

ADVANCING GENDER EQUALITY THROUGH ORGANIZATIONAL TRANSFORMATION: THE CASE OF DHARMA WANITA PERSATUAN (DWP) AND ITS STRATEGIC FUTURE

Enggal Sriwardiningsih

Management Faculty, Binus Business School
Bina Nusantara University
Jakarta, Indonesia
enggal@binus.ac.id

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ABSTRACT

This study examines the organization of Dharma Wanita Persatuan (DWP) into a strategic platform for advancing gender equality and community empowerment in Indonesia. DWP, comprised of wives of civil servants and female professionals, plays a unique role in promoting women's participation in the public sphere and leadership. The study focuses on DWP's periodic development targets and assesses its progress in fostering gender-inclusive and responsive practices. A mixed methods approach is used, combining trend analysis, policy evaluation, and sentiment mapping to assess participation levels, leadership dynamics, and program effectiveness. The findings showed while DWP has initiated some progressive programmes, its hierarchical structure and mandatory membership continue to limit broader engagement. Leadership influence, communication gaps and traditional gender norms are identified as key barriers to transformation. However, there is growing potential to reposition DWP as an inclusive and forward-looking organisation by strengthening digital engagement, leadership training and feedback mechanisms. The study concludes that removing structural barriers and embracing innovation are essential for sustainable change. It offers practical recommendations for policymakers and academics seeking to reform similar gender-based institutions. Ultimately, this research contributes to the discourse on organizational development and gender equality.

Keywords: Gender Equality, Community Empowerment, Leadership, Organizational Innovation, Periodic Development Targets

A. INTRODUCTION

Gender equality and women's empowerment in Indonesia have made significant progress. Traditionally, the role of civil servants' wives was limited to domestic responsibilities; however, changes in the sociopolitical and cultural landscape have altered their position (Hamdani et al., 2023). Women who participate in economic activities and community leadership are less exposed to vulnerability and inequality (Bhattacharyya et al., 2022). Women contribute significantly to family, community, and national development, particularly through the DWP, which supports their husbands' careers while promoting education, health, and well-being (Soeparan and Handayani, 2024). The DWP covers civil servants' wives and female civil servants throughout Indonesia, but challenges such as stigma and organizational weaknesses persist. Improvements are needed to strengthen gender values and inclusion (see Figure 1). As a structured organization, the DWP has the potential to be a catalyst for gender equality, education, health, and social welfare. Despite its broad reach, barriers such as mandatory membership, limited decision-making autonomy, and patriarchal influences hinder its full potential.

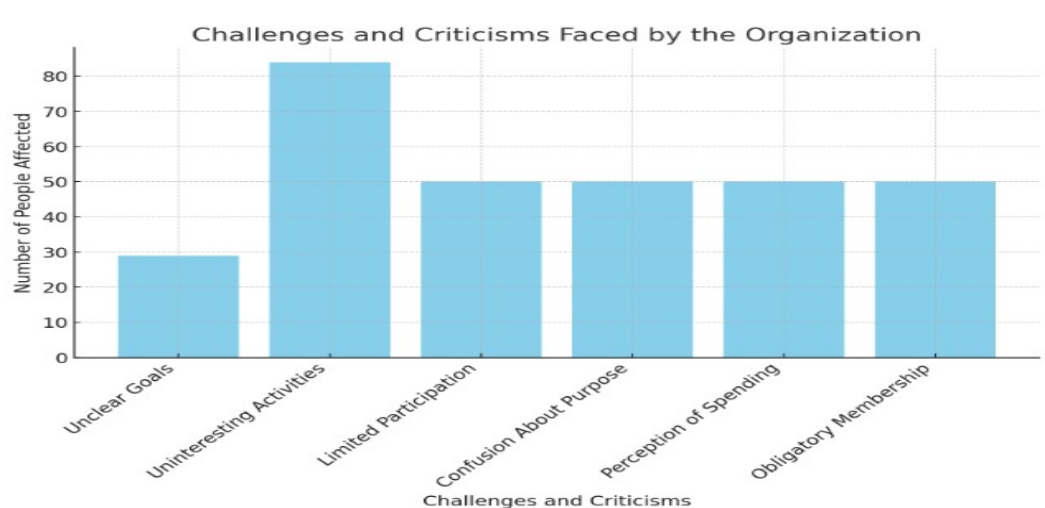


Figure 1. Challenges and Criticisms Organization

This study aims to clarify DWP's organizational development strategy by examining its participation trends, leadership impact, and innovation-oriented approach. With a focus on gender inclusiveness, we evaluate DWP's periodic goals and analyze its outcomes through a structured

evaluation method. DWP can strengthen women's roles by making them more strategic, inclusive, and empowering. The study examines organizational involvement, training, social activities, and personal development, showing how increased involvement increases participation and feedback. How social construction shapes women's roles and inequalities is an important gender theory (Tabassum & Nayak, 2021). The authors criticize oppression and suggest solutions for gender equity. Gender inequality, especially in Asia, remains a significant issue affecting economic growth (Chatman et al., 2022; Mas'udah, 2021). Limited opportunities and discrimination in employment, promotions, and performance evaluations create stereotypes about women (Bhattacharyya et al., 2022). Unpaid domestic work also has economic value but remains unrecognized. Addressing systemic discrimination is critical to gender equality (Junaidi, 2023). These findings contribute to strengthening women's strategic role, promoting leadership, and improving gender-sensitive policy frameworks.

B. IMPLEMENTATION AND METHODS

The subjects of this study were civil servant wives and female civil servants who are members and administrators of DWP throughout Indonesia. The data used in this study are secondary data obtained by researchers from the central DWP. The number of respondents who filled out form G in 2023 was around 21,057. Participants came from all regional DWPs, all ministries, and other institutions (Figure 2).

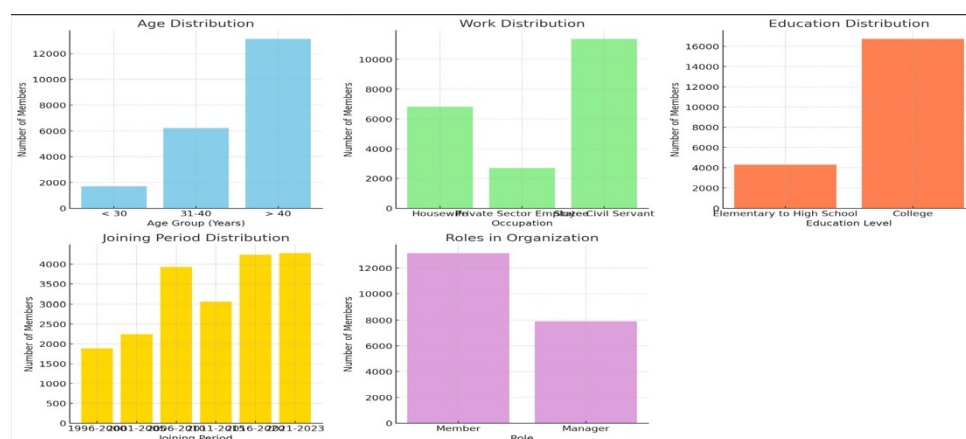


Figure 2. Distribution of age, occupation, education, length of joining, and position
Source: database survey DWP Pusat, 2023

Most DWP members are 62% over 40, 30% between 31 and 40, and 8% under 30. The majority are ASNs (54%), followed by housewives (32%), and private sector workers (14%). The predominance of ASNs encourages activities to follow office routines rather than offer versatile and creative programs. Education levels vary: 80% have a tertiary education degree and 20% have only a primary to high school diploma, creating a gap in decision-making. Membership remained stable from 2006 to 2023, but participation increased by 20% between 2021 and 2023. The organization is composed of 38% managers and 62% ordinary members.

The research methodology has been refined to include the following components: The analytical methods used in this research are descriptive (Lindqvist et al., 2021). This study employs a mixed-methods approach, integrating quantitative data analysis with qualitative assessments. Descriptive analysis is not quantitative and is analyzed with the help of matrix analysis (Ikwan et al., 2021). Longitudinal Trend Analysis Evaluates participation, leadership, and engagement changes over a period (2015–2025). Chi-square & Correlation Analysis determines relationships between membership status, leadership influence, and participation levels (Mahieu et al., 2021). Chi-square analysis examines the relationship between two categorical variables, identifying gaps between actual data and predictions. Word Cloud & Sentiment Analysis identifies key concerns, expectations, and organizational perceptions (Xie et al., 2022).

Statistical analysis, such as policy evaluation and survey impact analysis (Borrelli et al., 2021), uses matrix analysis. Policy evaluation: Assessing the impact of regulatory and programmatic changes on DWP inclusivity and effectiveness. Survey impact evaluation: Using structured questionnaires and interviews with 21,057 members from diverse regional, departmental, and institutional backgrounds. Matrix analysis can detect trends in qualitative data, allowing researchers to identify patterns and make better decisions through clear visualizations. This approach provides a comprehensive understanding of how DWP can evolve into a more dynamic and inclusive agency

C. RESULTS AND DISCUSSION

Leadership Influence on Participation

Leadership plays a critical role in shaping engagement. High-level administrators receive a better understanding of the organization, while lower-level members often lack access to critical information. This gap requires restructuring communication channels. We analyze organizational actors' engagement in understanding and engaging in DWP activities. Figure 3 shows that management is more satisfied with DWP information because they are actively engaged, while rank-and-file members are less engaged due to hierarchical barriers. Indonesian culture often places the husband's position as important, which affects the wife's status. In this way, women in DWP organizations force their wives to limit access to information and create unclear goals for some members. High-level administrators remain well-informed, but lower-level members and those with work commitments struggle to participate. This gap highlights the need for better communication and inclusivity. Managers provide more feedback, but all members should be encouraged to contribute ideas. Many participants found activities uninspiring and unclear, which reduced their motivation. To increase participation, DWP must promote inclusivity, encourage diverse interactions, and ensure strong leadership for engaging programs. Ultimately, members seek better social support and more meaningful activities. Strengthening leadership, communication, and participation will make DWP more effective and impactful.

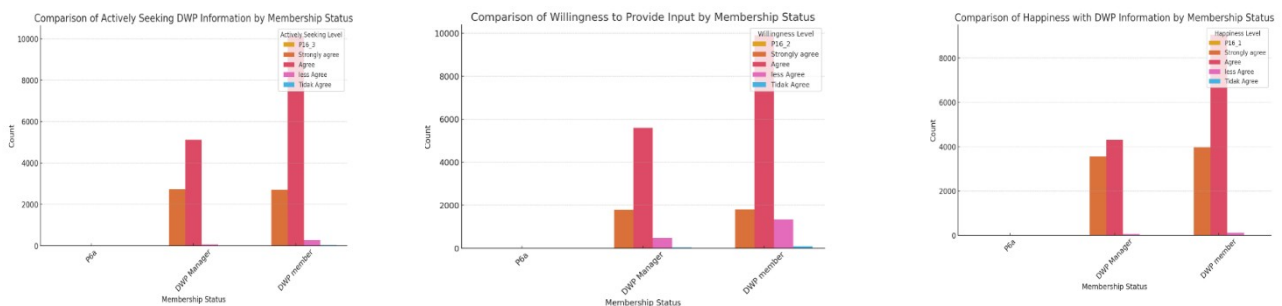


Figure 3: Comparison of engagement to get Information activity and provide input in DWP

Table 2. Statistical Analysis DWP Engagement

	Analysis	Chi-Square Value	P-Value	Significance
1	Membership Status vs Happiness with Information	21524.61482122814	0.0	Significant
2	Membership Status vs Actively Seeking Information	21593.622750727467	0.0	Significant
3	Membership Status vs Willingness to Provide Input	21407.806151337176	0.0	Significant

Inclusivity and Innovation

The main challenge is to break down hierarchical barriers and make the DWP an inclusive space for all women, not just those married to civil servants. Digital platforms and interactive training can significantly bridge this gap. We see a link between training, social activities and personal development for DWP managers and members.

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Table 3. Membership to Program Category

Chi-Square Test Results For Membership Status

Test	Chi-Square Value	P-Value	Degrees of Freedom
1 Membership Status vs Program Category	17.410635683036194	3.0113624053231787e-05	1

Table 4: Correlation of Attitudes DWP Information

		Happy with DWP Information	Actively Seeking DWP Information	Willing to Provide Input
1	Happy with DWP Information	1.0	0.6675199709174344	0.5722583134461494
2	Actively Seeking DWP Information	0.6675199709174344	1.0	0.6893850939687458
3	Willing to Provide Input	0.5722583134461494	0.6893850939687458	1.0

The results of the chi-square analysis are presented in Table 3. Managers who participated more actively revealed significant differences in their level of involvement. This result yielded a low p-value, confirming a strong relationship between membership status and activity preferences, indicating different priorities. Further analysis could help align programs with members' interests. Another

finding was that greater satisfaction with DWP information led to greater organizational member participation, curiosity, and feedback. A strong correlation (0.689) existed between actively seeking information and providing feedback, while a moderate correlation (0.667) linked satisfaction with more in-depth questioning. Furthermore, more satisfied members (correlation 0.572) were more likely to suggest improvements. These results highlight the need for better communication to increase participation and feedback.

Organizational Perception and Future Expectations.

Word cloud and sentiment analysis revealed that members see DWP primarily as a platform for self-realization. However, participation remains conditional on the consent of the spouse, which limits independence. Future initiatives should focus on empowering women beyond the family membership. According to World Cloud, we have identified a critical point based on the data. DWP members and leaders have found the organization as a place to realize themselves (Figure 4). In this way, we are witnessing a shift from traditional strategies to agents of change for women in Indonesia. They can carry out activities and work outside with the permission of their husband. Otherwise, they can do so if the husband does not allow it. Therefore, this place is a place where a wife can realize herself with the permission of her husband. According to World Cloud, we have identified a critical point based on the data.



Figure 4: Common Themes in DWP Opinions

DWP's word cloud analysis of opinions highlighted key themes such as 'place', 'accomplish' and 'self', indicating that members see DWP as a space for growth and empowerment. Members associate

DWP with personal development and improvement. ‘Place’ suggests that DWP provides a framework for social and individual progress, while ‘accomplish’ focuses on empowerment. Members with positive opinions were more likely to share their feedback, but levels of engagement varied. DWP should improve communication and inclusivity to promote participation, ensuring all groups feel included. Members suggested stronger leadership, engaging activities and wellbeing programmes with real impact. Finally, DWP should ensure that female employees who are not civil servants’ partners feel equally valued.

PERIODIC TARGETS AND ACHIEVEMENTS

Table 5. Periodic Target and Achievement

Period	Strategic Focus	Targets	Achievements
2015– 2020	Membership Engagement	Increase participation by 15%	Achieved 12% growth; structural barriers persist
2021– 2023	Leadership Development	Strengthen leadership training for 40% of members	30% of members received training; limited due to hierarchy
2024– 2026	Innovation & Inclusivity	Implement digital platforms, inclusive policies	In progress; pilot programs launched
2027– 2030	Sustainability & Policy Advocacy	Strengthen long-term gender-focused policies	To be monitored

The findings show (from Table.5) that while participation has increased, leadership and policy innovation require continued commitment. By 2030, the DWP must evolve into an autonomous, impactful organisation, promoting female leadership beyond its traditional support role.

D. CONCLUSION

Dharma Wanita Persatuan (DWP) has been a driving force for change for gender equality and women’s empowerment in Indonesia. DWP’s transformation from a hierarchical support organization to an inclusive and progressive entity is critical for gender equality in Indonesia. Leadership training, strategic digitalization, and political advocacy will drive long-term empowerment.

The study recommends data-driven decision-making, a strengthened participation framework, and alignment with global gender equality standards to ensure the sustainability and impact of the

DWP. However, hierarchical barriers and mandatory membership still limit full participation. Strong leadership, clear objectives, and innovative programming are essential to address these challenges.

Training, personal development, and networking empower its members. DWP is a place for women to grow, enabling them to engage in leadership, decision-making, and economic activities, which have a positive impact on society. Better communication, inclusion, and leadership training will strengthen participation. The use of digital platforms and career-focused training can encourage professional growth.

It is time for DWP to engage the younger generation and make decisions based on data. The organization must establish a strategic roadmap to ensure its long-term success. By focusing on innovation and inclusion, DWP can pave the way for gender equality and social development in Indonesia.

RECOMMENDATIONS FOR ACADEMICS AND PRACTITIONERS

Academics: Future research should explore gender-focused organizational models to enhance the DWP approach. Practitioners: Policy reform and mentoring leaders are key to improving inclusiveness and member engagement.

By prioritizing the enhancement of these strategies, the DWP can emerge as a strong enabler of gender inclusiveness and social empowerment in Indonesia.

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The data can be access with this link: https://drive.google.com/drive/folders/1U-CzLiiH-kGQyFUN3yV_vNBNdxl9J08Z?usp=sharing

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