Buana Gender

Woman and Career: Case Study of "TOP" Woman Leader

Vidya Nindhita
Trunojoyo University, Madura

Abstract

Discrimination is one of the issues that can never be separated from discussions about a woman's career in her work environment. Obtained from the Central Bureau of Statistics, the data shows that there is a decrease in the proportion of female workers in managerial positions, especially in DKI Jakarta Province. A total of 35.96% of the proportion of female workers in managerial positions was recorded in 2019, falling to 34.19% in 2020, and 33.15% in 2021. The formulation of the problem raised by the researcher is what obstacles and supporting factors exist in the career management of a female leader? How do women leaders manage their careers? This research was conducted using qualitative research methods with purposive sampling technique. The results prove that career management of a female leader experiences several obstacles in its achievement, stereotypes, distrust from colleagues, work-family conflict, lack of support, etc. In addition to these obstacles, women leaders have several supporting factors in managing their careers, support from spouses, involvement in decision making, mentoring from superiors/direct reports, organizational culture, etc. The management of career problems in women leaders can be overcome by having a career path based on performance, good team composition, family commitment, utilizing emotional instability as a form of sensitivity, and focusing on work motivation.

Keywords: Woman, Leader, Career

Introduction

A woman's career in her work environment has been the subject of much research. Discrimination is one of the issues that is never separated from the discussion of a woman's career in her work environment. The previous study showed that on the one hand, status beliefs about women and men—that is, shared cultural schemas about status that reflect and are legitimized by beliefs about competence-related attributes of men and women (Biron et al., 2016). The beginning of issues ranging from differences in rights, difficulties in career

Corresponding author
Email: vidya.nindhita@trunojoyo.ac.id

advancement, dual status roles as a worker and also a mother, as well as the poor type of leadership applied by a woman. There are also cases where a woman is denied promotion even though she technically fulfils all the criteria(Chowdhury & Gibson, 2019). In fact, various things can affect one's career, ranging from a supportive work environment, peer support, and also the rules applied in the company. A woman's leadership is also a point of emphasis in the assessment of a "TOP" leader. The simplest example is the dilemma faced by a "TOP" female leader who is trying to decide something. Women are typically described with communal traits (e.g., helpful, kind, likeable) (Horvath & Sczesny, 2016), and this is not the character of a desirable leader. Women are advised to show assertiveness and initiative in the work environment, but doing so may be perceived as violating gender norms and others' expectations of how a female leader should and should not act (Allen et al., 2016).

Horvath & Sczesny (2016) states that female applicants are more likely to be selected, but less likely to be hired than male applicants because or gender inequality. Various studies on gender inequality in companies have been conducted. One of them is research conducted by Chowdhury & Gibson in 2019. In their analysis, a woman needs to apply 4 ways to survive in a work environment that does not have gender equality. The first is that women are expected to be able to find a balance between feminist and masculine roles, then the second is that women cannot rely on the solidarity role of fellow women, the third is to understand the status of a mother who is sometimes considered a career barrier, and the last is to accept that sexism is an inseparable part of being a professional woman.

The dual role as a wife and mother, as well as a career woman, is another issue that is always accompanied by the emergence of women's career issues. Career women certainly have twice as many duties and responsibilities as women who are full-time housewives (Husniyati, 2021). This limitation is then a consideration for a company founder to choose a woman to become a leader. Multiple roles are cited as one of the factors that cause women to have difficulties in managing their careers.

Data from the Central Bureau of Statistics records an increase in the proportion of women working in managerial positions every year. It was recorded that the proportion of women working in managerial positions in 2015 was 22.32%, in 2016 was 23.6%, in 2017 was 26.56%, in 2018 was 28.75%, in 2019 was 30.37%, and in 2020 was 33.08%. In 2020 there was an increase of 2.71% compared to the previous year. This data is taken from 2.82 million

workers who work in managerial positions. Distribution also occurs based on the region, namely the proportion of female workers in managerial positions in rural areas of 33.03% and the proportion of female workers in managerial positions in urban areas of 33.10% or a difference of 0.07% higher than the proportion in rural areas. However, this is not seen in DKI Jakarta province, which is an urban area and the capital of the Republic of Indonesia.

Data on female workers who served in managerial positions actually decreased significantly every year. Obtained from the Central Bureau of Statistics, the data shows that there is a decrease in the proportion of female workers in managerial positions, especially in DKI Jakarta Province. A total of 35.96% of the proportion of female workers in managerial positions was recorded in 2019, falling to 34.19% in 2020, and 33.15% in 2021. The existence of this data becomes a separate issue regarding how the dynamics and obstacles of a woman working in a big city to achieve her career as a leader in a managerial position are based on the obstacles she goes through while working.

The purpose of this research is to discuss what barriers and supporting factors exist in the career management of a female leader? How do women leaders manage their careers? The results of this study will provide suggestions that can be considered as learning and need to be learnt by women to survive in the workplace, especially those who work in urban areas. This research is expected to be able to add knowledge about careers and answer problems and career barriers in women so that they can achieve the highest career.

Career Selection: Mothers and Career Women

Career women are women who work to develop a career. Variables that influence young women's career development include limited jobs and opportunities, low ability, focus on career development and family responsibilities. The career decision-making process in women includes components that are beyond women's consideration which include; how to choose a career that will support them to function and succeed in their various roles as parents, spouses, and workers. Women who choose to remain in a career while married require them to be both balanced and professional. Inability to deal with this situation will trigger stress and pressure (Husniyati, 2021)

Career Barriers

1. Organisational Culture

    Organisational culture is a way of doing things and defines the underlying values, principles and norms and accepted behaviours in the workplace. The values and norms of traditional society are more masculine and do not have a line of women as senior positions in the workplace. This dysfunctional organisational climate is indicative of leadership that does not consider gender equality. Although some places have paid attention to the position of women in the work environment, acceptance of women is still challenged by organisational culture, disrespectful team members, and lack of trust from superiors and subordinates (Barkhuizen et al., 2022).

2. Social Expectations and Stereotypes

    Stereotyping is a common barrier, especially regarding gender. Women have less opportunity to reach high positions in the company due to societal beliefs about the roles of men and women. Stereotypically, women are considered less competent in leading effectively. Women are considered unable to succeed in their careers due to family responsibilities, inadequate knowledge and guidance. Family responsibilities and childcare duties are important factors that limit women's career opportunities (Barkhuizen et al., 2022).

3. Mentorship and Role Models

    Mentorship is certainly one of the influential aspects of women's career development in the workplace. Mentoring is a relational process between an expert who mentors and then guides a less experienced person. Leadership mentoring is necessary for women's careers. Mentoring for senior women is still an underutilised practice. Female role models are also important for women's leadership in the smooth running of their careers (Barkhuizen et al., 2022).

4. Work-family conflict

    Work-family conflict is often cited as a barrier to women's careers in the workplace. Support from family, superiors, and co-workers is necessary for women to achieve their careers. Family-friendly policies will help women leaders manage their family responsibilities, create a flexible work environment and provide opportunities for them to perform better (Barkhuizen et al., 2022).

5. Career Development Opportunities

   Women are significantly more vulnerable to social and contextual challenges that impede their career progression. The lack of alignment between individual career planning and organisational development means that women are less likely to be promoted to top management positions. As a result, women must take the initiative and invest in their professional development to achieve their career goals (Barkhuizen et al., 2022).

6. Leadership identity formation

   A woman's view of herself as a leader is a complex process in which non-work identities such as gender influence her work leader identity, career choices, aspirations and career path. Researchers agree that senior women leaders around the world struggle to establish their distinct leadership identities in male-dominated environments (Barkhuizen et al., 2022).

Women's Leadership

There are two real differences in social life for men and women, the community environment as the first place for men and women who are familiar with the household environment, the relationship between the two is indirect. The interpretation given to women's biology causes their disadvantage at all levels of society (Hartanto, 2021). This interpretation that binds women to only take care of children and remain in the household rather than working let alone leading in their work.

Five characteristics that women leaders have (Fitriani, 2015): First, the ability to persuade, women leaders are generally more persuasive when compared to men, she tends to be more ambitious than men. her success in persuading others to say "yes" will boost her ego and give her satisfaction. However, while imposing her will, her social, feminine and empathetic nature will not be lost. Secondly, proving critics wrong, they are "not yet thick-faced", women leaders have a lower level of ego strength than men, meaning they can still feel the pain of rejection and criticism. However, their high levels of courage, empathy, flexibility, and friendliness make them quick to recover, learn from mistakes, and move forward with a positive "I'll prove it" attitude. Thirdly, teamwork spirit, great women leaders tend to apply a comprehensive leadership style when it comes to solving problems and making decisions. They are also more flexible, considerate and helpful to their staff. Fourth, the leader, great

women leaders generally have strong charisma, as do men. They are persuasive, confident, and strong-willed to complete tasks and energetic. Fifth, risk-takers, no longer in safe territory, women leaders are by nature willing to break the rules and take risks, just like men while paying equal attention to detail. They speculate outside the boundaries of the company, and do not fully accept the existing structural rules (company regulations).

Research Methods

This research was conducted using qualitative research methods. Qualitative research is research that comes from statements or arguments conveyed by research subjects during the research process, and in this study, the presentation of data is not in the form of numbers. The research subject intended in qualitative research is known as an informant. Informants in research are individuals selected for information, in accordance with the background and objectives of the research. In this study, the informants selected based on purposive sampling technique are female workers who currently serve as a leader (have subordinates/team of at least 3 people) with at least 2 years of experience, under 35 years of age and work in DKI Jakarta as a Metropolitan city.

The research used a descriptive qualitative approach. Research emphasises the depth of data obtained (quality) of data, and not the amount (quantity) of data collected (Sugiyono, 2014). The data generated in the descriptive qualitative method can be in the form of interviews, field notes, photographs, and other official documents. In this study, researchers used interviews, observation, documentation, and triangulation techniques in the data collection process. Interviews were conducted using the in-depth interview method or in-depth interviews with a number of informants.

According to (Sugiyono, 2014) data analysis is the process of systematically compiling data, where data obtained from interviews, field notes, and documentation, by organising them into units, synthesising them, compiling them into patterns, selecting which ones are important and which ones will be studied, and making conclusions so that they are easily understood by oneself and others. The data analysis technique in this study begins with reviewing the informant data and then analysing it using the existing theoretical basis and explaining it systematically based on the facts in the field. In qualitative research, data presentation can be done with brief descriptions, charts, relationships between categories,

and flowcharts. Drawing conclusions is the final stage in qualitative research, the things that are concluded in this study are the parts that are the subject of discussion and the results of the analysis that has been done before. According to Sugiyono (2014) conclusions in qualitative research may be able to answer the formulation of problems formulated from the start, but maybe not, because the formulation of problems in qualitative research is still temporary and can continue to develop after research in the field.

Finding(s) and Analysis

Barriers to Women Leaders' Career Management

1. Non-involvement in Decision Making

Being in an organizational culture that favours one gender will be the biggest obstacle in a woman's career towards the highest stage as a leader. Impartiality to women can be seen with injustice when making important decisions from the company. Barriers can include lack of opportunity to express opinions and participation in decision-making. This culture is of course also influenced by the characteristics and vision and mission of the company. The creation of the role of women in the opportunity to hold leadership roles should cause men and women to have equal opportunities or access to leadership. It is characterised by women who are able to vote, participate in the development of a better country (Sahban, 2016).

> *Disana jujur kebanyakan leadernya laki-laki. Bahkan direct reportnya juga ke laki-laki. Disana cukup kental tuh culture nya, dan juga perbedaan gendernya. Dan bahkan kadang-kadang ee.. ya ada sisi-sisi dimana kok kayaknya yang harus ngomong tuh si A dulu yah, yang laki-laki. Daripada kita. Padahal kita pun based on riset juga. Kitapun juga ada apa sih, memberikan saran dan pendapat dan sebagainya.(YF11032023.25-29)*

> *Awalnya seperti yang aku bilang ya artinya cukup gender ya karena cowok.. karena mungkin di logistic ya. (YF11032023.35-36)*

2. Stereotypes

Stereotypes do not escape a woman's path in achieving what she wants, especially when it comes to her career. Some cultures in society explain the difference between rights and obligations and what is considered appropriate for men and women to do. The stigma that "women don't need to go to high school, they'll end up in the kitchen too" is often used as a tool to justify "unfair" actions against women (Sahban, 2016). The absence of opportunities

to develop and certain restrictions placed on women so that a stereotype can hinder the career path of women.

> *kalau di jogja Wanita itu nggak elok loh untuk melakukan ini ini gitu tapi itu nggak ada tapi ini nggak ada terbuka lah jadi satu perusahaan ngga ada kesenjangan suku ras selama dedikasinya pegawai itu baik. (FD11032023.88-90)*

3. Distrust from colleagues

Based on the previous stigma attached to a woman, it results in a woman being able to further prove her capacity. Both from the trust of colleagues and superiors. The belief that a woman is able to lead a team, even work better, certainly takes time to prove. This is also said to be one of the stones in women's career management. Personal branding needs to be applied in a woman's work. Personal branding will ultimately lead to assessable employability, emphasising the importance of proactive attitudes and behaviours to colleagues which will increase colleagues' trust in them (Gorbatov et al., 2019).

> *Eee, memang untuk mendapatkan believe itu gak semata mata langsung yah hehehe,kita juga perlu proses karena segala apa yang kita lakukan hasilnya baru orang orang liat dari hasil padahal prosesnya panjang untuk mendapat posisi itu, (FD11032023.91-93)*

4. Work-Family Conflict

Work-Family Conflict has become a form of problem experienced by female workers. Work-Family Conflict can be in the form of her dual role status as a mother and wife, as well as household responsibilities ranging from home and children's education. In terms of status, women who are single and married will differ in terms of flexibility at work. The demands of household chores will be more present in married women, which in turn will affect their performance at work.

> *Jadi poinnya adalah setelah menikah. Mungkin kalau sebelum menikah tuh ee.. ya kerja ya kerja aja, nggak yang gimana-gimana. Aku bisa bilang begitu. Setelah itu menikah dan aku pindah ke tempat yang baru. Itu disana start poinnya.(YF11032023.21-23)*

> *Karena aku juga menikah dan aku bisa bilang transformasi ku tuh juga cukup ini. Dan ke karir aku juga berubah secara status. Aku menikah merubah menjadi menikah dan seorang istri.. e apa Namanya ibu juga, jadi bunda (YF11032023.52-54)*

In terms of dual roles as a mother and wife, a woman will feel guilty if she leaves her children at work, and guilty if she does not support her husband in terms of quality and

quantity of time. The biggest obstacle will come from the division of roles between career women and homemakers. As women generally continue to provide primary care for children and household responsibilities, they simultaneously have a role to participate in their work at the office, their career issues, development issues, and duty concerns (O'Neil & Bilimoria, 2005).

> *Jadi 2021 awal sampai pertengahan itu aku sudah kewalahan sih. Bukan karena pekerjaan. Justru karena peranku sebagai istri, bunda, dan juga atasan di kantor. (YF11032023.58-60)*

> *Jadi jujur sih the biggest challenges dan hambatan terbesarku tuh malah lebih ke pembagian peran. (YF11032023.67)*

> *Kalau menurut saya itu yang paling harus di manage Ketika Wanita memilih untuk bisa dibilang mengejar atau konsisten terhadap karirnya untuk urusan how your manage in domestic area itu karena balik lagi karena kesempatan pria atau Wanita dibilang sama yes sama dari perusahaan memberikan sama tapi kadang kadang juga impact melihat temen-temen yang Wanita kadang kadang kita suka memposisikan diri sebagai iya saya sakit jadi harus istirahat, iya saya ada keperluan ini nganter anak sekolah , mengambil raport atau apalah segala banyak tentunya sebagai Wanita banyak yang harus dijalani (GT08042023.30-36)*

The role demands associated with women as mothers and wives have led to female workers resigning and not achieving their dream careers. Studies identify that career barriers and sources of discrimination within organisations are primarily motherhood and society's perception of being a good mother who successfully balances career and motherhood responsibilities (Chowdhury & Gibson, 2019)

> *justru si wanitanya sendiri yang bertumbangan sih karena balik lagi nanti masalah domestic trus masalah prioritas trus gada support system terpaksa dari tengah kayak menyerah atau putus dulu tapi sebenernya kalau dari perusahaannya sendiri sih ya ntah mungkin multinasional ya harusnya ga ada issue gender sih siapapun bisa maju gitu sih mba (GT08042023.19-23)*

1. Lack of Support

The absence of support from close family will put women's careers on hold. Facing all work problems without the support of the closest people will certainly feel heavy and will affect the desire to achieve a career. Support can be present both in physical and emotional terms. The context of support is interpreted as the perception of women workers towards the support of important individuals around them, which can be from superiors in terms of mentoring assistance, from colleagues, and the most important support from spouses and

families (Kang & Kaur, 2021).

seperti tadi contohnya keluarga tidak mensupport, (FD11032023.50-51)

1. Woman Leadership

A woman's leadership tends to be said to be emotionally unstable. It is undeniable that the difference between men and women is not only physical but also in terms of emotional management. Women's leadership tends to be considered as leadership that uses feelings more than men who are more logical. The ability to control emotions, of course, in uncertain situations, causes obstacles in achieving maximum performance and forming teams well. The relationship is seen in the finding that stressful conditions in women often increase women's emotions at work (Becker, 2010).

> *yang kedua aktivitas aktivitas normal yang biasanya bisa dilakukan laki laki kita bisa take care juga termasuk mengontrol emosi apalagi Wanita secara psikologi juga dalam mengambil keputusan juga menjadi (FD11032023.50-53)*

> *Eee iyaa, iyaa banget hahaha antara lain kalau dibilang mungkin bisa dibilang itu kekurangannya Wanita, kalau Wanita itu lebih sensitif kadang emosinya ga stabil saya ga mau bilang kalau itu ga ada ya karena pasti nya kalau lagi masa PMS hadeh (GT08042023.91-93)*

Factors Supporting Women Leaders' Careers

1. Family Support (Inner Circle)

The biggest support from a female leader comes from the closest family. Support to achieve the highest possible career despite her position as a woman, certainly makes a woman's path continue to be open to seek better career opportunities. A woman can make many improvements on the support provided by the family. Support from the family can be from several components, namely expectation support, tangible support, information support, and emotional support (Kristiyanti & Chabibah, 2020).

> *Oke mungkin kalau aku cerita sedikit ya mengenai karir sebagai woman memang harus di support dari berbagai sudut pandang dan angle ya karena woman kan kita juga ada family yang harus kita take care sama kita ada juga lingkungan yang memudahkan kita untuk berkarir (FD11032023.22-26)*

> *family ku sendiri sebelum aku menikah memang kita sendiri tu as a woman anak itu tidak ditutup untuk karirnya sebisa mungkin apa yang diraih ya lets go apa yang kita impikan diraih ya orang tua memang membebaskan kreasi lebih dan bisa berimprove lebih untuk mencapai mimpi kita (FD11032023.27-30)*

faktor pendukung utama adalah keluarga dari keluarga itu penting (FD11032023.32-33)

2. Support from Spouse

Apart from the nuclear family (father, mother and siblings), of course, for married women, the greatest support also comes from their spouses. Support from family, especially from spouses, is very important to determine women's career aspirations (Kang & Kaur, 2021). Commitment in marriage regarding who works and who helps with household chores is built by both parties so that there is agreement between the two. Support for career paths is also discussed from the beginning of the marriage so that there are no obstacles coming from the partner because they have mutually agreed on the career that will be achieved.

> *trus yang ketiga saya memulai journey untuk berkarir sebelum menikah kita baru mengetahui bahwa pasangan kita ini mensupport kita atau ngga, karena Ketika kita tidak mendapat dukungan untuk karir kita struggle (FD11032023.35-37)*

> *bisa tapi dia dengan sadar betul potensinya istriku ya disini jadi dia yang ngomong aku yang mengalah nanti cari pekerjaan yang lebih bisa men take a care anak jarang menemukan pasangan yang begitu tapi kita sudah membuat komitmen itu, (FD11032023.104-106)*

> *pas aku udah nikah kan aku ketemunya sama orang yang spesifik tipe development jadi dia ada keinginan untuk istrinya juga ya eee setelah itu aku mendukung 100% sih dan dia juga punya peranan eee sangat sangat besar sampai aku bisa jadi istri ini apalagi kita juga udah bagi peran juga kan, kadang kadang kalau aku meeting diluar seharian ya mau gak mau yakan jadi karena udah nikah jadi yaudahlah sama suami gitu kan.(YF11032023.133-138)*

3. Involvement in Decision Making

The workplace environment will affect a woman's career. The opportunity to have an opinion and make important company decisions is certainly a form of appreciation and equality in opinion and achieving a career. Career opportunities begin with equal opportunities to voice opinions and work on high-impact projects for the company. Being part of important assignments in the company will increase their visibility in the company, thus increasing their chances of promotion (Kang & Kaur, 2021).

> *kedua lingkungan dimana tempat kita bekerja karena lingkungan kita bekerja tu akan berimpact pada karir terutama menyangkut disetarakan ngga setara gender perusahaan tersebut,(FD11032023.33-35)*

> *ibaratkan seperti ini saya termasuk dalam core tim dari 6 tim ini 4 diantaranya Wanita dan 2 diantaranya adalah pria dan didalam kita mengambil keputusan*

semua harus terlibat dan turut aktif dalam pengambilan keputusan made only just a give information or suggestion kita pun mendesain keputusan apa yang berdampak kepada seluruh karyawan (FD11032023.78-82)

Okee, kalau ngomongin seberapa besar peranan itu sehingga Wanita itu bisa berkarir, aku pikir mungkin dari 30% karena Cuma management sendiri budaya organisasinya dan menganggap perempuan itu penting pasti kita tidak akan dilibatkan dalam mengambil keputusan (FD11032023.76-78)

4. Mentoring from Superiors / Direct Report

Without support from a direct supervisor where a woman can complain about her problems and conditions, it will certainly make a woman's desire to achieve a career will also decrease. Support from superiors and direction on how to act is indispensable for a woman's career development. Understandable and reasonable conditions and more flexible policies as a woman, especially those who have children, will certainly help in a woman's career achievement. Findings on perceived supervisor support positively influences women's career aspirations suggesting that constructive feedback, help and advice from supervisors encourage women to engage in activities to develop their careers, whereas lack of support from supervisors will negatively impact careers (Kang & Kaur, 2021).

struktur organisasi atau di company saya bekerja sekarang pun dipimpin oleh seorang Wanita, Presiden direkturku seorang Wanita (FD11032023.44-45)

Alhamdulillahnya sih atasan aku juga memberikan dukungan. Mungkin dia juga engaged secara personal dengan aku yah. Kita ngobrol. Apasih kebutuhanku. Balik lagi karena aku cukup speak up yah kebutuhanku apa. Ee.. kekuranganku tuh apa, aku mau kemana, apa yang bisa aku lakukan untuk nutup gap ku. Aku sampaikan. Diapun juga mau untuk fasilitasi. (YF11032023.32-35)

biasanya ada periode periode tertentu kayak one on one atau misalnya bisa ngasih feedback ke atasan saya gitu ee itu jadi apa ya saya berterimakasih kalau di usia muda tuh dikasih feedback tuh kayak kadang kadang ga terima karena sesederhana pun kerja keras harusnya lu respect gw dong kalau saya bilang makin mau tinggi lu git makin yang diperlukan itu soft skill bukan hard skills dan it sekolahnya ga ada sekolahnya ya lo membentuk diri lo sepanjang karir jadi pembelajar terus kan nyari (GT08042023.73-78)

5. Organization Culture

An organizational culture that supports gender equality is necessary to support the career of a female leader. Equality certainly does not necessarily lead to ease of work for a female leader alone. Workload is indeed divided based on competence and not based on

gender. Anyone can do any activity and any workload. Many multinational companies engaged in the capital city of Jakarta have implemented a culture that is open or open to gender. So that all career opportunities and workloads are based entirely on the performance of each individual regardless of the gender of the individual. Support from organizational culture can significantly influence women's career advancement aspirations. Particularly, organizational culture supports opportunities offered to learn skills, and fair career management policies. If the organization provides equal opportunities for training and development, then women will attend and be encouraged to participate in such programmes that support their careers (Kang & Kaur, 2021).

> *ke empat yang ga kalah pentingnya adalah direct report adalah itu menentukan cara berpikirnya kita kan secara company sudah menyetarakan gender sudah mengangkat bahwa Wanita itu nggak kalah dengan laki laki (FD11032023.40-42)*

> *Oke karena mungkin leader-leaderku juga perempuan kali ya.. Chief ku juga perempuan. Ada leader laki-laki tapi itu pegang operation. Kalo aku bilang nggak ada perbedaannya. Bahkan di level Chief itu yaudah itu kita nongkrong bareng, main bareng gitu. (YF11032023.72-74)*

> *bahkan kalau misalkan kita hire di level operator, biasanya kan kita hire laki-laki ya. Tapi ini kita juga open kok sama perempuan. Selama dia berani. Jadi ada banyak kan nikah, nah kalau dia dibagian outbond itu dia harus kuat berdiri 8 jam. (YF11032023.91-93)*

> *mungkin kalau se pengalamanku nih gender udah gak terlalu di beda bedakan malah di dukung kontribusi Wanita itu jauh lebih meningkat karena kan memang ya mungkin dari angka dunia woman leader kasus bapak bapak kan masih jauh untungnya dari awal perusahaan perusahaanku tuh relevan sih bisa dibilang paling nanti karir kalau bisa lihat kiri kanan (GT08042023.16-19)*

> *Sangat menentukan sih mba ee balik lagi tipe pemimpin kan banyak tipe saya mulai karir dari 2007 berarti sekarang udah mulai berapa yaa 16 tahunan itu ya tipe atasan macam macam eee ada yang kita suka dan kita tidak suka tentunya , ada 2 mata point kan? eee Cuma ambil bagusnya aja dan kalau dibilang mereka support terhadap Wanita karena banyak perusahaan yang tidak memperhatikan gender ya mereka just professional aja sih mba ya kalau multinasional (GT08042023.69-73)*

Managing Career Issues of Women Leaders

1. **Career Path Based on Performance**

    Managing gender inequality in the company, of course, needs to be understood by all important role holders in the company. Both in terms of founders, top leaders, policies,

performance appraisals, and also the culture applied. Performance appraisal is considered a fair way to assess the performance of each employee without differentiating between genders. Equality in career opportunities for both women and men can be mediated by the implementation of a good performance appraisal policy based on performance. Good career path management in the company will attract competent workers who have good goals and work plans to achieve their careers (Muliati & Susiana, 2023).

> *eee terkait juga apabila ada satu divisi di tempatku technical engineer kan udah paradigmanya technical engineer itu cowo kan Namanya aja technical as information salah satu divisinya dilead oleh cewek jadi semua timnya adalah cowok dan leadernya cewek (FD11032023.86-88)*

> *Maksudnya nggak ada yang punya templatenya, dashboard nya, SOP nya itu di create dari 0. Start from zero. (YF11032023.47-48)*

> *Jadi as long as resultnya dan bagaimana kita bisa present saat itu, mereka kayaknya fine-fine aja sih. Gitu..(YF11032023.84-85)*

2. Team Composition

A leader certainly has a team that needs to be constantly monitored and directed, both in terms of the big goals of the team, as well as the technical operations of the division of work. Good team formation and having a team with the right composition will certainly help a female leader in achieving the goals of the department she leads. Good teamwork can also cause women to be more satisfied with their work and career. Teamwork can affect job satisfaction because the higher the teamwork run by the company, the higher the level of employee satisfaction at work (Octavia, 2021). Maintaining the integrity of the team and presenting effective and efficient teamwork has become an absolute responsibility of a leader. The impact is that when having a solid team, as well as understanding the right way to treat the team, it will be easier for women leaders to show better performance for their careers.

> *Terus juga timku yang awalnya banyak yang nggak tau, ada yang bukan psikologi dan aku bisa nuntun mereka, akhirnya mereka ee bisa improve secara karir dan juga development. (YF11032023.41-43)*

> *kadang kadang bersyukur kalau punya bos laki laki di dalam tim perlu kan kalau cowok semua juga nggak bagus apa ya cewek itu punya kelebihan balik lagi rejeki itu kan ga akan kemana. (GT08042023.101-103)*

3.   Family commitment

Although there are many problems that arise due to work-family conflict, the commitment in the family that has been agreed upon will help women leaders solve their problems. At the beginning of the marriage, couples must have an agreement on the career path that both will achieve, support their partner in their respective careers, and divide the duties in their role in the family as fairly as possible. The partner's ability to mingle with the team and colleagues of the female leader, will cause women to feel more comfortable in doing their work. The form of support that is present in relation to career serves as a motivational encouragement that women can discuss work-related problems with their family or husband (Kang & Kaur, 2021).

> *yang kedua masalah tersaingi dan tidak sebagai seorang Wanita kita harus menempatkan suami sebagai imam atau kepala rumah tangga kita (FD11032023.106-107)*

> *di kantor dia tuh ada seperti berbaur dengan tim ku karena nggak kenal kan ga mungkin ya, dia pun bisa ngeblend dengan tim memberku dan berusaha untuk Ketika aku ke geo x dia kalaupun bisa menemanui prosesnya akun ke sana karena lumayan lama juga kan kalau kita berpisah , dia juga tau kadang Ketika aku harus meeting dengan klien bahkan hingga larut malam dia tahu dan dia bener bener tahu istrinya sedang bekerja, apalagi di Jakarta ya pasti mencari tempat yang cozy dan bisa ngobrol di resto hotel (FD11032023.110-115)*

When working in the workplace, of course, a woman, especially those who have children, will have more thoughts about the condition of children who are left at home and children's socialisation places. In responding to this, a professional attitude needs to be applied. Women can also make up for lost time in their children's development in different ways. Whether it's making time to travel together at certain times, or learning more about parenting so that they don't miss out on their children's developmental progress and how to respond to it.

> *Dan gimana aku ngetreat tim, honestly kalo udah kerja bener-bener udah nyampingin aja gitu kak. Nyampingin aja segala hal yang berkaitan sama keluarga. Jujur ya kak kalo aku kayak gitu. Karena kalo nggak, pasti ada perasaan lonely juga ada perasaan lain juga pasti akan muncul dan aku entah kenapa jarang pegang hp dan jarang video call anak kan ada juga yang sering video karena jujur aku kan ketemu orang terus ya kak kayak interview orang. (YF11032023.107-111)*

> *komunikasi itu ya saya berasa sangat penting makan bareng sarapan atau ngobrol apalah di mobil ngalor ngidul sana sini tuh salah satu menyiasati untuk bisa kok bukan berarti kita ngga tau anak kita ngapain main sama temennya(GT08042023.42-44)*

yaudah gitu sampai kan ada beberapa saat kalau anak anak ditanya eh gimana harimu hari ini? udah kayak basi banget kan? Eh ini hari ini ulang tahun ya kamu dikasih apa itu kan lebih spesifik yah saya coba untuk lebih dekat tentang karakter gitu sih mba walaupun saya belum sepenuhnya sempurna jadi begitulah mba kurang lebihnya (GT08042023.50-53)

Closeness with the spouse and setting aside time to travel together, will strengthen the condition of marriage and minimise the lack of communication in marriage due to the busy work done. Deliberately setting aside time is the right form to keep the marriage in good condition and on the other hand, it does not interfere with the work and career that a woman will achieve.

Kalau nanya soai itu malam malam aku selalu nyempetin keluar gitu loh kak makan malam bareng lah pokoknya jajan bareng lah sebagai teman ngobrol gitu kan buat kewarasan, soalnya kalau gak gitu gak waras ya kan jujur aja , apalagi kalau aku kan kantornya di Tawang ya Jakarta timur tangerang pusat ,selatan baru timur aku nyetir sendiri kan sekarang jadi capeknya tu pegel jadi aku tuh ngerasain peranku aman aman aja sih pasti (YF11032023.144-148)

4. Emotional instability as a form of sensitivity

Besides the issue of emotional instability owned by a woman, in fact, this emotional instability if utilized properly will actually have a good impact on work. As well as sensitivity to the conditions of team members so that in the division of tasks and roles and how to deliver tasks can be felt and thought out more carefully according to the conditions of team members. A woman's advantage in handling administrative matters is felt to be better and can be utilized with the appropriate role. Of course, by accepting the condition that emotions are unstable, it is necessary to take a break from work. As long as a woman is able to see stressful conditions and unstable emotions as their own emotional reactions, and considers this an enemy that can be conquered, there will be less chance of widespread social criticism against her (Becker, 2010).

beberapa case di tempatku hampir 60% leaders nya cewe dan 40% cowo dengan kepekaan kita sebagai Wanita itu juga bisa menjadi nilai poin plus buat kita untuk mengetahui tim member kita itu kondisinya seperti apa gitu sih.(FD11032023.55-57)

bentar lagi di ubun ubun lagi tinggi paling yang saya lakukan Tarik nafas yang dalam sejenak trus inget traffic classicnya hugest tuh senyum sedikit atau bawa sholat tapi kalau lagi haid ga mungkin sholat ya saya nangis aja yaudah saya cari pojokan ambil ruangan yang agak mojok kalau ngga ga realis mba apa atau saya

mengirim email saya harus menyadari kalau situasi emosinya lagi gak bagus better daripada terburu buru nanti gak baik jadinya   (GT08042023.93-97)

kalau dibilang apakah dengan saya sensitifitas saya dengan mood yang tidak bagus itu menjadi kekurangan di satu sisi iya tapi di sisi lain mereka punya pribadi kalau moodnya lagi bagus itukan punya nice yang hal hal detail itu cewe lebih milih daripada cowo kalau udah kaya administrative ngerepotin itu ga mau dia. (GT08042023.106-109)

5. Work Motivation

Ups and downs in career management often occur in the corporate world. The dual role that a woman has, of course, will one day bring a woman to dissolve in her problems and decide to resign from her position. The importance of maintaining motivation at work needs to be done for women's career management. Motivation to work can be caused by several things depending on each individual. Whether in terms of financial needs, self-development, socialising, and so on. Things that can help maintain motivation to work in women are in the form of completing responsibilities such as not forgetting their responsibilities in the family, not bringing office tasks home, running and completing tasks from the office (Iswadi & Wibowo, 2021).

untuk berkarir tuh apa bukan semata mata mau cari uang,aku pengen explore diriku ,aku ingin berkarir ee apa ya untuk pengetahuanku ga hanya sebatas itu dan aku pengen menolong banyak orang agar dia mendapat tempat terbaiknya (YF11032023.122-125)

Conclusion

Career management of a female leader experiences several obstacles in its achievement, namely in the form of non-involvement in decision making, stereotypes, distrust from colleagues, work-family conflict, lack of support, and female leadership. In addition to these obstacles, women leaders have several supporting factors in managing their careers, namely family support, support from spouses, involvement in decision making, mentoring from superiors/direct reports, and organizational culture. The management of career problems in women leaders can be overcome by having a career path based on performance, good team composition, family commitment, utilizing emotional instability as a form of sensitivity, and focusing on work motivation. Knowing the barriers and supporting factors of a woman's

career can make a woman more prepared for the career challenges she will face and seek the most support from the surrounding environment for her career.

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