higher for football sport federation than they were for gymnastic sport federation ( $p = 0.015$ ).

*Table 18 Multiple Comparisons of Promotion and Career Domain among Sport Federation*

Dependent Variable: Career\_Promotion

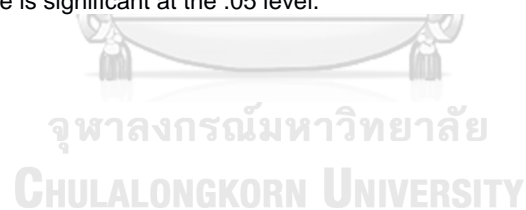
Tukey HSD

(I) Sport_Federation	(J) Sport_Federation	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Badminton (Neutral)	Gymnastic (Feminine)	.1522	.07371	.098	-.0212	.3257
	Football (Masculine)	-.0568	.07815	.747	-.2407	.1270
Gymnastic (Feminine)	Badminton (Neutral)	-.1522	.07371	.098	-.3257	.0212
	Football (Masculine)	-.2091*	.07458	.015	-.3846	-.0336
Football (Masculine)	Badminton (Neutral)	.0568	.07815	.747	-.1270	.2407
	Gymnastic (Feminine)	.2091*	.07458	.015	.0336	.3846

Based on observed means.

The error term is Mean Square (Error) = .362.

\*. The mean difference is significant at the .05 level.



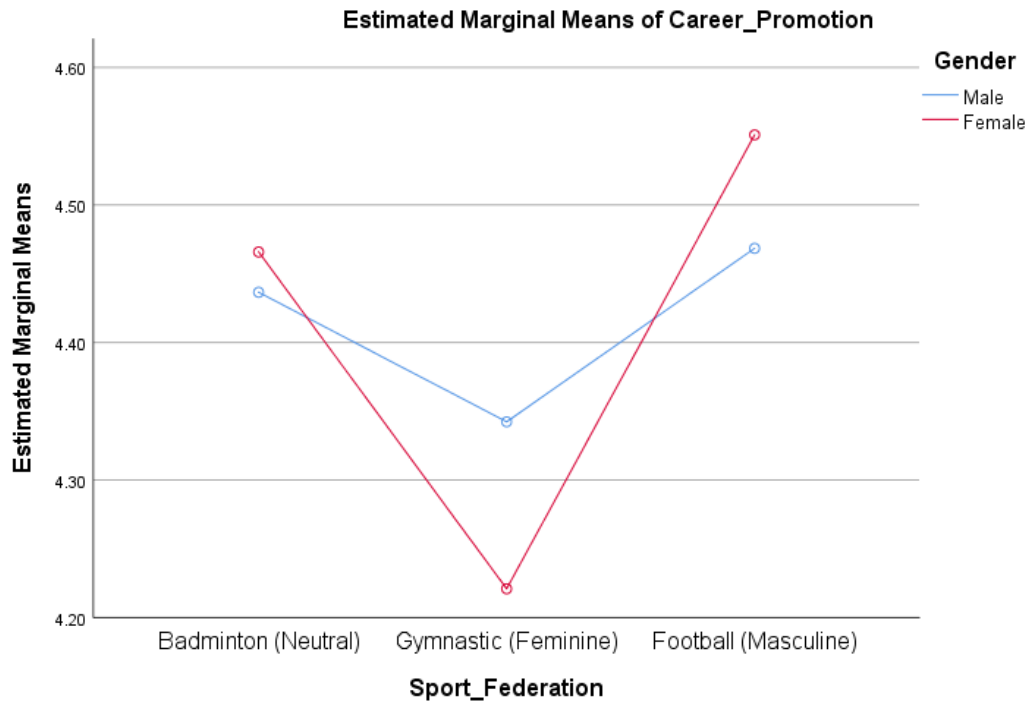


Figure 6 Estimated Marginal Means Plot of Promotion and Career Domain

Simple main effects tests also reflect on the graph in Figure 6 Estimated Marginal Means Plot of Promotion and Career Domain

. When the two main effect have an interaction, there normally is a cross-line. In graph above, the estimated marginal means of female in badminton and football are higher than male but the male have a higher estimated marginal means in gymnastic.

### Attitude

A two-way ANOVA was performed to evaluate the effects of gender and sport federation on attitude domain. The results in Table 19 Test of Between Subject-Effects of Attitude Domain

indicated significant main effect for gender,  $F(1,379) = 28.517$ ,  $p < 0.001$ , partial  $\eta^2 = 0.070$ ; significant main effect for sport federation,  $F(2,379) = 12.819$ ,  $p < 0.001$ , partial  $\eta^2 = 0.063$ ; and no significant interaction between gender and sport federation,  $F(2,379) = 1.771$ ,  $p = 0.172$ , partial  $\eta^2 = 0.009$ .

Post hoc testing using Turkey HSD (

Table 21 Multiple Comparisons of Attitude Domain among Sport Federation

) indicated that attitude were significantly higher for gymnastic sport federation than they were for badminton ( $p = 0.002$ ) and football ( $p = <0.001$ ). There was no significant difference between football and badminton ( $p = 0.095$ ). Meanwhile, **Error! Reference source not found.** indicated that male was significantly higher than female, ( $p = < 0.001$ )

Table 19 Test of Between Subject-Effects of Attitude Domain

Dependent Variable: Attitude

Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Corrected Model	50.250 <sup>a</sup>	5	10.050	12.940	.000	.146
Intercept	1148.411	1	1148.411	1478.654	.000	.796
Gender	22.148	1	22.148	28.517	.000	.070
Sport_Federation	19.912	2	9.956	12.819	.000	.063
Gender * Sport_Federation	2.751	2	1.375	1.771	.172	.009
Error	294.354	379	.777			
Total	1644.750	385				
Corrected Total	344.604	384				

a. R Squared = .146 (Adjusted R Squared = .135)

Table 20 Pairwise Comparisons of Attitude Domain among Gender

Dependent Variable: Attitude

(I) Gender	(J) Gender	Mean Difference (I-J)	Std. Error	Sig. <sup>b</sup>	95% Confidence Interval for Difference <sup>b</sup>	
					Lower Bound	Upper Bound
Male	Female	.490*	.092	.000	.310	.671
Female	Male	-.490*	.092	.000	-.671	-.310

Based on estimated marginal means

\*. The mean difference is significant at the .05 level.



b. Adjustment for multiple comparisons: Bonferroni.

Table 21 Multiple Comparisons of Attitude Domain among Sport Federation

Dependent Variable: Attitude

(I) Sport_Federation	(J) Sport_Federation	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Badminton (Neutral)	Gymnastic (Feminine)	-.3665*	.10801	.002	-.6207	-.1124
	Football (Masculine)	.2384	.11452	.095	-.0310	.5079
Gymnastic (Feminine)	Badminton (Neutral)	.3665*	.10801	.002	.1124	.6207
	Football (Masculine)	.6050*	.10928	.000	.3478	.8621
Football (Masculine)	Badminton (Neutral)	-.2384	.11452	.095	-.5079	.0310
	Gymnastic (Feminine)	-.6050*	.10928	.000	-.8621	-.3478

Based on observed means.

The error term is Mean Square (Error) = .777.

\*. The mean difference is significant at the .05 level.

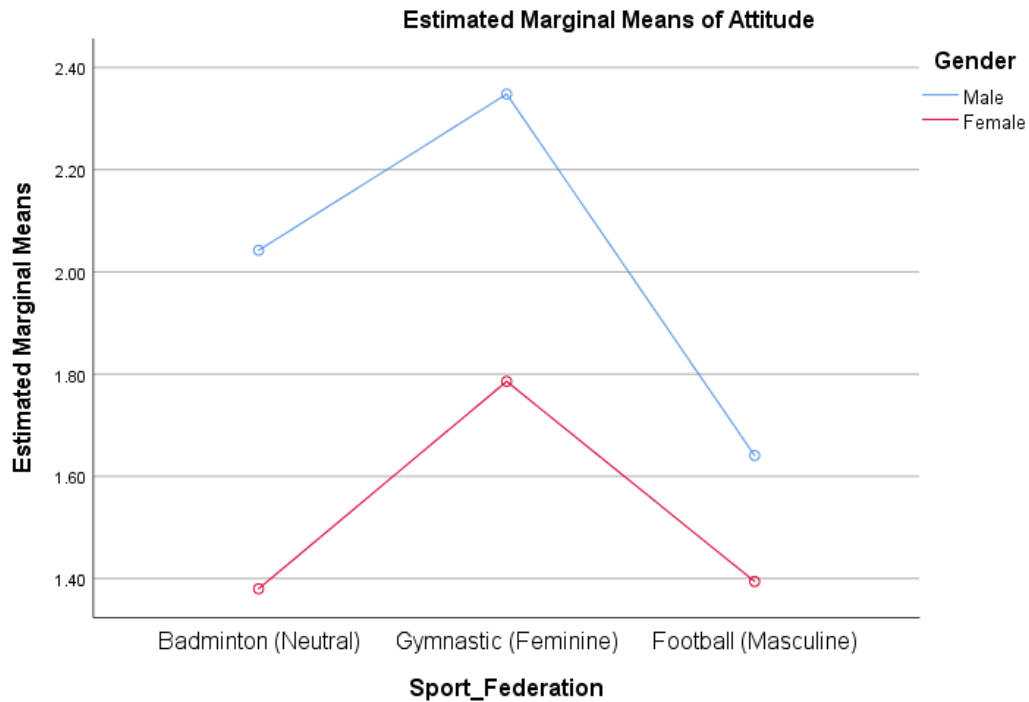


Figure 7 Estimated Marginal Means Plot of Attitude Domain

Post hoc test effects also reflect on the graph in Figure 7 Estimated Marginal Means Plot of Attitude Domain

. When the two main effect have no interaction, there normally is not a cross-line. In graph above, the estimated marginal means of male are higher than female in all sport federations.

### Support Level

A two-way ANOVA was performed to evaluate the effects of gender and sport federation on support level domain. The results in **Error! Reference source not found.** indicated no significant main effect for gender,  $F(1,379) = 2.778$ ,  $p = 0.096$ , partial  $\eta^2 = 0.007$ ; significant main effect for sport federation,  $F(2,379) = 5.785$ ,  $p = 0.003$ , partial  $\eta^2 = 0.030$ ; and significant interaction between gender and sport federation,  $F(2,379) = 5.984$ ,  $p = 0.003$ , partial  $\eta^2 = 0.031$ .

Simple main effects tests indicated that support level was significantly higher for male in badminton than their male in gymnastic ( $p = 0.003$ ) and football ( $p < 0.001$ ) (Table 23 Pairwise Comparisons of Support Level Domain Split by Gender). Meanwhile, the support level was significantly higher for male in football than their

female counterparts ( $p = <0.001$ ) (Table 24 Pairwise Comparisons of Support Level Domain Split by Sport Federation

).

Table 22 Test of Between Subject-Effects of Support Level Domain

Dependent Variable: Support

Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Corrected Model	5.934 <sup>a</sup>	5	1.187	5.362	.000	.066
Intercept	3116.790	1	3116.790	14083.168	.000	.974
Gender	.615	1	.615	2.778	.096	.007
Sport_Federation	2.561	2	1.280	5.785	.003	.030
Gender * Sport_Federation	2.649	2	1.324	5.984	.003	.031
Error	83.878	379	.221			
Total	3328.532	385				
Corrected Total	89.811	384				

a. R Squared = .066 (Adjusted R Squared = .054)



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Table 23 Pairwise Comparisons of Support Level Domain Split by Gender

Dependent Variable: Support

Gender	(I) Sport_Federation	(J) Sport_Federation	Mean Difference (I-J)	Std. Error	Sig. <sup>b</sup>	95% Confidence Interval for Difference <sup>b</sup>	
						Lower Bound	Upper Bound
Male	Badminton (Neutral)	Gymnastic (Feminine)	.196*	.059	.003	.053	.340
		Football (Masculine)	.327*	.065	.000	.171	.484
	Gymnastic (Feminine)	Badminton (Neutral)	-.196*	.059	.003	-.340	-.053

		Football (Masculine)	.131	.061	.100	-.017	.279
	Football (Masculine)	Badminton (Neutral)	-.327*	.065	.000	-.484	-.171
		Gymnastic (Feminine)	-.131	.061	.100	-.279	.017
Female	Badminton (Neutral)	Gymnastic (Feminine)	.195	.113	.257	-.078	.469
		Football (Masculine)	-.039	.115	1.000	-.317	.240
	Gymnastic (Feminine)	Badminton (Neutral)	-.195	.113	.257	-.469	.078
		Football (Masculine)	-.234	.112	.114	-.505	.037
	Football (Masculine)	Badminton (Neutral)	.039	.115	1.000	-.240	.317
		Gymnastic (Feminine)	.234	.112	.114	-.037	.505

Based on estimated marginal means

\*. The mean difference is significant at the .05 level.

b. Adjustment for multiple comparisons: Bonferroni.



Table 24 Pairwise Comparisons of Support Level Domain Split by Sport Federation

Dependent Variable: Support

Sport_Federation	(I) Gender	(J) Gender	Mean Difference (I-J)	Std. Error	Sig. <sup>a</sup>	95% Confidence Interval for Difference <sup>a</sup>	
						Lower Bound	Upper Bound
Badminton (Neutral)	Male	Female	.041	.078	.603	-.114	.195
	Female	Male	-.041	.078	.603	-.195	.114
Gymnastic (Feminine)	Male	Female	.040	.090	.660	-.138	.218
	Female	Male	-.040	.090	.660	-.218	.138
Football (Masculine)	Male	Female	-.325*	.081	.000	-.486	-.165
	Female	Male	.325*	.081	.000	.165	.486

Based on estimated marginal means

\*. The mean difference is significant at the .05 level.

a. Adjustment for multiple comparisons: Bonferroni.

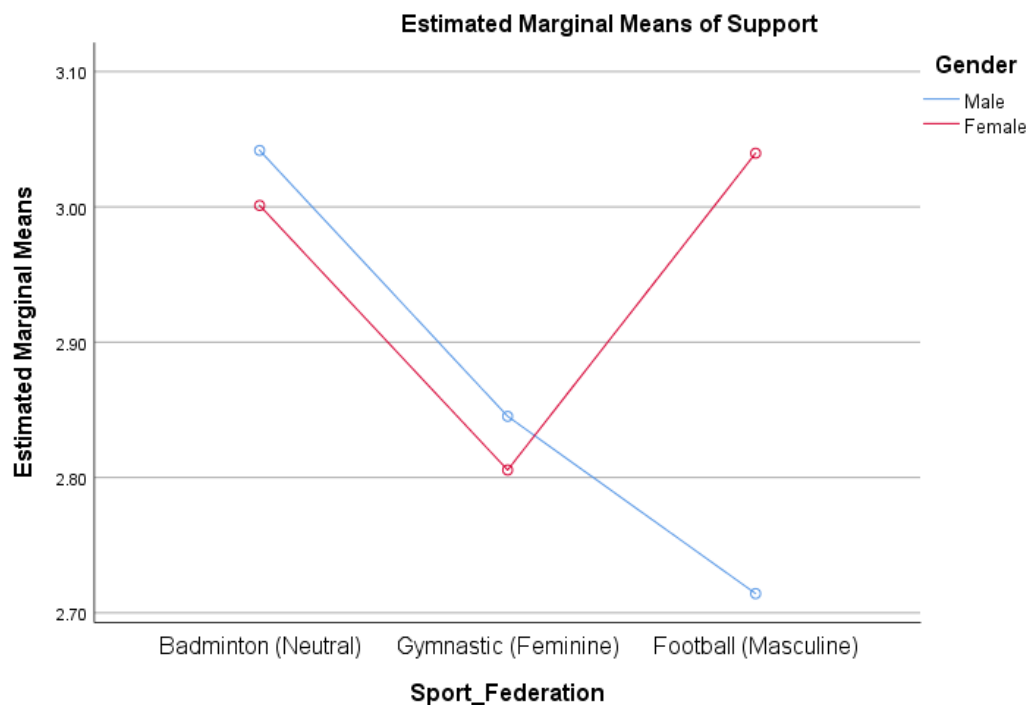


Figure 8 Estimated Marginal Means Plot of Support Level Domain

Simple main effects tests also reflect on the graph in Figure 8 Estimated Marginal Means Plot of Support Level Domain

. When the two main effect have an interaction, there normally is a cross-line. In graph above, the estimated marginal means of male in badminton and gymnastic are higher than female but the female have a higher estimated marginal means in football.

### Implementation

A two-way ANOVA was performed to evaluate the effects of gender and sport federation on implementation domain. The results in **Error! Reference source not found.** indicated no significant main effect for gender,  $F(1,379) = 2.023$ ,  $p = 0.156$ , partial  $\eta^2 = 0.005$ ; significant main effect for sport federation,  $F(2,379) = 6.379$ ,  $p = 0.002$ , partial  $\eta^2 = 0.033$ ; and significant interaction between gender and sport federation,  $F(2,379) = 3.360$ ,  $p = 0.036$ , partial  $\eta^2 = 0.017$ .

Simple main effects tests indicated that implementation was significantly higher for female in gymnastic than their female in badminton ( $p = 0.001$ ) (Table 26 Pairwise Comparisons of Implementation Domain Split by Gender

). Meanwhile, the implementation was significantly higher for male in football than their female counterparts ( $p = 0.046$ ) (Table 27 Pairwise Comparisons of Implementation Domain Split by Sport Federation

).

Table 25 Test of Between Subject-Effects of Implementation Domain



Dependent Variable: Implementation

Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Corrected Model	2.099 <sup>a</sup>	5	.420	3.760	.002	.047
Intercept	4226.239	1	4226.239	37849.346	.000	.990
Gender	.226	1	.226	2.023	.156	.005
Sport_Federation	1.425	2	.712	6.379	.002	.033
Gender * Sport_Federation	.750	2	.375	3.360	.036	.017
Error	42.319	379	.112			
Total	4471.250	385				
Corrected Total	44.418	384				

a. R Squared = .047 (Adjusted R Squared = .035)

Table 26 Pairwise Comparisons of Implementation Domain Split by Gender

Dependent Variable: Implementation

(I)	(J)	Mean Difference (I-J)	Std. Error	Sig. <sup>a</sup>	95% Confidence Interval for Difference <sup>a</sup>	
					Lower Bound	Upper Bound
Gender	Sport_Federation					
	Sport_Federation					

Male	Badminton (Neutral)	Gymnastic (Feminine)	-.048	.052	1.000	-.174	.078
		Football (Masculine)	-.116	.057	.132	-.253	.022
	Gymnastic (Feminine)	Badminton (Neutral)	.048	.052	1.000	-.078	.174
		Football (Masculine)	-.068	.054	.634	-.197	.062
	Football (Masculine)	Badminton (Neutral)	.116	.057	.132	-.022	.253
		Gymnastic (Feminine)	.068	.054	.634	-.062	.197
Female	Badminton (Neutral)	Gymnastic (Feminine)	-.237*	.066	.001	-.396	-.077
		Football (Masculine)	-.121	.067	.216	-.284	.041
	Gymnastic (Feminine)	Badminton (Neutral)	.237*	.066	.001	.077	.396
		Football (Masculine)	.115	.065	.239	-.043	.273
	Football (Masculine)	Badminton (Neutral)	.121	.067	.216	-.041	.284
		Gymnastic (Feminine)	-.115	.065	.239	-.273	.043

Based on estimated marginal means

\*. The mean difference is significant at the .05 level.

a. Adjustment for multiple comparisons: Bonferroni.

Table 27 Pairwise Comparisons of Implementation Domain Split by Sport Federation

Dependent Variable: Implementation

Sport_Federation	(I) Gender	(J) Gender	Mean Difference (I-J)	Std. Error	Sig. <sup>a</sup>	95% Confidence Interval for Difference <sup>a</sup>

						Lower Bound	Upper Bound
Badminton (Neutral)	Male	Female	.114	.062	.069	-.009	.238
	Female	Male	-.114	.062	.069	-.238	.009
Gymnastic (Feminine)	Male	Female	-.074	.062	.230	-.196	.047
	Female	Male	.074	.062	.230	-.047	.196
Football (Masculine)	Male	Female	.108*	.054	.046	.002	.215
	Female	Male	-.108*	.054	.046	-.215	-.002

Based on estimated marginal means

\*. The mean difference is significant at the .05 level.

a. Adjustment for multiple comparisons: Bonferroni.

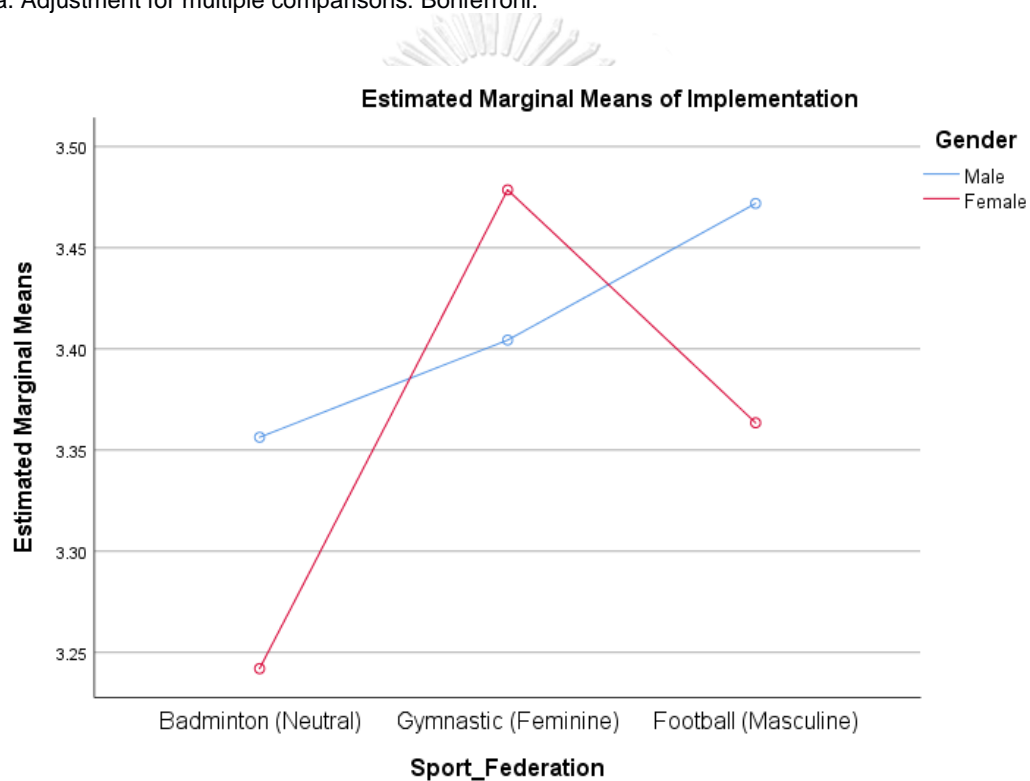


Figure 9 Estimated Marginal Means Plot of Implementation Domain

Simple main effects tests also reflect on the graph in Figure 9 Estimated Marginal Means Plot of Implementation Domain

. When the two main effect have an interaction, there normally is a cross-line. In graph above, the estimated marginal means of male in badminton and football are higher than female but the female have a higher estimated marginal means in gymnastic.



### Overall Domains

A two-way ANOVA was performed to evaluate the effects of gender and sport federation on overall domains. The results in Table 28 Test of Between Subject-Effects of Overall Domains indicated no significant main effect for sport federation,  $F(2,379) = 0.580$ ,  $p = 0.560$ , partial  $\eta^2 = 0.003$ ; significant main effect for gender,  $F(1,379) = 4.311$ ,  $p = 0.039$ , partial  $\eta^2 = 0.011$ ; and no significant interaction between gender and sport federation,  $F(2,379) = 0.806$ ,  $p = 0.447$ , partial  $\eta^2 = 0.004$ .

Table 28 Test of Between Subject-Effects of Overall Domains

Dependent Variable: Overall

Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared	Noncent. Parameter	Observed Power <sup>b</sup>
Corrected Model	.567 <sup>a</sup>	5	.113	1.378	.232	.018	6.889	.487
Intercept	3773.162	1	3773.162	45864.193	.000	.992	45864.193	1.000
Sport_Federation	.095	2	.048	.580	.560	.003	1.160	.146
Gender	.355	1	.355	4.311	.039	.011	4.311	.544
Sport_Federation * Gender	.133	2	.066	.806	.447	.004	1.612	.188
Error	31.180	379	.082					
Total	3958.149	385						
Corrected Total	31.746	384						

a. R Squared = .018 (Adjusted R Squared = .005)

b. Computed using alpha = .05

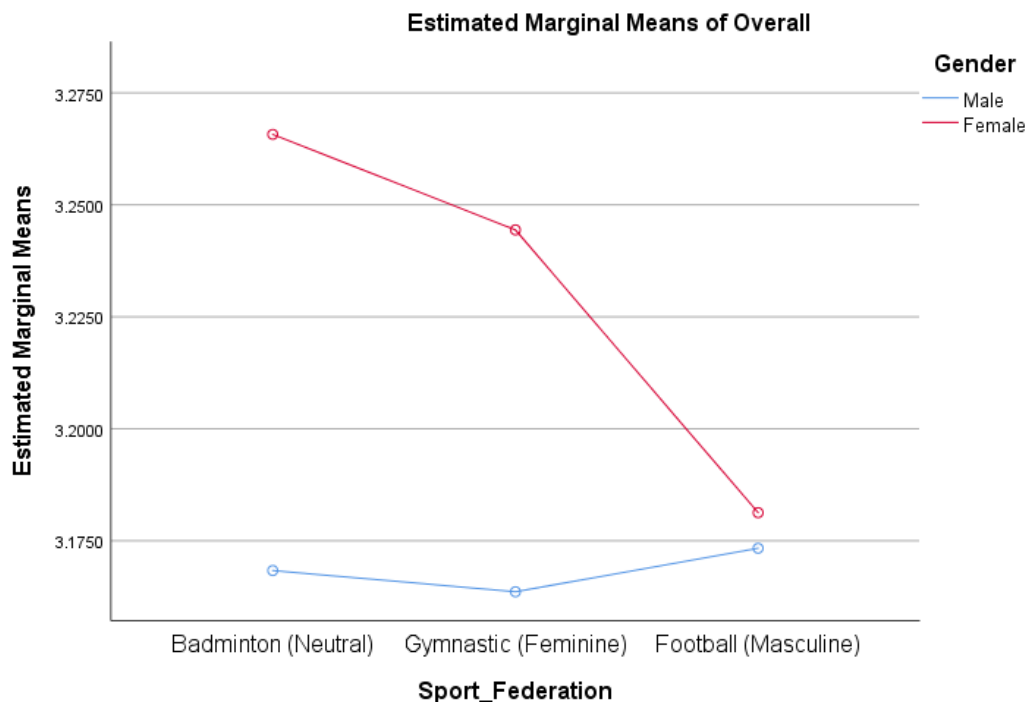


Figure 10 Estimated Marginal Means Plot of Overall Domains

Post hoc test effects also reflect on the graph in Figure 10 Estimated Marginal Means Plot of Overall Domains

. When the two main effect have no interaction, there normally is not a cross-line. In graph above, the estimated marginal means of female are higher than male in all sport federations.

### Summary of Two-Way ANOVA Analysis

From the statistical results using two-way ANOVA analysis, researcher highlight the findings as follow:

1. The main effect of gender was found in attitude ( $p = <0.001$ ) and overall ( $p = 0.039$ ). In attitude domain, researcher found the badminton was different with gymnastic ( $p = 0.002$ ) and football ( $p = <0.001$ )
2. The main effect of sport federation was found in equality treatment ( $p = 0.021$ ), career and promotion ( $p = 0.007$ ), attitude ( $p = <0.001$ ), support level ( $p = 0.003$ ) and implementation ( $p = 0.002$ ). In career and promotion domain, researcher found the gymnastic was different with football ( $p = 0.015$ ) meanwhile in attitude

domain, the badminton was different with football ( $p = <0.001$ ) and gymnastic ( $p = 0.002$ )

3. The interaction between gender and sport federation was found in equality treatment ( $p = 0.018$ ), support level ( $p = 0.003$ ) and implementation ( $p = 0.036$ ). In equality treatment domain, researcher found the female in gymnastic was different with female in football ( $p = 0.025$ ) and badminton ( $p = 0.002$ ) meanwhile in support level domain, male in badminton was different with male in football ( $p = 0.001$ ) and gymnastic ( $p = 0.003$ ). Then, for implementation domain, the female in badminton was different with male in gymnastic ( $p = 0.001$ ).

Table 29 Summary of main effect resulted from two-way ANOVA

Domains	Main effect				
	Gender	Sport Federation			
	Male vs Female	main effect p-value	Badminton vs Football	Badminton vs Gymnastic	Gymnastic vs Football
Equality Treatment		X ( $p=0.021$ )			
Career and Promotion		X ( $p=0.007$ )			X ( $p=0.015$ )
Attitude	X ( $p=<0.001$ )	X ( $p=<0.001$ )	X ( $p=<0.001$ )	X ( $p=0.002$ )	
Support Level		X ( $p=0.003$ )			
Implementation		X ( $p=0.002$ )			
Overall	X ( $p=0.039$ )				



#### 4.4. Qualitative Analysis

Qualitative findings refer to the results or interpretations obtained from qualitative research methods such as interviews, focus groups, observation, and document analysis. These findings are often open-ended, subjective, and exploratory, providing rich descriptions and insights into the experiences and perspectives of participants.

For example, the qualitative findings in a study on the impact of online learning during the pandemic may indicate that students struggled with a lack of social interaction and felt isolated from their peers. Another study on workplace culture may find that employees value autonomy and trust in the workplace more than strict monitoring and control by management.

Qualitative findings can also shed light on the complexity and nuances of certain phenomena, such as examining the multiple factors that influence a person's decision-making process or understanding the cultural context surrounding certain behaviors or attitudes. In this research, the interviews have been done to representative of each sport federation (managerial level).

#### **Equality treatment**

Equality treatment means that everyone gets the same treatment without considering any specific gender type. Equality treatment is expected to make the workplace a place where everyone feels similar and equal. Equality treatment makes it impossible for discrimination to happen at work. To begin all the interview process, researcher start to ask participants about their understanding or their awareness of the equality treatment concept within gender equality perspective, a respondent from Badminton Sport Federation (Female, 40) have a thought of it:

*“It's very important to understand the idea of equality treatment within gender equality. The effort that I have made regarding this is that I have taught my children who happen to be all girls from an early age to become an independent individual, independent in life, career and work, even if later they are married and have a family. In my opinion, equality does not refer to female have to be strong enough to lifted a gallon of water or any heavy job. Equality here means we can complement each*

*other's roles. I do believe that there are things that men are limited to doing, but women can play a role there, vice versa. Because every individual, both male and female, must have limitations in doing certain jobs. This harmonization of filling roles is what I call equality”*

Meanwhile, a respondent from Badminton (Male, 30) also give his comment in terms of equality treatment.

*“Sometimes I feel the female can get the special treatment from their supervisors compared to male”*

A respondent from Football Sport Federation (Male, 30) give his comment in terms of equality treatment:

*“We’ve been familiar with it (equality treatment), but we don’t really understand how to apply it into our daily lives. So, it may cause few things, for example in this federation, we claim that we treated equally but in fact, I can still see the inequality, even it is slightly.”*

Then, a respondent from Football Sport Federation (Female, 23) shared her experience while working at the field:

*“In some cases, I have been assigned several times to be a field staff. They (male staffs) avoid me to do my job roles on the field just because I am a woman, they command me to just sit still and laid-back at the bench instead. Even though if they are joking, I don’t think it is appropriate to treat your coworkers like that”*

Another respondent from Gymnastic (Male, 34) has also been commenting:

*“I know gender equality also relate to equality treatment, but I think most of Indonesian people still confuses with this idea. In one case, they probably think that they have been already practices the equality treatment in life, but equality here is actually wide and they may interpret it wrongly”*

On the other hand, another respondent from Gymnastic (Female, 42) had a comment about equality treatment.

*“I believe the treatment in Gymnastic Sport Fed has been equal to any gender”*

### **Career and Promotion**

Traditional ways for an employee to grow and move up in an organization are through career paths and career ladders. Career ladders are a list of jobs in a certain field that go from most important to least important based on level of responsibility and pay. There are many ways to move up in a career, such as the traditional vertical career ladder, dual career ladders, horizontal career lattices, career progression outside of the organization, and encore careers. Promotion and employment opportunities are an inseparable part when discussing the issue of gender equality in the work environment. Respondents in three sports federation have their own thoughts and experience.

Respondent from Badminton (Female, 40):

*“In my workplace I would say it is very open to anything, by any means if their employees trying to open discussion about getting on promotion or opportunity, our advisor will fine and open with that regardless the gender. My workplace is good”*

Meanwhile, a respondent from Badminton (Male, 30) also give his comment in terms of career and promotion.

*“Maybe the female can get the promotion easier than male. But it depends on how they can attract the supervisors with a good communication”*

Another respondent from Gymnastic (Female, 27)

*“Gymnastic sport fed is very welcome with changes. If our employees were keen to ask for job promotion, our head willing to sit down together and discuss it, but of course they have to assess us first whether we are eligible or not to get the promotion. Our head also up open with any feedbacks from us and willing to grow together. In addition, our head is a Female”.*

Another respondent from Gymnastic (Male, 34) has also been commenting:

*“Career and promotion can be given to all staffs that can show the determination and loyalty in the workplace. No differences”*

Respondent from Football (Male, 30)

*“As a male, I do not want to be hypocrite, I’m on the safer position now to have more privilege in terms of promotions, salaries and so on. I have never experienced bad things of it but I have witnessed numbers of my coworkers have been struggling to achieve a better position, and most of them are women.*

Then, a respondent from Football Sport Federation (Female, 23) shared her experience toward career and promotion:

*“In my experience, there is no difference between male and female to get a higher position. In fact, the position of secretary general had been filled by female”*

### **Attitude**

The understanding level of gender equality concept has led employees to perceived different attitude on workplace. Few participants even had been experiences unexpected behavior from their coworkers in daily basis. It usually happens through some activities such as small talks. This is in line with a statement from a respondent in Football (Female, 22):

*“As far as I can remember, I have never experience sexist jokes with my coworkers at the head office (federation). But I had several experiences when I was on duty on the field. Sometimes, I went to the field as representative of Football Sport Fed so in some events or moments I have to be there. For example, I have been asking why I’m working at the football industry, they said I’m pretty and young woman, why should not I getting married instead of went to the field and taking care of these football things, it may sounds like a normal question but trust me they not only asking but also teasing me while have a chit chat with me”.*

Another respondent from the same federation (Male, 29, Football) share his experience.

*“Personally, I have never experienced such things. But I did witness it. Usually, these kinds of moments happen at the field. One day, I watched a football match with a female referee lead the game, at the moment the referee made a decision that are considered detrimental to one of the team. So, they harassed the referee with body shaming words and another inappropriate sexist statement towards her. It happens a lot when female referee leads the game of male team”.*



Another respondent from Gymnastic Sport Federation (Female, 32) is giving an opinion regarding sexist jokes.

*“I think sexist jokes has become very common in society now, some people tend to live with it as part of life. In Gymnastic Sport Fed itself, sometimes if we getting lost in conversation, we coincidentally jok ing it a bit more deeply and I guess everyone okay with that”*

Meanwhile the respondent of male from Gymnastic and Badminton and female from Badminton give no comment toward sexist jokes and physical touches.

### **Support Level**

Almost respondents said they were supported by colleague’s male and female. Here is one comment from respondent related to support level.

Respondent from Gymnastic (Male, 35) give his comment:

*“Initially, I had a background from an athlete, I chose gymnastics because it is a multi-complex sport that we must be able to harmonize muscle strength and also the beauty of movement, so it made me interested. In addition, people in the world of gymnastics are also unique, especially those in the aerobic, there are a lot of men who become women and vice versa, the environment is very diverse so and I think it's interesting anyway. I also feel supported by colleagues no matter what their gender are”.*

Another respondent from Gymnastic (Female, 32) also give her comment:

*“We are very supporting to one another. Everyone can be their own unique here as we all knew gymnastic are quite ‘different’ in terms of the athletes, environment and so on”*

Then a respondent from Badminton (Female, 40) give his comment:

*“I think our federation had been creating a working place that provide their employees to supporting each other. Everyone can vote for their own opinions and solutions in order for the sake of federation development”*

Meanwhile the respondent of male from Football and Badminton and female from Football give no comment toward support level.

### **Implementation**

Implementation means that gender equality can be implemented into working life within sport federation. The gender equality implementation is expected to make any gender who work in sport federation are equal in their position or chance to get better opportunity. researcher start to ask participants about their understanding or their awareness of the gender equality implementation concept, a respondent from Badminton Sport Federation (Female, 40) have a thought of it:

*“Refer to my previous comment that equality does not refer to female have to be strong enough to lifted a gallon of water or any heavy job. So, the implementation of gender equality can start from knowing what the suitable roles for female and male, hence you can implement what you called as a gender equality”*

Meanwhile, a respondent from Badminton (Male, 30) also give his comment in terms of implementation of gender equality.

*“It might be success for gender equality implementation if every worker in here see other workers objectively”*

A respondent from Football Sport Federation (Male, 30) give his comment in terms of implementation of gender equality:

*“Still, we don’t really understand how to apply the gender equality into our daily lives because I still see the inequality.”*

Then, a respondent from Football Sport Federation (Female, 23) shared her experience while working at the field:

*“I think it is difficult to implement the gender equality concept in the field because there so many aspects that women might can’t do the job and vice versa. Moreover, male in the field often to dominate the job because they are physically strong than female”*

Another respondent from Gymnastic (Male, 34) has also been commenting:

*“I think most of Indonesian people would confuses with this idea because mostly they might know what the gender equality is but the fact, they also want the roles are determined by gender.”*

On the other hand, another respondent from Gymnastic (Female, 42) had a comment about gender equality implementation.

*“I believe Gymnastic Sport Fed also implement the gender equality”*

### Comparison between quantitative and qualitative findings

Table 31 Comparison of quantitative and qualitative findings

Domain	Results from Quantitative Analysis	Results from Interviews
Equality Treatment	<ol style="list-style-type: none"> <li>Based on mean score, male respondents answer partially agree except badminton (neutral) while female respondents answer partially agree except badminton and football (neutral).</li> <li>The results in <b>Error! Reference source not found.</b> indicated no significant main effect for gender, <math>F(1,379) = 1.819, p = 0.178</math>, partial <math>\eta^2 = 0.005</math>; significant main effect for sport federation, <math>F</math></li> </ol>	<ol style="list-style-type: none"> <li>Equality treatment for female in badminton was perceived that each gender has a specific ability and the equality treatment put their roles suitable with their ability. Meanwhile, male in badminton feel the female often to get the special treatment compared to male.</li> <li>For male in gymnastic, he feels pessimist toward equality treatment because “equality” is actually wide and people may</li> </ol>

	<p>(2,379) = 3.902, <math>p = 0.021</math>, partial <math>\eta^2 = 0.020</math>; and a significant interaction between gender and sport federation, <math>F(2,379) = 4.084</math>, <math>p = 0.018</math>, partial <math>\eta^2 = 0.021</math></p> <p>3. Simple main effects tests indicated that equality treatment was significantly higher for female in gymnastic than their female in badminton (<math>p = 0.002</math>) and football (<math>p = 0.025</math>)</p> <p><b>(Error! Reference source not found.)</b></p> <p>Meanwhile, the equality treatment was significantly higher for male in football than their female counterparts (<math>p = 0.023</math>) <b>(Error! Reference source not found.)</b></p>	<p>interpret it wrongly. On the other hand, the female feel optimistic that gymnastic sport federation has applied the equality treatment</p> <p>3. Male and female in football still find the inequality treatment and it is often happened in the field.</p>
Career and Promotion	1. Based on mean score, male and female	1. Career and promotion for female in

	<p>respondents answer strongly agree.</p> <p>2. The results in Table 17 Test of Between Subject-Effects of Promotion and Career Domain</p> <p>3. indicated no significant main effect for gender, <math>F(1,379) = 0.003</math>, <math>p = 0.960</math>, partial <math>\eta^2 = &lt;0.001</math>; significant main effect for sport federation, <math>F(2,379) = 5.016</math>, <math>p = 0.007</math>, partial <math>\eta^2 = 0.026</math>; and no significant interaction between gender and sport federation, <math>F(2,379) = 0.999</math>, <math>p = 0.369</math>, partial <math>\eta^2 = 0.005</math>. There were no significant interactions between gender and sport federation, but there existed a statistical difference in a main effect of sport federation</p> <p>4. Table 18 Multiple</p>	<p>Badminton is very open to anyone, but the male feels the opposite that sometimes female can get the easier promotion albeit their communication is better than male. For sure, sometimes political identity often to determine the career and promotion</p> <p>2. Male and female in Gymnastic feels the career and promotion is open to any gender. The important thing, people who want to get promotion must pass the assessment first.</p> <p>3. Male in football tend to perceive the women workers would be hard to get the better position but female feels optimist that women still have a better opportunity for career and promotion</p>
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	<p>Comparisons of Promotion and Career Domain among Sport Federation</p> <p>5. indicated that promotion and career were significantly higher for football sport federation than they were for gymnastic sport federation (<math>p = 0.015</math>)</p>	
Attitude	<p>1. Based on mean score, male respondents answer partially disagree except in football that they answer strongly disagree. Meanwhile, female respondents answer strongly disagree for all sport federations</p> <p>2. Table 19 Test of Between Subject-Effects of Attitude Domain</p> <p>3. indicated significant main effect for gender, <math>F(1,379) = 28.517</math>, <math>p &lt; 0.001</math>, partial <math>\eta^2 = 0.070</math>; significant main effect for sport</p>	<p>1. Male and female respondents in football never get the experience such as sexist jokes and physical touches in office but they against on them</p> <p>2. Female respondent give her opinion on sexist jokes that has become very common in society now while male respondent give no comment</p> <p>3. Male and female respondents in Badminton give no comment on sexist jokes and physical touches</p>

	<p>federation, <math>F(2,379) = 12.819, p &lt; 0.001</math>, partial <math>\eta^2 = 0.063</math>; and no significant interaction between gender and sport federation, <math>F(2,379) = 1.771, p = 0.172</math>, partial <math>\eta^2 = 0.009</math>.</p> <p>4. 5. 6.</p> <p><i>Table 21 Multiple Comparisons of Attitude Domain among Sport Federation</i></p> <p>7. indicated that attitude were significantly higher for gymnastic sport federation than they were for badminton (<math>p = 0.002</math>) and football (<math>p &lt; 0.001</math>). There was no significant difference between football and badminton (<math>p =</math></p>	
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	<p>0.095). Meanwhile, Table 20 Pairwise Comparisons of Attitude Domain among Gender</p> <p>8. indicated that male was significantly higher than female, (<math>p = &lt; 0.001</math>)</p>	
Support Level	<p>1. Based on mean score, male and female respondents answer neutral.</p> <p>2. <b>Error! Reference source not found.</b> indicated no significant main effect for gender, <math>F(1,379) = 2.778</math>, <math>p = 0.096</math>, partial <math>\eta^2 = 0.007</math>; significant main effect for sport federation, <math>F(2,379) = 5.785</math>, <math>p = 0.003</math>, partial <math>\eta^2 = 0.030</math>; and significant interaction between gender and sport federation, <math>F(2,379) = 5.984</math>, <math>p = 0.003</math>, partial <math>\eta^2 = 0.031</math>.</p> <p>3. Simple main effects tests indicated that</p>	<p>1. Male and female respondents in Gymnastic feel supported because everyone in the workplace have a uniqueness so each person should fill the gap among others</p> <p>2. Female in Badminton said that her federation had opened the discussion to accommodate idea from staffs that can support the organization and staffs within the organization. Meanwhile, male respondents said no comment</p> <p>3. Male and female respondents in Football</p>



	<p>support level was significantly higher for male in badminton than their female in gymnastic (<math>p = 0.003</math>) and football (<math>p = &lt;0.001</math>) (Table 23 Pairwise Comparisons of Support Level Domain Split by Gender). Meanwhile, the support level was significantly higher for male in football than their female counterparts (<math>p = &lt;0.001</math>) (Table 24 Pairwise Comparisons of Support Level Domain Split by Sport Federation 4. )</p>	<p>give no comment</p>
<p>Implementation</p>	<p>1. Based on mean score, male respondents answer neutral except for football that they answer partially agree. Meanwhile, female respondents answer neutral as well except for gymnastic that they answer partially</p>	<p>1. Implementation of gender equality for male and female in badminton was perceived that people should choose the role for each gender objectively 2. For male and female respondents in football still feel pessimist that</p>

	<p>agree</p> <p>2. <b>Error! Reference source not found.</b> indicated no significant main effect for gender, <math>F(1,379) = 2.023</math>, <math>p = 0.156</math>, partial <math>\eta^2 = 0.005</math>; significant main effect for sport federation, <math>F(2,379) = 6.379</math>, <math>p = 0.002</math>, partial <math>\eta^2 = 0.033</math>; and significant interaction between gender and sport federation, <math>F(2,379) = 3.360</math>, <math>p = 0.036</math>, partial <math>\eta^2 = 0.017</math>.</p> <p>3. Simple main effects tests indicated that implementation was significantly higher for female in gymnastic than their female in badminton (<math>p = 0.001</math>) (Table 26 Pairwise Comparisons of Implementation Domain Split by Gender</p> <p>4. ). Meanwhile, the implementation was</p>	<p>gender equality can be implemented</p> <p>3. Male respondent in gymnastic said that implementation of gender equality might be confusing albeit the female respondent feel optimistic that gymnastic sport fed had implemented the gender equality</p>
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	significantly higher for male in football than their female counterparts ( $p = <0.046$ ) (Table 27 Pairwise Comparisons of Implementation Domain Split by Sport Federation 5. ).	
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## CHAPTER V

### CONCLUSION AND DISCUSSION

#### 5.1 Conclusion

The objective of the research is to compare the perception of gender equality among staff from different gender-typed sports federation in Indonesia. Hence the important question resulted from the objective research and it needs to be answered: Are there any differences perception of gender equality among different types of gender-type sport association?

From the questions, the researcher derives the following hypothesis: Gender equality perception is different among three different sport federations. To answer the research objective and the hypothesis, a mixed-method study where a survey and an in-depth interview of gender equality perception had been conducted. The independent variables were genders and sports federations. The dependent variable was gender equality perception. The gender equality perception was specified to perception/understanding/knowledge about the concept of gender equality in the perspectives of people who were works at the sports federations. This study focused on investigating the gender equality perception of participants who were between 20-50 years old and they worked in Indonesia. Around 300 employees consisted of 50 males and 50 females from three sports federations had been recruited to take part in the survey process, while 12 employees representing two males and two females of the board members and employees of each sport federations was purposively selected for the in-depth interview.

To compare the perception of gender equality among staff from different selected sport federations in this research, five domains, equality treatment, career and promotion, attitude, support level, and implementation, were studied. Based on the results in this research, researcher summary it as follow:

1. Equality treatment domain no significant main effect for gender,  $F(1,379) = 1.819$ ,  $p = 0.178$ , partial  $\eta^2 = 0.005$ ; significant main effect for sport federation,  $F(2,379) = 3.902$ ,  $p = 0.021$ , partial  $\eta^2 = 0.020$ ; and a significant interaction

between gender and sport federation,  $F(2,379) = 4.084$ ,  $p = 0.018$ , partial  $\eta^2 = 0.021$ . The perception on equality treatment was significantly higher for female in gymnastic than their female in badminton ( $p = 0.002$ ) and football ( $p = 0.025$ ). Meanwhile, the equality treatment was significantly higher for male in football than their female counterparts ( $p = 0.023$ );

2. Promotion and career indicated no significant main effect for gender,  $F(1,379) = 0.003$ ,  $p = 0.960$ , partial  $\eta^2 = <0.001$ ; significant main effect for sport federation,  $F(2,379) = 5.016$ ,  $p = 0.007$ , partial  $\eta^2 = 0.026$ ; and no significant interaction between gender and sport federation,  $F(2,379) = 0.999$ ,  $p = 0.369$ , partial  $\eta^2 = 0.005$ . Promotion and career were significantly higher for football sport federation than they were for gymnastic sport federation ( $p = 0.015$ );
3. Attitude domain indicated significant main effect for gender,  $F(1,379) = 28.517$ ,  $p = <0.001$ , partial  $\eta^2 = 0.070$ ; significant main effect for sport federation,  $F(2,379) = 12.819$ ,  $p = <0.001$ , partial  $\eta^2 = 0.063$ ; and no significant interaction between gender and sport federation,  $F(2,379) = 1.771$ ,  $p = 0.172$ , partial  $\eta^2 = 0.009$ . Attitude was significantly higher for gymnastic sport federation than they were for badminton ( $p = 0.002$ ) and football ( $p = <0.001$ ). There was no significant difference between football and badminton ( $p = 0.095$ ). Meanwhile, male was significantly higher than female, ( $p = <0.001$ );
4. Support level domain indicated no significant main effect for gender,  $F(1,379) = 2.778$ ,  $p = 0.096$ , partial  $\eta^2 = 0.007$ ; significant main effect for sport federation,  $F(2,379) = 5.785$ ,  $p = 0.003$ , partial  $\eta^2 = 0.030$ ; and significant interaction between gender and sport federation,  $F(2,379) = 5.984$ ,  $p = 0.003$ , partial  $\eta^2 = 0.031$ . Support level was significantly higher for male in badminton than their female in gymnastic ( $p = 0.003$ ) and football ( $p = <0.001$ ). Meanwhile, the support level was significantly higher for male in football than their female counterparts ( $p = <0.001$ ); and implementation was significantly higher for female in gymnastic than their female in badminton ( $p = 0.001$ ).
5. Implementation domain indicated no significant main effect for gender,  $F(1,379) = 2.023$ ,  $p = 0.156$ , partial  $\eta^2 = 0.005$ ; significant main effect for sport federation,  $F(2,379) = 6.379$ ,  $p = 0.002$ , partial  $\eta^2 = 0.033$ ; and significant interaction between gender and sport federation,  $F(2,379) = 3.360$ ,  $p = 0.036$ , partial  $\eta^2 =$

0.017. The implementation was significantly higher for male in football than their female counterparts ( $p = <0.046$ ).

6. For the conclusion, overall domains were also tested and indicated no significant main effect for sport federation,  $F(2,379) = 0.580$ ,  $p = 0.560$ , partial  $\eta^2 = 0.003$ ; significant main effect for gender,  $F(1,379) = 4.311$ ,  $p = 0.039$ , partial  $\eta^2 = 0.011$ ; and no significant interaction between gender and sport federation,  $F(2,379) = 0.806$ ,  $p = 0.447$ , partial  $\eta^2 = 0.004$ . It means, gender is a main factor to influence what male and female perceive toward gender equality.

## 5.2 Discussion

### 5.2.1 Equality Treatment

Based on the mean score results, male staffs answer partially agree except badminton (neutral) while female answer partially agree except badminton and football (neutral). Even the staff agree that equality treatment has been done for male in football-gymnastic and for female in gymnastic, the equality treatment was significantly higher for female in gymnastic than their female in badminton ( $p = 0.002$ ) and football ( $p = 0.025$ ). Meanwhile, the equality treatment was significantly higher for male in football than their female counterparts ( $p = 0.023$ ).

From the qualitative findings, the researcher found that the perception of equality treatment for female in gymnastic is different with female in badminton and football because in gymnastic might apply better equality treatment so the respondent feels optimistic. On the other hand, female in badminton give her comment that equality treatment needs to consider a few things: the role of each gender and the suitability of its role within the workplace. It also means the badminton sport federation might still have the role assignment issue that might be still misplaced based on its gender. Then, female in football remain face the inequality treatment in the field as well.

Although the previous research on gender equality perception has been done to athletes, the research has shown the quite similar pattern for workers in sport federation that female-based organizations focusing on feminine products, such as feminine sports, have a different perception of equality compared to male-dominant

organizations. These female-based organizations prioritize the inclusion and recognition of female athletes, which contrasts with male-dominant organizations that often prioritize male athletes and perpetuate gender biases (McLean and Andrews (2019).

The relationship between gender perspectives and organization size can vary and may not be universally applicable to all situations (Hsu & Lawler, 2019). However, some possible considerations are as follows. Larger organizations often have more diverse workforces (Dobbin & Kalev, 2016), including higher gender representation due to their scale and resources. This can lead to a broader range of gender perspectives being present within the organization. Meanwhile, in smaller organizations, gender stereotypes may have a more significant impact due to the limited number of workers. Hierarchies might be less flexible, and traditional gender norms can persist. In contrast, in larger organizations with more diverse perspectives available, gender stereotypes might be challenged and reduced (Hunt et al., 2015).

#### 5.2.2 Promotion and Career

Career and promotion's perspective by sport federation's staff have no interaction between gender and its sport federation but it has a significant sport federation main effect. Most staffs agree that career and promotion has been done in their workplace without considering any gender, but the staff in gymnastic have a significantly different perception with staff in football because in gymnastic sport federation still have a feminine stereotype that women can get promotion easier than men.

From the qualitative findings, both male and female also agree that career and promotion might be given to anyone who has the capability because they must pass the assessment. However, the assessment needs to clarify whether it would involve the gender equality assessment as well or not. Meanwhile, staff in badminton sometimes consider politics as a strong factor to get the promotion over gender. Moreover, staff in football also think that perhaps they should perform twice harder in order to get better promotion.

Research suggests that organizations led by women may have a more collaborative and inclusive work culture, with better communication and conflict resolution skills (Johnson, 2018). Women leaders tend to prioritize teamwork, mentorship, and employee well-being, which can lead to better retention rates and employee satisfaction. Additionally, studies have shown a positive correlation between having more women in leadership positions and increased financial performance (Eagly, 2020). However, women leaders may face unique challenges, including gender bias, stereotypes, and discrimination, which can hinder their career growth and opportunities. Related to research results, the gymnastic sport federation in Indonesia led by women as well.

Previous research indicates that most women believe unequal career advancement is caused by male perspectives and orientation in a variety of elements that contribute to gender inequities (Lahiri et al., 2023). Only a few researches have looked examined how personality qualities affect women's professional progress.

Based on qualitative findings, most of the employees have plans to still working and contribute to the federations in the next five years and if they were been asked to stay in the federations.

### 5.2.3 Attitude

Attitude's perspective by sport federation's staff have no interaction between gender and its sport federation but it has a significant sport federation main effect. It means, the type of sport federation can have a different perception toward attitude within gender equality even though most staffs agree that sexist jokes and physical touches are not a proper attitude in workplace. Based on the statistical analysis, attitude was significantly higher for gymnastic sport federation than they were for badminton ( $p = 0.002$ ) and football ( $p = <0.001$ ). There was no significant difference between football and badminton ( $p = 0.095$ ). Meanwhile, male was significantly higher than female, ( $p = < 0.001$ ).

Sexist humor is a particularly insidious form of workplace behavior. By communicating denigration through levity it can make ambiguous how one should interpret the message—and thus, whether it, indeed, is an objectionable form of



harassment (Montemurro et al., 2019). Machan (1987) astutely articulated this paradox suggesting that what is funny to one person may be "the height of bad taste to another." Is sexist humor in the workplace sexual harassment or is it merely harmless entertainment? Why do men engage in sexist humor in the workplace? What are the consequences of sexist humor? For instance, how is it related to stereotypes and prejudice? Does it foster an organizational culture of tolerance of sexism? Does it really have adverse consequences for its targets? Based on research from Kumpf and Colón-Muñiz (2021) the use of gender-based humor was more prevalent among men and was negatively associated with job satisfaction among women. In this research results, it shows the sexist jokes and physical touches are not acknowledged as the normal attitude. But the difference perception between gymnastic and other sport federations might show that gymnastic is still stereotyped as the feminine sport federation.

#### 5.2.4 Support Level

Support level's perspective by sport federation's staff have interaction between gender and its sport federation and it has a significant sport federation main effect as well. However, the gender indicated no significant effect. Based on statistical results, support level was significantly higher for male in football than their female counterparts ( $p = <0.001$ ) and the mean score shows the staffs feel neutral toward support level. It might be influenced by respondents that they feel the support can come from the male or female

According to the results of the qualitative study, both male and female staffs in gymnastic have supported each other in the workplace. Therefore, a female badminton staff also mentioned that support can come from the sport federation which likely to open toward the ideas from staff members. However, male and female staffs in football seem to neutral toward getting support in their organizations.

#### 5.2.5 Implementation

Implementation domain indicated no significant main effect for gender,  $F(1,379) = 2.023$ ,  $p = 0.156$ , partial  $\eta^2 = 0.005$ ; significant main effect for sport federation,  $F(2,379) = 6.379$ ,  $p = 0.002$ , partial  $\eta^2 = 0.033$ ; and significant interaction between gender and sport federation,  $F(2,379) = 3.360$ ,  $p = 0.036$ , partial

$\eta^2 = 0.017$ . The implementation was significantly higher for male in football than their female counterparts ( $p = <0.046$ ). Based on mean score, male respondents answer neutral except for football that they answer partially agree. Meanwhile, female respondents answer neutral as well except for gymnastic that they answer partially agree.

Found by qualitative findings, implementation of gender equality for male and female in badminton should highly consider the objective of role's mapping while for male and female in football still feel pessimist that gender equality can be implemented. On the other hand, female respondent feel optimist that gymnastic sport federation had implemented the gender equality albeit the male still feels confusing to implement gender equality. For information addition, almost 30% of women in all sport federations should have a female representation in each division of federations including the managerial position as it was recommended by International Olympic Committee (IOC). Furthermore, National Football Federation began to prove their concrete plan to improve equality of Indonesian Football team by establishing an Indonesian women's football association after previously only focused on the men's national team. It should drive the gender equality implementation in sport industry through women empowerment or involvement and avoid the men domination in sport industry, especially in masculine sport federation such as football.

In terms of Islamic world, Islam also promotes physical fitness and encourages Muslims to maintain a healthy lifestyle. Sports are seen as a means to improve physical and mental well-being, as well as develop discipline, teamwork, and perseverance. Many Muslim athletes proudly express their faith and incorporate Islamic values into their sporting careers. There has been a growing emphasis on women's sports and increasing participation of Muslim women in various sports disciplines. As an example, right now Saudi Arabia have been lifted some barriers for women in terms of daily basis since June 2018, Saudi women officially earned the right to obtain drivers licenses and drive, women can attend concerts, sporting events and other public gatherings, Saudi women can hold positions in the military, passport controls, public prosecution office, women entrepreneurs became able to open a business without needing consent of a male guardian and so on (Embassy, 2019).

Women's participation in sports in Saudi Arabia has risen by about 149 percent since 2015 as a result of the Kingdom's wide-reaching reforms over the past few years. In recent years, the Kingdom has made changes to several government policies and promoted the inclusion of women in sports in both professional and recreational activities. Female equestrians were also allowed to ride alongside male equestrians for the first time in the Kingdom in December 2019 at the Diriyah Equestrian Festival (Arabiya, 2020).

Despite cultural and social challenges in some regions, Muslim women have achieved success in international competitions, challenging stereotypes and breaking barriers. It is important to remember that the Islamic world is diverse, spanning across different countries and cultures, each with its own unique sports traditions and practices. The relationship between sports and the Islamic world is multi-faceted and continues to evolve with time.

#### 5.2.6 Overall Domains

Overall domains were also tested and indicated no significant main effect for sport federation,  $F(2,379) = 0.580$ ,  $p = 0.560$ , partial  $\eta^2 = 0.003$ ; significant main effect for gender,  $F(1,379) = 4.311$ ,  $p = 0.039$ , partial  $\eta^2 = 0.011$ ; and no significant interaction between gender and sport federation,  $F(2,379) = 0.806$ ,  $p = 0.447$ , partial  $\eta^2 = 0.004$ . It means, gender is a main factor to influence what male and female perceive toward gender equality. Gender is often defined as a social construct of norms, behaviors and roles that varies between societies and over time. Gender is often categorized as male, female or others (NPR, 2021). Related to the results, gender equality has been shaped by the behaviors and roles of its gender that the perception can be different among the gender types.

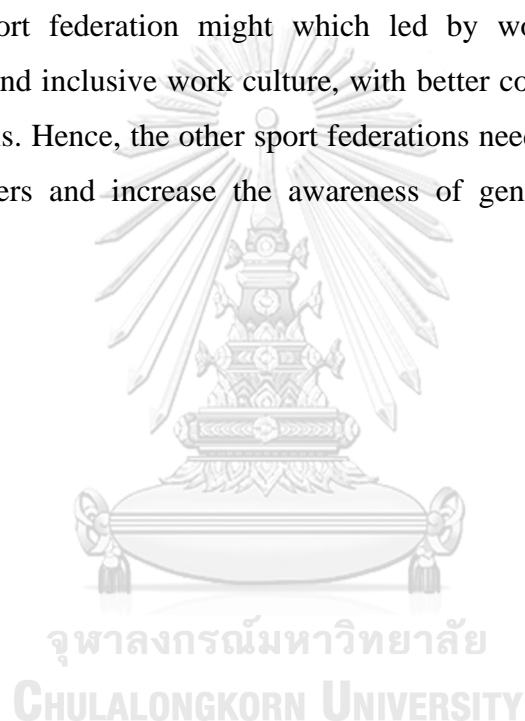
#### 5.3 Limitation

In conducting this study, researchers are inseparable from limitations. However, there is only limitation on demography in this research that researcher can access around the specific region such as Java Island. Hence, it was added with pandemic situation which causes limited mobility of researchers.

#### 5.4 Practical Implication

The findings in the study can have the following managerial implications toward gender equality practice:

1. Based on the research results that shows feminine sport federation (gymnastic) have a different perception of gender equality compared to masculine (football) and neutral (badminton) sport federation. In this research, gymnastic might have a best perception toward gender equality that they prioritize the inclusion and recognition of all staffs regardless of what their gender are.
2. Gymnastic sport federation might which led by women may have a more collaborative and inclusive work culture, with better communication and conflict resolution skills. Hence, the other sport federations need to learn how to improve those parameters and increase the awareness of gender equality in the sport industry.





APPENDIX

จุฬาลงกรณ์มหาวิทยาลัย  
CHULALONGKORN UNIVERSITY

### Transkrip Wawancara Kualitatif

Respondent 1 – FOOTBALL (MALE)	
Q1	Menurut anda sebagai seorang manusia, apakah penting untuk tau konsep dari kesetaraan gender?
A1	Ya itu sangat penting. Karena kita diciptakan terbagi menjadi dua jenis kelamin, laki-laki dan perempuan jadi menurut saya kita memang ditakdirkan untuk saling melengkapi kekurangan masing-masing, artinya laki-laki tidak selalu kuat dan perempuan tidak selalu lemah. Wajar jika kita harus hidup bersama tanpa harus memilih siapa pemimpin yang ditinggalkan, itu pola pikir yang sudah tua.
Q2	Sebagai seorang laki laki, apakah ada problem yang dihadapi pada saat bekerja di lapangan khususnya di dunia sepakbola?
A2	Menurut saya pribadi, karena sepak bola identik dengan olahraga laki-laki maka tidak ada masalah bagi saya untuk bekerja dan beradaptasi di sini. Hanya saja saya memang beberapa kali melihat ada insiden di lapangan seperti misalnya organ pertandingan adalah seorang wanita lebih tepatnya wasit jika keputusan wasit dirasa merugikan salah satu pihak tim yang berakhir hingga menjadi wasit wanita akan menerima pelecehan seperti body shaming, dihina dengan kata-kata yang tidak pantas. Menurut saya, hal ini juga terjadi di badan-badan organisasi, hanya saja tampilannya sedikit lebih halus. Di satu sisi, wanita dalam sepakbola terkadang masih cenderung diremehkan.
Q3	Menurut anda apa daya Tarik atau factor yang membuat Bapak pada akhirnya tertarik berkontribusi di sepakbola ini?
A3	Karena saya bermain sepak bola sejak kecil, awalnya saya sangat ingin menjadi atlet profesional, tetapi ternyata bukan takdir saya untuk pergi ke sana, jadi saya memiliki kesempatan sekarang, saya hanya ingin berkontribusi ke federasi.
Q4	Menurut anda apa solusi terbaik yang dapat dilakukan oleh PSSI untuk meningkatkan keterlibatan lebih banyak wanita di badan organisasi PSSI?
A4	Pemetaan rekrutmen untuk posisi yang paling diminati oleh perempuan sehingga skema rekrutmen dapat dibuat khusus untuk perempuan pada posisi tertentu tanpa harus bersaing dengan laki-laki
Q5	Pertanyaan terakhir, apakah bapak punya rencana long-term sekitar lima tahun ke depan kira-kira Bapak mau ngapain? Apakah sekiranya akan tetap berkecimpung di dunia sepakbola atau Bapak memiliki goals yg lain?
A5	Saya ingin bertahan di dunia olahraga. Terutama di sepak bola. Saya ingin tetap fokus melakukan yang terbaik untuk berkontribusi pada federasi. Jika saya ditanya apa impian saya dalam lima tahun ke depan, saya selalu berpikir untuk menjadi salah satu staf FIFA, saya berharap suatu hari nanti saya akan mendapat kesempatan.

Respondent 2 – FOOTBALL (MALE)	
Q1	Menurut anda sebagai seorang manusia, apakah penting untuk tau konsep dari kesetaraan gender?
A1	Jika menurut saya perlu untuk dipahami, saya akan mengambil contoh karena saya

	bekerja di sepak bola. Menurut saya untuk menciptakan lingkungan yang ramah gender, kita juga harus memahami dasar atau pemahaman tentang kesetaraan gender itu sendiri sehingga kita bisa saling menghargai kehadiran tanpa melihat embel-embel, jenis kelamin dan lain-lain.
Q2	Sebagai seorang laki laki, apakah ada problem yang dihadapi pada saat bekerja di lapangan khususnya di dunia sepakbola?
A2	Khususnya di federasi saya belum ada sih, soalnya di tim kita sih untuk employee tidak semuanya laki laki ya, saya tidak pernah merasa karena saya laki laki saya dieksklusifkan disini.
Q3	Menurut anda apa daya Tarik atau factor yang membuat Bapak pada akhirnya tertarik berkontribusi di sepakbola ini?
A3	Karena saya sudah senang olahraga sepakbola dari kecil ya, pada saat itu juga kan sepakbola istilahnya olahraga entertainment nomor satu lah di Indonesia meskipun sudah ada basket dan volley juga, jadi karena lebih ke hobby sih.
Q4	Menurut anda apa solusi terbaik yang dapat dilakukan oleh PSSI untuk meningkatkan keterlibatan lebih banyak wanita di badan organisasi PSSI?
A4	Pertama, saya mau berbicara dulu tentang federasi kami, saya sangat mengapresiasi sekali bahwa sejak 2022 kami sudah punya badan keorganisasian sepakbola perempuan ya, ada ASBWI. Sebetulnya sudah ada sejak dulu, tapi baru sekarang diurus secara serius. Menurut saya dengan adanya asosiasi sepakbola perempuan ini bisa membantu para pelaku sepakbola khususnya perempuan mulai dari atlet, pelatih dan stakeholder untuk mengaktualisasikan diri mereka, karena ya saya tidak mau munafik bahwa kemarin kemarin kita masih sangat focus terhadap timnas laki lakinya. Harapan saya selanjutnya semoga kehadiran ASBWI ini bisa segera dilakukan juga di daerah daerah, seperti di tingkat provinsi. Karena menurut saya salah satu cara untuk meningkatkan keterlibatan perempuan dalam sepakbola adalah perbanyak wadah untuk sosialisasi para pelaku olahraga wanita dan saya rasa hal itu sangat diperlukan mulai dari level grassroots.
Q5	Pertanyaan terakhir, apakah bapak punya rencana long-term sekitar lima tahun ke depan kira-kira Bapak mau ngapain? Apakah sekiranya akan tetap berkecimpung di dunia sepakbola atau Bapak memiliki goals yg lain?
A5	Karena main job saya saat ini adalah dosen, harapan saya dalam lima tahun ke depan saya bisa melanjutkan pendidikan ke level doctoral atau S3, saya juga ingin nantinya bisa mendapatkan jabatan structural di kampus, punya kuasa untuk membuat kebijakan. Kalau untuk di federasi mudah mudahan pengabdian saya bisa lebih besar lagi.

Respondent 3 – FOOTBALL (FEMALE)	
Q1	Menurut Ibu sebagai seorang manusia, apakah penting untuk tau konsep dari kesetaraan gender?
A1	Sangat penting, perempuan itu harus kuat di segala situasi tapi bukan berarti harus melebihi laki-laki atau siapapun. Saya sangat mendukung kalo perempuan itu harus segala bisa.
Q2	Sebagai seorang laki-laki/perempuan, apakah ada problem yang dihadapi pada saat bekerja di lapangan khususnya di dunia sepakbola?
A2	Saya tidak punya pengalaman dengan rekan kerja saya di kantor, tapi beberapa kali saya punya pengalaman di lapangan saat bertugas, pertanyaan yang mengarah ke

	lelucon seksis dan di luar privasi, seperti saya masih muda dan cantik, kenapa saya ingin berkontribusi ke sepak bola daripada menikah, dan terkadang ketika saya ingin menjalankan tugas mereka, mereka mulai tidak mempercayai saya untuk beberapa hal hanya karena saya seorang wanita.
Q3	Menurut anda apa daya Tarik atau factor yang membuat tertarik berkontribusi di sepakbola ini?
A3	Karena saya mengikuti sepak bola sejak kecil saya selalu menonton langsung pertandingan sepak bola di stadion, saya juga selalu menonton di TV. Tapi memang benar saya tidak bisa memainkannya, jadi istilahnya casual fan ya? Jika tertarik untuk berkontribusi, dulu waktu saya kuliah kebetulan magang di PSSI Jawa Barat dan setelah saya masuk ternyata menarik untuk bisa memahami dan mengetahui apa itu alur organisasi olahraga seperti dan bagaimana, jadi sekarang aku di sini. Menurut Anda, apa solusi terbaik PSSI untuk meningkatkan keterlibatan lebih banyak perempuan di PSSI?
Q4	Menurut anda apa solusi terbaik yang dapat dilakukan oleh PSSI untuk meningkatkan keterlibatan lebih banyak wanita di badan organisasi sepakbola?
A4	Untuk staf federasi tidak memungkinkan karena banyak faktor, seperti kurangnya akses/informasi kepada masyarakat dan juga mencari pekerjaan lain yang lebih mapan seperti penghasilan.
Q5	Pertanyaan terakhir nih, apakah anda punya rencana long-term sekitar lima tahun ke depan kira-kira anda mau ngapain? Apakah sekiranya akan tetap berkecimpung di dunia persenaman atau anda memiliki goals yg lain?
A5	Saya memiliki rencana untuk melanjutkan pendidikan pascasarjana saya di bidang olahraga, saya tertarik dengan dunia manajemen olahraga dan saya ingin fokus belajar di sana agar nantinya saya dapat lebih berkembang lagi di masa depan dalam industri ini. Kemudian kebetulan saya juga berprofesi sebagai personal trainer, saya ingin mengambil beberapa sertifikasi yang berhubungan dengan pekerjaan saya.

Respondent 4 – FOOTBALL (FEMALE) มหาวิทยาลัย	
Q1	Menurut anda sebagai seorang manusia, apakah penting untuk tau konsep dari kesetaraan gender?
A1	Kalo kita berbicara tentang kesetaraan gender pasti sebagian masyarakat ada yg belum memahami secara penuh, tapi menurut saya ini kan jamannya udah berubah ya, dunia sudah lebih modern, banyak factor pendukung contohnya dari pendidikan walaupun factor lainnya juga masih mempengaruhi seperti factor sosio geografis misalnya, teman-teman kita yg tidak tinggal di perkotaan pasti memiliki cara atau pola berpikir yg sedikit berbeda karena ada influence budaya juga. Sebagai seorang perempuan kita pasti sudah awam dengan ideology emansipasi wanita yg dibawa oleh pahlawan nasional perempuan, ibu kartini, menurut saya sangat penting kita sebagai perempuan harus memperjuangkan diri kita, perempuan dan laki laki dilahirkan dengan keunikannya masing masing artinya ga semua perempuan juga punya pemikiran yg logic, in a sense logical thingking antara laki laki dan perempuan itu berbeda. Hanya berbeda cara memandang atau menafsirkan sesuatu bukan berarti satu gender little less daripada gender lainnya.
Q2	Sebagai seorang laki-laki/perempuan, apakah ada problem yang dihadapi pada



	saat bekerja di lapangan khususnya di dunia sepakbola?
A2	Puji Tuhan saya ga pernah menemukan kendala kendala itu, karena saya pikir orang olahraga itu lebih sportif dalam artian lebih terbuka. Menurut saya ini bukan persoalan gender, tapi lebih ke norma atau etika, logical thinking orang indonesia misalnya melihat seorang perempuan membawa barang berat secara penglihatan, kalo saya pergi ke luar negeri akan selalu ada laki laki yg offering help untuk membawa barang, kalo di Indonesia mungkin karena kita grew up dengan ideology ibu kita kartini yg sangat melekat jadi sangat mempengaruhi cara berpikir masyarakat termasuk norma dalam hal hal seperti ini.
Q3	Menurut anda apa daya Tarik atau factor yang membuat tertarik berkontribusi di sepakbola ini?
A3	Mungkin karena hobi ya berawal dari hobi, kedua yg namanya olahraga itu pasti kental akan sportivitas, seperti nilai nilai olimpiade tentang fairness friendship etc. Sementara kalo di sport lebih dinamis lebih variatif dimana kita bekerja dengan orang orang olahraga yang memang environmentnya lebih fleksibel lebih terbuka terhadap kritik dan inovasi, ya tidak terlalu kaku lah. Pembentukan karakter dari olahraga itu sendiri jadi membuat suasana kerja menjadi lebih enak atau nyaman.
Q4	Menurut anda apa solusi terbaik yang dapat dilakukan oleh PSSI untuk meningkatkan keterlibatan lebih banyak wanita di badan organisasi sepakbola?
A4	Federasi internasional sendiri setau saya IOC sudah ada ketentuan atau himbauan bahwa 30% dari kepengurusan keorganisasian harus perempuan, artinya 30% kepengurusan itu sudah termasuk posisi posisi stakeholder, mengacu pada himbauan tersebut urgensinya ya harusnya dilakukan ya. Meskipun pada prakteknya masih banyak federasi olahraga yang belum mengaplikasikan himbauan tersebut. Saya rasa keterlibatan perempuan tetap harus ada, bukan karena saya perempuan ya tapi perempuan pola pikirnya kan berbeda dengan laki laki, lebih nurturing dan detail oriented. Untuk di federasi saya sendiri kita sedang menuju ke 30% meskipun belum sepenuhnya, tapi hampir setiap part part di stakeholder pasti ada satu orang perempuan.
Q5	Pertanyaan terakhir, apakah anda punya rencana long-term sekitar lima tahun ke depan kira-kira anda mau ngapain? Apakah sekiranya akan tetap berkecimpung di dunia sepakbola atau anda memiliki goals yg lain?
A5	Generasi muda sekarang itu harus menggali lebih dalam, saya lihatnya generasi sekarang malas sekali membaca regulasi, guideline dsb. Saya pengennya saya bisa transfer pengetahuan saya, mungkin tidak banyak tapi setidaknya saya bisa mengisi jar kosong-nya terhadap generasi penerus agar nantinya tidak terputus, sustainabilitynya jalan. Kalo saya dikasih kesempatan lagi Karena saya udah keburu jatuh cinta dengan olahraga jadi pastinya saya akan tetap berkontribusi di dunia olahraga Indonesia ya, in a way saya akan tetap bekerja dan memberikan sepenuh hati untuk kemajuan dunia olahraga kita. Mudah mudahan niat baik saya terealisasikan kedepannya.

Respondent 5 – GYMNASTICS (MALE)	
Q1	Menurut anda sebagai seorang manusia, apakah penting untuk tau konsep dari kesetaraan gender?
A1	Secara teori, saya tidak begitu mengerti tentang kesetaraan, tetapi dalam prakteknya saya sangat mengerti, dalam artian bagaimana memberikan kesempatan yang sama bagi laki-laki dan perempuan.
Q2	Sebagai seorang laki-laki/perempuan, apakah ada problem yang dihadapi pada saat bekerja di lapangan khususnya di dunia senam?
A2	Untuk saya pribadi, tidak ada.
Q3	Menurut anda apa daya Tarik atau factor yang membuat tertarik berkontribusi di sepakbola ini?
A3	Awalnya saya mulai sebagai atlet, saya memilih senam karena merupakan olahraga yang unik. Walaupun olahraga ini cenderung kurang umum untuk laki-laki, namun menurut saya olahraga ini tidak mengenal batasan gender.
Q4	Menurut anda apa solusi terbaik yang dapat dilakukan oleh PERSANI untuk meningkatkan keterlibatan lebih banyak wanita di badan organisasi senam?
A4	Solusi terbaik menurut saya adalah meningkatkan partisipasi di tingkat universitas secara merata
Q5	Pertanyaan terakhir, apakah anda punya rencana long-term sekitar lima tahun ke depan kira-kira anda mau ngapain? Apakah sekiranya akan tetap berkecimpung di dunia senam atau anda memiliki goals yg lain?
A5	Saya masih ingin dipercaya mengabdikan diri di PERSANI Jawa Tengah, tapi kalau tidak ya tidak apa-apa. Selain itu, saya hanya fokus latihan, karena kebetulan saya juga seorang pelatih.

Respondent 6 – GYMNASTICS (MALE)	
Q1	Menurut anda sebagai seorang manusia, apakah penting untuk tau konsep dari kesetaraan gender?
A1	Tentu sangat penting untuk dipahami. Kesetaraan gender sebenarnya harus diterapkan pada semua orang, tidak peduli itu perempuan atau laki-laki, hanya saja pemahaman tentang kesetaraan gender saat ini mungkin masyarakat pada umumnya hanya mengetahui bahwa kesetaraan gender hanya khusus untuk satu jenis kelamin saja, untuk perempuan saja. tepatnya, padahal sebenarnya tidak seperti itu.

Q2	Sebagai seorang laki-laki/perempuan, apakah ada problem yang dihadapi pada saat bekerja di lapangan khususnya di dunia senam?
A2	Sejauh ini, saya tidak pernah menemui masalah saat bekerja di federasi atau sebagai pelatih di lapangan
Q3	Menurut anda apa daya Tarik atau factor yang membuat tertarik berkontribusi di sepakbola ini?
A3	Faktor utamanya tentu keluarga, ibu saya seorang pelatih senam dan waktu itu saya sangat suka menari, dan saat itu senam belum terlalu banyak peminatnya jadi saya berfikir kenapa tidak saya coba saja, begitu awal mulanya. perjalanannya seperti itu hingga saya menjadi atlet aerobik dan saat ini aktif berlatih sekaligus menjadi staf di federasi.
Q4	Menurut anda apa solusi terbaik yang dapat dilakukan oleh PERSANI untuk meningkatkan keterlibatan lebih banyak wanita di badan organisasi senam?
A4	Hal pertama yang harus kita lakukan adalah mengubah stigma lama dari pengurus sebelumnya yang masih beranggapan bahwa perempuan tidak memiliki kemampuan yang tidak setara dengan laki-laki, karena menurut saya untuk mengelola sebuah organisasi olahraga, kontribusi semua pihak, baik laki-laki. dan perempuan, sangat penting karena setiap dari kita pasti memiliki aspirasi yang berbeda-beda yang tentunya dapat dijadikan acuan dalam mengelola organisasi. Kedua, dengan membuat regulasi, hingga saat ini di UU Olahraga versi terbaru kita tahun 2020, regulasi mengenai batas minimal keterwakilan perempuan di federasi olahraga masih belum menjabarkan secara detail harus berapa orang, yang sebenarnya sangat dibutuhkan sebagai acuan. untuk wanita bahwa mereka memiliki dasar yang kuat untuk berada di federasi olahraga.
Q5	Pertanyaan terakhir, apakah anda punya rencana long-term sekitar lima tahun ke depan kira-kira anda mau ngapain? Apakah sekiranya akan tetap berkecimpung di dunia senam atau anda memiliki goals yg lain?
A5	Rencana saya lima tahun ke depan, saya ingin melanjutkan studi doktor, kemudian saya juga ingin memberikan kontribusi yang lebih baik untuk federasi, saya sangat ingin mengubah sistem organisasi di federasi senam, dimana sampai saat ini beberapa peraturannya adalah ketinggalan zaman karena sistem tersebut merupakan sistem dari masa lalu yang dipertahankan hingga saat ini. Saya ingin menjadi perwakilan staf muda untuk kemajuan yang lebih baik dari federasi senam

Respondent 7 – GYMNASTICS (FEMALE)	
Q1	Menurut anda sebagai seorang manusia, apakah penting untuk tau konsep dari kesetaraan gender?
A1	Menurut saya intinya tidak hanya memahami konsep secara teori saja bu, tapi akan jauh lebih baik jika dipraktekkan juga dalam kehidupan sehari-hari. Sangat penting untuk mencapai keseimbangan antara keduanya.
Q2	Sebagai seorang laki-laki/perempuan, apakah ada problem yang dihadapi pada saat bekerja di lapangan khususnya di dunia senam?

A2	Adapun permasalahannya tidak ada yang bisa dilakukan, hanya saja mungkin sampai saat ini olahraga senam ini masih sangat dikonotasikan sebagai olahraga yang anggun, olahraga wanita karena mungkin orangnya masih awam, jadi ya ilmunya hanya sebatas itu saja menurut saya. .
Q3	Menurut anda apa daya Tarik atau factor yang membuat tertarik berkontribusi di sepakbola ini
A3	Awalnya saya berlatar belakang atlit, saya memilih senam karena senam adalah olahraga yang multi kompleks, dimana kita harus bisa mengharmonisasikan kekuatan otot dan juga keindahan gerak, itu yang membuat saya tertarik. Selain itu, orang-orang di dunia senam juga unik mba terutama di cabang senam yang banyak laki-laki beralih perempuan dan sebaliknya, lingkungannya sangat beragam dan menurut saya menarik.
Q4	Menurut anda apa solusi terbaik yang dapat dilakukan oleh PERSANI untuk meningkatkan keterlibatan lebih banyak wanita di badan organisasi senam?
A4	Kebetulan, kasusnya di organisasi kami sudah ada sedikit lebih banyak anggota perempuan daripada anggota laki-laki. Tapi mungkin kalau saya bisa memberikan saran secara umum, mungkin setiap federasi olahraga harus bisa membuka peluang bagi perempuan untuk bekerja di bidang olahraga juga, meningkatkan persentase pegawai perempuan.
Q5	Pertanyaan terakhir, apakah anda punya rencana long-term sekitar lima tahun ke depan kira-kira anda mau ngapain? Apakah sekiranya akan tetap berkecimpung di dunia senam atau anda memiliki goals yg lain?
A5	Sepertinya saya akan terus melakukan senam. Karena saya sudah berkecimpung di industri ini selama 25 tahun. Saya juga seorang dosen di sebuah universitas, saya juga masih aktif berlatih senam. Hanya saja saya mempunyai cita-cita suatu saat memiliki semacam tempat latihan senam khusus disabilitas atau Senam Difabel, saya sangat ingin bisa melaksanakan niat tersebut nantinya.

Respondent 8 – GYMNASTICS (FEMALE) UNIVERSITY	
Q1	Menurut anda sebagai seorang manusia, apakah penting untuk tau konsep dari kesetaraan gender?
A1	I think it's important, especially nowadays, in my personal opinion, gender equality is very important where there are various types of work, activities are not compartmentalized based on gender, where as a woman, in my own view, I still have to stand on my own feet independently, because I I'm married so I don't have to completely rely on my husband. In my opinion, gender equality is still important, for example in a household, this aspect can be a balance in running a household, because in reality a household contains two people, husband and wife, so the role of both is important for balance, not to compete or surpass
Q2	Sebagai seorang laki-laki/perempuan, apakah ada problem yang dihadapi pada saat bekerja di lapangan khususnya di dunia senam?
A2	As far as I can remember, I never encounter any problems or difficulties while in gymnastics, so I would say there are none.

Q3	Menurut anda apa daya tarik atau factor yang membuat tertarik berkontribusi di senam ini?
A3	Hal yang paling mendasar adalah sejak kecil saya sudah berkecimpung dalam dunia senam khususnya senam ritmik, walaupun pada saat itu senam belum umum dilakukan oleh orang awam seperti sepak bola dan bulu tangkis. Kedua, karena senam masih belum menjadi olahraga yang umum di masyarakat, maka timbullah rasa dalam diri saya untuk mencoba mempopulerkan olahraga ini dengan pembinaan bibit-bibit muda agar kedepannya senam dapat lebih diterima oleh masyarakat.
Q4	Menurut anda apa solusi terbaik yang dapat dilakukan oleh PERSANI untuk meningkatkan keterlibatan lebih banyak wanita di badan organisasi senam?
A4	Menurut saya tidak sulit menarik wanita untuk lebih terlibat dalam PERSANI, karena ya senam memang olahraga yang feminin ya walaupun tidak semuanya wanita. Kami dapat dengan mudah merekrut mantan atlet untuk berkontribusi pada federasi dan mereka akan dengan senang hati melakukannya. Saya juga yakin tidak ada ketimpangan gender dalam kepengurusan, kembali ke alasan tadi karena ini senam.
Q5	Pertanyaan terakhir, apakah anda punya rencana long-term sekitar lima tahun ke depan kira-kira anda mau ngapain? Apakah sekiranya akan tetap berkecimpung di dunia senam atau anda memiliki goals yg lain?
A5	Saya pasti akan bertahan di dunia senam, saat ini saya memegang brevet level 4 untuk juri, harapan saya 5 tahun lagi saya bisa memegang setidaknya brevet 3 atau 2 karena saya ingin mencapai pengalaman yang lebih tinggi lagi, ketika saya udah level 3 atau 2 udah bisa jadi juri di level Asian Games atau kejuaraan dunia. Selain itu, saat ini saya mengelola klub senam artistik dan ritmik yang saya bangun bersama suami. Harapan saya klub senam saya semakin berkembang, mampu melahirkan atlet-atlet berprestasi, kembali lagi untuk kebaikan dunia senam Indonesia.

Respondent 9 – BADMINTON (MALE)	
Q1	Menurut anda sebagai seorang manusia, apakah penting untuk tau konsep dari kesetaraan gender?
A1	Tentu saja kita harus mengerti. Menurut saya, hari ini bukan saatnya untuk membagi laki-laki dan perempuan, prinsip saya adalah selama individu dapat bekerja dan bersaing dengan keterampilan yang mereka miliki, semua orang berhak mendapatkan peran yang sama tanpa memandang laki-laki atau perempuan.
Q2	Sebagai seorang laki-laki/perempuan, apakah ada problem yang dihadapi pada saat bekerja di lapangan khususnya di dunia bulutangkis?

A2	Selama ini belum ada mba, padahal saya sekretaris yang biasanya identik diisi perempuan, tapi federasi sudah sangat detail dalam memberikan job description dan job role sehingga saya sudah paham pola kerja dan seperti apa tugas saya.
Q3	Menurut anda apa daya Tarik atau factor yang membuat tertarik berkontribusi di bulutangkis ini?
A3	Saya bermain bulu tangkis sejak kecil, dengan kata lain saya menyukai olahraga ini dari awal, alasannya karena bulu tangkis adalah olahraga yang populer sehingga semua orang bisa mencobanya. Kemudian setelah saya bekerja secara profesional sebagai pendidik di sebuah universitas, saya diberi kepercayaan untuk membuat beberapa kejuaraan bulutangkis antar universitas, jadi saya sangat terlibat.
Q4	Menurut anda apa solusi terbaik yang dapat dilakukan oleh PBSI untuk meningkatkan keterlibatan lebih banyak wanita di badan organisasi bulutangkis?
A4	Menurut saya, solusi terbaik adalah dengan meningkatkan partisipasi di tingkat perguruan tinggi secara merata, misalnya di universitas saya, saya biasanya mengundang beberapa mahasiswa yang sudah menjadi anggota UKM kemudian sekaligus mengisi keanggotaan organisasi yang juga akan saya rangkul. dan memberikan anggota perempuan. peran atau amanah untuk menjalankan tugas-tugas yang berkaitan dengan UKM Bulu Tangkis, dengan begitu kedepannya akan lebih mudah bagi mereka untuk masuk ke dalam federasi yang lebih besar seperti PBSI Jawa Tengah, sehingga pada awalnya lebih ditumbuhkan minatnya terlebih dahulu.
Q5	Pertanyaan terakhir, apakah anda punya rencana long-term sekitar lima tahun ke depan kira-kira anda mau ngapain? Apakah sekiranya akan tetap berkecimpung di dunia bulutangkis atau anda memiliki goals yg lain?
A5	Jika saya berencana untuk melanjutkan di bulu tangkis bu, saya masih ingin dipercaya mengabdikan di PBSI Jawa Tengah, tetapi jika tidak, saya akan tetap di bulu tangkis, mungkin fokusnya bisa dialihkan ke organisasi bulu tangkis di perguruan tinggi. Apalagi saat ini saya juga masih melanjutkan studi doktoral bu, jadi rencana saya 5 tahun ke depan seperti itu.

Respondent 10 – BADMINTON (MALE)

Q1	Menurut anda sebagai seorang manusia, apakah penting untuk tau konsep dari kesetaraan gender?
A1	Menurut saya penting, perempuan dan laki-laki diciptakan mutlak untuk memiliki hak yang sama. Saya juga merasa risih jika seseorang memiliki prestasi yang lebih baik tetapi diremehkan hanya karena jenis kelaminnya yang perempuan, biasanya hal ini masih sering terjadi di bidang olahraga
Q2	Sebagai seorang laki-laki/perempuan, apakah ada problem yang dihadapi pada saat bekerja di lapangan khususnya di dunia bulutangkis?
A2	Kalau saya tidak punya pengalaman, tapi saya pernah mendengar beberapa kali di sekitar saya, terutama bulu tangkis, pernah ada kasus seorang pelatih nasional pria melecehkan atlet wanita yang dia latih saat itu. Investigasi ternyata sang pelatih

	memiliki citra buruk yang cukup terkenal. tentang pelecehan seksual terhadap atlet wanita yang telah dilatih olehnya. Namun di sisi lain, tidak sedikit para atlet putri yang terkesan sedikit menggoda para pelatih atau ofisial hanya untuk membuat muka dalam istilah, cara cepat menjadi anak emas istilahnya. Jadi saya sudah menyaksikan sendiri fenomena seperti ini, kasusnya lebih beragam dan variatif.
Q3	Menurut anda apa daya Tarik atau factor yang membuat tertarik berkontribusi di bulutangkis ini?
A3	Pada dasarnya nama saya diambil dari nama petenis terkenal, Andre Agassi. Ayah saya ingin saya menjadi seperti dia suatu hari ketika saya besar, ternyata setelah beberapa kali mencoba tenis, saya malah lebih nyaman bermain bulu tangkis. Jadi saya memutuskan untuk serius berlatih bulu tangkis.
Q4	Menurut anda apa solusi terbaik yang dapat dilakukan oleh PBSI untuk meningkatkan keterlibatan lebih banyak wanita di badan organisasi bulutangkis?
A4	Menurut saya salah satu caranya adalah kita dapat menggunakan platform media sosial sebagai wadah untuk mempromosikan bulutangkis, di sisi lain kita juga dapat menggunakan platform seperti film, misalnya kita pernah memiliki film Susi Susanti yang terinspirasi dari kehidupan cerita Susi Susanti, menurut saya salah satu cara terbaik untuk mempromosikan bulutangkis adalah dengan menghadirkan tokoh-tokoh patriotisme perempuan agar masyarakat kita juga tertarik untuk bisa bermain bulutangkis, khususnya perempuan.
Q5	Pertanyaan terakhir, apakah anda punya rencana long-term sekitar lima tahun ke depan kira-kira anda mau ngapain? Apakah sekiranya akan tetap berkecimpung di dunia bulutangkis atau anda memiliki goals yg lain?
A5	Kebetulan saya sudah pensiun sebagai atlet dan fokus pada bisnis keluarga. Selain itu saat ini saya juga berprofesi sebagai psikolog olahraga, harapan saya kedepannya saya segera melanjutkan studi magister jurusan psikologi olahraga, saya tetap ingin berkontribusi di dunia bulutangkis dengan menjadi salah satu tim psikolog olahraga mereka . semoga semuanya dapat terlaksana dengan baik.

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Respondent 11 – BADMINTON (FEMALE)	
Q1	Menurut anda sebagai seorang manusia, apakah penting untuk tau konsep dari kesetaraan gender?

A1	<p>Ini sangat penting. Menurut saya, kesetaraan gender itu sesederhana saling melengkapi peran masing-masing. Saya sangat percaya ada hal-hal yang terbatas dilakukan oleh pria, tetapi wanita dapat berperan di sana, begitu pula sebaliknya. karena setiap individu baik laki-laki maupun perempuan pasti memiliki keterbatasan dalam melakukan suatu pekerjaan. Harmonisasi pengisian peran inilah yang saya sebut kesetaraan gender</p> <p>Upaya yang saya lakukan terkait hal ini adalah saya telah mendidik anak-anak saya yang kebetulan semuanya perempuan sejak dini untuk menjadi pribadi yang mandiri, mandiri dalam hidup, berkarier dan bekerja, meskipun sudah menikah dan berkeluarga mereka harus tetap menjadi sama. Saya juga diajari oleh ibu saya untuk menjadi wanita yang mandiri karena dunia luar itu keras dan kita wanita harus kuat.</p>
Q2	Sebagai seorang laki-laki/perempuan, apakah ada problem yang dihadapi pada saat bekerja di lapangan khususnya di dunia bulutangkis?
A2	Untuk saat ini saya tidak punya pengalaman pribadi, satu-satunya masalah yang pernah saya alami adalah ketika saya masih menjadi atlet aktif sekitar tahun 80-90an. Saya lihat atlit putri ingin sehebat dan sebaik apapun, exposurenya tetap akan lebih banyak laki-laki, begitu juga dengan pelatih, contohnya bu, kalau pelatih yang lebih populer itu masih pelatih laki-laki, padahal menurut saya saat itu terlalu banyak pelatih dan atlet wanita yang lebih kompeten yang pantas diekspos sama.
Q3	Menurut anda apa daya Tarik atau factor yang membuat tertarik berkontribusi di bulutangkis ini?
A3	Bulu tangkis seperti rumah saya, yang membentuk karakter saya, kedisiplinan saya dan kepribadian saya secara keseluruhan saat ini. Mungkin itu yang membuat bulu tangkis menarik bagi saya, saya sudah mencoba beberapa olahraga lain seperti bola voli, tenis meja, dll, tetapi kesenangannya tidak seperti bulu tangkis.
Q4	Menurut anda apa solusi terbaik yang dapat dilakukan oleh PBSI untuk meningkatkan keterlibatan lebih banyak wanita di badan organisasi bulutangkis?
A4	Permasalahannya seperti ini, kadang ada kasus dimana pihak perempuan dalam posisi yang sulit, kalau yang sudah menikah biasanya tidak memberikan izin, dll, kadang juga dari pihak federasi yang tidak mengajak atau kurang merangkul. Saran saya adalah kita harus meningkatkan pendekatan kepada masyarakat, tidak harus jauh-jauh di setiap event bulutangkis, harus ada panitia dan ada perempuan, jadi sebenarnya orang-orang seperti itulah yang harus kita ajak bekerja sama. . Atau bisa juga kita targetkan UKM bulu tangkis di perguruan tinggi untuk nantinya menjadi kaderisasi PBSI Jawa Tengah kedepannya.
Q5	Pertanyaan terakhir, apakah anda punya rencana long-term sekitar lima tahun ke depan kira-kira anda mau ngapain? Apakah sekiranya akan tetap berkecimpung di dunia bulutangkis atau anda memiliki goals yg lain?
A5	Kalau bisa, saya ingin tetap dipercaya mengabdikan di PBSI Jawa Tengah, tapi kalau tidak, saya tidak masalah sama sekali. Kebetulan saat ini saya memiliki usaha toko emas dan juga home industri makanan dan minuman, rencana saya ingin fokus mengembangkan usaha yang saya miliki. Apakah akan membuka cabang atau memperluas bisnis saya.

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Respondent 12 – BADMINTON (FEMALE)	
Q1	Menurut anda sebagai seorang manusia, apakah penting untuk tau konsep dari kesetaraan gender?
A1	Memang sangat penting, wanita harus kuat dalam segala situasi tapi bukan berarti harus di atas pria atau siapapun. Saya sangat mendukung bahwa wanita harus melakukan semua yang mereka bisa
Q2	Sebagai seorang laki-laki/perempuan, apakah ada problem yang dihadapi pada saat bekerja di lapangan khususnya di dunia bulutangkis?
A2	Secara pribadi, saya merasa tidak ada masalah atau masalah. Di divisi saya sendiri, saya adalah petarung wanita lajang, tetapi rekan-rekan saya dan saya belajar dari satu sama lain.
Q3	Menurut anda apa daya Tarik atau factor yang membuat tertarik berkontribusi di bulutangkis ini?
A3	Karena awalnya saya suka melihat orang tua saya bermain bulutangkis dari kecil, kemudian saya coba ikut pelatihan dan ternyata ada bakat disana, kemudian saya teruskan dan teruskan hingga saya menjadi pemain profesional.
Q4	Menurut anda apa solusi terbaik yang dapat dilakukan oleh PBSI untuk meningkatkan keterlibatan lebih banyak wanita di badan organisasi bulutangkis?
A4	Wah, ini pertanyaan yang sangat bagus. Saya ingin memberi nasihat, sebenarnya saya tidak suka dengan gagasan politik dan patriarki di dalam federasi olahraga. Saya ingin semua mantan atlet, terutama wanita, dimasukkan dalam tim manajemen di federasi, karena jika Anda bertanya kepada mereka, mantan atlet wanita sebenarnya banyak. Jadi kalau yang putri dikumpulin, saya kira ke depan kita bisa lebih fokus untuk pembinaan atlet sejak dini, khususnya atlet putri.
Q5	Pertanyaan terakhir, apakah anda punya rencana long-term sekitar lima tahun ke depan kira-kira anda mau ngapain? Apakah sekiranya akan tetap berkecimpung di dunia bulutangkis atau anda memiliki goals yg lain?
A5	Banyak sekali hal yang ingin saya lakukan di masa depan, saya seorang wanita yang memiliki banyak cita-cita. Saya ingin sekali punya usaha di bidang FnB seperti warung kopi, dan juga toko baju. Saya juga ingin memiliki toko olahraga. Sekarang saya ingin semuanya digabungkan dalam satu area sehingga ada kedai kopi, pusat distribusi, dan toko olahraga. Namun tentunya saya harus mencari modal terlebih dahulu untuk bisa mewujudkannya. Sedangkan untuk bulu tangkis, saya masih akan berkarir di sini sebagai pengurus federasi dan sebagai pelatih tim junior.

### Qualitative Interview Transcript

Respondent 1 – FOOTBALL (MALE)	
Q1	As a man/woman, do you think it is important to know and understand about gender equality, and why?
A1	Yes it is very important. Because we have been created divided by two genders, male and female so I think we're meant to be fulfilling each other's weaknesses, which means men doesn't always strong and female doesn't always weak. It is naturally that we had to live together without have to choose whose the leader whose the one that left behind, it such an old mindset.
Q2	As a man/woman, are there any problems faced when working on the field, especially in the world of football?
A2	In my personal opinion, since football is identical with men's sports so there is no problem for me to work and adapt here. It's just that I did see several times that there were incidents on the field such as for example the match organ was a woman, the referee to be more precise, if the referee's decision was felt to be detrimental to one of the team parties which ended up being the female referee would receive harassment such as body shaming, being insulted with inappropriate words. In my opinion, this also happens in the organizational bodies, it's just that it looks a little smoother. On the one hand, women in football sometimes still tend to be underestimated.
Q3	What do you think the attractiveness or factor that makes you ultimately interested in contributing to football?
A3	Because I've been playing soccer since I was little, at first I really wanted to be a professional athlete, but it turns out that it wasn't my destiny to go there, so I have the opportunity now, I just want to contribute to the federation.
Q4	In your opinion, what is the best solution for PSSI in order to increase the involvement of more women in the football?
A4	Recruitment mapping for positions that are most interested by women so the recruitment scheme can be made specifically for women in certain positions without having to compete with men
Q5	Do you have a long-term plan for the next five years. If you have any, do you think you can do it? Will you still be involved in football or do you have other goals that not involved the football?
A5	I want to stay in the world of sports. Especially in football. I want to still focus to do my best to contribute to the federation. If I were asking what my dream in the next five years, I always thinking of becoming one of FIFA staff, I do hope someday I will get a chance to.

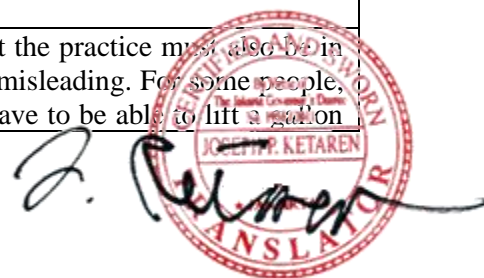
Respondent 2 – FOOTBALL (MALE)



Q1	As a man/woman, do you think it is important to know and understand about gender equality, and why?
A1	If I think it's necessary to understand, I'll take an example because I work in football. I think to create a gender-friendly environment, we also have to understand the basis or understanding of gender equality itself so that we can respect each other's presence without seeing frills. gender and others.
Q2	As a man/woman, are there any problems faced when working on the field, especially in the world of football?
A2	In my personal experience, there was no serious problem in adapting and mingle to colleagues
Q3	What do you think the attractiveness or factor that makes you ultimately interested in contributing to football?
A3	First, because I have loved playing football since I was little, at that time, football, the number one entertainment sport in Indonesia, even though there was already basketball and volleyball too, so because it was more of a hobby.
Q4	In your opinion, what is the best solution for PSSI in order to increase the involvement of more women in the football?
A4	First, I want to talk about our federation, I really appreciate that since 2022 we already have an organizational body for women's football, yes, there is ASBWI. In fact, it has been around for a long time, but only now has it been taken seriously. In my opinion, the existence of this women's football association can help football players, especially women, starting from athletes, coaches and stakeholders to actualize themselves, because yes, I don't want to be hypocritical that yesterday we were still very focused on the men's national team. My next hope is that ASBWI's presence can soon be carried out also in regional areas, such as at the provincial level. Because in my opinion, one of the ways to increase women's involvement in football is to increase the socialization of female sports actors and I think this is very necessary, starting from the grassroots level.
Q5	Do you have a long-term plan for the next five years. If you have any, do you think you can do it? Will you still be involved in football or do you have other goals that not involved the football?
A5	Because my current main job is a lecturer, my hope is that in the next five years I can continue my education to the doctoral or doctoral level, I also want to be able to get a structural position on campus, have the power to make policies. As for the federation, hopefully my dedication can be even greater

Respondent 3 – FOOTBALL (FEMALE)



Q1	As a man/woman, do you think it is important to know and understand about gender equality, and why?
A1	It is important, not only to know and understand, but the practice must also be in harmony. The concept of gender equality is actually misleading. For some people, if it is associated with "women", it means that you have to be able to lift a gallon





	or change your own car's tires, when in fact that's not the case. Gender equality is here to provide a perspective where every human being has the right to determine his life regardless of whether he is a man or a woman.
Q2	As a man/woman, are there any problems faced when working on the field, especially in the world of football?
A2	I have no experience with my coworkers at the office, but several times I have had experience in the field while on duty, questions that lead to sexist jokes and outside of privacy, like I'm young and beautiful, why do I want to contribute to football instead of getting married, and sometimes when I want to carry out their duties, they start to distrust me for some things just because I'm a woman.
Q3	What do you think the attractiveness or factor that makes you ultimately interested in contributing to football?
A3	Because I've been following football since I was little I always watch live football matches at the stadium, I always watch on TV too. But it's true that I can't play it, so the term is casual fan, right? If you were interested in contributing, it was first when I was in college, I happened to be an internship at PSSI West Java and after I entered it turned out to be interesting to be able to understand and know what the organizational flow of sports is like and how, so now I'm here.
Q4	In your opinion, what is the best solution for PSSI in order to increase the involvement of more women in the PSSI?
A4	For federation staff, it is not possible because of many factors, such as lack of access/information to the public and also looking for other jobs that are more settled as in income.
Q5	Do you have a long-term plan for the next five years? If you have any, do you think you can do it? Will you still be involved in football or do you have other goals that not involved the football?
A5	I have a plan to continue my postgraduate education in sports, I am interested in the world of sports management and I want to focus on studying there so that later I can grow even more in the future in this industry. Then I happen to also work as a personal trainer, I want to take some certifications related to my work.

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Respondent 4 – FOOTBALL (FEMALE)	
Q1	As a man/woman, do you think it is important to know and understand about gender equality, and why?
A1	If we talk about gender equality, surely there are some people who don't fully understand, but in my opinion, the times have changed, the world is more modern, there are many supporting factors, for example education, although other factors are still influencing, such as socio-geographical factors, for example, friends. -Our friends who don't live in urban areas must have a slightly different way or pattern of thinking because there are cultural influences as well. As women, we must be familiar with the ideology of women's emancipation brought by the female national hero, Ibu Kartini. In my opinion, it is very important that we as women must fight for ourselves, women and men are born with their own uniqueness, meaning that not all women also have the same thoughts. logic, in a sense logical thinking between men and women is different. Just a different way of looking at

	or interpreting something doesn't mean that one gender is less than the other gender.
Q2	As a man/woman, are there any problems faced when working on the field, especially in the world of football?
A2	<p>Praise to God, I have never encountered these obstacles, because I think sports people are more sporty in the sense that they are more open. In my opinion, this is not a gender issue, but more about norms or ethics, the logical thinking of Indonesians, for example, seeing a woman carrying heavy objects visually, if I go abroad there will always be men offering help to carry goods, in Indonesia maybe because we grew up with the ideology of our mother Kartini which is very attached so it really influences people's way of thinking including norms in matters like this.</p> <p>In sports, what I have observed especially in sports organisation, if the case is if a woman has a higher and functional position in an organization, such as a secretary general, for some reason what I have observed, most of them feel intimidated and their ego is torn if they have a female boss and in some cases seem to refuse to act professionally because of that factor.</p>
Q3	What do you think the attractiveness or factor that makes you ultimately interested in contributing to football?
A3	It's because a hobby, sports are bound to have a lot of sportsmanship, like the Olympic values of fairness friendship etc. Meanwhile in sports it is more dynamic and more varied where we work with sports people whose environment is more flexible and more open to criticism and innovation, so it's not too rigid. The formation of the character of the sport itself makes the work atmosphere more pleasant or comfortable.
Q4	In your opinion, what is the best solution for PSSI in order to increase the involvement of more women in the PSSI?
A4	The international federation itself, as far as I know, the IOC already has provisions or recommendations that 30% of organizational management must be women, meaning that 30% of management includes stakeholder positions, referring to this appeal, the urgency must be carried out. Although in practice there are still many sports federations that have not applied this appeal. I think women should still be involved, not because I'm a woman, but because women think differently from men, they are more nurturing and detail oriented. In my own federation, we are on our way to 30%, although not yet completely, but in almost every part of the stakeholders there must be one woman.
Q5	Do you have a long-term plan for the next five years. If you have any, do you think you can do it? Will you still be involved in football or do you have other goals that not involved the football?
A5	The younger generation now has to dig deeper. I see that the current generation is very lazy to read regulations, guidelines, etc. I wish I could transfer my knowledge, maybe not much but at least I can fill the empty jar with the next generation so that later it doesn't get cut off, sustainability goes on. If I am given another chance, because I have already fallen in love with sports, I will definitely continue to contribute to the world of Indonesian sports, yes, in a way that will



  


	continue to work and give my whole heart to the development of our sports world. Hopefully my good intentions will be realized in the future
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Respondent 5 – GYMNASTICS (MALE)	
Q1	As a man/woman, do you think it is important to know and understand about gender equality, and why?
A1	In theory, I don't really understand equality, but in practice I understand very well, in a sense of how to give equal opportunity to male and female.
Q2	Being a man/woman, which problems do you sometimes face in your workplace?
A2	For me personally, I have none.
Q3	What aspect of your job is particularly interesting and why did you choose to do this particular job in gymnastics?
A3	Initially, I started as an athlete, I chose gymnastics because it is a unique sport. Even though this sport tends to be less common for men, but in my opinion, this sport knows no gender boundaries.
Q4	What are the suggested steps which companies should take to equal out the ground and to improve the representation of women in any given industry?
A4	The best solution in my opinion is to increase participation at the university level equally
Q5	Where do you see yourself in 5 years. Or what are your career goals?
A5	I still want to be entrusted with serving at PERSANI, Central Java, but if not, that's okay. Besides that, I only focus on training, because I also happen to be a coach.

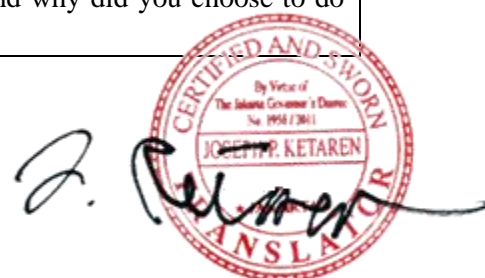
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Respondent 6 – GYMNASTICS (MALE)	
Q1	As a man/woman, do you think it is important to know and understand about gender equality, and why?
A1	Of course it is very important to understand. Gender equality actually has to be applied to everyone, no matter if it's a woman or a man, it's just that the current understanding of gender equality is that maybe society in general only knows that gender equality is only specific to one gender, to only women precisely, even though it's actually not like that
Q2	Being a man/woman, which problems do you sometimes face in your workplace?
A2	So far, I have never encountered any problems while I'm working on federation or as a coach on the field.

Q3	What aspect of your job is particularly interesting and why did you choose to do this particular job (football/badminton/gymnastics)?
A3	The main factor is certainly family, my mother is a gymnastics trainer and at that time I really liked dancing, and at that time gymnastics wasn't too much in demand so I thought why don't I just try it, so the beginning of the journey was like that until I became an aerobics athlete and is currently actively training as well as being an staff in the federation
Q4	What are the suggested steps which companies should take to equal out the ground and to improve the representation of women in any given industry?
A4	The first thing we have to do is change the old stigma from the previous administrators who still think that women do not have abilities that are not equal to men, because in my opinion to manage a sports organization, the contribution of all parties, both men and women, is very important because each of us must have different aspirations which of course can be used as a reference for managing the organization. Second, by making regulations, until now in our latest version of the 2020 sports law, regulations regarding the minimum limit for women's representation in sports federations are still not spelled out in detail how many people must be, that is actually really needed as a reference for women that they have a solid foundation to be in the sports federation.
Q5	Where do you see yourself in 5 years. Or what are your career goals?
A5	My plan for the next five years, I want to continue my doctoral studies, then I also want to make a better contribution to the federation, I really want to change the organizational system in the gymnastics federation, where until now some of the regulations are outdated because the system is a system from the past which has been maintained to this day. I want to be a young staff representative for the better progress of the gymnastics federation

Respondent 7 – GYMNASTICS (FEMALE)	
Q1	As a man/woman, do you think it is important to know and understand about gender equality, and why?
A1	In my opinion, the essence is not only understanding the concept in theory, ma'am, but it will be much better if it is also practiced in everyday life. It is very important to strike a balance between the two.
Q2	Being a man/woman, which problems do you sometimes face in your workplace?
A2	As for the problem, there is nothing to do, it's just that maybe until now this gymnastics sport is still very connoted as a graceful, women's sport because maybe people are still laymen, so yes, their knowledge is only limited, I think that's all.
Q3	What aspect of your job is particularly interesting and why did you choose to do this particular job (football/badminton/gymnastics)?



A3	Initially, I had an athlete background, I chose gymnastics because gymnastics is a multi-complex sport, where we have to be able to harmonize muscle strength and also the beauty of the movement, that's what attracted me. Apart from that, people in the gymnastics world are also unique, Ms. especially in the aerobics branch, where there are a lot of men turning women and vice versa, the environment is very diverse and I think it's interesting.
Q4	What are the suggested steps which companies should take to equal out the ground and to improve the representation of women in any given industry?
A4	Incidentally, the case is that in our organization there are already slightly more female members than male members. But maybe if I can give general advice, maybe every sports federation should be able to open up opportunities for women to work in sports too, increase the percentage of female employees.
Q5	Where do you see yourself in 5 years. Or what are your career goals?
A5	Looks like I will continue to do gymnastics. Because I have been in this industry for 25 years. I am also a lecturer at a university, I am also still actively practicing gymnastics. It's just that I have a dream to one day have a kind of gymnastics training center specifically for disabilities or Gymnastics for Disabled, I really want to be able to carry out that intention later.

Respondent 8 – GYMNASTICS (FEMALE)	
Q1	As a man/woman, do you think it is important to know and understand about gender equality, and why?
A1	I think it's important, especially nowadays, in my personal opinion, gender equality is very important where there are various types of work, activities are not compartmentalized based on gender, where as a woman, in my own view, I still have to stand on my own feet independently, because I I'm married so I don't have to completely rely on my husband. In my opinion, gender equality is still important, for example in a household, this aspect can be a balance in running a household, because in reality a household contains two people, husband and wife, so the role of both is important for balance, not to compete or surpass
Q2	As a man/woman, are there any problems faced when working on the field, especially in the world of gymnastics?
A2	As far as I can remember, I never encounter any problems or difficulties while in gymnastics, so I would say there are none.
Q3	What do you think the attractiveness or factor that makes you ultimately interested in contributing to gymnastics?
A3	The most basic thing is that since I was a child I have been involved in the world of gymnastics, especially rhythmic gymnastics, even though at that time gymnastics was not as common for ordinary people as football and badminton. Second, because gymnastics is still not a common sport in society, it gave rise to a feeling within me to try to popularize this sport by coaching young <del>seeings</del> so that in the future, gymnastics can be more accepted by society.




Q4	In your opinion, what is the best solution for PSSI in order to increase the involvement of more women in the gymnastics?
A4	I think it's not difficult to attract women to be more involved in PERSANI, because yes, gymnastics is indeed a feminine sport, yes, although not all of them are women. We can easily recruit ex-athletes for contributions to the federation and they will be more than happy to do so. I can also be sure that there is no gender inequality in the management, back to the reason earlier because this is gymnastics.
Q5	Do you have a long-term plan for the next five years. If you have any, do you think you can do it? Will you still be involved in gymnastics or do you have other goals that not involved the gymnastics?
A5	I will definitely stay in the world of gymnastics, currently I am holding brevet level 4 for judges, my hope is that in 5 years I will be able to hold at least brevet 3 or 2 because I want to achieve even higher experience, when I am already at level 3 or 2 I will already able to become judges at the Asian games or world championship level. Besides that, I'm currently managing the artistic and rhythmic gymnastics club that I built with my husband. My hope is that my gymnastics club will develop further, be able to produce outstanding athletes, return again for the good of the world of Indonesian gymnastics.

Respondent 9 – BADMINTON (MALE)	
Q1	As a man/woman, do you think it is important to know and understand about gender equality, and why?
A1	Of course we have to understand. In my opinion, today is not the time to divide men and women, my principle is that as long as individuals can work and compete with the skills they have, everyone has the right to get the same role regardless of male or female
Q2	Being a man/woman, which problems do you sometimes face in your workplace?
A2	So far, there is none, madam, even though I am a secretary who is usually identically filled with women, but the federation has been very detailed in providing job descriptions and job roles so that I already understand the pattern of work and what my duties are like.
Q3	What aspect of your job is particularly interesting and why did you choose to do this particular job (football/badminton/gymnastics)?
A3	I've been playing badminton since I was a kid, in other words, I've liked this sport from the start, the reason being that badminton is a popular sport so everyone can try it. Then after I worked professionally as an educator at a university, I was given the trust to make several inter-university badminton championships, so I was very involved.
Q4	What are the suggested steps which companies should take to equal out the ground, and to improve the representation of women in any given industry?


A4	In my opinion, the best solution is to increase participation at the tertiary level evenly, for example, at my university, I usually invite several students who are already members of SMEs and then simultaneously fill the membership of the organization, which I will also embrace and give female members. role or trust to carry out tasks related to Badminton UKM, in that way in the future it will be easier for them to enter into a larger federation such as PBSI Central Java, so at the beginning it is more to grow their interest first.
Q5	Where do you see yourself in 5 years. Or what are your career goals?
A5	If I plan to continue in badminton, madam, I still want to be entrusted with serving at PBSI Central Java, but if not, I will still be in badminton, maybe the focus can be transferred to badminton organizations at universities. In addition, currently I am still continuing my doctoral studies as well, madam, so my plan for the next 5 years will be like that.

Respondent 10 – BADMINTON (MALE)	
Q1	As a man/woman, do you think it is important to know and understand about gender equality, and why?
A1	I think it's important, women and men were created absolutely absolutely to have the same rights. I also feel uncomfortable if someone has better achievements but is underestimated just because of their female gender, usually this still happens frequently in sports.
Q2	As a man/woman, are there any problems faced when working on the field, especially in the world of badminton?
A2	If I don't have any experience, but I've been heard several times around me, especially badminton, there was once a case of a male national coach harassing the female athlete he was training at that time. Investigation has turned out that the coach had a pretty well-known bad image. regarding sexual harassment of female athletes who had been trained by him. But on the other hand, not a few, it is the female athletes who seem a little teasing the coaches or officials just to make faces in the term, a fast track way to become golden child is the term. So I have witnessed this kind of phenomenon myself, the cases are more diverse and varied.
Q3	What do you think the attractiveness or factor that makes you ultimately interested in contributing to badminton?
A3	Basically my name was after a famous tennis player, Andre Agassi. My father wanted me to become like him one day when I was grew up, turns out after on and off of trying tennis, I was more comfortable to play badminton instead. So I decide to seriously practice badminton.
Q4	In your opinion, what is the best solution for PBSI in order to increase the involvement of more women in the badminton?

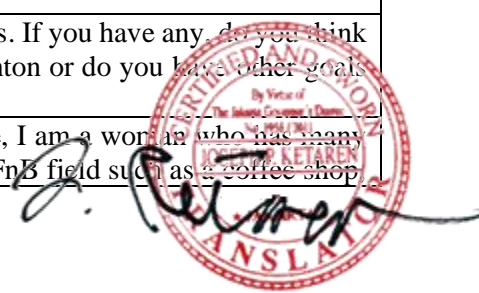

A4	I think one of the ways is that we can use social media platforms as a forum for promoting badminton, on the other hand we can also use platforms such as films, for example, we once had the film Susi Susanti which was inspired by the life story of Susi Susanti, in my opinion that is one of The best way to promote badminton is by presenting female patriotism figures so that our society is also interested in being able to play badminton, especially women.
Q5	Do you have a long-term plan for the next five years. If you have any, do you think you can do it? Will you still be involved in badminton or do you have other goals that not involved the badminton?
A5	I happen to have retired as an athlete and focused on the family business. Besides that, currently I also work as a sports psychologist, my hope is that in the future I will soon continue my master's studies majoring in sports psychology, I still want to contribute to the world of badminton by becoming one of their team of sports psychologists. hopefully everything can be done well.

Respondent 11 – BADMINTON (FEMALE)	
Q1	As a man/woman, do you think it is important to know and understand about gender equality, and why?
A1	It's very important. In my opinion, gender equality is as simple as complement each other's roles. I really believe there are things that men are limited to doing, but women can play a role there, vice versa. because every individual, both male and female, must have limitations in doing a job. This harmonization of filling roles is what I call gender equality The effort I have made regarding this is that I have taught my children who happen to be all girls from an early age to become independent individuals, independent in life, career and work, even if they are married and have a family they must remain the same. I have also been taught by my mother to be an independent woman because the outside world is harsh and we women have to be strong.
Q2	Being a man/woman, which problems do you sometimes face in your workplace?
A2	For now, i have no personal experience, the only problem I've ever experienced was when I was still an active athlete around the 80-90s. I see female athletes want to be as good and as good as any, the exposure will still be more male, as well as coaches, for example ma'am, if the coach is the one who is more popular it is still male coach, even though I think at that time there were too many more competent female coaches and athletes deserve equal exposure.
Q3	What aspect of your job is particularly interesting and why did you choose to do this particular job (football/badminton/gymnastics)?
A3	Badminton is like my home, which shapes my character, my discipline and my overall personality at this time. Maybe that's what makes badminton interesting for me, I've tried several other sports such as volleyball, table tennis, etc. but the fun is not like badminton.
Q4	What are the suggested steps which companies should take to equal out the ground and to improve the representation of women in any given industry?


A4	The problem is like this, sometimes there are cases where the woman is in a difficult position, if the married one usually doesn't give permission, etc., sometimes also from the federation who doesn't invite or is less embracing. My suggestion is that we have to increase our approach to the community, we don't have to go far at every badminton event, there must be an organizing committee and there are women, so actually it's people like that that we have to work with. Or we can also target Badminton SMEs in universities to later become the regeneration of PBSI Central Java in the future.
Q5	Where do you see yourself in 5 years. Or what are your career goals?
A5	If its possible, I want to still be entrusted with serving at PBSI, Central Java, but if I don't, I don't have any problem at all. Incidentally at this time I have a gold shop business and also a food and beverage home industry, my plan is I want to focus on developing the businesses that I have. Whether to open a branch or expand my business.

Respondent 12 – BADMINTON (FEMALE)	
Q1	As a man/woman, do you think it is important to know and understand about gender equality, and why?
A1	It is very important, women must be strong in all situations but that does not mean they have to be above men or anyone else. I really support that women should do everything they can.
Q2	As a man/woman, are there any problems faced when working on the field, especially in the world of badminton?
A2	Personally, I feel that there is no problem or problem. In my own division, I am a single female fighter, but my colleagues and I learn from each other.
Q3	What do you think the attractiveness or factor that makes you ultimately interested in contributing to badminton?
A3	Because at first I liked to see my parents playing badminton from a young age, then I tried to join the training and it turned out that there was talent there, then I continued and continued until I became a professional player.
Q4	In your opinion, what is the best solution for PBSI in order to increase the involvement of more women in the badminton?
A4	Wow, this is a very good question. I wanted to give advice, I actually dislike the idea of politics and patriarchy within the sport federations. I want all former athletes, especially women, to be included in a management team at the federation, because if you ask them, there are actually a lot of former female athletes. So if the women are gathered together, I think in the future we can focus more on developing athletes at an early age, especially for female athletes.
Q5	Do you have a long-term plan for the next five years. If you have any, do you think you can do it? Will you still be involved in badminton or do you have other goals that not involved the badminton?
A5	There are so many things I want to do in the future, I am a woman who has many aspirations. I really want to have a business in the FnB field such as a coffee shop.



and also a clothes shop. I also want to have a sports shop. Now I want it all to be combined in one area so there is a coffee shop, distribution center and sports shop. But of course I have to find capital first to be able to make it happen. As for badminton, I will still have a career here as a federation administrator and as a junior team coach.

*J. Ketaren*



จุฬาลงกรณ์มหาวิทยาลัย  
CHULALONGKORN UNIVERSITY



No.64.24/ 0194

Faculty of  
Sports Science  
Chulalongkorn  
University Rama  
I Rd.,  
Phatumwan,  
Bangkok 10330,  
THAILAND

June 26, 2021

Subject: Certification Letter of Ms. Rachmawati

To whom it may concern,

I am writing this letter to certify that Miss Risha Intan Rachmawati is a Master student in Sports Management at Faculty of Sports Science, Chulalongkorn University. She is now doing her research under the title of "A COMPARISON OF GENDER EQUALITY PERCEPTION AMONG DIFFERENT GENDER-TYPE SPORT ASSOCIATIONS IN INDONESIA" which is a partial fulfillment of the requirement of her study at the Faculty of Sports Science, Chulalongkorn University under a supervision of Assist Prof. Chaipat Lawsirat, Ph.D.

Your kind consideration for the interview which is a part of her research is extremely appreciated and grateful.

Yours sincerely,



Assist. Prof. Sitha  
Phongphibool, Ph.D. Dean  
Faculty of Sports Science



จุฬาลงกรณ์มหาวิทยาลัย  
CHULALONGKORN UNIVERSITY

Dear

- Persatuan Sepakbola Seluruh Indonesia (PSSI) Jawa Tengah
- Persatuan Sepakbola Seluruh Indonesia (PSSI) Jawa Barat
- Persatuan Sepakbola Seluruh Indonesia (PSSI) Jawa Timur
- Persatuan Bulutangkis Seluruh Indonesia (PBSI) Jawa Tengah
- Persatuan Bulutangkis Seluruh Indonesia (PBSI) Kota Bandung
- Persatuan Bulutangkis Seluruh Indonesia (PBSI) Jawa Timur
- Persatuan Senam Seluruh Indonesia (PERSANI) Jawa Tengah
- Persatuan Senam Seluruh Indonesia (PERSANI) Jawa Barat
- Persatuan Senam Seluruh Indonesia (PERSANI) Jawa Timur







## บันทึกข้อความ

ส่วนงาน คณะกรรมการพิจารณาจริยธรรมการวิจัยในคน กลุ่มสหสถาบัน ชุดที่ 1 โทร.0-2218-3202, 83049  
ที่ จว 028/2565 (ผ) วันที่ 4 กุมภาพันธ์ 2565  
เรื่อง แจ้งผลผ่านการพิจารณาจริยธรรมการวิจัย

เรียน คณบดีคณะวิทยาศาสตร์การกีฬา

สิ่งที่ส่งมาด้วย เอกสารแจ้งผ่านการรับรองผลการพิจารณา

ตามที่นิสิต/บุคลากรในสังกัดของท่านได้เสนอโครงการวิจัยเพื่อขอรับการพิจารณาจริยธรรมการวิจัย จากคณะกรรมการพิจารณาจริยธรรมการวิจัยในคน กลุ่มสหสถาบัน ชุดที่ 1 จุฬาลงกรณ์มหาวิทยาลัย นั้น ในกรณีนี้ กรรมการผู้ทบทวนหลักได้เห็นสมควรให้ผ่านการพิจารณาจริยธรรมการวิจัยได้ ดังนี้

โครงการวิจัยที่ 167.2/64 เรื่อง การเปรียบเทียบการรับรู้ความเท่าเทียมทางเพศในสถานที่ทำงานระหว่างสมาคมกีฬาประเภทต่าง ๆ ในอินโดนีเซีย (A COMPARISON OF GENDER EQUALITY PERCEPTION IN WORKPLACE AMONG DIFFERENT GENDER-TYPE SPORT ASSOCIATION IN INDONESIA) ของ RISHA INTAN RACHMAWATI SYACHRUDIN นิสิตระดับมหาบัณฑิต

จึงเรียนมาเพื่อโปรดทราบ

วิวัฒน์ มิ่งกัณเฐ

(ผู้ช่วยศาสตราจารย์ ดร.ระวีพันธ์ มิ่งกัณเฐ)

กรรมการและเลขานุการ

คณะกรรมการพิจารณาจริยธรรมการวิจัยในคน  
กลุ่มสหสถาบัน ชุดที่ 1 จุฬาลงกรณ์มหาวิทยาลัย



The Research Ethics Review Committee for Research Involving Human Research  
Participants, Group I, Chulalongkorn University

Jamjuree 1 Building, 2nd Floor, Phayathai Rd., Patumwan district, Bangkok 10330, Thailand,  
Tel: 0-2218-3202, 0-2218-3049 E-mail: [eccu@chula.ac.th](mailto:eccu@chula.ac.th)

AF 02-12

COA No. 028/2022

### Certificate of Approval

Study Title No. 167.2/64 : A COMPARISON OF GENDER EQUALITY PERCEPTION IN  
WORKPLACE AMONG DIFFERENT GENDER-TYPE SPORT  
ASSOCIATION IN INDONESIA

Principal Investigator : RISHA INTAN RACHMAWATI SYACHRUDIN

Place of Proposed Study/Institution : Faculty of Sports Science,  
Chulalongkorn University

The Research Ethics Review Committee for Research Involving Human Research  
Participants, Group I, Chulalongkorn University, Thailand, has approved constituted in accordance  
with Belmont Report 1979, Declaration of Helsinki 2013, Council for International Organizations of  
Medical Sciences (CIOM) 2016, Standards of Research Ethics Committee (SREC) 2017, and National  
Policy and guidelines for Human Research 2015.

Signature:   
(Associate Prof. Prida Tasanapradit, M.D.)  
Chairman

Signature:   
(Assistant Prof. Raveenan Mingpakane, Ph.D.)  
Secretary

Date of Approval : 2 February 2022

Approval Expire date : 1 February 2023

#### The approval documents including;

- 1) Research proposal
- 2) Participant Information Sheet and Consent Form
- 3) Researcher
- 4) Questionnaire



167.2/64  
Date of Approval: -2 FEB 2022  
Approval Expire Date: -1 FEB 2023

The approved investigator must comply with the following conditions:

1. It's unethical to collect data of research participants before the project has been approved by the committee.
2. The research/project activities must end on the approval expired date. To renew the approval, it can be applied one month prior to the expired date with submission of progress report.
3. Strictly conduct the research/project activities as written in the proposal.
4. Using only the documents that bearing the RECCU's seal of approval: research tools, information sheet, consent form, invitation letter for research participation (if applicable).
5. Report to the RECCU for any serious adverse events within 5 working days.
6. Report to the RECCU for any amendment of the research project prior to conduct the research activities.
7. Report to the RECCU for termination of the research project within 2 weeks with reasons.
8. Final report (AF 01-15) and abstract is required for a one year (or less) research/project and report within 30 days after the completion of the research/project.
9. Research project with several phases; approval will be approved phase by phase, progress report and relevant documents for the next phase must be submitted for review.
10. The committee reserves the right to site visit to follow up how the research project being conducted.

## Research Participant Information Sheet and Consent Form

**Title of research project:** *A Comparison of Gender Equality Perception Among Different Gender-type Sport Association in Indonesia.*

**Principal researcher's name:** Risha Intan Rachmawati Syachrudin

**Position:** Graduate Student

**Office address:** Faculty of Sports Science, Chulalongkorn University, Rama 1 Road, Wang Mai subdistrict, Pathum Wan district, Bangkok 10330.

**Home address:**

- Taman Royal 1, Jl. Cendana 3/18 Tangerang, Banten, Indonesia (Indonesia)
- S.K. Apartment Charoenpol 57, 3 ถนน บรรทัดทอง Wang Mai, Pathum Wan District, Bangkok 10330, Thailand (Thailand)

**Cell phone:** (+62) 85888236604 **E-mail:** rishaintan@gmail.com

### Informed Consent:

Dear all volunteers of this research

The researcher would like to invite you to take a part in a research project. The researcher is doing a research project about *A Comparison of Gender Equality Perception Among Different Gender-type Sport Association in Indonesia*. All the information in this questionnaire will remain confidential. No information such as your name or address or any detail that would identify you will be used in any way. *Since this questionnaire topic mainly asking about gender equality, some questions may cause an uncomfortable feeling.* If at any time you want to stop the interview, please let me know. If there is any question you do not want to answer, feel free to tell me. The estimated time to fill the survey will take about *5-10 minutes*. Be sure to ask us if there is anything unclear or if you need more information.

Do you agree to participate in the survey?

Yes  No



Protocol No. 167-2/64  
 Date of Approval - 2 FEB 2022  
 Approval Expire Date - 1 FEB 2023

This research is to study a perception of gender equality among different gender-type sport associations in Indonesia. The following are the research objective:

1. To study the difference of gender equality perception among different sport associations in Indonesia

1. Details of participant:

The participants that use in this study is employees of sports federations in Indonesia both of male and female. The total respondents are 300. There are 3 places that use in this research, Researcher takes 100 respondents each sports federations. The Following is the details:

Place	Total
Persatuan Sepakbola Seluruh Indonesia (PSSI)	100 respondents
Persatuan Bulutangkis Seluruh Indonesia (PBSI)	100 respondents
Persatuan Senam Seluruh Indonesia (PERSANI)	100 respondents
Total respondents	300

The following are the Inclusion Criteria of target respondents:

1. Participants have at least 1 year working within the sport federation
2. Participants are voluntary to cooperate in this research.
3. Participants can read, understand and answer the question.
4. Participants are employee/staff in sports federations in provinces in Java Island,

Indonesia.

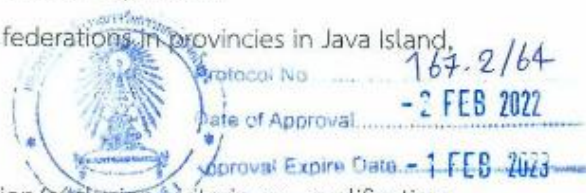
*Exclusion Criteria:*

1. Details of screening process of inclusion/exclusion criteria or qualification:

Participants are required to read the statements written by the researcher before answering the questionnaire to provide information and procedures for conducting the research. In addition, if the respondents do not wish to participate in the research, they may immediately deny or withdraw from the study without answering the questionnaire.

2. Procedure upon participants: The participants have to read and accept the agreement in order to express their consent to the research in order to be able to answer the questionnaire. In this research, it takes 5-10 minutes to answer the questionnaire.

3. Researcher will distribute the questionnaire in three sport federations, Indonesian Football Association (PSSI), Indonesian Gymnastic Association (PERSANI) and Indonesian Badminton Federation (PBSI).



Researcher plan to interview 12 selected participants from three sport federations for interview in each weekday. The interview will take up about 30-50 minutes for each participant. The interviews took place in their own homes or workplaces and will be conducted online by Zoom or Google Meet. Interviewees were first asked to complete the questionnaire on their own and afterwards online interviews were conducted. Every week, researcher will follow-up directly to the HR as a person in charge for each sports federation and monitoring to come to the office (sports federations).

2. Risk/harm procedure which may cause ill effect to physical, mental, social, economic, belief of participants:

In this case, the data will be collected using questionnaire and interview for selected participants. Therefore, there is no risk in the research.

3. Benefit of participating in this research:

In this case, to participate this study, you will not benefit directly. On the other hand, the information that you provided by answering the questionnaire will be academically beneficial to the public.

4. *Information related directly to you will be kept confidential.*

The researcher will conduct the research carefully about the information of research participants. Any information that can be identified as a participant in the research will not appear in the result. Moreover, the presentation of the results that will be presented as an overview. *The researcher will make NDA (Non-Disclosure Agreement) with HR in each sports federation to protect the confidentiality of participants' identity.*

5. When the research is completed, all data related to the research participants will be deleted.

6. There is nothing to give participants. However, the researcher is very grateful to the participants who are taking the time to complete the questionnaire.

7. Participation in this research is voluntary. The participant may deny and/or withdraw from the study at any time, no need to give any reason, and there is no bad impact to the participants.

8. Please do not hesitate if you have any question or would like to obtain more information, the researcher can be always reached. If the researcher has new information regarding benefit on risk/harm, the researcher will inform you as soon as possible.

9. If the participant is treated inappropriately as indicated in the participant information sheet and consent form, participant may report it to the Research Review



Chulalongkorn University (RECCU) Jamjuree 1 Bldg., 254 Phayathai Rd., Patumwan district, Bangkok 10330, Thailand, Tel./Fax: 0-2218-3202, 0-2218-3049, E-mail: [eccu@chula.ac.th](mailto:eccu@chula.ac.th).

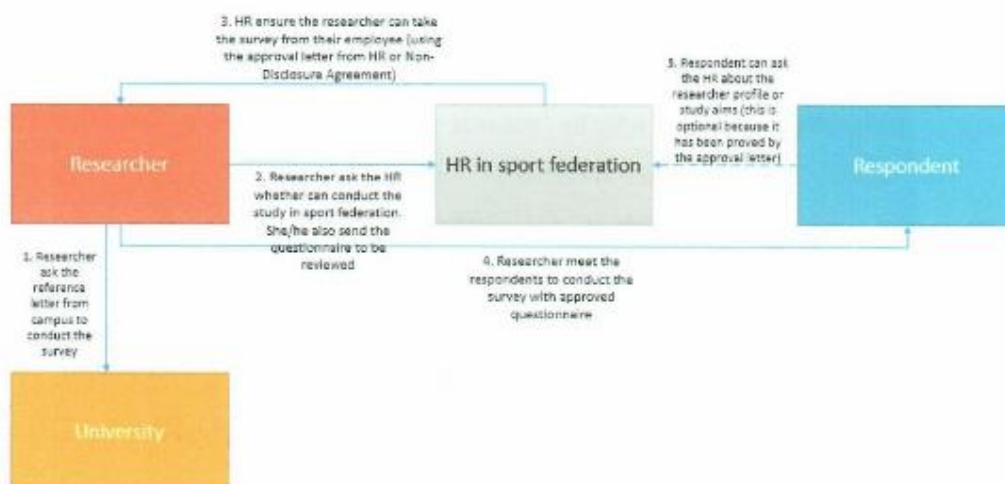


Fig. 1.6. Participants Recruitment System Flow

1. Researcher ask the reference letter from campus to conduct the survey.
2. Researcher ask the HR whether can conduct the study in sport federation. She/he also send the questionnaire to be reviewed.
3. HR ensure the researcher can take the survey from their employee (using the approval letter from HR or Non-Disclosure Agreement).
4. Researcher meet the respondents to conduct the survey with approved questionnaire.
5. Respondent can ask the HR about the researcher profile or study aims (this is optional because it has been proved by the approval letter).



Protocol No. 167.2/64  
 Date of Approval - 2 FEB 2022  
 Approval Expire Date - 1 FEB 2023

**International Men and Gender Equality  
Survey Questionnaire**

*[Include interview #, location name, and other identifying information]*

**SECTION ONE: Sociodemographic characteristics and employment**

First, we want to ask you some questions about your age, your current employment status and conditions at work, and who you live with.

1.1. What is your gender?	Male.....	<input checked="" type="radio"/>
	Female .....	<input type="radio"/>
1.2. How old are you?	20-30.....	<input type="radio"/>
	31-40.....	<input type="radio"/>
	41-50.....	<input type="radio"/>
1.3. What is your sport federation?	PSSI.....	<input type="radio"/>
	PBSI.....	<input type="radio"/>
	PERSANI.....	<input type="radio"/>
1.4. What is your job title?	_____	
1.5. How long have you been working with this federation?	1-5 years.....	<input type="radio"/>
	6-10 years.....	<input type="radio"/>
	More than 10 years.....	<input type="radio"/>

**SECTION TWO: Men and women in the workplace**

This section will ask you about your **views regarding relations between men and women in the workplace**. We are interested in your views regarding these statements. Please feel free any way you like -- there are no right or wrong answers

No	Attitudes	Strongly Agree	Partially Agree	Strongly Disagree	Partially Disagree	Don't Know
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2.1.	In your current workplace, do you feel that men and women are treated equally?					
2.2.	Do your colleagues act differently towards you because you're a man or woman?					
2.3.	I feel normal if men convey a sexual joke to a women coworker as a way intended to strengthen relations					
2.4.	I feel normal if men try to make a physical contact to a women coworker as a way intended to strengthen relations					
2.5.	The way my employer promotes employees is fair					
2.6.	In your workplace, men and women have equal opportunities for compensations/ benefits and wage increase					
2.7.	Do you think, according to their ability, women are also has the right and opportunity to climb up the top or higher position in the structure of the organisation					
2.8.	I feel supported by both male and female coworkers					
2.9.	I feel supported only by male coworkers					
2.10.	I feel supported only by female coworkers					



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### SECTION THREE: Working in Sport Federation

This section will ask you about your life within the sports environment/community

This section will ask you about your **views regarding relations between you and your workmates in the field of sport**. We are interested in your views regarding these statements. Please feel free any way you like -- there are no right or wrong answers.

No	Attitudes	Strongly Agree	Partially Agree	Strongly Disagree	Partially Disagree	Don't Know
3.1.	Working in sports federation gain my self-esteem and level of confidence					
3.2.	Working in sports federation makes me feel younger and healthy because the environment is more laid-back and fair for all gender compare to other jobs					
3.3.	Level-up career in the sport industry is relatively easier					
3.4.	My organization celebrates female talent					
3.5.	Female have to be better at their jobs than male colleagues to succeed in the sport federations					
3.6.	Should the clerical job in sports federation (secretary, manager etc) be done only by female?					
3.7.	In my opinion, nowadays, the recruitment system in sport federations is fair enough for all gender					



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3.8.	Opportunities and prospects for women in the sport industry are improving					
3.9.	Sports society's practicing gender equality better than other society					
3.10.	My workplace feel diverse					

We have come to the end of the survey. We appreciate the time you have spent answering these questions. If there are any of these issues discussed that you would like to ask for more information, pleased to reach me out on the contact details attached.

THANK YOU FOR YOUR TIME.

<b>In Depth Interview Questions</b>
1. As a man/woman, do you think it is important to know and understand about gender equality, and why?
2. Being a man/woman, which problems do you sometimes face in your workplace?
3. What aspect of your job is particularly interesting and why did you choose to do this particular job (football/badminton/gymnastics)?
4. What are the suggested steps which companies should take to equal out the ground and to improve the representation of women in any given industry?
5. Where do you see yourself in 5 years. Or what are your career goals?

The questionnaire were drawn from International Men and Gender Equality (IMAGES) survey questionnaire. The International Men and Gender Equality Survey (IMAGES) is a comprehensive household questionnaire on men's attitudes and practices – along with women's opinions and reports of men's practices – on a wide variety of topics related to gender equality (Gary Barker, 2011) and the other source of questionnaire is from Women in Football Organisation (UK, 2019).



Protocol No. 167-2/64  
 Date of Approval. -2 FEB 2022  
 Approval Expiry Date. -1 FEB 2023

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