ISSE
International Journal of Service Science, Management, Engineering, and Technology
pISSN 2964-7118 eISSN 2830-604X

THE ROLE OF TECHNOLOGY IN PROMOTING OR HINDERING GENDER EQUALITY IN THE WORKPLACE

Didit Darmawan

Universitas Sunan Giri Surabaya

correspondence: dr.diditdarmawan@gmail.com

Abstract - *The development of information and communication technology has fundamentally transformed organizational structures and work processes. Technology is often perceived as a tool with the potential to create fairer and more equitable work environments, yet it can also reinforce existing inequalities. This study aims to analyze the role of technology in promoting or hindering gender equality in the workplace and to identify the factors that determine the direction of its impact. The method employed is a literature review that examines relevant scholarly sources. The findings indicate that technology plays a dual role: appropriate implementation can expand access to employment opportunities and reduce barriers faced by certain gender groups, while inappropriate application may create new forms of discrimination or reinforce existing inequalities. The main conclusion of this study is that the impact of technology on gender equality is not determined by technology itself but rather by how it is designed, implemented, and managed within organizations. This study contributes to the development of human resource management and social equality theory and provides practical guidance for organizations to leverage technology in creating fair and equitable workplaces for all employees regardless of gender.*

Keywords: workplace technology, gender equality, workplace discrimination, inclusive work environment, human resource management, work transformation, organizational justice.

INTRODUCTION

Technological developments in recent decades have transformed the way organizations operate and how employees perform their tasks. Technology has enabled the automation of work processes, increased efficiency, and shifts in organizational structures from hierarchical to more flexible and distributed models (Geldsetzer, 2023). Technology is often viewed as a neutral tool that can provide equal benefits to all individuals regardless of personal characteristics, including gender. However, as the use of technology in the workplace becomes more widespread, questions arise as to whether technology truly plays a role in creating equality or if it instead creates new challenges that could hinder the achievement of gender equality goals.

The use of technology has opened up broader access to employment opportunities for various segments of society. Technology allows work to be performed remotely, enabling individuals with limited mobility to continue participating in the workforce (Triplett, 2023). Furthermore, technology has created new types of jobs that do not depend on physical strength or other characteristics traditionally considered advantages for a specific gender group. This phenomenon provides hope that technology can serve as a means to reduce existing gaps between gender groups in terms of access to employment opportunities, career development, and the rewards received in the workplace (Khairi, 2021).

However, there are also phenomena suggesting that the use of technology in the workplace can create new challenges that potentially hinder the achievement of gender equality. For example, increasingly high technological skill requirements can pose barriers for groups with limited access to technology education and training (Sharma, 2022). Furthermore, the use of technology in recruitment and performance appraisal processes can also lead to unconscious discrimination if the systems employed are not designed with consideration for aspects of equality. This phenomenon indicates that the role of technology regarding gender equality is not absolute, but is influenced by various factors that need to be understood more deeply.

Issues related to the role of technology in gender equality are becoming increasingly complex as technology develops at a faster pace. Technologies such as artificial intelligence, data analytics, and increasingly sophisticated performance monitoring systems raise questions about how these technologies affect work methods and relationships between individuals in the workplace (Zhang, 2022). This issue is becoming increasingly important given that gender equality is one of the main goals in sustainable development and serves as an indicator of an organization's success in creating a fair and inclusive work environment. Therefore, a clear understanding of the role of technology in promoting or hindering gender equality is highly needed by organizations and other stakeholders.

This study is based on social construction theory, which views technology as non-neutral, but rather influenced by the values, norms, and culture existing within society and organizations. According to this theory, technology is built and developed by humans, meaning its characteristics and impacts are shaped by the perspectives and interests held by

its developers and users. This theory also emphasizes that the impact of technology is determined not only by its technical features, but also by how it is interpreted, applied, and managed within specific social and organizational spheres. This theory serves as a foundation for understanding that the role of technology in gender equality can vary depending on how it is utilized. The implementation of human resource management based on generative artificial intelligence opens new opportunities for organizations to design more objective systems for performance appraisal (Darmawan, 2022).

The problem that arises is that many organizations implement technology without considering its impact on gender equality. Organizations tend to focus on the benefits obtainable in terms of efficiency and productivity, without considering how this technology might affect access to employment opportunities, career development, and the well-being of employees from various gender groups (Lott, 2015). Consequently, even though the technology being implemented has the potential to create a fairer work environment, it can lead to unintended negative impacts if not designed and applied with consideration for aspects of equality. The implementation of a systematic risk management approach is essential to ensure the success of information technology projects in a dynamic business environment (da Silva et al., 2022).

Another issue that arises is the lack of a consistent understanding of how technology can play a role in promoting or hindering gender equality. Various studies conducted have shown mixed results, where some suggest that technology serves to enhance equality, while others indicate the opposite. This creates confusion for organizations in determining the appropriate steps to leverage technology in order to create a fair and equitable work environment. The lack of a clear understanding regarding the factors that influence the impact of technology on gender equality also becomes an obstacle in developing appropriate organizational policies and practices. Access and skill constraints that frequently occur in technology-based services demand that organizations prioritize inclusivity (Ramle & Mardikaningsih, 2022).

The urgency to conduct research on this matter is increasing, given that the use of technology in the workplace is predicted to continue growing alongside the development of the era. Without a clear understanding of the role of technology in gender equality, organizations risk implementing systems that could lead to inequality and unconscious discrimination. This research is necessary to provide a comprehensive understanding of the role of technology regarding gender equality, so that organizations can utilize technology in a way that supports the creation of a fair and inclusive work environment for all employees, regardless of gender. The development of cross-functional training is an effective step to enhance team collaboration in ensuring the implementation of supportive technology (Fared & Darmawan, 2021). Furthermore, the application of sustainable supply chain management principles can strengthen the organization's social responsibility in building a more equitable work environment (Barzani et al., 2022).

The objective of this research is to analyze the role of technology in promoting or hindering gender equality in the workplace, as well as to identify the factors that influence the relationship between the implementation of technology and the achievement of gender equality. This objective is aligned with the established problem formulation, ensuring that each goal provides a clear answer to the issues being addressed. This research is expected to contribute to the development of theory and human resource management practices oriented toward creating a fair and equitable work environment.

RESEARCH METHODS

This research employs a literature review method, which is a research approach aimed at collecting, identifying, assessing, and synthesizing various literature sources relevant to the research topic to gain a comprehensive and systematic understanding. This method was chosen because it allows the researcher to examine various studies previously conducted, identify emerging patterns and trends, and develop a deeper understanding of the subject under study. A literature review also enables the researcher to identify existing research gaps and provide recommendations for future studies. This method is considered appropriate for the research objective of analyzing the role of technology in promoting or hindering gender equality in the workplace.

The data sources used in this research are various scientific literatures relevant to the research topic. The collected literature sources include national and international scientific journals discussing human resource management, organizational behavior, gender equality, and work technology. Furthermore, the literature sources include textbooks written by experts in the fields of management and organization, research reports published by reputable research institutions, as well as policy documents and practice guidelines issued by international organizations and governments. The researcher ensures that the literature sources used have high credibility and are widely recognized by the scientific community.

The data collection technique was conducted by gathering relevant literature sources based on their suitability to the research topic and objectives. Once the literature sources were collected, the researcher read and analyzed the content of the literature to identify information relevant to the research goals. The information collected includes the definitions and basic concepts of work technology and gender equality; the various roles that technology can play regarding gender equality; empirical evidence on the impact of technology on gender equality; as well as the factors influencing the relationship between the implementation of technology and the achievement of gender equality. The data analysis technique used in this research is content analysis and synthesis, where the collected information is grouped, critically analyzed, and combined to form a comprehensive understanding of the research topic.

RESULTS AND DISCUSSIONS

Technology in the workplace can be defined as the various tools, systems, and processes used to support the execution of work tasks, ranging from hardware such as computers and machinery to software and complex information systems. Technology serves to increase efficiency, reduce workload, and enable changes in work methods and organizational structures (Guerra, 2023). Technology has the potential to alter existing patterns of relationships and opportunities in the workplace; however, the resulting impacts are not always absolutely positive or negative. The impact of technology on gender equality depends on various factors, including how the technology is designed, the purpose of its use, and the organizational context in which it is applied. It is important to evaluate how technology can be used strategically to support gender equality and reduce risks in the workplace (Bernardino, 2017).

Gender equality in the workplace refers to a condition where individuals from various gender groups have equal access to employment opportunities, career development, rewards, and protection of rights without discrimination (Khayru et al., 2022). Gender equality does not mean that all individuals must be treated in the exact same way, but rather emphasizes fair treatment that is appropriate to the needs and abilities of each individual. Gender equality is achieved when there is no difference in treatment or opportunity caused by gender-related factors. The achievement of gender equality is an important goal for organizations because it contributes to improved performance, job satisfaction, and the organization's public image. Therefore, it is important to emphasize a culture of sharing and learning so that every employee feels comfortable exchanging ideas, experiences, and solutions to the work challenges they face. Furthermore, managers must be able to facilitate fast and relevant access to information for all employees so that work processes become more efficient and the quality of decision-making improves (Eddine & Darmawan, 2022). This can be achieved through the use of technology. Implementing inclusive technology can help overcome gender stereotypes and create a safer and more equal work environment for all employees.

Technology plays a role in promoting gender equality by increasing access to employment opportunities for individuals who have limitations in mobility or certain conditions (Triplett, 2023). Technology allows work to be performed remotely, enabling individuals who have family responsibilities or physical limitations to continue participating in the workforce in a flexible manner. This is highly beneficial for groups that have traditionally faced barriers to accessing employment opportunities due to personal or social reasons. Furthermore, technology has created new types of jobs that do not depend on physical characteristics, thereby opening opportunities for individuals from various gender groups to develop careers in fields that were previously difficult to access.

Technology also plays a role in promoting gender equality by increasing objectivity in decision-making processes in the workplace (Chang & Milkman, 2020). Transparency ensures that every policy and decision made by leaders can be accounted for and understood by all members of the organization (Gani & Darmawan, 2022). The use of technological systems in recruitment, performance appraisal, and promotion processes allows organizations to collect and analyze data objectively, thereby reducing the likelihood of discrimination caused by subjectivity or personal bias (Morrison et al., 2021). Technological systems can be designed to consider only criteria relevant to the job, thereby reducing the influence of unrelated factors such as gender in decision-making processes. This creates a fairer work environment and provides equal opportunities for all individuals to be evaluated based on their abilities and performance.

In addition, technology also plays a role in promoting gender equality by increasing access to information and learning resources. Technology enables individuals to access various online learning resources, making it easier for them to improve the knowledge and skills required for their work (Kaur & Sharma, 2023). This reduces the gap in access to education and training, which often acts as a barrier for certain groups to develop their careers. With equal access to learning resources, individuals from various gender groups have the same opportunity to enhance their competencies and compete in the workforce based on their abilities. Changes in communication patterns and interactions within digital society demand that organizations continue to adapt to dynamic virtual realities to support broader access to information (Darmawan, 2021).

Technology can also play a role in hindering gender equality if it is designed or implemented in a way that does not take equality aspects into account (Mohideen, 2020). One form of barrier posed by technology is the digital divide regarding the technical skills required in the workplace. Individuals who lack access to technology education and training will face difficulties in keeping up with the changes that occur, thereby increasingly limiting the employment opportunities available to them. This can lead to a greater gap between groups that have access to technology and those that do not, which ultimately may reinforce existing inequalities in terms of employment opportunities and career development. Business sustainability strategies are crucial in facing regulatory uncertainty and managerial challenges to ensure fair access for the entire workforce (Mardikaningsih & Darmawan, 2021).

Technology can also hinder gender equality through the occurrence of unconscious discrimination within the systems used. Technological systems such as artificial intelligence and data analytics that are designed based on historical data can reinforce existing patterns of inequality from the past. If the data used to train such systems contains patterns of discrimination or inequality, the resulting systems will tend to perpetuate those patterns in the decision-making process. This can lead to situations where individuals from certain groups inadvertently receive unfavorable treatment during recruitment, performance appraisal, or promotion, even though the systems used are considered objective and impartial.

Such disparities can exacerbate existing gender inequality in society and the labor market, limiting the opportunities for women and girls in the digital era (Mariscal et al., 2019). Managing the employee experience in a digital workplace must be carefully considered from the perspective of human resource management to ensure an inclusive environment free from systemic bias (Putra et al., 2022).

Furthermore, technology can also create barriers to gender equality through changes in work structures that benefit specific groups. The implementation of technology often causes shifts in the types and levels of skills required for jobs (Cortes et al., 2020). If these changes favor skills that are traditionally more prevalent among a specific gender group, other groups will face difficulties in adapting to the changes that occur. This can result in a situation where employment and career development opportunities become more limited for groups that lack the required skills, thereby reinforcing existing inequalities in terms of positions and rewards in the workplace.

Technology can also hinder gender equality by increasing work pressure and creating an imbalance between work and personal life. One of the most prominent issues is the disappearance of physical boundaries between the workspace and the home (Adisa et al., 2022). Technology allows employees to remain connected to work outside of office hours, making the distinction between work time and personal time increasingly blurred. This presents specific challenges for individuals with family responsibilities or certain social roles, which are traditionally borne more by specific gender groups (Loeschner, 2018). The pressure to always be available and complete tasks in a short time can lead to excessive workloads, making it difficult for individuals with additional responsibilities to meet the established expectations. Without a clear separation, individuals often struggle to distinguish between work and personal time. This can lead to increased stress, burnout, and a decline in the quality of family relationships (Shaari et al., 2022). Such conditions can reduce their performance and work engagement, which in turn affects their opportunities for career development and receiving rewards comparable to their colleagues.

The factor that determines whether technology plays a role in promoting or hindering gender equality is the way in which that technology is designed and developed. Technology designed with consideration for the needs and characteristics of all users, regardless of gender, is more likely to support the creation of equality (Ceia et al., 2021). Conversely, technology designed based on the perspective or needs of only a specific group will create barriers for others. Therefore, the involvement of various groups of individuals in the technology design and development process is crucial to ensure that the resulting technology can be used fairly and equitably by all employees, regardless of gender. By encouraging this involvement, companies can optimize the potential of their employees to achieve greater organizational goals (Darmawan et al., 2020).

Another factor that determines the impact of technology on gender equality is the purpose and manner of its implementation within an organization. If technology is implemented with the goal of creating a fairer and more inclusive work environment, the likelihood of achieving equality will be greater (Andrade, 2022). Conversely, if technology is implemented solely for the purpose of increasing efficiency and productivity without considering the resulting social impacts, the likelihood of inequality will be higher (Mardikaningsih et al., 2022). Organizations need to formulate clear objectives for technology implementation and ensure that the implementation process is conducted in a way that considers the interests and needs of all employees.

The availability of adequate support and resources is also a factor that determines the impact of technology on gender equality (Shejni, 2019). Support can take the form of providing the necessary training and education to master technological skills, as well as support through policies and programs that help employees balance work demands and personal life. When this support is available, individuals from various gender groups have equal opportunities to develop the required skills and adapt to the changes caused by the implementation of technology. Conversely, if support is not provided equitably, the gap will widen, and gender equality will become increasingly difficult to achieve.

Existing organizational culture also influences the relationship between the implementation of technology and the achievement of gender equality (Andrade, 2022). In organizations that possess a culture supporting equality and diversity, technology implementation will more likely be used as a tool to create a fairer work environment. Such a culture emphasizes the importance of fair treatment, mutual respect, and the involvement of all employees in the decision-making process. Conversely, in organizations with a culture still influenced by traditional values that place certain gender groups in higher positions, the implementation of technology will more likely reinforce existing inequalities. Organizational culture creates a frame of reference that determines how technology will be interpreted and used in daily work practices (Mardikaningsih & Darmawan, 2022). Strengthening organizational social capital and team collaboration are key elements in supporting inclusive total quality management (Putra et al., 2021).

Policies and regulations established by the organization also play a crucial role in determining the impact of technology on gender equality. Policies that explicitly state the organization's commitment to achieving gender equality and regulate the implementation of technology in accordance with principles of equality will help ensure that technology is used in a way that supports those goals (Nie, 2023). These policies can include provisions on equal access to technology training, protection of employee rights in technology usage, and mechanisms for addressing issues or inequalities that may arise. Conversely, if existing policies do not take aspects of equality into account, the implementation of technology

may lead to unexpected problems that hinder the achievement of equality goals. The design of fair performance evaluation and reward systems is necessary to support objectivity in modern organizations (Darmawan & Marsal, 2021).

In organizational development, developing a competent and efficiently functioning team requires not only technical skills but also leaders who understand how to motivate their members (Rojak & Darmawan, 2023). Management's ability to navigate the changes brought about by technology adoption also influences the resulting impact on gender equality. Management with a sound understanding of the importance of gender equality and the ability to manage change inclusively will be better equipped to utilize technology as a tool for creating a fair work environment. Such management will ensure that all employees receive the necessary support, are involved in the change process, and have equal opportunities for self-development. Conversely, if management lacks sufficient understanding and capability, the technology adoption process will create uncertainty and inequality that may hinder the achievement of gender equality. When individuals receive adequate support, they will feel more confident in their ability to learn and master new technological systems (Abdullah et al., 2021). Transformational leadership plays a crucial role as an agent of social change in transforming the organization's value system toward greater equality (Rojak et al., 2022). Positive psychological factors are also highly decisive in increasing employee engagement and commitment to their work tasks (Darmawan & Mardikaningsih, 2021).

Employee understanding and awareness regarding the importance of gender equality and how to use technology fairly are also factors that determine the impact produced. When employees have a good understanding of their rights and obligations, and are aware of the importance of fair treatment for all individuals, they will be more inclined to use technology in a way that supports equality (Irfan et al., 2023). Conversely, if employees still have limited understanding or are influenced by existing prejudices, the use of technology can lead to unconscious discrimination or inequality. Therefore, efforts to increase employee understanding and awareness are of utmost importance to ensure that technology plays a role in promoting gender equality.

The impact of technology on gender equality can also vary depending on the type and level of complexity of the technology being implemented. Technology that is simple and easy to use tends to have a more positive impact because it can be accessed and utilized by all employees regardless of gender. Conversely, technology that is complex and requires high levels of specialized skills can create barriers for groups that lack access to the necessary education and training. Therefore, organizations need to consider the characteristics of the technology to be implemented and ensure that it aligns with the needs and capabilities of all employees. Sustainable and equitable technology implementation is a fundamental prerequisite for realizing an equal society (Essa & Mardikaningsih, 2023). Furthermore, the dynamics of social influence and performance authenticity on social media provide new insights into how digital interactions can shape work norms (Hariani & Mardikaningsih, 2022).

Overall, the role of technology in promoting or hindering gender equality in the workplace cannot be determined absolutely, but rather depends on various interconnected factors. Technology possesses great potential to create a fairer and more equitable work environment; however, this potential can only be realized if technology is designed, implemented, and managed in a way that considers aspects of equality. Without sufficient attention to the factors influencing the impact of technology, its implementation in the workplace may lead to greater inequality and hinder the achievement of gender equality goals expected by organizations and society at large.

CONCLUSIONS

Based on the literature review results outlined above, it can be concluded that technology plays a dual role regarding gender equality in the workplace. On one hand, technology can serve to promote equality by opening access to employment opportunities, increasing objectivity in decision-making, and providing access to learning resources. On the other hand, technology can also act to hinder equality if it is designed or implemented without consideration for equality aspects, which may lead to gaps in skill access, unconscious discrimination, and an imbalance between work and personal life. The resulting impact is highly dependent on factors such as the design of the technology, the purpose of its implementation, the availability of support, organizational culture, and management's ability to manage change.

Future research could conduct empirical studies to test the relationship between technology adoption and the achievement of gender equality across various types of organizations and industrial sectors, thereby identifying more specific and in-depth patterns of relationships. Future research could also develop a measurable framework that organizations can use to assess the impact of technology adoption on gender equality and identify necessary improvement steps. Furthermore, future research could examine the effectiveness of various organizational policies and practices aimed at ensuring that technology is used in a manner that supports gender equality.

The results of this study have practical implications for organizations to leverage technology in creating a fair and equitable work environment. Organizations need to ensure that the design and implementation process of technology involves diverse groups of employees and considers the needs and characteristics of all individuals, regardless of gender. Organizations also need to provide adequate support in the form of training, policies that support work-life balance, and the creation of an organizational culture that values equality and diversity. By implementing these measures, organizations

can optimally harness the potential of technology to create a work environment that supports the achievement of gender equality and provides optimal benefits for all employees and the organization as a whole.

REFERENCES

Abdullah, M. H. A. B., Gardi, B., & Darmawan, D. (2021). Innovation in human resource management to enhance organizational co mpetitiveness in the era of globalization. *Journal of Social Science Studies*, 1(1), 51–58.

Adisa, T. A., Antonacopoulou, E., Beauregard, T. A., Dickmann, M., & Adekoya, O. D. (2022). Exploring the impact of COVID-19 on employees' boundary management and work–life balance. *British Journal of Management*, 33, 1694–1709. https://doi.org/10.1111/1467-8551.12643

Andrade, M. S. (2022). Gender equality in the workplace: A global perspective. *Strategic HR Review*, 21(5), 158–163. https://doi.org/10.1108/shr-07-2022-0038

Barzani, L. A., Darmawan, D., & Zulkarnain, M. A. B. (2022). The application of sustainable supply chain management principles in the manufacturing industry to improve operational performance and corporate social responsibility. *International Journal of Service Science, Management, Engineering, and Technology*, 1(1), 38–45.

Bernardino, M. D. (2017). Nuevas tecnologías desde una perspectiva de género y de prevención en el ámbito laboral. *Labour & Law Issues*, 3(1), 51–74. https://doi.org/10.6092/ISSN.2421-2695/6859

Ceia, V., Nothwehr, B., & Wagner, L. (2021). Gender and technology: A rights-based and intersectional analysis of key trends. https://doi.org/10.21201/2021.7598

Chang, E. H., & Milkman, K. L. (2020). Improving decisions that affect gender equality in the workplace. *Organizational Dynamics*, 49(1), 100709. https://doi.org/10.1016/J.ORGDYN.2019.03.002

Cortes, G. M., Oliveira, A., & Salomons, A. (2020). Do technological advances reduce the gender wage gap. *Oxford Review of Economic Policy*, 36(4), 903–924. https://doi.org/10.1093/OXREP/GRAA051

da Silva, B. dos S., Darmawan, D., & Gardi, B. (2022). A systematic approach to risk management to enhance information technology project success in a dynamic business environment. *Journal of Social Science Studies*, 2(2), 213–218.

Darmawan, D. (2020). Health, well-being, and productivity of senior employees in the era of artificial intelligence. *Journal of Science, Technology and Society*, 1(2), 43–50.

Darmawan, D. (2021). Social interaction in digital society: Changes in online communication patterns and dynamics of virtual communities. *Studi Ilmu Sosial Indonesia*, 1(1), 325–350.

Darmawan, D. (2022). Posthuman human resource management in organizations using generative artificial intelligence. *Studi Ilmu Sosial Indonesia*, 2(2), 97–124.

Darmawan, D., & Mardikaningsih, R. (2021). The role of positive psychological factors in enhancing employee engagement and commitment to work tasks. *International Journal of Service Science, Management, Engineering, and Technology*, 1(2), 37–44.

Darmawan, D., & Marsal, A. P. (2021). Design of performance evaluation and fair reward systems in modern organizations. *Journal of Science, Technology and Society*, 2(1), 45–52.

Darmawan, D., Mardikaningsih, R., Sinambela, E. A., Arifin, S., Putra, A. R., Hariani, M., Irfan, M., Al Hakim, Y. R., & Issa lillah, F. (2020). The quality of human resources, job performance and employee loyalty. *International Journal of Psychosocial Rehabilitation*, 24(3), 2580–2592.

Eddine, B. A. S., & Darmawan, D. (2021). Professional employees, manual workers, and informal workers in achieving work-life balance. *Studi Ilmu Sosial Indonesia*, 1(1), 209–226.

Eddine, B. A. S., & Darmawan, D. (2022). Social construction of work-life balance in cultural and organizational norms. *Studi Ilmu Sosial Indonesia*, 2(1), 213–234.

Essa, N. E., & Mardikaningsih, R. (2023). Sustainable and fair technology for an equitable society. *Journal of Social Science Studies*, 3(1), 355–362.

Fared, M. A., & Darmawan, D. (2021). Design and implementation of cross-functional training to improve team collaboration. *Journal of Social Science Studies*, 1(1), 215–220.

Gani, A., & Darmawan, D. (2022). Ethics and accountability in artificial intelligence-based managerial decision making. *Journal of Social Science Studies*, 2(1), 147–152.

Geldsetzer, P. (2023). Review of the data and implications for the human resource function about the effect of developing technology on the workplace. *International Journal for Multidisciplinary Research*, 5(3). https://doi.org/10.36948/ijfmr.2023.v05i03.3261

Guerra, R. (2023). Benefits of technology in business administration. 1, 90. https://doi.org/10.56294/piii202390

Hariani, M., & Mardikaningsih, R. (2022). The performance of authenticity and the commodification of parasocial bonds: Twin pillars of influencer culture on social media. *Studi Ilmu Sosial Indonesia*, 2(2), 385–412.

Irfan, M., Darmawan, D., & da Costa, L. (2023). Gender dynamics and work-life balance in the era of hybrid work: The social impact of remote work on families. *Journal of Social Science Studies*, 3(2), 161–168.

Kaur, M., & Sharma, J. (2023). The role of digital literacy to promote gender equality. https://doi.org/10.59231/sari7642

Khairi, M. (2021). Career women, double burden, and gendered structures in feminist sociological perspective. *Studi Ilmu Sosial Indonesia*, 1(2), 173–186.

Khayru, R. K., Darmawan, D., & Kurniawan, Y. (2022). An analysis of the impact of age, work experience, and gender on job search duration among graduates. *Journal of Social Science Studies*, 2(2), 139–144.

Loeschner, I. (2018). Moving on the connectivity continuum: Performing gender in times of constant connectivity. *Gender in Management: An International Journal*, 33(7), 526–543. https://doi.org/10.1108/GM-10-2017-0127

Lott, Y. (2015). The need for a gender perspective on digitalization.

Mardikaningsih, R., & Darmawan, D. (2021). Business sustainability strategies in the facing of regulatory uncertainty and managerial challenges. *Journal of Social Science Studies*, 1(2), 111–118.

Mardikaningsih, R., & Darmawan, D. (2022). Design and implementation of communication strategy in change management. *Journal of Social Science Studies*, 2(2), 237–242.

Mardikaningsih, R., & Darmawan, D. (2022). Digital human resource practices in remote work systems. *Studi Ilmu Sosial Indonesia*, 2(1), 357–388.

Mardikaningsih, R., & Darmawan, D. (2022). Situational leadership strategies to improve change management and team performance. *Journal of Social Science Studies*, 2(1), 247–252.

Mardikaningsih, R., & Darmawan, D. (2022). The role of self-efficacy in predicting employee adaptability to technological change in the workplace. *International Journal of Service Science, Management, Engineering, and Technology*, 2(3), 43–55.

Mardikaningsih, R., Halizah, S. N., Darmawan, D., Masithoh, N., & Nuraini, R. (2022). Examining the role of authentic leadership in shaping positive work climate and organizational citizenship behavior. *International Journal of Service Science, Management, Engineering, and Technology*, 2(1), 52–59.

Mardikaningsih, R., Halizah, S. N., Nuraini, R., & Darmawan, D. (2022). The role of ethical leadership in shaping a positive and sustainable organizational culture. *International Journal of Service Science, Management, Engineering, and Technology*, 2(2), 48–55.

Mariscal, J., Mayne, G., Aneja, U., & Sorgner, A. (2019). Bridging the gender digital gap. *Economics Journal*, 13(9), 1–12. https://doi.org/10.5018/economics-ejournal.ja.2019-9

Mohideen, R. (2020). Technologies "disrupting" gender relations? 27–38. https://doi.org/10.1007/978-981-15-0230-9_3

Morrison, A., Jurado, M. H., & García, A. D. la P. (2021). Diversidad 2.0: La tecnología como aliada de las empresas latinoamericanas. https://doi.org/10.18235/0003328

Nie, H. (2023). Gender inequality in the digital field and potential remedial measures. *Lecture Notes in Education Psychology and Public Media*. https://doi.org/10.54254/2753-7048/21/20230050

Putra, A. R., Darmawan, D., & Arifin, S. (2022). Employee experience in the digital workplace: A human resource management perspective. *Studi Ilmu Sosial Indonesia*, 2(2), 361–384.

Putra, A. R., Mardikaningsih, R., & Darmawan, D. (2021). Organisational social capital and team collaboration as supports for total quality management. *Studi Ilmu Sosial Indonesia*, 1(1), 129–146.

Ramle, N. L. B., & Mardikaningsih, R. (2022). Inclusivity in technology-based services: Access and skills challenges. *Journal of Social Science Studies*, 2(2), 225–230.

Rojak, J. A., & Darmawan, D. (2022). Strategies for elevating employee performance: Focusing on work-life quality and self-efficacy development. *Journal of Science, Technology and Society*, 3(2), 9–16.

Rojak, J. A., & Darmawan, D. (2023). Improving employee engagement and team development through the implementation of flexible and adaptive situational leadership. *Journal of Social Science Studies*, 3(1), 369–374.

Rojak, J. A., Darmawan, D., & Khayru, R. K. (2022). Transformational leadership as an agent of social change in organizational value systems. *Studi Ilmu Sosial Indonesia*, 2(1), 191–212.

Shaari, R., Sarip, A., & Shaari, S. (2022). Work-family balance and hybrid working environment for women: An agenda. *Sciences*, 12(12), 1726–1733.

Sharma, A. (2022). Understanding the digitised labour market through a gendered lens. 108–131. https://doi.org/10.4018/978-1-7998-8594-8.ch006

Shejni, L. (2019). Technology is not the great equalizer: A feminist perspective on the digital economy. *Development*, 62(1), 128–135. https://doi.org/10.1057/S41301-019-00228-X

Triplett, W. J. (2023). The role of technology in promoting diversity and inclusion. *Cybersecurity and Innovative Technology Journal*, 1(1), 37–41. https://doi.org/10.53889/citj.v1i1.306

Zhang, Y. (2022). Analysis of the impact of technological advances such as big data and AI on gender equity of people management in organisations. *BCP Business & Management*, 17, 169–175. https://doi.org/10.54691/bcpbm.v17i.389