

INTEGRATING LEGAL AND SOCIOCULTURAL STRATEGIES TO ADDRESS WORKPLACE GENDER INEQUALITY IN PONTIANAK

Hazilina¹, Gembongseto Hendro Soedagoeng ²

Abstract

This study explores the multifaceted issue of workplace gender inequality in Pontianak by integrating legal and sociocultural approaches to address the persistent challenges faced by women. Despite the presence of legal frameworks such as Law No. 13 of 2003 on Labor and Law No. 21 of 2007 on the Eradication of the Crime of Trafficking in Persons, enforcement remains inconsistent, and gender-specific barriers, such as the "child penalty" and limited leadership opportunities, persist. The study highlights the importance of harmonizing legal strategies, such as strengthened enforcement mechanisms and inclusive policies, with sociocultural interventions aimed at challenging traditional gender norms. Using a contextual approach, this research draws lessons from international best practices, including Kazakhstan's labor laws, while emphasizing the need for localized solutions tailored to Pontianak's unique socio-economic and cultural dynamics. Key recommendations include enhancing legal accountability, introducing mandatory paternity leave, promoting gender diversity in leadership, and leveraging community-driven programs to foster cultural shifts. The findings underscore the critical role of collaboration between policymakers, civil society organizations, and the private sector in implementing sustainable strategies to bridge the gender gap. By integrating legal and sociocultural strategies, this study provides actionable insights to create an equitable workplace environment, empowering women while contributing to Pontianak's socio-economic development.

Keywords: *gender inequality; legal and cultural; workplace gender equality*

Abstrak

Penelitian ini mengeksplorasi isu multifaset terkait ketimpangan gender di tempat kerja di Pontianak dengan mengintegrasikan pendekatan hukum dan sosiokultural untuk mengatasi tantangan yang dihadapi oleh perempuan. Meskipun kerangka hukum seperti Undang-Undang No. 13 Tahun 2003 tentang Ketenagakerjaan dan Undang-Undang No. 21 Tahun 2007 tentang Pemberantasan Tindak Pidana Perdagangan Orang telah ada, pelaksanaannya masih kurang konsisten, sementara hambatan gender seperti "child penalty" dan keterbatasan akses perempuan ke posisi kepemimpinan tetap menjadi masalah yang signifikan. Penelitian ini menyoroti pentingnya harmonisasi strategi hukum, seperti penguatan mekanisme penegakan hukum dan kebijakan yang inklusif, dengan intervensi sosiokultural yang bertujuan untuk mengubah norma-norma gender tradisional. Dengan pendekatan kontekstual, penelitian ini

¹ Faculty Of Law, Universitas Muhammadiyah Pontianak, Jenderal Ahmad Yani Street, No.111, Pontianak, 78123, West Kalimantan, Indonesia, e-mail: hazilina@unmuhpnk.ac.id, Phone/Fax. 0895630116657.

² Faculty Of Law, Universitas Muhammadiyah Pontianak, Jenderal Ahmad Yani Street, No.111, Pontianak, 78124, West Kalimantan, Indonesia, e-mail: gembongseto@unmuhpnk.ac.id, Phone/Fax. 085175237979.

mengambil pelajaran dari praktik terbaik internasional, termasuk kerangka kerja hukum tenaga kerja Kazakhstan, sambil menekankan perlunya solusi lokal yang disesuaikan dengan dinamika sosial, ekonomi, dan budaya unik di Pontianak. Rekomendasi utama meliputi peningkatan akuntabilitas hukum, pengenalan kebijakan cuti ayah wajib, promosi keberagaman gender dalam kepemimpinan, serta pemanfaatan program berbasis komunitas untuk mendorong perubahan budaya. Hasil penelitian ini menekankan peran penting kolaborasi antara pembuat kebijakan, organisasi masyarakat sipil, dan sektor swasta dalam menerapkan strategi berkelanjutan untuk menjembatani kesenjangan gender. Dengan mengintegrasikan pendekatan hukum dan sosiokultural, penelitian ini memberikan wawasan praktis untuk menciptakan lingkungan kerja yang adil, memberdayakan perempuan, dan berkontribusi pada pembangunan sosial ekonomi di Pontianak.

Kata kunci: kesetaraan gender di tempat kerja; ketimpangan gender; strategi hukum dan budaya

I. Introduction

The gender gap in the workplace remains a significant challenge worldwide, including in Pontianak City.³ Gender discrimination and unequal employment opportunities continue to negatively impact job satisfaction, motivation, and performance among female employees, thereby hindering their contributions to society and the economy.⁴ Despite global efforts to narrow this gap, sociocultural factors such as the child penalty continue to disproportionately affect women, highlighting the need for more radical policies on maternity and paternity leave.⁵

While significant research has explored the global dimensions of workplace gender inequality, many studies focus narrowly on either violence prevention or general gender-based disparities, often neglecting the nuanced interplay of legal, sociocultural, and economic factors within specific contexts. For instance, prior initiatives have predominantly emphasized preventing violence against women without adequately addressing workplace-specific challenges, such as discrimination in hiring practices, wage gaps, and limited access to leadership roles. Additionally, most existing frameworks fail to integrate successful models from other regions into local policy contexts, leaving a gap in actionable and context-specific solutions.

³ Arthi, J. (2020) 'Workplace Issues and Challenges of Women Employees', *Holistic Research Perspectives*, 5: 116-23; Soeters, S. et al. (2021) 'Gender Equality in the Government Water, Sanitation, and Hygiene Workforce in Indonesia: An Analysis through the Gender at Work Framework', *Development Studies Research*, 8(1): 280-293.

⁴ Li, J. (2023) 'Analysis of Relationships between Cultural Gender Norms and Gender Gap', *Lecture Notes in Education Psychology and Public Media*, 5(1): 201-205; O'Brien, K. et al. (2017) 'Workplace Gender Inequality as a Wicked Problem: Implications for Research and Practice', *Academy of Management Proceedings*, 2017(1).

⁵ Olsson, M. et al. (2022) 'Gender Gap in Parental Leave Intentions: Evidence from 37 Countries', *Political Psychology*, 0(0).

This study offers a novel contribution by adopting a multidimensional approach that integrates lessons from international best practices, such as Kazakhstan's robust labor laws, with localized policy recommendations tailored to Pontianak's unique socio-cultural and economic realities. Unlike prior research, this study explicitly addresses the intersection of legal reforms, workplace equality measures, and sociocultural interventions, providing a holistic framework to bridge the gender gap.

The significance of this research lies in its potential to inform and shape policies that not only mitigate gender disparities but also promote sustainable regional development. By analyzing the limitations of existing policies and drawing on comparative international experiences, this study seeks to propose actionable solutions that enhance enforcement mechanisms, promote equitable workplace practices, and foster collaboration among government agencies, civil society, and the private sector.

In Pontianak, the Department of Population Control and Family Planning, Women's Empowerment, and Child Protection has been actively working to prevent violence against women and children through socialization, assistance, and legal protection, indirectly supporting gender equality by creating a safer environment for women.⁶ Additionally, civil society groups like the Pontianak Bhinneka Network (PBN) play a crucial role in advocating for public policies that promote tolerance and equality, although they face challenges related to organizational capacity and external relations with state actors.⁷

Legal frameworks also play a critical role in supporting gender equality.⁸ For instance, Kazakhstan's labor laws emphasize the prohibition of gender discrimination and the importance of creating favorable working conditions for women, which could serve as a model for Pontianak.⁹ Gender inequality in education, health, and

⁶ Hemafitria, Octavia, E., & Markononi, A. (2023) 'Peran Dinas Pengendalian Penduduk Dan Keluarga Berencana, Pemberdayaan Perempuan Dan Perlindungan Anak Dalam Mencegah Kekerasan di Kota Pontianak', *Jurnal Pendidikan Kewarganegaraan*, 7(1): 134-148.

⁷ Dawi, K. et al., (2022) 'Problematika Advokasi Kebijakan Publik Oleh Kelompok Masyarakat Sipil di Kota Pontianak', *Diktum: Jurnal Ilmu Hukum*, 9(2): 168-188.

⁸ Elefante, M. et al. (2023) *Accelerating Gender Equality Through Reforming Legal Frameworks*, Washington, DC: World Bank; Protosavitska, L. (2023) 'Legal Aspects of Gender Equality and Their Legislative Consolidation', *Law. Human. Environment*, 14(1); Golovinov, A. & Golovinova, Y. (2022) 'International Legal Framework For Ensuring Gender Equality And Anti-Discrimination Regulations: General Issues', *Russian-Asian Legal Journal*, (3): 54-56.

⁹ Kireyeva, A. et al., (2023) 'Analysis of Gender Inequality in the Labor Market and Its Adaptation to the Conditions of Kazakhstan', *Eurasian Journal of Economic and Business Studies*, 1(67): 156-172; Nyussupova, G. et al., (2023) 'Gender Features of the Kazakhstan Labour Market in the Context of Sustainable Development', *Hungarian Geographical Bulletin*, 72(1): 59-74; Khamzina, Z. et al., (2022) 'Towards Nondiscrimination and Gender Equality: The Role of International Labor Standards', *Sustainability*, 14(9): 5349.

employment has also been shown to impact economic outcomes, as evidenced by studies in West Papua, indicating that addressing these inequalities can positively influence regional development.

This research aims to provide an in-depth analysis of the gender gap in the workplace in Pontianak and propose effective measures to bridge this gap. By addressing the limitations of previous research and initiatives, this study seeks to offer new insights and practical recommendations for policymakers and stakeholders. The significance of this research lies in its potential to inform and shape effective gender equality policies, which can improve the socio-economic conditions of women in Pontianak and promote sustainable regional development.

Previous studies have provided valuable insights into the various dimensions of gender inequality in the workplace, but they often lack a holistic approach that addresses both direct and indirect factors contributing to the gender gap.¹⁰ For example, while initiatives aimed at preventing violence against women are crucial, they must be complemented by policies that specifically target workplace discrimination and support career advancement for women. Moreover, successful models from other regions, such as Kazakhstan's labor laws, emphasize the need for robust enforcement mechanisms and societal support to ensure the effectiveness of gender equality policies.¹¹

This study also highlights the importance of strengthening civil society organizations in Pontianak. These organizations are pivotal in advocating for gender equality and supporting the implementation of policies. However, challenges such as limited organizational capacity and strained relations with state actors need to be addressed to enhance their effectiveness. By fostering a collaborative environment where government agencies, civil society, and the private sector work together, Pontianak can develop more comprehensive and sustainable solutions to gender inequality. The economic implications of gender inequality cannot be overstated. As seen in studies from West Papua, addressing gender disparities in education, health, and employment can lead to significant economic benefits.¹² Therefore, this research not

¹⁰ Andrade, M. (2022) 'Gender Equality in the Workplace: A Global Perspective', *Strategic HR Review*, 21(5): 158-163; Um, S. (2023) 'The Militarized Workplace: How Organizational Culture Perpetuates Gender Inequality in Korea', *Gender, Work & Organization*, 30(5):1676-1693; Singh, V. (2023) 'The Study of the Legal and Judicial Approach in India to the Problem of Gender Inequality in the Workplace', *International Journal of Law and Management*, 65(3): 209-223.

¹¹ Beissenova, A. & Rakisheva, N. (2022) 'Evaluation of the Effectiveness of Women's Employment in the Labor Market of Kazakhstan', *The Journal of Psychology & Sociology*, 82(3); Khamzina, Z. et al. (2021) 'Gender Equality in Employment: A View from Kazakhstan', *Anais Da Academia Brasileira de Ciências*, 93(4): e20190042.

¹² World Bank. (2023) *Papua New Guinea Economic Update, March 2023: Unlocking the Economic*

only focuses on the social and legal aspects of gender equality but also considers the economic advantages of promoting a more equitable workplace.

In conclusion, this research seeks to provide a comprehensive analysis of the gender gap in Pontianak's workplace and offer practical solutions to address this issue. By integrating insights from successful global models and considering the unique sociocultural context of Pontianak, this study aims to contribute to the development of effective gender equality policies. The findings of this research are intended to guide policymakers, stakeholders, and civil society organizations in their efforts to promote gender equality and enhance the socio-economic well-being of women in Pontianak, thereby fostering sustainable regional development.

II. Method

This study employs a literature-based research method (library research) with a normative juridical approach to analyze workplace gender disparities in Pontianak and formulate solutions for achieving gender equality. The research is grounded in a theoretical examination of legal norms, legal principles, and legal doctrines relevant to gender equality policies.

The primary sources of this study include primary legal materials, such as Law No. 13 of 2003 on Labor, Law No. 21 of 2007 on the Eradication of the Crime of Trafficking in Persons, and international legal instruments ratified by Indonesia, including the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW). In addition, secondary legal materials, such as academic journals, policy reports, and publications from international organizations, provide theoretical and contextual foundations for the analysis.

As an analytical tool, this study employs feminist legal theory, social justice theory, and progressive legal theory to examine how existing legal norms can be strengthened to prevent gender-based discrimination in the workplace. Legal interpretation methods, such as systematic interpretation and teleological interpretation, are applied to analyze the relationship between existing legal norms and their practical implementation.

The data analysis follows a qualitative approach, identifying patterns in existing regulations, evaluating the effectiveness of legal enforcement, and comparing gender

Benefits of Gender Equality, World Bank; Mustamir, L., Maspaitella, M., & Waimb, D. (2022) 'Analisis Pengaruh Ketimpangan Gender Dalam Pendidikan, Kesehatan Dan Ketenagakerjaan Terhadap Produk Domestik Regional Bruto Di Provinsi Papua Barat Tahun 2015-2019', *JFRES Journal of Fiscal and Regional Economy Studies*, 5(1): 2015-2019.

policy practices in Pontianak with international models, such as Kazakhstan's labor laws. Through this approach, the study aims to provide legal-based recommendations for improving gender equality in workplace environments.

III. Analysis and Discussion

A. Gender Discrimination and Employment Opportunities

Our findings confirm that gender discrimination remains a pervasive issue in the workplace of Pontianak, Indonesia. Despite the existence of several national legal frameworks aimed at promoting gender equality such as Article 27(2) of the 1945 Constitution,¹³ which guarantees the right to work and earn a humane livelihood for all citizens, and Law No. 13 of 2003 on Labor,¹⁴ which mandates equal treatment and opportunities for men and women gender-based disparities persist. Women often find themselves relegated to lower-paying positions with limited career advancement opportunities, reflecting broader global trends. Additionally, Indonesia's ratification of the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) under Law No. 7 of 1984,¹⁵ and the Presidential Instruction No. 9 of 2000 on Gender Mainstreaming in National Development further emphasize the nation's commitment to eliminating gender discrimination.¹⁶ However, enforcement of these provisions remains inconsistent, and many women are unaware of their rights under these laws. As a result, discriminatory practices in hiring, promotions, and wage settings continue to undermine women's job satisfaction, motivation, and performance. Therefore, it is imperative to strengthen the enforcement mechanisms and increase public awareness to ensure these legal protections are effectively implemented and to create a more equitable workplace for all.

From the perspective of feminist legal theory, workplace gender inequality stems from deeply entrenched patriarchal structures within the legal system. Although Indonesia has Law No. 13 of 2003 on Labor and Law No. 21 of 2007 on the Eradication of the Crime of Trafficking in Persons, the enforcement of these laws remains

¹³ The 1945 Constitution of the Republic of Indonesia.

¹⁴ Law of the Republic of Indonesia Number 13 of 2003 concerning Labor (State Gazette of the Republic of Indonesia 2003 Number 39, Supplement to the State Gazette of the Republic of Indonesia Number 4279).

¹⁵ Law of the Republic of Indonesia Number 7 of 1984 concerning Ratification of the Convention on the Elimination of All Forms of Discrimination Against Women (State Gazette of the Republic of Indonesia 1984 Number 29, Supplement to the State Gazette of the Republic of Indonesia Number 3277)

¹⁶ Presidential Instruction of the Republic of Indonesia Number 9 of 2000 concerning Gender Mainstreaming in National Development.

inconsistent, leading to persistent gender-based discrimination in employment. Despite legal protections, women continue to face barriers in recruitment, promotions, and wage equality, reflecting structural biases in workplace policies.

The principle of substantive equality, as promoted in feminist legal discourse, argues that formal legal provisions alone are insufficient; the law must actively eliminate structural obstacles that prevent women from achieving equal opportunities in employment. This aligns with Rawlsian justice theory, which contends that true equality requires policies that actively compensate for historical disadvantages to create a level playing field. In the case of Pontianak, gender-based disparities in the workforce remain widespread due to gendered cultural expectations and the “child penalty”, where women face career setbacks due to maternity and childcare responsibilities. While Law No. 13 of 2003 on Labor provides for maternity leave, it fails to address the root cause of workplace gender discrimination the unequal burden of caregiving responsibilities placed on women. This gap in labor law allows employers to continue favoring male employees for career advancement, reinforcing occupational segregation and limiting women’s access to leadership positions. A comparative legal analysis with Kazakhstan’s labor laws highlights the effectiveness of gender quotas in leadership roles and mandatory parental leave for both mothers and fathers in reducing gender disparities. Kazakhstan’s legal framework enforces strict penalties for gender discrimination and mandates gender-equitable hiring practices, providing a progressive legal model for Indonesia. In contrast, Indonesian labor policies lack rigorous enforcement mechanisms, leading to non-compliance and continued gender imbalances in employment. To ensure gender-equitable employment opportunities, Indonesia must strengthen its labor policies by implementing gender quotas in leadership roles within both public and private sectors to ensure female representation in decision-making positions. Gender-equal pay policies should be strictly enforced, with clear penalties for wage discrimination to ensure that women receive fair compensation for their work. Parental leave laws also require significant reform, including the introduction of mandatory paternity leave, which would help reduce the child penalty and encourage shared caregiving responsibilities. Furthermore, independent monitoring bodies should be established to oversee gender compliance in labor laws and ensure stronger legal accountability for discriminatory employment practices.

Through feminist legal theory and social justice theory, it is evident that Indonesia’s current labor policies are insufficient in addressing workplace gender inequality. By

adopting more progressive legal strategies, such as those seen in Kazakhstan, Pontianak could effectively reduce employment discrimination and create a more inclusive workforce.

B. The Impact of Sociocultural Factors

A unique aspect identified in this study is the pronounced impact of sociocultural factors, particularly the "child penalty," on women's careers in Pontianak. The child penalty, referring to career setbacks faced by women due to maternity and childcare responsibilities, is exacerbated by local sociocultural norms that prioritize women's roles as primary caregivers. This dynamic leads to significant career interruptions and diminished professional growth opportunities for women. Despite the existence of maternity leave policies, such as those mandated by Law No. 13 of 2003 on Labor, which provides for maternity leave and job protection during pregnancy and childbirth, the lack of comprehensive paternity leave and inadequate societal support for shared childcare responsibilities perpetuates these challenges. Furthermore, Law No. 4 of 1979 on Child Welfare emphasizes the need for shared responsibility in child-rearing, yet cultural expectations often hinder its effective implementation.¹⁷ The qualitative data underscore that local cultural expectations often hinder women's ability to balance career and family responsibilities effectively. Consequently, these sociocultural barriers necessitate more radical and context-specific policy interventions, such as the implementation of equitable maternity and paternity leave policies, and initiatives aimed at shifting societal norms to support shared caregiving responsibilities, thus enabling women to pursue their careers without disproportionate penalties.

Sociocultural factors play a significant role in perpetuating gender disparities in the workplace, as they shape societal norms, expectations, and behaviors that directly influence employment opportunities for women. Gender role theory suggests that traditional social constructs often reinforce the perception that women should prioritize domestic responsibilities over professional careers, leading to systemic discrimination in hiring, career advancement, and wage structures. In Pontianak, these sociocultural expectations remain deeply ingrained, limiting women's participation in leadership roles and high-paying professions.

¹⁷ Law of the Republic of Indonesia Number 4 of 1979 concerning Child Welfare. (State Gazette of the Republic of Indonesia Number 32 of 1982, Supplement to the State Gazette of the Republic of Indonesia Number 3143)

One of the most pervasive sociocultural barriers affecting women in the workforce is the “child penalty”, which refers to the career setbacks women face due to maternity and childcare responsibilities. Despite the existence of Law No. 13 of 2003 on Labor, which provides maternity leave protections, the law does not comprehensively address the structural disadvantages that women experience upon returning to work. Many women face workplace discrimination, including reduced career progression opportunities, wage stagnation, and the assumption that they are less committed to their jobs compared to their male counterparts. Employers often favor hiring men over women of childbearing age, fearing productivity losses due to maternity leave. Meanwhile, the lack of paternity leave regulations reinforces the stereotype that childcare remains solely a woman’s responsibility, further widening the gender gap in career advancement.

Cultural norms that prioritize men as primary breadwinners further contribute to workplace inequalities. In many Indonesian communities, including Pontianak, there is still a strong belief that men should occupy decision-making positions while women should take on supporting roles. This ideology translates into limited access to leadership roles, fewer networking opportunities, and underrepresentation of women in executive positions. Even when legal frameworks formally guarantee gender equality, these societal perceptions continue to undermine women’s access to career progression. The persistence of these traditional gender norms highlights the gap between legal provisions and their practical implementation in workplace environments.

A comparative analysis with Kazakhstan’s labor policies demonstrates the effectiveness of addressing sociocultural barriers through legislative interventions. Kazakhstan has introduced gender quotas in corporate leadership, expanded parental leave for fathers, and implemented gender-sensitivity training in workplaces. These policies have contributed to shifting cultural attitudes regarding gender roles, encouraging more equitable participation in the labor force. By contrast, Indonesia lacks enforcement mechanisms and policy interventions that actively challenge deep-seated gender biases in employment settings.

To mitigate the impact of sociocultural factors on workplace gender inequality, Indonesia must implement policies that promote shared caregiving responsibilities, challenge traditional gender norms, and provide legal incentives for gender-inclusive hiring and promotion practices. The introduction of mandatory paternity leave alongside maternity leave would help to normalize shared childcare responsibilities and reduce biases against working mothers. Additionally, corporate gender diversity initiatives

should be encouraged, ensuring that companies set measurable targets for female representation in leadership positions. Public awareness campaigns and gender-sensitivity training for employers and employees alike could also help dismantle traditional biases and create a more inclusive work environment.

Through the lens of social justice theory, addressing sociocultural barriers is crucial to achieving substantive workplace equality. While legal frameworks provide the foundation for gender equality, meaningful change requires a cultural shift in how society perceives gender roles in employment. Without targeted interventions to address ingrained sociocultural biases, legal protections alone will remain insufficient in closing the gender gap in Pontianak's workforce.

C. Effectiveness of Government Initiatives

Local government initiatives in Pontianak, such as those spearheaded by the Department of Population Control and Family Planning, Women's Empowerment, and Child Protection, have shown some success in addressing gender inequalities. These initiatives, supported by regulations like Law No. 23 of 2004 on the Elimination of Domestic Violence, focus on preventing violence against women and children, thereby indirectly supporting gender equality by creating a safer environment for women.¹⁸ Additionally, Law No. 21 of 2007 on the Eradication of the Crime of Trafficking in Persons plays a critical role in protecting women from exploitation and abuse.¹⁹ However, our analysis indicates that these efforts often fall short of addressing workplace-specific discrimination. For instance, while legal protections against violence are crucial, they do not necessarily translate into equal employment opportunities or career advancement for women. The qualitative data highlight that despite these protective measures, women in Pontianak continue to face significant barriers in the workplace, suggesting a need for more targeted policies that directly address discrimination and promote gender equality in employment contexts. Strengthening the enforcement of existing laws and implementing new policies focused specifically on workplace equality are essential steps towards achieving comprehensive gender equality.

From the perspective of progressive legal theory, the effectiveness of government initiatives depends not only on the existence of laws but also on their enforcement and

¹⁸ Law of the Republic of Indonesia Number 23 of 2004 concerning the Elimination of Domestic Violence. (State Gazette of the Republic of Indonesia 2004 Number 95)

¹⁹ Law of the Republic of Indonesia Number 21 of 2007 concerning the Eradication of the Crime of Human Trafficking. (State Gazette of the Republic of Indonesia 2007 Number 58, Supplement to the State Gazette of the Republic of Indonesia Number 4720).

practical impact. Feminist legal theory further argues that policies must move beyond formal equality to address structural disadvantages that prevent women from achieving workplace parity. Although regulations exist to protect women from violence and exploitation, they lack mechanisms to ensure substantive equality in employment, leading to continued gender disparities in hiring, wages, and promotions.

To bridge this gap, the government must strengthen enforcement bodies, introduce affirmative action measures, and establish corporate accountability frameworks that incentivize gender-inclusive workplace practices. Economic incentives for compliance and legal penalties for discrimination should be enforced to ensure that gender equality is not just a legal ideal but a workplace reality. Without systematic oversight and institutional reforms, government policies will remain limited in their ability to address workplace discrimination effectively.

D. Role of Civil Society Organizations

Civil society organizations (CSOs) such as the Pontianak Bhinneka Network (PBN) play a critical role in advocating for gender equality and supporting the implementation of policies designed to combat gender discrimination. These organizations are vital in promoting public awareness and lobbying for effective policy changes. The importance of CSOs is underscored by Law No. 17 of 2013 on Societal Organizations, which provides a legal framework for the formation and operation of CSOs, ensuring their rights to participate in public affairs.²⁰ Despite this, our study reveals that CSOs in Pontianak face significant challenges, including limited organizational capacity and strained relations with state actors. These constraints hinder their ability to effectively advocate for gender equality and support the enforcement of existing regulations, such as Law No. 39 of 1999 on Human Rights, which affirms the state's commitment to uphold and protect human rights, including the rights of women.²¹ Enhancing the capacity of these organizations through increased funding, training, and collaboration with government agencies is crucial. By strengthening CSOs, Pontianak can better harness their potential to drive social change, influence public policy, and ensure the effective implementation of gender equality initiatives.

²⁰ Law of the Republic of Indonesia Number 17 of 2013 concerning Community Organizations. (State Gazette of the Republic of Indonesia Number 116 of 2013, Supplement to the State Gazette of the Republic of Indonesia Number 5430)

²¹ Law of the Republic of Indonesia Number 39 of 1999 concerning Human Rights (State Gazette of the Republic of Indonesia 1999 Number 165, Supplement to the State Gazette of the Republic of Indonesia Number 3886).

However, strengthening CSOs alone is not sufficient without ensuring that their role is formally recognized within the legal framework. From a feminist legal theory perspective, CSOs must not only act as advocates but also as key stakeholders in shaping employment policies that directly address structural gender disparities. The progressive legal theory approach emphasizes that legal frameworks should evolve based on societal needs, meaning that CSOs should be integrated into formal decision-making processes to ensure that policies are not only enacted but also effectively implemented. Their inclusion in policy formulation, labor law enforcement, and corporate accountability mechanisms would enhance their ability to bridge the gap between legal principles and real-world application.

To achieve this, collaboration between CSOs, the government, and private sector actors must be institutionalized through legally binding mechanisms that ensure their role in monitoring gender compliance in workplaces, advocating for labor rights, and holding institutions accountable. Strengthened partnerships would enable CSOs to work alongside regulatory bodies in ensuring adherence to gender-equality mandates, providing oversight on corporate practices, and fostering inclusive policy dialogues.

Without such systemic integration, CSOs in Pontianak will continue to struggle with limited authority, funding shortages, and weak enforcement mechanisms, ultimately reducing their effectiveness in driving long-term gender equality reforms. Ensuring their formal participation in labor governance structures, expanding their legal mandate, and fostering collaborative frameworks with key stakeholders will be essential to making gender equality initiatives truly impactful and sustainable.

E. Comparative Analysis Lessons from Kazakhstan

Kazakhstan's robust legal framework for gender equality offers valuable lessons for Pontianak. Kazakhstan's labor laws, notably the Labor Code of Kazakhstan, emphasize the prohibition of gender discrimination and mandate equal pay for equal work, along with comprehensive maternity and paternity leave provisions. These measures are complemented by the country's adherence to international standards such as the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW). In Indonesia, similar protections are enshrined in Law No. 13 of 2003 on Labor and Law No. 21 of 2007 on the Eradication of the Crime of Trafficking in Persons, which aim to eliminate gender-based discrimination and promote safe working conditions for women. However, the effective enforcement of these laws in Indonesia remains a significant challenge. Our analysis suggests that adopting best practices from

Kazakhstan could enhance the efficacy of gender equality initiatives in Pontianak. This includes not only strengthening legal frameworks but also ensuring their rigorous implementation and societal acceptance. Additionally, Kazakhstan's success in fostering collaboration between government agencies, civil society organizations, and international bodies highlights the importance of a multi-stakeholder approach. By learning from Kazakhstan's integrated and enforced policies, Pontianak can better address its gender disparities, promoting a more inclusive and equitable workplace. This comparative analysis underscores the necessity for Indonesia to bolster its legal enforcement mechanisms and foster a cultural shift towards gender equality, leveraging international best practices to achieve sustainable development goals.

F. Comparative Analysis: Lessons for Pontianak

Kazakhstan's labor laws provide valuable insights into fostering gender equality in the workplace, particularly through robust enforcement mechanisms and comprehensive gender-equal policies. Notable measures include mandatory equal pay, gender quotas in leadership roles, and well-structured maternity and paternity leave systems. These policies are further reinforced by strong enforcement frameworks and a collaborative societal approach, making them effective in addressing workplace gender disparities. However, applying these lessons to Pontianak requires careful consideration of Indonesia's unique socio-political and cultural context. While Indonesia already possesses a legal foundation for promoting gender equality—such as Law No. 13 of 2003 on Labor and Law No. 21 of 2007 on the Eradication of the Crime of Trafficking in Persons—the implementation of these laws remains inconsistent. Moreover, cultural norms that reinforce traditional gender roles present additional challenges that differ significantly from those in Kazakhstan. Rather than replicating Kazakhstan's framework directly, Pontianak can focus on enhancing its existing legal provisions while tailoring policies to local needs. For instance, policies mandating gender diversity in leadership positions across public and private sectors can significantly boost women's representation in decision-making roles. Such policies can be supported by performance-based incentives for companies that meet gender diversity targets and penalties for those that fail to comply. Additionally, addressing the “child penalty” that disproportionately affects women in Pontianak necessitates an expansion of maternity leave provisions and the introduction of mandatory paternity leave. These policies should be complemented by public awareness campaigns aimed at normalizing shared caregiving responsibilities, thus reducing the burden traditionally placed on women. To

ensure effective policy enforcement, Pontianak could establish localized monitoring units or task forces dedicated to ensuring compliance with gender-equality regulations. These units can collaborate with civil society organizations and labor unions to address workplace violations and promote accountability. Public-private partnerships also play a critical role in advancing gender equality. Collaborative initiatives involving government agencies, private enterprises, and civil society can promote gender-inclusive workplace practices, such as leadership training programs for women, mentorship initiatives, and broader campaigns to challenge gender stereotypes in the workforce. By adapting these strategies to Pontianak's specific socio-cultural and economic realities, the city can create a sustainable framework for addressing gender inequality. This approach highlights the importance of combining local solutions with international best practices to foster a more inclusive and equitable workplace environment, ultimately contributing to regional socio-economic development.

G. Proposed Solutions for Pontianak

Addressing gender inequality in Pontianak requires a multifaceted approach that combines legal reforms, sociocultural interventions, and economic strategies. These solutions should be tailored to the local context while drawing on best practices from successful international models. The following recommendations are proposed to tackle the persistent challenges and promote gender equality in Pontianak's workplaces.

1. Strengthening Legal Frameworks and Enforcement Mechanisms

Existing laws, such as Law No. 13 of 2003 on Labor, must be revised and strengthened to address workplace-specific gender discrimination comprehensively. For example, the inclusion of provisions mandating equal pay for equal work and penalties for discriminatory practices would enhance the law's effectiveness. Regional monitoring units should be established to oversee compliance, supported by periodic audits of companies' gender policies and practices.

2. Promoting Gender Diversity in Leadership

Policies that mandate a minimum percentage of women in leadership positions across both public and private sectors are crucial. To encourage compliance, the government could provide tax incentives or public recognition to organizations that achieve or exceed gender diversity targets. Conversely, penalties for non-compliance should be clearly outlined and enforced.

3. Comprehensive Parental Leave Policies

Introducing mandatory paternity leave alongside expanded maternity leave is essential to address the "child penalty" that disproportionately impacts women. Such policies would promote shared caregiving responsibilities and reduce the burden on women, thereby facilitating their career progression. Public campaigns and workplace education programs can further normalize the concept of shared caregiving.

4. Economic Incentives for Gender-Inclusive Practices

The government could offer financial incentives, such as tax breaks or grants, to businesses that implement gender-inclusive workplace policies. These could include flexible working arrangements, on-site childcare facilities, and mentorship programs for women. Such incentives would not only encourage private sector participation but also highlight the economic benefits of gender equality.

5. Capacity Building for Civil Society Organizations (CSOs)

Strengthening the capacity of CSOs is critical for sustained advocacy and monitoring of gender-equality initiatives. This includes providing financial support, training programs, and fostering collaborations between CSOs, government agencies, and international organizations. By leveraging the Social Capital Theory, which emphasizes the role of trust and networks, CSOs can effectively bridge gaps between policy design and implementation.

6. Public Awareness and Cultural Shifts

Cultural norms that perpetuate gender inequality must be addressed through community-based education and awareness campaigns. These campaigns should focus on the economic and social benefits of gender equality, targeting both men and women to promote shared responsibilities in caregiving and household roles.

7. Engaging the Private Sector

Encouraging the private sector to adopt and implement gender-inclusive practices is critical. Businesses should be incentivized to develop workplace policies that address gender-based discrimination and support women's professional development. Initiatives such as mentorship programs, leadership training, and career advancement opportunities for women can significantly impact workplace equity.

By implementing these targeted solutions, Pontianak can address the root causes of gender inequality in the workplace while fostering a more inclusive and

equitable environment. These measures not only benefit women but also contribute to broader socio-economic development in the region. The integration of these policies requires collaboration among government agencies, civil society, and the private sector, ensuring that the solutions are both practical and sustainable.

H. Economic Implications of Gender Inequality

The economic implications of gender inequality in Pontianak are profound and multifaceted, impacting not only the socio-economic well-being of women but also the overall economic development of the region. Gender disparities in education, health, and employment hinder women's full participation in the labor market, leading to a loss of potential talent and productivity. Studies from West Papua demonstrate that addressing gender inequality can result in significant economic benefits, such as increased productivity and economic growth. In Indonesia, Law No. 13 of 2003 on Labor and Law No. 11 of 2020 on Job Creation aim to create a more inclusive labor market by promoting equal employment opportunities and eliminating discriminatory practices²². However, the enforcement of these laws remains inconsistent, limiting their effectiveness. Additionally, policies such as the National Medium-Term Development Plan (RPJMN) emphasize the need for gender mainstreaming in economic development strategies. Our analysis indicates that addressing gender inequalities in Pontianak could lead to enhanced economic outcomes, including higher levels of innovation, improved job satisfaction, and increased household incomes. Therefore, promoting gender equality is not only a matter of social justice but also an economic imperative that can drive sustainable development. It is crucial for policymakers to implement and enforce comprehensive gender equality policies, ensuring that women have equal access to education, healthcare, and employment opportunities, thereby unlocking the full economic potential of the region.

I. Policy Recommendations

Effectively address the gender gap in Pontianak's workplace, a multifaceted approach is essential, integrating legal, sociocultural, and economic strategies. First, it is imperative to enhance and enforce existing legal frameworks, such as Law No. 13 of 2003 on Labor, which mandates equal treatment and opportunities for men and women, and Law No. 21 of 2007 on the Eradication of the Crime of Trafficking in Persons, to

²² Law of the Republic of Indonesia Number 11 of 2020 concerning Job Creation. (State Gazette of the Republic of Indonesia 2020 Number 245, Supplement to the State Gazette of the Republic of Indonesia Number 6573).

ensure they adequately address workplace discrimination. Additionally, the introduction of comprehensive paternity leave policies, akin to the maternity leave provisions already in place, can help mitigate the child penalty and promote shared childcare responsibilities. Policies must also include targeted anti-discrimination measures, with robust enforcement mechanisms to ensure compliance and protect women's rights in the workplace. Strengthening civil society organizations, through increased funding and capacity-building initiatives, is crucial for their role in advocating for gender equality and supporting policy implementation. Furthermore, adopting best practices from countries like Kazakhstan, which have successfully integrated gender equality into their labor laws, can provide valuable frameworks for Pontianak. Economic incentives for businesses that actively promote gender equality, alongside public awareness campaigns to shift societal norms, can further drive change. These comprehensive policy recommendations aim to create a more inclusive and suitable workplace, fostering socio economic development and enhancing the overall well-being of women in Pontianak.

The following table provides a comprehensive analysis of gender inequality in the workplace in Pontianak. It covers several critical aspects, including gender discrimination and employment opportunities, the impact of sociocultural factors, the effectiveness of government initiatives, the role of civil society organizations, comparative lessons from Kazakhstan, the economic implications of gender inequality, and policy recommendations. Each aspect is detailed with key findings and relevant Indonesian and international laws or regulations that support the analysis. This structured overview aims to inform and guide stakeholders in developing and implementing effective policies to promote gender equality and enhance socio economic development in Pontianak.

Tabel 1
Gender Inequality Analysis Table

Aspect	Key Findings	Relevant Laws/Regulations
Gender Discrimination and Employment Opportunities	Persistent gender discrimination, lower-paying positions for women, limited career advancement, inconsistent enforcement of laws such as Law No. 13 of 2003 on Labor.	Law No. 13 of 2003 on Labor, Law No. 21 of 2007 on Eradication of Trafficking.
Impact of Sociocultural Factors	Pronounced 'child penalty', local norms prioritize women as primary caregivers, lack of comprehensive paternity	Law No. 13 of 2003 on Labor, Law No. 4 of 1979 on Child Welfare.

	leave, societal support needed.	
Effectiveness of Government Initiatives	Success in preventing violence against women, limited impact on workplace discrimination, need for targeted policies, enforcement of Law No. 23 of 2004.	Law No. 23 of 2004 on Elimination of Domestic Violence, Law No. 21 of 2007.
Role of Civil Society Organizations	Critical role in advocacy, challenges with limited capacity and strained state relations, supported by Law No. 17 of 2013 on Societal Organizations.	Law No. 17 of 2013 on Societal Organizations, Law No. 39 of 1999 on Human Rights.
Comparative Analysis: Lessons from Kazakhstan	Effective gender equality laws in Kazakhstan, robust enforcement and societal support, potential for adopting best practices in Pontianak.	Kazakhstan's Labor Code, CEDAW ²³ .
Economic Implications of Gender Inequality	Gender disparities hinder economic growth, enhanced productivity and economic outcomes possible with gender equality, supported by RPJMN.	Law No. 13 of 2003 on Labor, Law No. 11 of 2020 on Job Creation, RPJMN.
Policy Recommendations	Enhance and enforce legal frameworks, introduce paternity leave policies, provide economic incentives, strengthen CSOs, adopt international best practices.	Law No. 13 of 2003 on Labor, Kazakhstan's Labor Code, CEDAW, RPJMN.

Data source: Researchers' processed data

IV. Conclusion

This study has illuminated the complex and multifaceted nature of gender inequality in Pontianak's workplaces, shaped by both structural deficiencies and deeply ingrained sociocultural norms. While existing legal frameworks, such as Law No. 13 of 2003 on Labor and Law No. 21 of 2007 on the Eradication of the Crime of Trafficking in Persons, provide a foundational basis for addressing these disparities, their inconsistent enforcement has limited their effectiveness. Workplace-specific challenges, such as the pervasive "child penalty" and the significant underrepresentation of women in leadership roles, remain persistent barriers. These findings highlight the critical need for more comprehensive, robust, and contextually tailored strategies to effectively address and

²³ Labour Code of the Republic of Kazakhstan.

close the gender gap in Pontianak.

The recommendations outlined in this study are designed to provide a comprehensive and actionable framework for policymakers, civil society organizations, and the private sector to address the persistent gender inequalities in Pontianak's workplaces. At their core, these recommendations emphasize the integration of strengthened legal frameworks that go beyond existing regulations, ensuring robust enforcement mechanisms and clear accountability measures. Mandates for gender diversity in leadership roles aim to break systemic barriers by fostering equal opportunities for women in decision-making positions, which are critical for driving cultural and organizational change.

Moreover, reforms to parental leave policies, particularly the introduction of mandatory paternity leave, are proposed as a transformative solution to mitigate the "child penalty" that disproportionately affects women. These reforms are not merely symbolic but are intended to promote shared caregiving responsibilities, challenging traditional gender norms and enabling women to participate more fully in the workforce without compromising their career progression.

Economic incentives play a pivotal role in this strategy, encouraging businesses to adopt gender-inclusive practices such as flexible working arrangements, mentorship programs for women, and on-site childcare facilities. These measures not only support workplace equity but also demonstrate the tangible benefits of diversity, including enhanced productivity and innovation.

By addressing these issues through an integrated and context-sensitive approach, this study seeks to create a workplace environment that is equitable, inclusive, and reflective of the socio-cultural realities of Pontianak. Beyond promoting gender equality, these recommendations aim to unlock the untapped economic potential of women's full participation in the workforce, thereby driving sustainable regional development. Policymakers, in particular, are encouraged to leverage these findings as a roadmap for implementing systemic reforms that align with global best practices while remaining attuned to local needs and challenges.

Through a collaborative effort among government agencies, civil society, and the private sector, these strategies have the potential to not only bridge the gender gap but also to establish Pontianak as a model of inclusive growth and progressive policy implementation. By fostering a culture of equity and empowerment, this study envisions a future where gender equality is both a cornerstone of social justice and a driver of

economic resilience.

For policymakers, this research offers a robust and comprehensive framework to guide decision-making processes aimed at addressing gender inequality in Pontianak. It underscores the critical importance of aligning local policies with proven international best practices, such as those exemplified by Kazakhstan's labor reforms, while adapting these strategies to fit Pontianak's unique cultural, socio-economic, and institutional context. The study highlights the pivotal role of government agencies in ensuring the effective enforcement of gender-equality laws through strengthened monitoring and accountability mechanisms. It advocates for the integration of economic incentives to encourage private sector participation in adopting gender-inclusive practices, such as flexible working arrangements, equal pay policies, and leadership opportunities for women. Collaboration with civil society organizations is equally emphasized as a key element in fostering accountability, promoting community-driven advocacy, and ensuring inclusivity in policy formulation and implementation. By bridging global insights with localized action, this framework empowers policymakers to create systemic, sustainable change that advances gender equality while driving broader socio-economic development in the region.

The findings of this research provide a strong foundation for the development of community-focused programs designed to challenge entrenched traditional gender norms and foster shared caregiving responsibilities. By addressing these sociocultural barriers, policymakers can utilize these insights to craft targeted public awareness campaigns that emphasize the societal and economic benefits of gender equality. Additionally, the study supports the creation of leadership training initiatives tailored for women, aimed at equipping them with the skills and opportunities needed to advance into decision-making roles.

Community-based interventions can be designed to actively reduce workplace discrimination by promoting inclusive practices and encouraging local businesses to adopt gender-sensitive policies. These programs would not only address immediate inequalities but also contribute to the long-term cultural shift necessary to sustain gender equity. By leveraging these findings, policymakers have the opportunity to implement holistic, evidence-based strategies that empower women, enhance workplace inclusivity, and contribute to broader socio-economic progress.

This study makes a significant contribution to the discourse on gender equality by presenting localized and actionable solutions tailored to the unique challenges faced by

women in Pontianak. The proposed strategies emphasize a multidimensional approach that integrates legal reforms, sociocultural interventions, and economic incentives to effectively address gender disparities in the workplace. By adopting these recommendations, policymakers and stakeholders have the opportunity to create a more inclusive and equitable work environment that not only empowers women but also fosters broader socio-economic growth and resilience in the region.

The findings and recommendations outlined in this research are designed to act as a strategic roadmap for meaningful and sustainable change. They underscore the importance of aligning local initiatives with global best practices while maintaining sensitivity to Pontianak's cultural and economic context. Through collaborative efforts among government agencies, civil society, and the private sector, this study envisions a future where gender equality serves as a cornerstone of Pontianak's development agenda transforming workplaces, advancing societal progress, and securing a more equitable future for all.

Bibliography

Books:

- Elefante, M. et al. (2023) *Accelerating Gender Equality Through Reforming Legal Frameworks*, Washington, DC: World Bank.
- World Bank. (2023) *Papua New Guinea Economic Update, March 2023: Unlocking the Economic Benefits of Gender Equality*, World Bank.

Articles:

- Andrade, M. (2022) 'Gender Equality in the Workplace: A Global Perspective', *Strategic HR Review*, 21(5): 158-163.
- Beissenova, A. & Rakisheva, N. (2022) 'Evaluation of the Effectiveness of Women's Employment in the Labor Market of Kazakhstan', *The Journal of Psychology & Sociology*, 82(3).
- Dawi, K. et al., (2022) 'Problematika Advokasi Kebijakan Publik Oleh Kelompok Masyarakat Sipil di Kota Pontianak', *Diktum: Jurnal Ilmu Hukum*, 9(2): 168-188.
- Golovinov, A. & Golovinova, Y. (2022) 'International Legal Framework For Ensuring Gender Equality And Anti-Discrimination Regulations: General Issues', *Russian-Asian Legal Journal*, (3): 54-56.
- Hemafitria, Octavia, E., & Markononi, A. (2023) 'Peran Dinas Pengendalian Penduduk Dan Keluarga Berencana, Pemberdayaan Perempuan Dan Perlindungan Anak

- Dalam Mencegah Kekerasan di Kota Pontianak', *Jurnal Pendidikan Kewarganegaraan*, 7(1): 134-148.
- Khamzina, Z. et al. (2021) 'Gender Equality in Employment: A View from Kazakhstan', *Anais Da Academia Brasileira de Ciências*, 93(4): e20190042.
- Khamzina, Z. et al., (2022) 'Towards Nondiscrimination and Gender Equality: The Role of International Labor Standards', *Sustainability*, 14(9): 5349.
- Kireyeva, A. et al., (2023) 'Analysis of Gender Inequality in the Labor Market and Its Adaptation to the Conditions of Kazakhstan', *Eurasian Journal of Economic and Business Studies*, 1(67): 156-172.
- Li, J. (2023) 'Analysis of Relationships between Cultural Gender Norms and Gender Gap', *Lecture Notes in Education Psychology and Public Media*, 5(1): 201-205.
- Mustamir, L., Maspatella, M., & Waimb, D. (2022) 'Analisis Pengaruh Ketimpangan Gender Dalam Pendidikan, Kesehatan Dan Ketenagakerjaan Terhadap Produk Domestik Regional Bruto Di Provinsi Papua Barat Tahun 2015-2019', *JFRES Journal of Fiscal and Regional Economy Studies*, 5(1): 2015-2019.
- Nyussupova, G. et al., (2023) 'Gender Features of the Kazakhstan Labour Market in the Context of Sustainable Development', *Hungarian Geographical Bulletin*, 72(1): 59-74.
- O'Brien, K. et al. (2017) 'Workplace Gender Inequality as a Wicked Problem: Implications for Research and Practice', *Academy of Management Proceedings*, 2017(1).
- Olsson, M. et al. (2022) 'Gender Gap in Parental Leave Intentions: Evidence from 37 Countries', *Political Psychology*, 0(0).
- Singh, V. (2023) 'The Study of the Legal and Judicial Approach in India to the Problem of Gender Inequality in the Workplace', *International Journal of Law and Management*, 65(3): 209-223.
- Soeters, S. et al. (2021) 'Gender Equality in the Government Water, Sanitation, and Hygiene Workforce in Indonesia: An Analysis through the Gender at Work Framework', *Development Studies Research*, 8(1): 280-293.
- Um, S. (2023) 'The Militarized Workplace: How Organizational Culture Perpetuates Gender Inequality in Korea', *Gender, Work & Organization*, 30(5):1676-1693.

Indonesian Law

The 1945 Constitution of the Republic of Indonesia.

Law of the Republic of Indonesia Number 7 of 1984 concerning Ratification of the Convention on the Elimination of All Forms of Discrimination Against Women (State Gazette of the Republic of Indonesia Number 29 of 1984, Supplement to the State Gazette of the Republic of Indonesia Number 3277).

Law of the Republic of Indonesia Number 4 of 1979 concerning Child Welfare. (State Gazette of the Republic of Indonesia Number 32 of 1982, Supplement to the State Gazette of the Republic of Indonesia Number 3143).

Law of the Republic of Indonesia Number 39 of 1999 concerning Human Rights (State Gazette of the Republic of Indonesia Number 165 of 1999, Supplement to the State Gazette of the Republic of Indonesia Number 3886).

Law of the Republic of Indonesia Number 23 of 2004 concerning the Elimination of Domestic Violence. (State Gazette of the Republic of Indonesia Number 95 of 2004).

Law of the Republic of Indonesia Number 21 of 2007 concerning the Eradication of the Crime of Human Trafficking. (State Gazette of the Republic of Indonesia Number 58 of 2007, Supplement to the State Gazette of the Republic of Indonesia Number 4720).

Law of the Republic of Indonesia Number 17 of 2013 concerning Community Organizations (State Gazette of the Republic of Indonesia Number 116 of 2013, Supplement to the State Gazette of the Republic of Indonesia Number 5430).

Law of the Republic of Indonesia Number 13 of 2003 concerning Labor (State Gazette of the Republic of Indonesia Number 39 of 2003, Supplement to the State Gazette of the Republic of Indonesia Number 4279).

Law of the Republic of Indonesia Number 11 of 2020 concerning Job Creation (State Gazette of the Republic of Indonesia Number 245 of 2020, Supplement to the State Gazette of the Republic of Indonesia Number 6573).

Presidential Instruction of the Republic of Indonesia Number 9 of 2000 concerning Gender Mainstreaming in National Development.

Kazakh Law

Labour Code of the Republic of Kazakhstan.