

THE GLASS CEILING PHENOMENON IN WORKING WOMEN

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**THE GLASS CEILING PHENOMENON IN WORKING
WOMEN**

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ABSTRACT

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Women experience imbalances in various career and work development processes. The purpose of this study is to look at the multitasking perspective of the role of women in the phenomenon of the glass ceiling and the factors that cause the phenomenon of the glass ceiling in various cases where women work. It also explains the role of women in various Bureaucrat sectors, Executive/Legislative members, CEOs, and arts workers. This study shows that women are in an inferior position both due to structural and cultural pressures in society. The condition of Indonesian society has not fully provided support for women's work positions in both formal and informal employment. In the case of Indonesia, women even have a dual role in addition to the main work also in domestic work. This often becomes a dilemma in the career development of a working woman. This position is different from a male worker who can focus on formal employment.

Keywords: *glass ceiling, phenomenon, labor, role, woman.*

ABSTRAK

1
Perempuan mengalami ketimpangan pada berbagai proses pengembangan karir dan pekerjaan. Tujuan penelitian ini adalah untuk melihat perspektif multitasking peran perempuan pada fenomena the glass ceiling dan faktor penyebab terjadi fenomena the glass ceiling diberbagai kasus tempat perempuan bekerja. Selain itu juga menjelaskan peran perempuan di berbagai sektor Birokrat, anggota Eksekutif/Legislatif, CEO, dan pekerja seni. Penelitian ini menunjukkan bahwa perempuan berada pada posisi inferior baik karena tekanan struktur dan kultur di dalam masyarakat. Kondisi masyarakat indonesia belum memberikan dukungan sepenuhnya terhadap posisi pekerjaan perempuan baik dalam bidang pekerjaan formal dan informal. Pada kasus di Indonesia perempuan bahkan memiliki peran ganda selain pada pekerjaan utama juga pada pekerjaan rumah tangga. Hal ini yang seringkali menjadi dilematis dalam pengembangan karir seorang perempuan pekerja. Posisi ini berbeda dengan seorang pekerja laki-laki yang dapat fokus pada pekerjaan formal.

Kata Kunci: *glass ceiling, phenomenon, peran, perempuan, pekerja*

INTRODUCTION

11 It is important to fight for gender equality in the Sustainable Development Goals (SDGs) so there is no job discrimination between men and women. The emergence of gender equality is due to gender inequality in various fields, such as education, social work, and the economy. This has an impact on various aspects such as working hours, wages, position as well as other types of work.

24 The involvement of women in formal activities, namely the world of work, is increasing with fierce competition between men and women. This is due to the existence of women who are highly educated and supported by high intelligence (IQ). In addition, women have smart brains and are good at dividing time. However, the performance of women so far has not been matched by the number of women occupying upper management levels.

The existence of obstacles that prevent women from advancing to a higher level is due to the existence of restrictions and distinctions between men and women in various activities. This obstacle is much literature called the glass ceiling phenomenon. Gender is defined as the differences and functions of social roles constructed by society, as well as the responsibilities of men, and women (Putri, 2016). Women should be given the same access as men because women have multiple roles and are multitasking. Internally, women play a domestic role in household management, starting from health care for family members (children) and children's education.

The many roles played by women show their skills, resilience and tenacity in carrying out their duties properly. Along with their work in the public world, it is known that the number of female workers is lower than men, but it always increases every year. Based on data released by the ILO (International Labor Organization) in 2015, the number of female workers in Indonesia continues to increase. In 2015, most of the women were employed as 38 percent of 120 million (Burin, 2016). This is supported by data on the number of female workforce in 2015 amounting to 42,668,611, and then increasing in 2016 to 45,468,346 (Badan Pusat Statistika, 2016). Currently, the number of female workforce in 2020 is 133,542 people (Badan Pusat Statistik, 2021).

The increasing number of female workers compared to men, it is interesting to study how women do their jobs in terms of their ability to do all jobs in some time. However, women's careers do not always experience a rapid rise due to the many obstacles that exist. Therefore, it is interesting to study the multitasking perspective on the role of women in the glass ceiling phenomenon, what are the factors that cause the glass ceiling phenomenon in various cases where women work, and what is the role of women in various cases of bureaucrats, executive/legislative members, CEOs, and art workers.

METHODS

2
The method of this research was a literature review, used as the basic foundation, and main tool in writing this paper. This literature study was obtained from various sources, journals, documentation books, the internet, and libraries. 5
This research was aimed to look at the multitasking perspective of the role of women in the phenomenon of the glass ceiling and the factors that cause the phenomenon of the glass ceiling in various cases where women work.

2
There was the collection of documents that had relation to the research substance. The secondary data is data obtained from journals, documentation books, and the internet. Documentation is a method for finding documents or data that are considered important through newspapers, articles, journals, libraries, brochures, documentation books and through electronic media, namely the internet, which is related to the implementation of writing this paper. The data obtained were then analyzed by the descriptive analysis method. The descriptive analysis method is carried out by describing the facts which are then followed by analysis, not merely describing, but also providing sufficient understanding and explanation.

RESULT AND DISCUSSION

Women are multitasking where women can do several tasks at one time in achieving goals. In addition, work can also be done sequentially based on priority. This 25
departs from the opinion of Sumanto et al. (2011) which states that women have a double burden (double burden and role conflict), namely as housewives and as breadwinners. According to (Apresian et al., 2017), the ability of women to be economically independent through means of opening an independent business by

accordance with the goals of the SDGs contained in gender equality.

Based on their role, women are used to doing tasks simultaneously along with domestic and public work. As we know, in the completion of unlimited domestic work it requires the role of women to be able to divide their time as best as possible. This is related to completing household chores ranging from cooking, washing, and cleaning the house to taking care of children and husband. This job is natural because it has been indoctrinated since childhood that women's jobs are in the kitchen and bed. Therefore, to make time for rest or other work, women tend to be multitasking and multitasking. The work that is considered so many and difficult can be done quickly and on time, this can be seen when “a mother cooks but also while cleaning the floor of the house, after that while taking care of children and so on. A job that if we think about it will feel a lot and difficult but if done simultaneously it will be easy and fast.

Based on these facts, women can be said to be independent, which means they can do anything on their own. Along with the sustainable development goals (SDGs), it means that women are generally independent and able to generate income with the skills they have.

This multitasking job indirectly has a positive impact on women because it can train them in various ways including:

- Balance the use of the left brain and right brain,
- Divide time as efficiently as possible,
- Regulate emotions,
- Train speed at work,
- Train to divide work in priority,
- Able to organize work well,

Another positive impact of women's ability to increase in terms of problem-solving and use time effectively and efficiently so that it can be applied in various fields. In addition to the application in the domestic sphere, is also very good to be applied in the public sphere because nowadays many women work as career women. Being a career woman is not an easy thing because you must have the ability to share time in carrying out activities at home and the office.

Seeing that there are already enough women working in the public sphere, it has an impact on competition between men and women. This often creates friction between men and women as if they do not want to be considered equal to women. This has an impact on heartache which is indirectly a form of violence. Women have a greater and longer time-consuming domestic workload (double burden), but are under-appreciated and even perceived as an obligation. This treatment is generally for women who become victims because there are traditions, and community beliefs that women are in charge and maintain the orderliness of the house, and are responsible for the implementation of all domestic work (Faqih (1996) in Suhra (2013)).

There is a tendency to sort out the types of work by sex (sex-typed). Men dominate jobs with top income such as supervisors, managers, executives and so on, while women are represented in the lowest working groups such as secretaries, teachers, nurses, and so on (Kusno, 2015). This shows the existence of gender inequality in terms of job selection which can be detrimental to women. Where in terms of ability, women can compete and achieve higher careers, but based on writing (Kusno, 2015) it states that there is a tendency to express women's obstacles in their careers: women may climb stairs while looking as high as possible, but only reach the ceiling. blocked by a glass wall. This meant that women could only see through the glass ceiling, but could not reach that high place.

Factors causing the phenomenon of the glass ceiling

In treading the career ladder, everyone, both male and female, certainly aspires to reaching the top position in a company organization. However, women as employees have many obstacles to reach the top, the reality shows otherwise. This metaphor illustrates that in a career women experience many obstacles: where they are only able to look up as high as possible while climbing the stairs, but there are obstacles in the form of a glass wall on the ceiling (ceiling). So that it can only see through the glass ceiling, but it is impossible to reach that high place (Kusno, 2015).

The phenomenon of the glass ceiling is real in all aspects of work which is always an obstacle to achieving success. The factors that cause the glass ceiling phenomenon are:

- The occurrence of subordination to one gender,

- The existence of negative labeling (stereotype), (Suhra, 2013)
- Presence of prejudice, and
- There is a gender bias (considering the position of women as lower than men consciously or unconsciously) (Kusno, 2015).
- There is a perceived inability of women to carry out their roles as leaders (Sposito 2013)
- The existence of a patriarchal culture affects the formation of an unequal socio-political structure in society so that women who are in a weak position can only survive in their domestic space.
- There is an assumption that women are not suitable to lead.

The Role of Women in Various Public Domains

The figure of women as ideal Muslim figures has been written in the Qur'an, namely independent personality in terms of politics, *al-istiqlal al-siyasah* (QS. al-Mumtahanah [60]), such as the figure of Queen Bilqis in the kingdom of 'arsyun 'azh m (superpower), and other figures (Adinugraha et al., 2018). The role of women has now been tested in the domestic and public spheres. The public domain that is mostly occupied by women is the bureaucracy, executive, legislative, CEO, art workers, and various other fields. As we know that many Indonesian women have succeeded in various fields, such as several names who are active in bureaucrats such as Khofifah Indar Parawansa, Ratu Atut, and many other names as mayors, regional heads, and others who are involved in bureaucrats. In the current era, some strong women sit as ministers. They are the Minister of Fisheries, known as Mrs. Susi Pudjiastuti, the Minister of Finance, namely Mrs. Sri Mulyani and there are seven other great women in the executive branch of the country. From the legislative side, 97 women are can occupy legislative seats including several artists such as Okky Asokawati, Dessy Ratnasari, Rieke Dyah Pitaloka, Venna Melinda, Nurul Arifin, and a series of other strong women's names.

A series of women's names who have successfully occupied the CEO field are Catherine Hindra Sutjahyo who is the Director of Zalora Indonesia, Putri Kuswisnuwardhani the CEO of PT Mustika Ratu and Nurhayati Subakat the CEO of Wardah Cosmetics. There are still several other CEO names who are able to survive.

For art workers, such as Melly Guslow, Agnes Monica (singer), Widyawati (artist), dancer, batik maker and so on.

Based on the role of women in the public sphere, it turns out that there are already many women, although not as many as men. However, the reality is that the ability of women who have been active in the public sphere is already equal to that of men. However, not many women who already have high achievements can continue to move up to a higher position, this is due to an obstacle called the glass ceiling phenomenon. This shows that almost all of the phenomenon of the glass ceiling hinders women's achievements in various fields. To be more clear, we can describe as follows:

The Glass Ceiling Phenomenon in the Case of Bureaucrats

Based on Nature Theory or Nature Theory written by Budiman (1985) quoted by (Putri 2016) states that naturally, the biology of men and women is different. These natural differences greatly affect the psychological condition, naturally seen in the development of psychological traits possessed, such as motherhood that demands women to be patient, caring, compassionate, gentle and so on.

Based on the Nature Theory, it can be seen that women have psychological traits that are more attentive, think long-term, and tend to be frugal. This is a habit that they apply to the domestic sphere. So, if women can take part in the public sphere, these traits will also be applied to the public sphere because it is a habit. The same thing is stated by the research results of Dollar et al (2002) & Sung (2003); Sumarto et al. (2011) stated that the higher ¹⁰ the level of representation of women in government, ¹⁰ the lower the level of corruption.

²³ The role of women in the case of bureaucrats has also been widely occupied, starting from the ²³ Regent, Deputy Regent, Mayor, Deputy Mayor, and ²³ Governor and ²³ Deputy Governor. The number of women who have participated and been elected in General Elections in Indonesia from several sources can be seen that there are 11 Deputy Regents, 33 Regents, 3 Deputy Mayors, 10 Mayors, 4 Deputy Governors, and 1 Governor. people and several women who have been leaders in BUMN.

Thomas Koten (2015); Saputra et al. (2017), assess that it is very important for women to get encouragement to be able to actively participate in regional elections.

This is because first, the participation of women as regional heads will support the acceleration of sustainable democratic development. Second, viewed from the sociological-anthropological point of view, women are a group that has the potential to empower and develop where the number of women is large.

The number of women working in various sectors is quite large, although the number is still lower than that of men. However, the number of working women every year has increased. Based on data from the Badan Pusat Statistik (BPS), shows that the number of male civil servants is more than female civil servants, but there is an increase every year for female civil servants. This shows that women can compete to work in the government and are accepted as civil servants. Based on BPS data shows that only a small number of women can achieve the highest performance to occupy the Echelon I position.

Most of the positions in the bureaucrats are occupied by men, although there are also women. There are fewer women than men, but the number of women who hold positions in bureaucrats tends to increase every year. This is in line with data from the State Personnel Agency (BKN) from 2012-2014 in Hadiati (2017) showing the trend of higher positions in the bureaucracy, the number of women is decreasing. Structural positions held by women were only 22.38 percent, while the largest proportion of women was at the lower levels.

The State Civil Service Agency in 2015 stated that as many as 29.50 percent of government structural officials were occupied by women. In addition, as many as 46.03 percent of professional, managerial, and technical personnel are also occupied by women (KPPPA & BPS, 2016a). This shows that the glass ceiling phenomenon occurs a lot in the public sphere as seen from the number of women who serve in the bureaucracy.

The Glass Ceiling Phenomenon in the Case of Executive/Legislative Members

In addition to working as bureaucrats, women have also worked in many executives/legislative bodies. The number remains the same as the role of women in the Bureaucrat, which is less than that of men. This shows that the proportion of women in the Indonesian parliament is still below the average. Even though they have worked in the public sphere, women still carry out their duties in the domestic sphere

where they are carried out with great responsibility. The number and percentage of DPR members by gender can be seen in Table 1.

Table 1. Number and percentage of DPR members by gender, 1999-2014

Year	Men		Women		Total	
	Amount (people)	Percentage (%)	Total (people)	Percentage (%)	Amount (people)	Percentage (%)
1999	456	91,20	44	8,80	500	100
2004	485	88,18	65	11,82	550	100
2009	460	82,14	100	17,86	560	100
2014	463	82,68	97	17,32	560	100
2019	455	79,13	120	20,87	575	100

Source: KPU and BPS

Based on Table 1, we can see that the highest percentage of women as members of the DPR is 17.86 percent or as many as 100 people, namely in 2009 and the following five years as many as 97 people or 17.32 percent. The number of women's representation is only 1:4 which means there is inequality. The existence of gender inequality is reflected in the low representation of women in the DPR. A total number of women are not represented in parliament. The proportion of women in DPR seats is less than that of men. This means that the 30% quota for women in parliament has not been reached. This shows that Indonesian women have a role that is no less than men. Some research results show that the more representation of women in parliament, the lower the level of the most corrupt country in the world (Swamy et al., 1999 in Sumarto et al., 2011).

Efforts that can be made to increase the role of women are by:

- Issuing laws and regulations that can guarantee an increase in the representation of women in DPR seats.
- Make a policy that requires political parties to include at least 30% of women's representation in their establishment and management at the center.
- There is a regulation that new political parties can participate after fulfilling the requirements to include at least 30% of women's representation in the management of political parties at the central level.
- Implement a zipper system that stipulates that for every 3 prospective candidates there is at least one woman (Gerintya, 2017).

The number of female representatives from the 1999 election tends to increase, in contrast to the number of male representatives which tends to decrease. Although the number of male representatives has decreased, they have a much larger quota than women. The proportions are very much different where the ratio between male and female representation is 90.00 percent: 10.00 percent. In addition to the number of DPR members in terms of gender, it can be further detailed the number of female representatives from each party. So far, it can be seen that almost all parties have female representatives, although 30 percent of them are not met. This shows that the chances of meeting the 30 percent quota also tend to be small because there are few chances of being elected as representatives of each party.

The Glass Ceiling Phenomenon in the Case of the Chief Executive Officer (CEO)

The CEO is the highest and most exposed executive position in the company. Other benefits received by a CEO are non-financial benefits, such as job satisfaction, prestigious, and involvement in social organizations, and do not rule out other possibilities. A career as a CEO has a much higher pay than an employee in the company, which is to his obligations: (1) The responsibilities and work of a CEO are more complex; (2) The contribution of a CEO to the company's success is greater and easier to measure (Muharam 2004).

Based on the survey results according to Priherdityo (2018), shows that 20 percent of General Manager (GM) or Office Manager (OM) positions are controlled by women. In addition, women who are in important positions, such as CEO as much as 17 percent, Directors as much as 10 percent, Chief Financial Officer (CFO) as much as seven percent, and Chief Operating Officer (COO) as much as three percent. The survey results show that women have a great desire to be in senior positions. Whereas, women have multitasking properties that can manage time, and balance roles in work and family. According to Suherman (2017), the results of a study conducted by the Center for Governance, Institutions and Organizations (CGIO) of the National University of Singapore Business School in 2012 stated that the percentage of women on the Board of Commissioners and Board of Directors of Public Companies listed on the Indonesia Stock Exchange (IDX) was 11,6 percent. Based on this data, 34

percent of Corporate Boards have only one woman on the board and only 2.8 percent have four or more female board members.

Kusno (2015) stated that a female executive who has great achievements but is unlikely to be promoted to CEO for reasons that are not written and hidden, namely she is female. The obstacles that often appear as the glass ceiling phenomenon in Indra's opinion (2018) are:

- There is a patriarchal assumption
- There is a low view of the existence of women
- Presence of minorities
- There is an assumption that women are not considered good enough to lead the company,

The success of women in the public sphere is always associated with family and domestic roles where in carrying out domestic and public work there must be a balance because they have great responsibilities and have the potential for conflict. That's why multitasking in women's souls began to play like: completing homework quickly, and doing office work well (typing reports while receiving orders via cellphone).

Based on the results of Suherman's research (2017), shows that gender diversity in CEOs has a positive effect where female CEOs have more cash holdings. Zeng and Wang (2015) and Schoubben and Uytbergen (2015) say that the risk-averse nature of female CEOs protects the company's finances from future uncertainties where female CEOs are more conservative. According to Toarik (2017), the strengths of female leaders in companies are sharp business intuition, nurturing nature for employees, detail, and prudence in making decisions that generally consider business risks and their impacts.

The Glass Ceiling Phenomenon in the Case of Art Workers

Based on data from the Badan Pusat Statistik (BPS) in February 2017 showed that 63.48 percent of female workers worked in the informal sector, while 54.94 percent of male workers worked in the informal sector. The rest work in the formal economic sector. Nevertheless, the problems faced by women workers do not necessarily decrease (DKJ, 2018). The existence of the Women's Art Project (Perrupa)

has an impact on elevating the power that women have in building communities. In addition, as the backbone of cultural development, from the smallest group, the family, to the development of the nation's culture (Ibo, 2017). Therefore, Artists should continue from year to year.

Studies of women in art have exploited women as sexy figures. The islands of Java and Bali cannot be forgotten as two cultures that involve women a lot in artistic activities. Almost the role of women is in the arts, such as painting, music, literature, sculpture, and traditional performances. Whereas art performers, women are more often used as objects of art which lead to sexual harassment and offend the degree and dignity of women (Dwi et al. 2018).

The differences in roles between men and women are nurtured (gender) in the context of artistic behavior reflected through various forms of artwork, characterizations, teaching processes, performance processes, careers, instrumentation labeling, and others. In the field of music, the problem of differences in roles between men and women in nature (gender), among others, in music culture, it was found that artistic behavior, especially in the process of teaching music (apprenticeship), music performances, and careers was strongly influenced by ethnic identity and culture. class. In the context of this art, patriarchy as a system places women below men based on gender. Relationships between genders occur as applicable in ethnic cultures (Utomo, 2005).

CONCLUSION

The concept of gender refers to the roles and relationships between men and women by not distinguishing biologically but in the sociocultural, political, and economic environment. The implementation of its roles in the domestic and public spheres must be balanced and full of responsibility. The role of women in the public sphere has penetrated various fields where they have the same abilities as men. However, in reality in the field there are many obstacles to the achievements of women who will occupy the top positions, these obstacles are known as the glass ceiling phenomenon. Judging the ability of women that they multitask which can divide the work as efficiently as possible at the same time with satisfactory results. The role of women in the public sphere can be seen in the Bureaucracy,

Executive/Legislature, CEO and Art Worker. Therefore, they must balance the division of time so that conflicts do not occur both ²⁶ in the family and in the public sphere.

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