

Implementation Of Gender Equality In The Leadership Of The Pergerakan Mahasiswa Islam Indonesia Organization

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Abstract

This study aims to look at the implementation of gender equality in PMII Komisariat Al-Ghozali Semarang by using four main indicators: access, participation, control, and benefits. In addition, this study also explores the supporting and inhibiting factors that influence the realization of gender-equitable leadership. This research uses descriptive qualitative method with participatory observation, in-depth interviews, and documentation as data collection techniques. The informants consisted of the chairperson, secretary, head of the internal division, and two general members. The findings show that women administrators have gained relatively equal access and opportunities to participate. However, they are still underrepresented in aspects of control and strategic decision-making, which are still largely dominated by male colleagues. Supporting factors include early exposure to gender awareness through formal regeneration programs such as the New Member Admission Period and the Gender Islamic School. Meanwhile, inhibiting factors mainly consist of low self-confidence among female cadres and male dominance in key organizational roles. This research offers a new perspective by discussing gender equality in the context of faith-based student organizations-an area that remains largely unexplored. The findings of this study contribute to efforts to shape internal organizational policies that are more inclusive, participatory, and responsive to gender justice.

Keywords: Gender Equality, Leadership, Student Organization

INTRODUCTION

Gender issues arise in various aspects of people's lives, including in the world of education, one of which is at the tertiary level, as the highest educational institution should lead in efforts to create awareness of gender equality (Rosa & Clavero, 2022). This is important because universities are institutional institutions where individuals, both women and men, can develop their potential, self-actualize, and determine their identity. (Busu, 2024). Universities have an important role in shaping a gender-responsive culture, because universities have an important role in spreading values and new ideas to society (Muhtarom

et al., 2023). In the scope of student organization leaders are usually dominated by men, the lack of the role of women who occupy strategic positions of power and the absence of opportunities to become a leader. (Aini et al., 2021) According to the gendered organization theory proposed by Bates, (2022) Organizations, including student organizations, are shaped by social structures that are full of gender constructions, thus normalizing male dominance in leadership positions and limiting women's space. Therefore, it is important for higher education institutions to not only open formal participation spaces for women, but also transform organizational culture to be more responsive to the principles of gender justice and equality. As a result of research from Aini (2021) which shows that the average organizational structure that occupies the position of chairman is male, while the average woman is in the position of secretary or treasurer, because the chairman assumes that men have more potential and responsibility than women.

Non-formal education is made to complement formal education through a more practical and applicable approach, so as to improve skills and competitiveness. (Suminar et al., 2024). Non-formal education is present as one of the scientific focuses on empowering women to become leaders in the future starting with increasing leadership capacity. (Putra, 2023). Leadership capacity is a person's ability to influence others and the person behaves in accordance with what a leader wants, and this can be obtained when students participate in the process of the organization (Aqil & Munandar, 2020). The importance of student organizations is the formation of the character of Indonesian youth obtained through interaction in organizations, this is very important seeing that currently the negative impact of westernized modernization and globalization has begun to mushroom among young people (Putra, 2023). Student organizations serve as ideological and moral bastions for the younger generation. In this context, the importance of gender equality in student organizations is crucial, without equal representation and participation between men and women, the organizational regeneration process becomes unequal and has the potential to reproduce the structural injustice that has been the root of social inequality (Antasari et al., 2022). Gender equality in organizations not only has an impact on representation, but also on the quality of decisions and the sustainability of inclusive leadership (Gonzales et al., 2023).

In general, in student organizations, women are often identified as secretaries or treasurers, but very rarely lean towards leadership (Jali et al., 2021). This also represents the

position of women in a family, that the duties of a woman are only in the scope of finance and domestic work. These representations reflect the traditional division of roles in patriarchal family structures, where women are mostly assigned to the domestic sphere and financial management, while men are associated with public roles and leadership. (Russell & Yang, 2024). As a result, this pattern perpetuates gender inequality that places women in a subordinate position, both symbolically and structurally. This phenomenon is in line with Pierre Bourdieu's view of symbolic violence, which is a form of power that is hidden and legitimized through social norms and practices that appear natural, but harm certain groups, in this case women. (Martin et al., 2021). This has led to the emergence of gender inequality that positions women at a disadvantage. Based on research by Rohmah (2025) stated that in the Red and White Cabinet, there are 5 women who hold ministerial positions, out of 48 total ministries. The percentage of women's representation in the composition of the Red and White Cabinet is certainly still very far compared to the number of male representation. Likewise in the campus environment, student organizations, especially women, are still many who are in the scope of management members rather than as leaders of organizations, such as being secretaries, treasurers and also members of departments and even department heads are still dominated by men (Condron et al., 2023). Men and women have equal rights and opportunities to represent themselves as leaders in the organization (Putri & Fatmariza, 2020). Men and women have equal rights and opportunities to represent themselves as leaders in the organization (Arbarini et al., 2022). In this case there should be equal rights between women and men, both in the public and domestic spheres, this means that women and men must have equal opportunities and rights in all areas of life (Fatimah & Mukhibat, 2023).

One of the organizations that developed on campus is the Pergerakan Mahasiswa Islam Indonesia or popularly known as (PMII), or popularly known as Pergerakan Mahasiswa Islam Indonesia which is in Universitas Negeri Semarang. Pergerakan Mahasiswa Islam Indonesia is an extra-campus student organization whose direction of movement is clear both regarding intellectuals, movements and also service (Nikmah & Syafnan, 2024). Pergerakan Mahasiswa Islam Indonesia at Semarang State University opens a wide door of opportunity for men and women to join the PMII organization. The effort in this regard is the cultivation of knowledge about gender equality during the new member admission period. (Tasbih et al., 2024).

Pergerakan Mahasiswa Islam Indonesia (PMII) is an extra-campus organization based on the values of Ahlusunnah Wal Jama'ah (ASWAJA), with religious, national, student, community, and professionalism orientations in organizational life. (Ulya et al., 2021). PMII with religious, national, student, community, and professionalism orientations in organizational life (Junaidi et al., 2022). Culturally, PMII has a close relationship with Nahdlatul Ulama (NU) as the parent organization, so traditional values, including patriarchal culture, are still quite strongly rooted in the social system and praxis of the organization (Turhan et al., 2022). This patriarchal culture, according to the theory of hegemonic masculinity from Listiyani (2024), into a system of masculine domination legitimized through religious and cultural norms, which indirectly places women in a subordinate position in the public sphere and organizational leadership.

Research by Rohmah (2025) found that intra-campus student organizations still show inequality in the representation of women in strategic positions, even though there is no explicit prohibition by regulation. This finding is supported by research from (Aini et al., 2021) that examines student organizations Universitas Muhammadiyah Surabaya which shows that those who occupy strategic positions such as chairman are men, while women are on average placed as general secretaries or treasurers. However, this result is contradicted by the findings from the research of Antasari (2022) which states that the level of application of gender equality in student organizations is quite high, seen from the proportion of men and women in strategic positions as general chairmen and even department heads.

Although a number of studies have discussed the gender gap in the leadership of student organizations, there is still a void of studies that specifically highlight the implementation of gender equality in the leadership of PMII organizations. However, as an Islamic organization that carries the values of Ahlussunnah wal Jama'ah and moderation, PMII has the ideological potential to realize inclusive leadership (Roberson & Perry, 2022). However, there have not been many studies that reveal how gender equality values are applied in structural practices and organizational culture, as well as how women administrators experience gaining equal access to decision-making in the organization. Therefore, this research is important to fill this void and contribute to efforts to encourage more gender-equitable and transformative leadership of Islamic student organizations.

This research uses descriptive qualitative methods with the aim of exploring in-depth. Qualitative research is a research method that aims to understand a social and cultural

phenomenon seen from the perspective of the participants (Lim, 2024). The research was conducted from November 2024 to February 2025, with the location of data collection at PMII basecamp around the Universitas Negeri Semarang. The place was strategically chosen because it became an informal social space that allowed researchers to observe the dynamics between administrators in a more natural and open atmosphere. The number of subjects was purposively selected based on their active involvement in organizational activities, from this study there were three people consisting of the General Chairperson, Head of Internal Affairs and Secretary, as well as two informants consisting of PMII members. Data collection techniques in this research include participatory observation, in-depth interviews, and documentation.. This research data validity technique uses source triangulation, namely comparing interview data from the main subject and informants, as well as triangulation techniques, namely analyzing or comparing the results of observations, interviews, and documentation (Lim, 2024). Data analysis was conducted following the (Lim, 2024) which consists of four main stages: data collection, data reduction, data presentation, and conclusion drawing/verification. After the data was collected, the researcher made a reduction to filter out information that was relevant to the focus of the research, then presented it in the form of a narrative. Conclusions were drawn inductively, with reference to patterns that emerged from the field data and confirmed through member check techniques. With this procedure, the research is expected to be able to present an accurate and in-depth picture of the practices and challenges of gender equality in the leadership structure of Pergerakan Mahasiswa Islam Indonesia organizations at the commissariat level..

The urgency of this research lies in the lack of studies that reveal how gender equality values are applied in organizational structural and cultural practices, given the minimal representation of women in strategic positions in both student organizations and government. Therefore, this research is important to fill this gap and contribute to efforts to promote more gender-equitable and transformative leadership in Islamic student organizations. The novelty of this research lies in its in-depth exploration of the dynamics of gender equality within the structure and culture of the PMII organization, which has not been systematically and contextually studied to date. The approach used enables a holistic examination of women's experiences, encompassing ideological, structural, and relational aspects.

DISCUSSION

Based on the results of the research, the implementation of gender equality in the leadership of the Pergerakan Mahasiswa Islam Indonesia (PMII) Al-Ghozali Semarang Commissariat shows the existence of structural inequality that is still rooted, where strategic positions in the management tend to be dominated by men, while women are more often placed in administrative positions or as a complement. This phenomenon is in line with the theory of gendered organization proposed by Bates (2022), which explains that organizational structures implicitly reflect and reproduce gender inequality through division of labor, norms, and power relations. Nevertheless, normatively and ideologically, PMII has opened space for women's inclusive involvement, by providing access to resources, communication forums, and opportunities to participate in self-development programs equal to male cadres. This reflects the principles of gender mainstreaming, which is the integration of gender perspectives in all aspects of organizational life (Lokot, 2021). This implementation is inseparable from supporting factors such as the existence of a formal regeneration system, gender discourse in the PMII Putri Corps work program, and support from inspirational female figures in the alumni network. However, on the other hand, there are also significant inhibiting factors, including the low self-confidence of female cadres, the dominance of patriarchal culture, and the conservative mindset that is still inherent in organizational culture. These findings indicate the importance of a transformative approach in internal organizational reform, as suggested by (Munive et al., 2023) in the concept of gender transformative leadership, which emphasizes the need for changes in structures, values, and practices to achieve true equality. Therefore, the following section will systematically describe how gender equality is implemented in PMII's leadership, as well as analyze the supporting and inhibiting factors that influence the process.

Implementation of Gender Equality

Implementation of gender equality in leadership organization Pergerakan Mahasiswa Islam Indonesia (PMII) Komisariat Al-Ghozali Semarang reflects complex socio-organizational dynamics, as well as indicating a transformation process towards organizational governance that is more inclusive, equitable and responsive to the principles of equality. Field findings show that the implementation of gender equality principles has been pursued through four main indicators, namely access, participation, control and benefits. These indicators refer to the gender analysis framework Shapiro (2022) which

emphasizes the importance of equitable distribution of resources, influence, and outcomes between men and women in social and institutional structures. Access concerns equal opportunities in obtaining information and organizational facilities; participation relates to active involvement in the decision-making process; control refers to the authority in determining the direction of the organization; and benefits reflect the extent to which organizational contributions result in increased capacity for all members without gender discrimination. In the context of PMII, this process not only shows normative progress, but also structural challenges that require policy alignments. The concept of transformative leadership is relevant in this context, as it emphasizes the importance of leadership that is able to overcome unequal power relations and build an organizational culture that favors social and gender justice. (Lokot, 2021). Although PMII has ideologically recognized the importance of equality values, implementation at the praxis level still requires systematic and continuous efforts, especially in breaking down cultural barriers that are patriarchal in nature and inhibit women's substantive participation in organizational leadership. First, in terms of access, all administrators, both men and women, have equal opportunities to obtain information, utilize organizational facilities, and participate in online communication forums such as WhatsApp groups. This commitment to open access is the initial foundation for creating an inclusive organizational environment (Dobusch, 2021). However, men dominate in strategic positions, indicating that equal access is not yet fully reflected in the leadership structure..

Second, in the participation indicator, members are given equal rights to express their opinions and be involved in the work program. (Liu et al., 2024). However, interview findings show that psychological barriers such as insecurity still experienced by some women administrators and social constructs that limit women's expression of leadership, still pose significant challenges. As a result, their role in decision-making is less prominent than that of male administrators. Nevertheless, women's participation has been accommodated through the semi-autonomous body of the PMII Women's Corps and collaborative programs such as the Gender Islamic School (SIG), women's discussions, and digital equality campaigns.

Third, control, in the control aspect, the organization has begun to distribute responsibilities fairly (Koistinen & Vuori, 2024). For example, women are involved as event coordinators, presenters, or discussion moderators. Evaluation of the board's performance

is carried out regularly, although it is not yet fully systematic and consistent. Gaps are still evident in the delegation of strategic tasks, which are still largely entrusted to men, while women tend to be placed on administrative tasks or in the domestic sphere. This shows the tendency of division of labor based on gender stereotypes. This is in line with Sylvia Walby's *Theorizing Patriarchy* (1990) which explains that patriarchy as a social system places women in a subordinate position, including in the world of work. He identifies the existence of public patriarchy, where in formal institutions such as the workplace, women tend to be positioned in administrative jobs or supporting roles, while men are given strategic roles and decision-making positions (Sanauddin, 2025).

Fourth, the benefits indicator shows that the existence of the organization has a positive impact on the development of personal and professional capacity. (Wegner et al., 2023). Skills such as public communication, decision-making, time management, and technical abilities such as editing and administration have improved in both men and women. However, these benefits are mostly felt by administrators who occupy structural positions or who have greater courage to take an active role in organizational activities. thus, the benefits of this organizational process are still selective and uneven, indicating that equality of outcomes has not been fully achieved..

Overall, the implementation of gender equality in PMII leadership shows progress at the normative and programmatic levels, but still faces challenges in structural and cultural aspects that require a transformative and sustainable approach. For this reason, strengthening affirmative policies, critical gender education, and organizational reform based on the principles of social justice need to be put forward in order to create a leadership ecosystem that is responsive to the values of equality and diversity (Shemahonge & Kyando, 2023) .

Leadership in Organizations

Leadership's role in promoting gender equality when linked to leadership indicators, organizational leaders play a central role in planning change (Munive et al., 2023). The process of preparing the vision and mission was carried out by involving the success team and tested in official forums such as the Annual Meeting of the Commissariat. The organization's vision promotes moderate, democratic and just values, which essentially support the principles of gender equality. Changes are designed based on identification of members' needs, resource readiness, and evaluation of previous work programs.

In the process of organizing change, leaders play a role in developing an adaptive organizational structure (Schulze & Pinkow, 2020). The placement of administrators is tailored to their respective interests, talents and capacities, as conveyed by several informants who mentioned that administrators from a background in law, history or informatics were given responsibilities according to their competence. This indicates a meritocracy-based approach to leadership. Meanwhile, in mobilizing resources, leaders give authority to the management to innovate and be responsible for the work program that is mandated. (Junker et al., 2024). Training, guidance, and encouragement to explore potential are part of the leadership strategy to maximize the organization's human resources. Leaders also ensure that understanding of roles and responsibilities is clearly conveyed through meetings, upgrading, and informal coordination such as discussions in coffee shops that build a dialogical atmosphere.

Leadership traits in realizing equality in the aspect of analytical skills, leaders read the situation through a participatory and reflective approach, and utilize historical data for management (Aulia et al., 2024). They tend to avoid instant decisions, instead basing policies on evaluations, internal discussions, and input from organizational alumni. Demonstrated communication skills include the ability to adjust communication styles according to member characteristics, utilize online media effectively, and build inclusive interpersonal communication (Puscas et al., 2021).

Courage is an important character in the leadership of this organization, marked by the willingness to take initiatives such as the launch of new programs (e.g. organizational drive schools, regeneration roadshows, rayon upgrading). Even though they sometimes have to face resistance, leaders remain consistent in the direction of change that is mutually agreed upon. (Ford et al., 2021). In addition, the ability to listen can be seen from the practice of active listening, opening space for aspirations in the forum, and respecting every member's opinion without distinguishing status or gender.

On the aspect of assertiveness, leaders enforce rules with a humanistic approach (Knights, 2021). For example, before imposing sanctions, they take a personal approach, give a warning, then if necessary impose administrative sanctions. This firmness is coupled with flexibility in dealing with situations of members who experience academic or personal constraints.

Supporting and inhibiting factors

Supporting Factors

The implementation of gender equality in the leadership of PMII Komisariat Al-Ghozali Semarang is inseparable from a number of supporting factors that strengthen women's awareness and involvement in various strategic positions. (Blakemore & Agllias, 2020). Based on the results of interviews with several informants, one of the main supporting factors is the availability of an initial understanding of gender equality obtained through the formal regeneration system, such as the new member admission period and the gender islamic school As revealed by the Chairperson and several members, since the early stages of membership, the board has been given insights related to gender issues, which then become the foundation in building collective awareness of the importance of equality in the organization.

Furthermore, the existence of the PMII Women's Corps Semi-Autonomous Body also has a significant role as an affirmative space specifically for women administrators to develop leadership capacity and critical awareness of gender issues in the organization. Through programs such as women's discussions, digital campaigns, and training based on gender perspectives, PMII Women's Corps is not only a representative forum, but also functions as an educative and transformative space. Making a real contribution in mainstreaming equality values within the organization. This is in line with the view of Sell (2023) that gender critical education is a transformative strategy in changing the structure of unequal power relations between men and women in various spheres of life, including organizations.

In addition, other supporting factors include equal access to organizational resources, active involvement of women in structural activities, and support from a network of female alumni who inspire other administrators. This finding can be analyzed through the agency theory approach proposed by Virenque & Mossio (2024), where individuals not only act as products of structures, but also have the capacity to produce and reproduce structures through reflective and conscious actions. In this context, women administrators show active efforts in shaping equal participation spaces with men, through direct involvement in management and decision-making (Huda & Dahliana, 2024).

Thus, these supporting factors are important indicators that collective awareness and the existence of gender-based institutional spaces are able to make a real contribution in

encouraging the creation of more inclusive and gender-equitable leadership in student organizations.

Inhibiting Factors

On the other hand, the implementation of gender equality in PMII organizational leadership also faces various obstacles, both structural and cultural. One of the most prominent obstacles, as revealed by informants, is the low level of confidence among female administrators to appear in public or occupy strategic leadership positions. Many female leaders feel more comfortable in homogeneous spaces such as the PMII Women's Corps and are reluctant to run for chairperson of the branch, as they feel unqualified to compete in spaces dominated by men. This tendency does not arise naturally but is the result of a long process of internalizing patriarchal values that have shaped women's thinking and perceptions of themselves. This phenomenon reflects the internalization of patriarchal values and gender socialization processes that shape women to adopt a subordinate stance in leadership spaces (Adongo & Dapaah, 2023). This is in line with the theory of gender socialization (Mudryi & Mudra, 2025) which states that from an early age, individuals are socialized into certain gender roles that impact their perspectives and behavior in the public sphere. In the context of PMII, the inferiority felt by female administrators in forums with male administrators becomes a significant psychological barrier in the leadership regeneration process.

In addition, the decision-making structure in organizations, which is still dominated by men, also poses a challenge to achieving equal representation. Although organizations normatively recognize the importance of gender equality, in practice, strategic positions tend to be entrusted to male administrators. The lack of affirmation and bias in the recruitment process for administrators further reinforces this inequality (Mudryi & Mudra, 2025). Based on interviews with PMII members, Putri and Diva stated that male dominance in leadership causes women to be underrepresented, both in decision-making forums and in the distribution of strategic responsibilities. This illustrates that formally recognized equality has not yet touched on practical and substantive aspects within the organizational structure.

Other obstacles include the limited number of human resources with leadership capacity based on a gender perspective and the suboptimal organizational monitoring and evaluation system in ensuring the sustainability of equal involvement of women (Edd, 2022). This shows the need for more decisive and strategic structural intervention in building a

gender-inclusive organizational system, as emphasized by O'Connor (2020) in the concept of gender regime, namely that organizations have internal relational structures that consciously or unconsciously reproduce gender inequality if not systematically intervened.

CONCLUSION

The issue of gender equality in student organization leadership is an increasingly relevant discourse amid demands for inclusivity in higher education. This study aims to describe the implementation of gender equality in organizational leadership. Pergerakan Mahasiswa Islam Indonesia (PMII) Komisariat Al-Ghozali Semarang, by examining indicators of access, participation, control, and benefits, while identifying supporting and inhibiting factors. The results of the study show that formally, PMII has provided equal access for men and women to participate in the organizational structure, but in practice, strategic positions are still dominated by men. Women's participation is more accommodated through semi-autonomous bodies such as the PMII Women's Corps and through gender-based cadre development programs. Nevertheless, control over decision-making and the distribution of strategic tasks still exhibit a tendency toward gender bias. On the other hand, the organization's benefits for the development of women's leadership capacity are evident, though more significant among those who actively take on roles.

The urgency of this research lies in the lack of studies that reveal how gender equality values are applied in organizational structural and cultural practices, given the minimal representation of women in strategic positions in both student organizations and government. Therefore, this research is important to fill this gap and contribute to efforts to promote more gender-equitable and transformative leadership in Islamic student organizations. The novelty of this research lies in its in-depth exploration of the dynamics of gender equality within the structure and culture of the PMII organization, which has not been systematically and contextually studied to date. The approach used enables a holistic examination of women's experiences, encompassing ideological, structural, and relational aspects. In general, the contribution of this research lies in expanding the understanding of the importance of gender equality in the division of roles and positions in student organizations in Indonesia. These findings can also be used as a reference for similar organizations to formulate more gender-responsive internal policies and encourage organizational cultural transformation towards inclusive and fair leadership..

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