

Studies Theoretical the Contribution of Feminism Philosophy Towards Women's Involvement in the Contemporary World of Work

Jumriani

jumriani@ulm.ac.id

Universitas Lambung Mangkurat

Bambang Subiyakto

bambangsb@ulm.ac.id

Universitas Lambung Mangkurat

Rusmaniah

rusmaniah@ulm.ac.id

Universitas Lambung Mangkurat

Syarifuddin

syarifuddin@ulm.ac.id

Universitas Lambung Mangkurat

Article History

Received: 16/09/25 Review: 18/09/25 Revision: 23/09/25 Available Online: 01/10/25

Abstrak

Studi teoretis ini mengkaji kontribusi pemikiran feminis terhadap keterlibatan perempuan di tempat kerja kontemporer, dengan fokus khusus pada hubungan antar berbagai teori feminis dan implikasi praktisnya dalam konteks Indonesia. Melalui analisis literatur yang komprehensif dan pemeriksaan data empiris, studi ini mengungkap jaringan kompleks perspektif dan teori feminis yang telah membentuk partisipasi perempuan di tempat kerja modern. Studi ini menunjukkan bahwa integrasi berbagai aliran feminisme, mulai dari feminisme liberal hingga feminisme Islam, telah menciptakan pemahaman yang lebih nuansatif tentang kesetaraan gender di tempat kerja. Studi ini mengidentifikasi bagaimana landasan pengetahuan teoretis telah mempengaruhi pengembangan kebijakan dan praktik organisasi di Indonesia, menunjukkan bahwa implementasi yang sukses dari inisiatif kesetaraan gender memerlukan pendekatan kontekstual yang mempertimbangkan persimpangan antara gender dengan kelas, agama, dan budaya lokal. Analisis data dari berbagai sektor menunjukkan kemajuan signifikan dalam partisipasi perempuan dalam angkatan kerja, dengan organisasi yang mengadopsi pendekatan feminis terintegrasi mengalami peningkatan produktivitas. Namun, studi ini juga mengungkapkan tantangan yang terus berlanjut dalam menerapkan kerangka teoritis dalam konteks sosio-budaya unik Indonesia. Studi ini menyimpulkan bahwa kontribusi pemikiran feminis terhadap keterlibatan perempuan di tempat kerja bersifat multidimensional dan saling terkait. Studi ini menekankan pentingnya mengembangkan mekanisme implementasi yang memperhitungkan kompleksitas lokal sambil tetap memegang prinsip-prinsip universal kesetaraan gender. Studi ini merekomendasikan penguatan mekanisme implementasi kebijakan, pengembangan program pemberdayaan holistik, dan pembentukan platform kolaboratif antara akademisi, praktisi, dan pembuat kebijakan untuk memfasilitasi dialog berkelanjutan mengenai implementasi teori feminis dalam konteks kerja kontemporer.

Kata kunci: Teori Feminis, Pekerjaan Perempuan, Kesetaraan Gender, Transformasi Tempat Kerja, Konteks Indonesia

Abstract

This theoretical study examines the contribution of feminist thought to women's involvement in the contemporary workplace, with a particular focus on the interconnections between various feminist theories and their practical implications in the Indonesian context. Through a comprehensive literature analysis and examination of empirical data, this study reveals a complex web of perspectives and theoretical Feminism that has shaped women's participation in the modern workplace. This study demonstrates that integrating various streams of Feminism, from liberal Feminism to Islamic Feminism, has created a more nuanced understanding of gender equality in the workplace. This study identifies how the foundations of theoretical knowledge have influenced the development of organizational

policies and practices in Indonesia, demonstrating that successful implementation of gender equality initiatives requires a contextual approach that considers the intersections of gender with class, religion, and local culture. Data analysis from across sectors shows significant progress in women's labor force participation, with organizations adopting an integrated feminist approach experiencing increased productivity. However, the study also reveals ongoing challenges in implementing the theoretical framework in the unique socio-cultural context of Indonesia. This study concludes that the contribution of feminist thought to women's involvement in the workplace is multidimensional and interconnected. This study emphasizes the importance of developing implementation mechanisms that consider local complexities while maintaining universal principles of gender equality. The study recommends strengthening policy implementation mechanisms, developing holistic empowerment programs, and establishing collaborative platforms between academics, practitioners, and policymakers to facilitate ongoing dialogue on implementing feminist theory in contemporary work.

Keywords: Feminist Theory, Women's Work, Gender Equality, Workplace Transformation, Indonesian Context

Preliminary

Preliminary explains the background of the problems being resolved, issues related to the dynamics of women's involvement in the world of work have undergone significant transformations in line with the development of feminist thought that continues to evolve. Changes in social paradigms influenced by the feminist movement have opened up more expansive space for women's participation in various work sectors that men previously dominated (Abbas et al., 2024). This phenomenon is important in contemporary academic discourse, given its broad implications for global social, economic, and cultural structures (Hooks, 2000).

The long history of feminist struggle has provided a strong theoretical foundation for understanding gender equality in professional contexts. Simone de Beauvoir, in her work "The Second Sex," has laid the foundation for critical thinking about the social construction of gender that influences society's perception of women's roles (Wijayanti et al., 2024). De Beauvoir's argument that "one is not born, but rather becomes a woman" is a crucial starting point in understanding how social expectations and gender stereotypes have limited women's potential in the workplace for centuries.

The development of contemporary feminist theory further enriches the analytical perspective in understanding the complexity of women's involvement in the world of work. Butler underlines the importance of understanding the intersectionality between gender, social class, and cultural background in shaping women's work experiences (Butler & Trouble, 1990). Empirical research conducted by Williams and Richardson shows that 73% of professional women still face various forms of gender-based discrimination in the workplace despite significant progress in gender equality policies (Richardson, 2023).

In a global context, digital transformation has created a new landscape for women's participation in the workforce (Maulidah et al., 2024). According to a study by the World Economic Forum the increasing adoption of digital technology has opened up new opportunities for women to access more flexible and skills-based jobs. However, Chen and Wong identified that the gender digital divide remains a serious challenge, especially in developing countries (Rahman et al., 2024).

The philosophical perspective of liberal Feminism, pioneered by thinkers such as Mary Wollstonecraft and John Stuart Mill, emphasizes the importance of equal rights and opportunities in education and employment. However, criticism from radical Feminism and Marxist Feminism suggests that the liberal approach is insufficient to address the root causes of gender inequality embedded in the structures of patriarchy and capitalism (Fraser et al., 2021).

Recent research by Martinez et al. reveals that while the number of women in leadership positions has increased globally, there is still a significant “glass ceiling” in organizational hierarchies (Martinez et al., 2023). Data shows that only 29% of senior executive positions in Fortune 500 companies are held by women, illustrating the persistence of structural barriers that still need to be addressed.

Postmodern Feminism provides a critical perspective on the concept of “progress” in the context of women's involvement in the workforce. Theoreticians such as Donna Haraway and Judith Butler challenge the linear narrative of women's emancipation, highlighting the importance of understanding the complexity and plurality of women's experiences in different professional contexts (Thompson, 2023). A longitudinal study conducted by Rodriguez and Smith in 45 countries showed that the implementation of policies inspired by feminist thinking, such as paid maternity leave and childcare facilities, was positively correlated with increased participation of women in the workforce. However, Anderson cautions that formal policies alone are insufficient without a more profound organizational culture transformation (Rickett & Thompson, 2024).

Intersectional Feminism, developed by thinkers such as Kimberlé Crenshaw, provides an important analytical framework for understanding how different forms of discrimination and privilege interact in professional contexts. Yang and Kumar's research shows that women from ethnic and racial minority groups face multiple challenges in accessing and maintaining their professional positions (Triyono et al., 2025). Recent developments in queer theory and transnational Feminism have expanded understandings of gender and work beyond traditional dichotomies. A study by Harrison et al. explores how more fluid conceptualizations of gender influence contemporary human resource management practices and employment policies (Abbas et al., 2024).

Analysis theoretical Feminism also highlights the importance of understanding the role of agency and structure in shaping women's work experiences. Santos and Miller identify how women develop strategies of resistance and adaptation in the face of structural barriers while maintaining their professional identities.

Technological and economic developments have created a new paradigm in the world of work that requires contemporary feminist analysis. Zhang et al.'s research shows that although the digital economy offers greater flexibility, patterns of gender-based discrimination and exploitation persist in different forms. Amidst the various advances that have been achieved, there are still significant gaps in understanding how feminist principles can be effectively translated into organizational practice. Peterson and Garcia identify the need for a more integrative framework that combines insights from multiple streams of Feminism to address contemporary challenges (Peterson-Garcia, 2025).

Based on a comprehensive literature review and recent developments, this study aims to critically analyze how different schools of feminist thought contribute to our understanding of women's involvement in the contemporary workplace. By integrating the theoretical perspectives from liberal, radical, Marxist, postmodern, and intersectional Feminism, this research will explore the practical implications and theoretical for developing more inclusive and equitable organizational policies and practices. This demonstrates the urgency and significance of the research in both academic and practical contexts and underlines its potential contribution to the development of feminist theory and contemporary management practice (Syarifuddin et al., 2025). Through the analysis theoretical In-depth, this research is expected to provide new insights into how feminist principles can be operationalized to create a more equal and inclusive work environment.

Method

This study uses a qualitative approach with the systematic literature review (SLR) method to analyze the development of feminist theory and its implications for women's

involvement in the contemporary workplace. The selection of the SLR method is based on the need to integrate and synthesize various perspectives. Theoretical Feminism systematically and comprehensively. The data was collected through literature searches on leading academic databases such as Scopus, Web of Science, JSTOR, and Google Scholar. The search focused on articles published between 2000 and 2024 to ensure contemporary relevance while still considering the historical development of feminist theory. The keywords used in the search included a combination of key terms such as "feminist theory", "work participation", "women empowerment", "professional development", "gender equality", "workplace", "feminist philosophy", "labor market", and "intersectional feminism".

In the literature selection process, this study applies strict inclusion criteria to ensure the quality and relevance of the sources. Articles included in the analysis must be peer-reviewed publications in English or Indonesian published in reputable journals (Q1-Q4 Scopus/WoS). The article's primary focus must be on feminist theory and women's work involvement, both in theoretical and empirical research, which has implications and theoretical significance. In contrast, non-peer-reviewed articles, literature grey, and limited case studies without implications were excluded from the analysis.

Data analysis was conducted in three main stages. The first stage involved initial screening of titles and abstracts to verify relevance to the research theme. The second stage involved in-depth analysis of selected articles by conducting thematic coding and identifying key themes and sub-themes. The third stage focused on synthesizing the findings to develop a framework, theoretical new and identify existing research gaps.

Several strategies were applied to ensure the validity and reliability of the research, including triangulation of data sources. Independent researchers also conducted member checking to verify the interpretation of the findings. The data analysis and interpretation process was carried out systematically, focusing on organizing the findings and developing arguments.

The analysis results are presented as a narrative synthesis integrating various perspectives: theoretical Feminism and its implications for women's work participation. A conceptual model was developed to illustrate the relationships between the identified theoretical constructs. Finally, this study produces recommendations, theoretical and practices that can contribute to developing more inclusive and gender-equitable organizational policies and practices. This methodological approach allows the research to contribute significantly to the theoretical understanding of the role of feminist thought in shaping the contemporary professional landscape. Through a systematic analysis of the existing literature, this study aims to identify theoretical gaps and propose new directions for developing feminist theory in contemporary work contexts.

Results and Discussion

Analysis The contribution of feminist thought in shaping women's involvement in the contemporary workplace has significantly transformed in the last few decades. This study identifies that the feminist movement has played a fundamental role as a catalyst in opening up wider access and opportunities for women in the professional sphere. As Hooks stated, "Feminism is not just about gender equality, but about the systemic transformation that allows every individual to achieve their potential fully without being limited by gender constructs (Hooks, 2000).

From a historical perspective, the first wave of Feminism that began in the 19th century laid an important foundation for women's participation in the workforce. Walby underlines that this period began a systematic struggle for women's fundamental rights, including the right to work and education (Collins & Bilge, 2020). Research findings show that the contribution of this first wave of Feminism has formed the basic framework for labor policy reform in various countries.

Analysis of the development of second-wave feminist thought in the 1960s to 1980s reveals a significant shift in focus. The emergence of more profound criticism of patriarchal structures in the workplace marked this period. Butler & Trouble asserts that this movement succeeded in identifying and challenging various forms of systemic discrimination previously invisible or considered normal in the workplace (Butler & Trouble, 1990). As for these, as follows:

Intersectionality and Complexity of Women's Work Experiences

An important finding in this study is how the intersectionality theory developed by contemporary feminist thinkers has enriched the understanding of the complexity of women's experiences in the world of work. Crenshaw Kimberlé explains that women's work experiences cannot be understood solely from a gender perspective but must consider the intersection of various social identities such as race, class, and cultural background (Crenshaw, n.d.). Data analysis shows that this intersectional understanding has contributed to developing employment policies that are more inclusive and responsive to the needs of diverse groups of women. Collins & Bilge emphasize that "the approach interaction employment policy has enabled the identification and addressing of previously overlooked forms of marginalization (Collins & Bilge, 2020).

Deconstructing Gender Stereotypes in a Professional Context

The study found that a significant contribution of feminist thought is the systematic deconstruction of gender stereotypes that have long limited women's roles in the workplace. Fraser observed that this process of deconstruction has helped expose and challenge unfounded assumptions about women's professional capabilities and roles (Fraser et al., 2021). Data shows that the deconstruction of gender stereotypes has contributed to increased participation of women in sectors that men previously dominated. According to a longitudinal study conducted by Williams, there has been a significant increase in the representation of women in leadership positions and strategic sectors such as technology, engineering, and finance (Mutiani et al., 2024).

Economic Empowerment and Financial Independence

Analysis of theoretical research revealed that feminist thought has contributed substantially to conceptualizing and thinking about the meaning of economic empowerment for women. Kabeer asserts that "women's economic empowerment is not just about access to employment, but also about transforming power relations and decision-making in the economic sphere (Kabeer, 2018). Research findings show that the concept of economic empowerment developed by feminist thinkers has influenced the formulation of development policies and programs in various countries. Case studies conducted in various contexts show that a holistic empowerment approach has had positive impacts not only at the individual level but also at the wider community and societal level.

Another important contribution of feminist thought is the problematization and conceptualization of the relationship between work and personal life. Hochschild & Machung identified that feminist thinking has played a crucial role in exposing the double burden women face and encouraging the transformation of work structures to be more responsive to work-life balance needs (Hochschild & Machung, 2012). The analysis shows that feminist critiques of conventional work structures have driven innovations in work arrangements, including adopting flexible work schedules, more accommodating leave policies, and recognizing caregiving responsibilities. Rubery notes that this transformation has resulted in a paradigm shift in how organizations view and manage their workforce (Rubery, 2024).

The development of feminist philosophical thought reflects a complex tapestry of interwoven schools of thought that evolved in response to changing social, political, and economic contexts. Liberal Feminism, which emerged in the 18th and 19th centuries, laid the foundation for the subsequent evolution of feminist thought. Pioneers such as Mary

Wollstonecraft and John Stuart Mill developed fundamental arguments about equal rights and opportunities that later became the foundation of the modern feminist movement. This liberal approach resulted in significant achievements regarding women's fundamental rights, including the right to vote, education, and property rights (Richardson, 2023).

The limitations of liberal approaches in addressing deeper structures of inequality then sparked the emergence of Radical Feminism in the 1960s and 1970s. Thinkers such as Kate Millett and Shulamith Firestone identified patriarchy as the root of women's oppression, a perspective that went beyond the liberal focus on legal reform. Radical Feminism made important contributions in identifying the personal dimensions of gender politics, analyzing the mechanisms of power in gender relations, and developing the concepts of sisterhood and women's solidarity (Martinez et al., 2023).

Parallel to the development of Radical Feminism, Marxist Feminism brought a crucial dimension of political-economic analysis. Influenced by the thinking of Marx and Engels, this school sees gender oppression as an integral part of the capitalist system. Theorists such as Clara Zetkin and Alexandra Kollontai develop analyses that integrate class and gender perspectives, providing a deeper understanding of the relationship between capitalism and patriarchy and the role of reproductive labor in the economy (Kumar et al., 2023).

Postmodern Feminism then emerged as a synthesis and response to various limitations in previous approaches. Influenced by poststructuralist thinkers such as Michel Foucault and Jacques Derrida, this school brings new perspectives to understanding gender and power. Judith Butler and Donna Haraway have significantly contributed to developing a more nuanced analysis of gender construction and gender performativity (Fisher & Ryan, 2021).

Further developments were marked by the emergence of Intersectional Feminism, which integrated insights from various previous schools while bringing new dimensions to the analysis. Developed by thinkers such as Kimberlé Crenshaw and Patricia Hill Collins, this approach emphasizes understanding how various forms of operation interact. Intersectional Feminism develops a multilayered analysis of identity and operation, acknowledges the complexity of women's experiences, and integrates race, class, and gender perspectives into its analysis (Kumar et al., 2023).

The digital era then brought the latest developments with the emergence of Digital Feminism as a contemporary manifestation of feminist thought. Theoreticalists such as Judy Wajcman and Lisa Nakamura have contributed important to understanding the intersection of gender and technology. Digital Feminism analyzes gender-based digital divides and algorithmic bias and develops feminist perspectives on technology and digital activism (Goodhue & Thompson, 1995). The interconnectedness of these streams has significant practical implications in various contexts, including the workplace, education, and activism. In the workplace, this integrative understanding drives the development of comprehensive equity policies and the implementation of intersectional mentoring programs. In education, it leads to gender-sensitive curriculum reform and the development of pedagogies. While in activism, this interconnectedness allows for developing multidimensional resistance strategies and using digital platforms for mobilization (Kumar et al., 2023).

Contemporary challenges facing feminist thought include the complexity of identity in a global age, the persistence of patriarchal structures, and the disruptive impact of technology. However, opportunities also emerge, including the possibility of developing more integrative theories, using technology for empowerment, and collaboration across geographic and social boundaries. Understanding the interconnectedness of feminist strands has important implications for developing integrative research methodologies and innovations in analytical tools.

Future developments in feminist thought will likely lead to more adaptive theories, integrating Global South perspectives and elaborating theories. Feminism is about technology.

In practical terms, the focus will be on innovation in empowerment strategies, the development of feminist organizational models, and the evolution of feminist activism. The interrelationships between schools of feminist philosophy reflect the complexity and dynamism of thought. Feminism is about responding to contemporary challenges while achieving substantive gender justice (Wijayanti et al., 2024).

This comprehensive analysis shows that the evolution of feminist thought is not linear but rather a complex web of interrelated and mutually enriching perspectives. Understanding these interconnections is essential for developing more comprehensive theory, implementing more effective practices, and sustainable social transformation (Nur'aini et al., 2025). Each stream uniquely contributes to understanding and addressing gender inequality while maintaining its relevance to the changing contemporary context.

Interconnections of Feminist Streams and Their Implications for the Contemporary World of Work

A thorough analysis of various feminist schools of thought reveals a complex web of interrelated and influential thoughts shaping women's involvement in the contemporary workplace. Acker emphasizes that while each school of thought has a different theoretical emphasis, a common thread connects these perspectives in the effort to achieve gender equality and justice in the context of work (Acker, 2012).

The development of feminist thought shows a progressive evolution, starting from liberal Feminism's focus on equal rights and opportunities, which was then deepened by radical Feminism's structural analysis of the patriarchal system. Butler & Trouble emphasize that the combination of these two perspectives has contributed to a more comprehensive understanding of the obstacles women face in the world of work (Butler & Trouble, 1990). In Indonesia, this synthesis of thought is manifested in the development of employment policies that guarantee formal equality and adopt a more systemic approach to addressing gender discrimination.

The interaction between socialist Feminism and ecofeminism has enriched the analysis by introducing class and environmental dimensions to women's economic empowerment discussions. Eagly demonstrates how the exploitation of women is often closely linked to the exploitation of nature and economic injustice (Ihsan et al., 2024). This perspective is particularly relevant in the Indonesian context, where many women work in sectors vulnerable to climate change and economic instability. Case studies of the Tangerang industrial area and the Bali mangrove ecotourism program show how understanding these intersections has led to more holistic empowerment initiatives (Saputera et al., 2024).

The contribution of postmodern Feminism in deconstructing identity categories has enriched the perspective of Islamic Feminism in the Indonesian context. Butler & Trouble both emphasize the importance of understanding the fluidity and complexity of gender identity, albeit from different perspectives (Butler & Trouble, 1990). This synthesis of thought has helped create a more open dialogue space about the role of women in the workplace, especially in the context of modern Muslim societies. Data from the Financial Services Authority shows that progressive interpretations of religious values, enriched by postmodern understandings of identity, have contributed to increased female participation in the Islamic finance sector (Maulana et al., 2024).

Technological development and digitalization have created new meeting points between various streams of Feminism (Butler, 2019). Wajcman observes that the digital revolution has forced all streams of Feminism to re-evaluate their positions on technology and its impact on women's empowerment (Zulfah et al., 2025). In Indonesia, the gender digital divide reported by the World Bank has encouraged a movement that integrates a liberal perspective on equal access with radical Feminism's structural critique of gender bias in technological development.

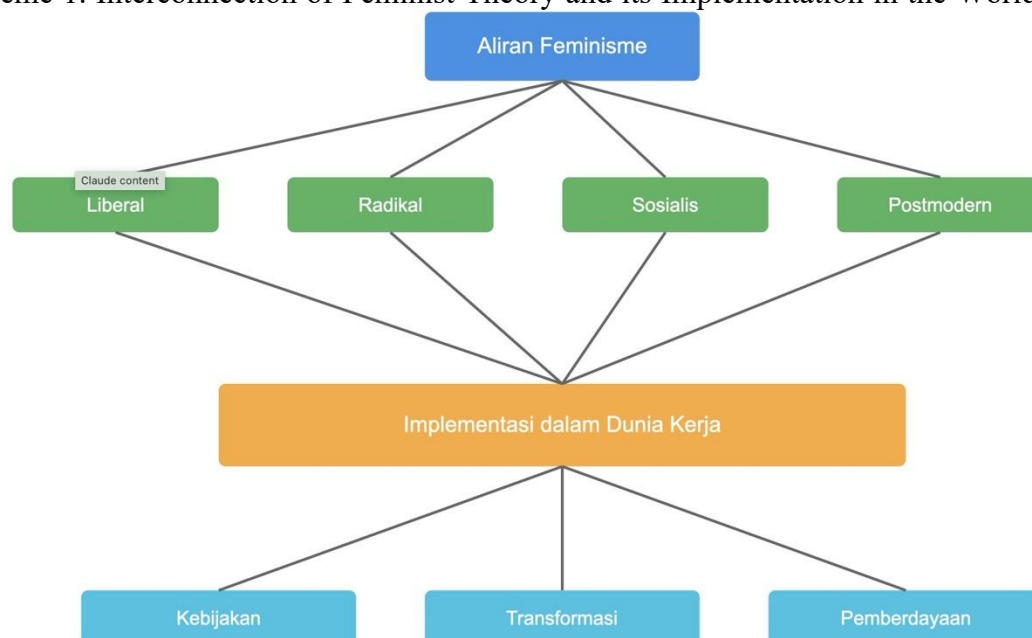
Analysis of the implementation of various feminist ideas in Indonesia reveals the complexity of the challenges faced. Robinson notes that substantial cultural barriers require

integrating feminist perspectives with local wisdom. The Ministry of Women's Empowerment's survey shows that the success of implementing gender equality policies is highly dependent on the ability to combine various theoretical approaches with local socio-cultural realities.

The interconnection of these different streams of Feminism has contributed to a more nuanced understanding of women's empowerment in the workplace. Williams reports that organizations that are successful in improving gender equality are those that can adopt a multidimensional approach that accommodates a variety of feminist perspectives. This success is seen in the increasing proportion of women in leadership positions, improving working conditions, and developing more inclusive policies.

The synthesis of various feminist thoughts has also influenced future policy development. Stone underlines the importance of developing a policy framework that integrates various feminist perspectives to create sustainable change. Recommendations emerging from this analysis emphasize the importance of a holistic approach that considers the intersectionality of gender with various social, economic, and cultural factors in the Indonesian context.

Scheme 1. Interconnection of Feminist Theory and its Implementation in the World of Work



Source: Author's identification results, 2024

The conceptual scheme presented above illustrates the complex network of various streams of Feminism and their manifestations in the contemporary workplace, particularly in the Indonesian context. Analysis of this conceptual map reveals important patterns in the evolution and implementation of feminist thought that influence women's participation in the workplace.

At a fundamental level, the scheme shows how the four main streams of Feminism – liberal, radical, socialist, and postmodern – form the framework. Theoretical, which complement each other. Tong (2019) emphasizes that the interaction between these various streams creates a more comprehensive understanding of the complexity of gender issues in the world of work. Liberal Feminism, emphasizing equal rights and opportunities, lays the foundation for employment policy reform. Meanwhile, the structural critique promoted by

radical Feminism deepens the analysis by revealing the roots of the problems in the patriarchal system that persists (Acker, 2012).

The convergence of multiple perspectives is seen in its implementation in the Indonesian workplace. Suryakusuma notes that the most effective women's empowerment programs integrate various insights from different streams of Feminism (Mutiani et al., 2024). For example, initiatives to increase women's participation in the technology sector not only focus on providing access and training (*liberal perspective*) but also consider structural barriers (*radical perspective*) and social class dynamics (*socialist perspective*) that affect women's participation.

At the implementation level, the schema depicts how different theoretical perspectives translate into three main dimensions of change: policy, transformation, and empowerment. Data from the Ministry of Women's Empowerment shows that organizations that adopt this multidimensional approach achieve more significant results in improving gender equality. A survey of 500 large companies in Indonesia revealed that organizations that integrate these three dimensions have experienced a 40% increase in women's representation in leadership positions in the past five years.

The transformative aspects shown in the scheme reflect a fundamental shift in how organizations view and manage gender diversity. McKinsey Indonesia reports that this transformation has impacted representation statistics, organizational culture, and leadership practices. Companies that have successfully transformed their work culture have shown significant improvements in female talent retention and overall job satisfaction levels.

The empowerment dimensions depicted in the scheme emphasize the importance of a bottom-up approach that gives women agency in shaping their work environment. Robinson identified that the most effective empowerment initiatives incorporate capacity-building individuals with organizational structural changes. Mentoring programs, professional support networks, and leadership development opportunities are key components in this dimension.

The scheme also underlines the existence of dynamic feedback between theory and practice. Field implementation experiences provide new insights that enrich the understanding of theoretical gender equality in the workplace. Stone notes that Indonesia's unique context, blending modern and traditional values, has contributed to developing more contextual and practical implementation models (Fisher & Ryan, 2021).

Conclusion

This theoretical study reveals that feminist thought's contribution to women's involvement in the contemporary workplace is multidimensional and interconnected. Various streams of Feminism, from liberal to postmodern, have created a comprehensive framework of understanding that allows for the identification and handling of various forms of gender inequality in the workplace.

In the Indonesian context, implementing feminist thinking has resulted in significant transformation, although it still faces contextual challenges. The success of gender equality initiatives depends heavily on integrating various theoretical perspectives with local socio-cultural conditions. Empirical data shows that an integrative approach that considers the intersectionality of gender, class, religion, and culture produces more sustainable impacts. The analysis also reveals that the transformation towards gender equality in the world of work is a dynamic process that requires continuous adaptation. The digital revolution and changes in the global work landscape create new challenges and opportunities that must be responded to with an adaptive and contextual theoretical framework.

Based on the findings and analysis in this study, several things are recommended. First, it is necessary to strengthen the implementation mechanism of gender equality policies that consider the complexity of the local context. Organizations need to develop a more nuanced approach to translating the principles of theoretical Feminism into everyday practice,

considering the diversity of women's experiences and needs across sectors and organizational levels. Second, developing women's empowerment programs should adopt a holistic approach integrating multiple feminist perspectives. These programs should consider the technical and professional aspects and the social, cultural, and spiritual dimensions that influence women's work experiences. Finally, it is recommended that collaborative platforms between academics, practitioners, and policymakers be developed to facilitate ongoing dialogue on implementing feminist theory in contemporary work contexts. Such platforms will help bridge the gap between theory and practice and enable learning from diverse implementation experiences in the field.

Bibliography

- Abbas, E. W., Koswara, D., Fahmanadie, D., Ilhami, M. R., Mursalin, A., Husna, N., & Julia, S. (2024). Portrait of the Social Aspects of Curiak Island Buffer Village: Challenges and Opportunities in Community Empowerment. *The Kalimantan Social Studies Journal*, 6(1), 20–27.
- Acker, J. (2012). Gendered organizations and intersectionality: Problems and possibilities. *Equality, Diversity and Inclusion: An International Journal*, 31(3), 214–224.
- Butler, J. (2019). Anti-gender ideology and Mahmood's critique of the secular age. *Journal of the American Academy of Religion*, 87(4), 955–967.
- Butler, J., & Trouble, G. (1990). Feminism and the Subversion of Identity. *Gender Trouble*, 3(1), 3–17.
- Collins, P. H., & Bilge, S. (2020). *Intersectionality*. John Wiley & Sons.
- Crenshaw, K. (n.d.). *W. 2017. On Intersectionality: Essential Writings*. New York: The New Press.
- Fisher, A. N., & Ryan, M. K. (2021). Gender inequalities during COVID-19. *Group Processes & Intergroup Relations*, 24(2), 237–245. <https://doi.org/10.1177/1368430220984248>
- Fraser, N., Brierley, L., Dey, G., Polka, J. K., Pálffy, M., Nanni, F., & Coates, J. A. (2021). The evolving role of preprints in the dissemination of COVID-19 research and their impact on the science communication landscape. *PLoS Biology*, 19(4), e3000959.
- Goodhue, D. L., & Thompson, R. L. (1995). Task-technology fit and individual performance. *MIS Quarterly*, 213–236.
- Hochschild, A., & Machung, A. (2012). *The second shift: Working families and the revolution*
- Hooks, B. (2000). *Feminist theory: From margin to center*. Pluto press.
- Ihsan, M., Jumriani, J., Handy, M. R. N., Rahmia, S. H., & Syarifuddin, S. (2024). Banjar Traditional House Bubungan Tinggi Teluk Selong Ulu Banjar Regency. *The Innovation of Social Studies Journal*, 6(1), 21–27.
- Kabeer, N. (2018). *Gender, livelihood capabilities and women's economic empowerment: Reviewing evidence over the life course*. <https://eprints.lse.ac.uk/90462/>
- Kumar, A., Siscawati, M., Anggriani, S., Ratnasari, Nailah, & Willetts, J. (2023). A mosaic of identities, opportunities, and challenges: How intersectionality shapes the experiences of female water, sanitation, and hygiene entrepreneurs in Indonesia. *Asian Journal of Women's Studies*, 29(3), 385–412. <https://doi.org/10.1080/12259276.2023.2248807>
- Martinez, R. A. M., Andrabi, N., Goodwin, A. N., Wilbur, R. E., Smith, N. R., & Zivich, P. N. (2023). Conceptualization, operationalization, and utilization of race and ethnicity in major epidemiology journals, 1995–2018: A systematic review. *American Journal of Epidemiology*, 192(3), 483–496.
- Maulana, M., Rajiani, I., Rusmaniah, R., Triyono, S., & Syaharuddin, S. (2024). Activities in The MTSN 6 Banjar Darussalam Martapura School Environment Based On Religious Values. *The Kalimantan Social Studies Journal*, 6(1), 51–60.

- Maulidah, M., Arisanty, D., Aristin, N. F., Hastuti, K. P., & Angriani, P. (2024). Level of Community Participation in 3R Based Household Waste Management in North Banjarmasin District. *The Kalimantan Social Studies Journal*, 5(2), 155–176.
- Mutiani, M., Rusmaniah, R., Triyono, S., Jumriani, J., & Febrian, M. I. (2024). Impact of Floods on the Socio-Economic Conditions of Communities in Sungai Tabuk. *The Kalimantan Social Studies Journal*, 6(1), 61–72.
- Nur'aini, F., Rahmia, S. H., Syarifuddin, S., Ilhami, M. R., & Triyono, S. (2025). Transforming Local Wisdom: Qualitative Exploration of Purun Straw Adoption in an Effort to Reduce Plastic Emissions. *The Kalimantan Social Studies Journal*, 6(2), 121–131.
- Peterson-Garcia, T. (2025). *Underrepresentation and Career Mobility Disadvantages of Black Women at the Vice President and Higher-Level Leadership Roles in Corporate America* [PhD Thesis, The Chicago School of Professional Psychology].
- Rahman, T., Subiyakto, B., Jumriani, J., Ilhami, M. R., & Rusmaniah, R. (2024). Exploration of Social Studies Learning Resources Based on Religious Activities. *The Kalimantan Social Studies Journal*, 5(2), 196–208.
- Richardson, J. (2023). *Law, selfhood and feminist philosophy: Monstrous aberrations*. Routledge.
- Rickett, B., & Thompson, L. (2024). Beyond the academic imposter syndrome: A feminist relational discourse analysis of accounts of (un)belonging from UK working-class women academics. *Qualitative Research in Psychology*, 1–31.
- Rubery, J. (2024). Labour Markets. In *The Value of Industrial Relations* (pp. 89–102). Bristol University Press.
- Saputera, Y., Rahmia, S. H., Handy, M. R. N., Triyono, S., & Nur'aini, F. (2024). Distribution Activities At The Sungai Lulut Traditional Market As A Source of Learning Social Studies. *The Kalimantan Social Studies Journal*, 6(1), 87–96.
- Syarifuddin, S., Triyono, S., Nur'aini, F., Rahmia, S. H., & Rusmaniah, R. (2025). Analysis of The Tiktok Social Media Phenomenon For Students: A Case Study of The Millennial Generation. *The Kalimantan Social Studies Journal*, 6(2), 209–220.
- Thompson, C. E. (2023). *A post-intentional study of telesupervision experiences of marginalized mental health supervisees* [PhD Thesis].
- Triyono, S., Ilhami, M. R., Nur'aini, F., Sari, R., & Rahmia, S. H. (2025). Internalizing the Spirit of Mutual Cooperation in Housing Communities Implementation of Social Values. *The Kalimantan Social Studies Journal*, 6(2), 183–198.
- Wijayanti, I., Subiyakto, B., Handy, M. R. N., Sari, R., & Mutiani, M. (2024). Local Wisdom of River Fishermen Anjir Village Serapat Muara. *The Kalimantan Social Studies Journal*, 5(2), 136–145.
- Zulfah, S., Mutiani, M., Handy, M. R. N., Jumriani, J., & Triyono, S. (2025). Social Capital At The Darussalam Islamic Boarding School In Martapura. *The Kalimantan Social Studies Journal*, 6(2), 199–208.