

The Mediating Role of Job Satisfaction in Gender-Equal HRM Practices and Employee Performance

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Abstract

The aim of this study was to find out the effect of gender-equality-based human resource management (HRM) practices on employee performance, with job satisfaction as a mediating variable. Data were collected from 363 civil servants in Indragiri Hilir using simple random sampling and analyzed descriptively and with SmartPLS. The results show that gender equality in HRM practices has a positive and significant effect on performance ($\beta = 0.424$; $t = 5.335$; $p < 0.001$) and job satisfaction ($\beta = 0.897$; $t = 74.841$; $p < 0.001$). Job satisfaction has a positive effect on performance ($\beta = 0.502$; $t = 6.377$; $p < 0.001$) and mediates the relationship between gender equality and performance (indirect effect $\beta = 0.450$; $t = 6.343$; $p < 0.001$). The model explains 81.4% of the variance in performance and 80.5% in job satisfaction. These results highlight the importance of fair and inclusive HRM policies in enhancing job satisfaction and organizational performance.

Keywords: gender equality in HRMP; job performance; job satisfaction

Peran Mediasi Kepuasan Kerja dalam Praktik Manajemen Sumber Daya Manusia yang Setara Gender dan Kinerja Karyawan

Abstrak

Penelitian ini bertujuan menguji pengaruh kesetaraan gender dalam manajemen sumber daya manusia (MSDM) terhadap kinerja pegawai dengan kepuasan kerja sebagai variabel mediasi. Sampel penelitian terdiri dari 363 pegawai negeri sipil di Kabupaten Indragiri Hilir yang dipilih dengan teknik simple random sampling. Data dianalisis secara deskriptif dan verifikatif menggunakan SmartPLS. Hasil menunjukkan bahwa kesetaraan gender dalam praktik MSDM berpengaruh positif dan signifikan terhadap kinerja ($\beta = 0,424$; $t = 5,335$; $p < 0,001$) dan kepuasan kerja ($\beta = 0,897$; $t = 74,841$; $p < 0,001$). Kepuasan kerja juga berpengaruh positif terhadap kinerja ($\beta = 0,502$; $t = 6,377$; $p < 0,001$) dan memediasi hubungan antara kesetaraan gender dan kinerja (efek tidak langsung $\beta = 0,450$; $t = 6,343$; $p < 0,001$). Model menjelaskan 81,4% variasi kinerja dan 80,5% variasi kepuasan kerja. Temuan ini menegaskan pentingnya kebijakan MSDM yang adil dan inklusif untuk meningkatkan kepuasan kerja dan kinerja organisasi.

Kata kunci: kesetaraan gender dalam MSDM; kinerja pekerjaan; kepuasan kerja

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INTRODUCTION

Gender equality has become a crucial global concern in the world of work. Despite regulatory reforms and various international initiatives, women and men still face unequal

access to employment opportunities, credit, and leadership positions in many countries (Adams-Prassl et al., 2020; Leovani et al., 2023). These barriers are not limited to the private sector but also persist in the public sector, including the state bureaucracy. In Indonesia, official statistics indicate that women now constitute a slight majority of the civil service workforce, yet they remain significantly under-represented in senior leadership positions, where men still occupy most high-ranking posts. According to datasets from the Ministry of PANRB (2023), the proportion of women in Echelon I is only around 16% and in Echelon II about 14%, with very limited progress in the last five years. This contrast between women's numerical dominance in the overall State Civil Apparatus (Aparatur Sipil Negara/ASN) and their low representation in strategic positions underlines a persistent gender imbalance in Indonesia's bureaucracy.

Gender inequality in the workplace generates negative consequences, including lower motivation, reduced job satisfaction, and poorer employee performance. In the public sector, these individual-level effects can translate into lower efficiency and declining quality of public services. Prior studies show that discriminatory HRM practices and gender bias in recruitment, promotion, and evaluation tend to undermine women's satisfaction, commitment, and performance (Lauring & Selmer, 2012), whereas equality-based HR policies are associated with higher job satisfaction, lower turnover, and stronger performance in diverse work environments (Gatrell et al., 2018; Hsu et al., 2020). Therefore, examining how gender-equality-based human resource management (HRM) practices influence employee performance is important not only for promoting social justice but also for improving the effectiveness of public organizations.

The Indonesian bureaucratic sector provides a strategic context for such an investigation. As an institution that manages state administration and delivers public services, the bureaucracy plays a key role in supporting national development but is often characterized by rigid hierarchies, a patriarchal organizational culture, and informal practices that may perpetuate gender bias. Promotion and recruitment processes are frequently influenced by non-merit factors such as seniority and gendered expectations, which can disadvantage women despite their growing presence in the civil service. At the same time, the bureaucracy is expected to serve as a role model for gender mainstreaming and inclusive governance. A civil service that adopts gender-equality principles can improve its performance and legitimacy. This makes Indonesian authorities a timely research setting to understand how gender-equality-oriented HRM practices can be effectively implemented.

This study focuses on three core variables: gender equality in HR practices, job satisfaction, and employee performance. Gender equality in HR practices covers processes such as recruitment, promotion, compensation, training, career development, and performance appraisal that are designed and implemented fairly for all genders (Ahmed et al., 2018; Gulzar et al., 2020). Previous research indicates that gender-inclusive HR practices can help create a supportive work climate, increase employees' sense of justice and recognition, and contribute to better organizational outcomes (Hsu et al., 2020). The link between gender-equality-based HR practices and performance can operate through several

mechanisms. Besides enhancing job satisfaction, fair and transparent HR systems may strengthen organizational commitment, psychological safety, and trust, reduce perceptions of discrimination, and foster collaboration and innovation, all of which can improve performance in the long run (Gatrell et al., 2018; Luring & Selmer, 2012).

Social exchange theory (SET) provides the main conceptual lens for this study (Blau (1964; Hsu et al., 2020). According to SET, the employment relationship is a reciprocal exchange in which employees respond to the treatment they receive from the organization. When employees perceive HR practices as fair, inclusive, and supportive, they feel valued and are more likely to reciprocate through higher job satisfaction, stronger commitment, and better performance (Cropanzano & Mitchell, 2005). In the context of Indonesian bureaucracy, where formal rules, hierarchical authority, and cultural norms shape daily interactions, the perceived fairness of HR decisions, such as access to promotion, training, and leadership opportunities, becomes a critical signal of organizational support. HR practices based on gender equality can enhance employees' sense of appreciation and empowerment, thereby increasing their motivation and productivity. SET is therefore relevant for explaining the dynamics of gender equality, job satisfaction, and performance in Indonesia's bureaucratic environment.

Empirical studies on the relationship between HR practices and employee performance have produced mixed results. Some research finds that recruitment and selection have a positive effect on performance (Latif, 2018; Tarwijo, 2018), whereas other studies report non-significant or negative relationships (Atikawati & Udjang, 2016). Similar inconsistencies appear in studies of compensation (Bustomi et al., 2020; Nooh et al., 2017), training (Kambey & Suharnomo, 2013; Syahputra & Tanjung, 2020), and promotion (Rahayu, 2017; Rismadi, 2017). In Indonesia, research that explicitly examines the relationship between gender-equality-based HR practices, job satisfaction, and employee performance is still limited. Most existing studies focus on general aspects of HR practices without considering the gender-equality dimension and are more often conducted in the private sector than in the bureaucracy. This gap highlights the need for contextualized evidence on how gender-equality-oriented HR practices work in public organizations.

Unlike previous studies that have yielded inconsistent empirical results regarding the impact of HR practices on performance or primarily focused on general HR within the private sector, this research offers three distinct novel contributions. First, it provides contextual originality by examining gender-equality-based HRM within the Indonesian state bureaucracy, a strategic environment characterized by rigid hierarchies and patriarchal cultural norms that often perpetuate gender bias. Second, the study offers theoretical novelty by integrating Social Exchange Theory (SET) to explain how civil servants reciprocate fair treatment with higher productivity. Finally, the main highlight of this research is its focus on the mediating role of job satisfaction, identifying it as the vital psychological mechanism that bridges the gap between inclusive HR policies and organizational outcomes in a public sector setting. By addressing these gaps, this article contributes a new framework for understanding how gender equality can be leveraged to improve the performance and legitimacy of public institutions. Specifically, the objectives of this study are to: (1) identify

the direct effect of gender equality in HR practices on employee performance; (2) analyze the mediating role of job satisfaction in this relationship; and (3) formulate recommendations for strategies to support gender-equality policies in the bureaucracy. In doing so, the study is expected to serve as a reference for governments and scholars in designing more inclusive and equitable HRM policies.

METHOD

This research method uses a quantitative approach with descriptive and verification features. This research was conducted on all civil servants in Indragiri Hilir Regency with a total population of 7126. Using a simple random sampling technique and Krejcie and Morgan formula (Krejcie & Morgan, 1970) stated that the researchers obtained a sample of 363 respondents to obtain primary data related to gender equality in human resource management practices, job satisfaction, and performance. Data collection involved the distribution of a closed-ended questionnaire with a 5-point Likert scale to ensure validity, reliability, and time efficiency of the variables. To measure gender equality in human resource management practices, indicators from Al-Jedaiah (Al-Jedaiah, 2020) and Lyness et al. (Lyness et al., 2002). Job satisfaction is measured using indicators developed by Judge et al. (Judge et al., 2001); and job performance is measured using indicators compiled by Na-Nan et al. (Na-Nan et al., 2018) and Koopmans et al. (Koopmans et al., 2012). All collected data will be subjected to descriptive analysis using SPSS and verification analysis using Smart PLS to prove the hypothesis.

FINDING AND DISCUSSION

The respondents in this study were a cumulative total of 363 people, with the majority being female as many as 201 people (55.37%), while 162 people (44.63%) were male. In terms of educational level, most of the respondents had an undergraduate education, as many as 201 people (55.37%), followed by high school, as many as 103 people (28.37%), and S2 consists of 59 people (16.25%). In terms of age group, most respondents were in the 45-50 age group, with 97 people (26.72%), followed by the 35-40 age group, with 89 people (24.52%), and the 41-45 age group, with 73 people (20.11%). The total number of respondents aged over 50 was 68 (18.73%), while the total number of respondents aged under 35 was only 36 (9.92%). In terms of length of service, the highest number of respondents with 11-20 years of service was 136 people (37.47%), followed by 5-10 years of service with 105 people (28.93%), more than 20 years of service with 95 people (26.17%), and less than 5 years of service with 27 people (7.44%). This profile shows the demographic diversity and work experience of the respondents.

The results of the Fornell-Larcker criterion show that the discriminant validity of the model has been met. This is demonstrated by the Average Variance Extracted (AVE) value of each construct, which is greater than the correlation value with other constructs. In the gender equality construct, the AVE value of 0.897 is greater than the correlation with job performance (0.864) and job satisfaction (0.846). Furthermore, for the construction of Job Performance, the AVE value of 0.875 is also greater than the correlation with Gender

Equality (0.864) and Job Satisfaction (0.849). Similarly, the Job Satisfaction construct has an AVE of 0.883, which is higher than its correlation with Gender Equality (0.846) and Job Performance (0.849). Based on these results, the discriminant validity of all the constructs in the model is met according to the Fornell-Larcker criteria.

Table 1. *Fornell-Larcker Criterion*

	Gender Equality	Job Performance	Job Satisfaction
Gender Equality	0,897		
Job Performance	0,864	0,875	
Job Satisfaction	0,846	0,849	0,883

The results of the convergent validity analysis show that each indicator has an outer loading value greater than 0.70, which is the minimum level for convergent validity. In the Gender Equality construct, the loadings of the indicators range from 0.840 to 0.862. The Job Performance construct has an indicator outer loading value between 0.838 and 0.907. Meanwhile, the Job Satisfaction construct shows an outer loading value of the indicators between 0.769 and 0.888. Thus, convergent validity is fulfilled as all indicators have adequate outer loading values.

Table 2. *Outer Loading*

	Gender Equality	Job Performance	Job Satisfaction
GE1	0,845		
GE2	0,862		
GE3	0,842		
GE4	0,840		
GE5	0,841		
JP1		0,839	
JP2		0,838	
JP3		0,907	
JP4		0,863	
JP5		0,868	
JS1			0,858
JS2			0,769
JS3			0,877
JS4			0,888

The results of the reliability construct analysis show that all constructs fulfilled the reliability criteria. The Cronbach's alpha, rho_A and composite reliability for all the constructs exceed the minimum threshold of 0.70, which indicates good internal consistency.

Table 3. *Construct Reliability*

	Cronbach's Alpha	rho_A	Composite Reliability
Gender Equality	0,901	0,903	0,926
Job Performance	0,915	0,916	0,936
Job Satisfaction	0,870	0,872	0,912

The results of the R-squared analysis show the ability of the independent variables to explain the dependent variable:

1. Job performance has an R-squared value of 0.814, which means that 81.4% of the variation in job performance can be explained by the independent variables in the model, with an adjusted R-squared of 0.813, which shows the adjustment for the number of predictors in the model.
2. Job satisfaction has R square value of 0.805, which means that 80.5% of the variation in job satisfaction can be explained by the independent variables in the model, with the adjusted value remaining the same (0.805), indicating the stability of the model

All in all, the high value of R Square (>0.75) indicates the model has strong predictive ability.

Table 4. *R Square*

	R Square	R Square Adjusted
Job Performance	0,814	0,813
Job Satisfaction	0,805	0,805

In Table 4, the Adjusted R-Square value can be seen. In the Job Performance model explained by Gender Equality and Job Satisfaction, the Adjusted R² value of 0.813 indicates that approximately 81.3% of the variation in Job Performance can be explained by these two variables, and the remaining 18.7% is explained by other variables not examined in this study. Then the Adjusted R² value of the job satisfaction variable of 0.805 means that approximately 80.5% of the variation in Job Satisfaction can be explained by Gender Equality, and the remaining 19.5% is explained by other variables not examined in this study.

Table 5. *Hypothesis Testing*

	Original Sample	T Statistics	P Values
Gender Equality -> Job Performance	0,424	5,335	0,000
Gender Equality -> Job Satisfaction	0,897	74,841	0,000
Job Satisfaction -> Job Performance	0,502	6,377	0,000
Gender Equality -> Job Satisfaction -> Job Performance	0,450	6,343	0,000

The results of hypothesis testing show that the relationship between gender equality and job performance is significant with a coefficient value of 0.424, a T-statistic of 5.335 (greater than 1.96), and a P-value of 0.000 (less than 0.05). This shows that gender equality

has a positive and significant effect on job performance, which means that the higher the implementation of gender equality, the better the job performance.

The relationship between gender equality and job satisfaction is also significant, with a coefficient of 0.897, a T-statistic of 74.841, and a P-value of 0.000. These results indicate that Gender Equality has a very strong positive effect on Job Satisfaction, which means that the implementation of good Gender Equality contributes greatly to increasing employees' job satisfaction.

The relationship between job satisfaction and job performance is significant with a coefficient of 0.502, a T-statistic of 6.377, and a P-value of 0.000. This shows that job satisfaction has a significant positive effect on job performance, where employees who are satisfied with their jobs tend to perform better.

Mediation analysis shows that Gender Equality affects Job Performance through Job Satisfaction with a coefficient value of 0.450, a T-statistic of 6.343, and a P-value of 0.000. This indicates that Job Satisfaction acts as a significant mediator in the relationship between Gender Equality and Job Performance, strengthening the effect of gender equality on performance through enhanced job satisfaction.

The findings of this study, which indicate that gender-equality-based HRM practices significantly account for 81.4% of the variance in employee performance, must be understood within the specific dynamics of the Indonesian state bureaucracy. Despite the numerical dominance of women in the overall civil service, the persistent underrepresentation of women in senior leadership roles, at only 16% in Echelon I and 14% in Echelon II, reflects a deep-seated organizational patriarchy. This research demonstrates that when public institutions in Indonesia move beyond these patriarchal norms by implementing fair recruitment and promotion, they trigger a positive Social Exchange. According to Social Exchange Theory (SET), civil servants who perceive a shift away from gendered expectations toward merit-based fairness reciprocate with higher job satisfaction and productivity.

Furthermore, the rigid hierarchies and informal practices that traditionally characterize Indonesian bureaucratic culture often prioritize seniority over competency, a dynamic that typically disadvantages female employees. This study reveals that fostering an inclusive work culture through gender-equitable policies acts as a vital intervention to disrupt these hierarchies. By ensuring that training and career development are accessible to all genders, the bureaucracy can mitigate the negative effects of gender bias that otherwise undermine employee motivation and service quality.

Finally, these results have direct implications for public policy in Indonesia, particularly regarding gender mainstreaming initiatives. The significant mediating role of job satisfaction found in this study ($\beta = 0.450$) suggests that public policy should not only focus on legal quotas but also on the psychological well-being and perceived fairness of the work environment. For the Indonesian bureaucracy to fulfill its role as a role model for inclusive governance, policymakers must strengthen regulations regarding competency-based promotion and gender awareness training. Such policy shifts are essential for

enhancing the legitimacy and efficiency of public organizations in delivering services to the nation.

CONCLUSION

This research confirms that gender equality in human resource management (HRM) practices significantly enhances the performance of public servants within the Indonesian bureaucracy. By moving beyond a simple direct-effect model, the study demonstrates that job satisfaction serves as the vital psychological mechanism that bridges the gap between inclusive policies and organizational outcomes. Theoretical and Practical Interpretations Theoretically, these findings reinforce Social Exchange Theory (SET) by showing that when a public institution provides a fair, non-discriminatory environment, employees perceive a higher level of organizational support. This perceived fairness triggers a reciprocal response, where civil servants "pay back" the organization through increased commitment and productivity. Practically, the results suggest that the Indonesian bureaucracy must transition from traditional, seniority-based hierarchies toward a merit-based and gender-inclusive culture. For policymakers, this means moving beyond legal quotas to implement competency-based promotion, unbiased performance evaluations, and gender awareness training for leaders to ensure that the bureaucracy acts as a legitimate role model for inclusive governance.

Methodological Limitations and Future Research

Despite its contributions, this study has several limitations that provide avenues for future inquiry. First, there is a risk of social desirability bias; because gender equality is a sensitive and value-laden topic, respondents may have provided answers they perceived as socially acceptable rather than reflecting their true workplace experiences. Second, the limited geographical scope, focusing solely on civil servants in Indragiri Hilir Regency, means the findings may not be fully generalizable to the private sector or other regions in Indonesia with different cultural dynamics. Finally, the use of a cross-sectional design captures only a snapshot in time and cannot definitively establish long-term causal relationships. To build upon this work, future research should utilize longitudinal designs to track how the implementation of gender-equality policies can impact performance over several years. Additionally, comparative studies involving multiple regions or a mix of public and private organizations would provide a more comprehensive understanding of how contextual factors influence the success of gender-inclusive HRM practices.

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