Glass Ceiling and Personal Sense of Power: Challenges in Women's Career Advancement

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Abstract: Women's involvement in the labor market continues to increase, but this does not happen to women in career leadership positions. In fact, women's career advancement continues to experience obstacles and individual power plays a role in their career advancement efforts. The purpose of this research is to identify the challenges of improving women's careers, their personal sense of power, and their efforts in improving their careers. The approach used was qualitative with an instrumental case study design. An open-ended questionnaire was distributed to get participants who fit the criteria to be interviewed, namely women who have worked for more than 1 year, there is a career ladder in their workplace, and participants indicated experiencing a glass ceiling. The results of research on four participants showed that the challenges that are still often faced by working women are discrimination in the work environment, family environment expectations regarding women's domestic roles, and internalization of feminine roles in individuals. Participants indicated to have different personal sense of power, ranging from low to high. Individuals with a high personal sense of power tend to dare to express their opinions and are able to make structured plans for career development. While individuals with a low personal sense of power tend to be more silent, but still show a desire to develop a career.

Abstrak: Keterlibatan perempuan dalam pasar tenaga kerja terus meningkat, namun tidak dengan perempuan yang menduduki posisi kepemimpinan. Peningkatan karir perempuan nyatanya masih terus mengalami hambatan dan power individu turut memiliki peran dalam upaya peningkatan karirnya. Tujuan riset ini adalah untuk mengidentifikasi tantangan peningkatan karir perempuan, personal sense of power yang dimiliki, dan upayanya dalam meningkatkan karir. Pendekatan yang digunakan adalah kualitatif dengan desain studi kasus instrumental. Kuesioner terbuka disebarkan guna mendapatkan partisipan yang sesuai dengan kriteria untuk diwawancarai, yaitu perempuan yang telah bekerja lebih dari 1 tahun, terdapat jenjang karir pada tempatnya bekerja, dan partisipan terindikasi mengalami glass ceiling. Hasil penelitian pada empat partisipan menunjukkan bahwa tantangan yang saat ini masih sering dihadapi perempuan bekerja adalah diskriminasi di lingkungan kerja, ekspektasi lingkungan keluarga mengenai peran domestik perempuan, dan internalisasi peran feminin dalam diri individu. Partisipan terindikasi memiliki personal sense of power yang berbeda-beda, mulai dari rendah hingga tinggi. Individu dengan personal sense of power yang terindikasi tinggi cenderung berani mengutarakan pendapat dan mampu membuat perencanaan terstruktur guna pengembangan karir. Sedangkan individu dengan personal sense of power yang rendah cenderung lebih diam, namun tetap menunjukkan keinginan untuk mengembangkan karir.

INTRODUCTION

Improvements in gender equality in Indonesia are beginning to be seen, as evidenced by the female labor force participation rate reaching 53.34%.[1] Coupled with the increasing number of women who occupy

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[1] Direktorat Statistik Kependudukan dan Ketenagakerjaan, Booklet SAKERNAS: Survei angkatan kerja nasional (Jakarta: Badan Pusat Statistik, 2021), 5.

managerial positions, it shows that not a few women involve themselves in the labor market.[2] The presence of women in the work is in fact able to increase innovation and openness of the company, accuracy in determining market needs, attracting and maintaining loyalty, and increasing proactive attitudes in employees.[3] Even so, in fact, women still find obstacles in their efforts to improve their careers.

The public sector has long been known as an area dominated by men. This condition is also due to the relationship between work and masculinity[4], so that increasing the quality and participation of women in the labor market continues to encounter obstacles. This phenomenon that hinders women's career advancement is known as the glass ceiling[5]. Glass ceiling is a metaphor used to describe a transparent barrier that prevents minorities from achieving strategic positions in an organization[6]. A condition can be said to be a glass ceiling when the inequality that occurs increases with the higher the position[7], so that when the form of inequality is always the same at each level of the hierarchy, the phenomenon can only be said to be gender inequality. Therefore, even though individuals are able to climb the leadership ladder themselves, they are not protected from discriminatory attitudes from their surroundings. Previous research states that there are five factors that cause the glass ceiling, namely socio-cultural, such as norms, beliefs, and traditions; organizational, such as bias in recruitment and an environment that is not

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[2] Badan Pusat Statistik, "Distribusi Jabatan Manager Menurut Jenis Kelamin (Persen), 2017-2019," *BPS*, https://www.bps.go.id/indicator/40/1334/1/distribusi-jabatan-manager-menurut-jenis-kelamin.html (diakses 24 September, 2022)

[3] International Labour Organization, "Women in business management: the business case for change," *ILO*, https://www.ilo.org/wcmsp5/groups/public/---dgreports/---dcomm/---publ/documents/publication/wcms_700953.pdf (diakses 20 September, 2022)

[4] Ann McGinley, "Masculinities at Work," *Oregon Law Review* 83, no. 2 (2004).

[5] Salustiano Martínez-Fierro dan María Paula Lechuga Sancho, "Descriptive Elements and Conceptual Structure of Glass Ceiling Research," *International Journal of Environmental Research and Public Health* 18, no. 15 (2021): 8011, 10.3390/ijerph18158011

[6] Farhat Abbas, Nargis M. Abbas, dan Wzma Ashiq, "Glass Ceiling Effect and Women Career: Determining factors in Higher Education Institutions," *Sir Syed Journal of Education & Social Research* 4, no. 1 (2021): 1-8, https://doi.org/10.36902/sjesr-vol4-iss1-2021(1-8)

[7] David A. Cotter et al., "The Glass Ceiling Effect," *Social Forces* 80, no. 2 (2001): 655-681, https://doi.org/10.1353/sof.2001.0091

friendly to female workers; government, such as the lack of regulations regarding women's involvement in the workforce; stereotypes, such as barriers in terms of race, religion, or gender; and individuals, where women often hold themselves back because they are married[8]. As women's career advancement efforts continue to be hindered, confidence in their ability to influence others and bring about change in the workplace will decrease. In the end, many women will only accept their current situation.

In order to climb the leadership ladder, an individual needs to have power or influence. In concept, power is associated with an individual's ability to influence other individuals[9]. Currently, a new concept of power has been developed that relates to an individual's perception of their ability to influence others, this concept is known as personal sense of power[10]. Personal sense of power is not only influenced by material resources, but also psychological resources, such as perceived control, optimistic attitude, and problem-solving ability[11]. In relationships, individuals will try to involve themselves, either actively or passively. The results of these interactions will vary, whether it is the establishment of a good relationship or even one party that dominates, thus forming an individual's personal sense of power.

In the context of gender, power is one of the many things that separate women and men. Men consider themselves to have more influence than women, while women consider themselves only as objects of power.[12] This condition is influenced by the patriarchal culture that thrives in Indonesia,

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[8] Madhulata, "Existence of Glass Ceiling And Factors Affecting Women in Reaching Top Positions," *International Journal of Advanced Research* 4, no. 12 (2016): 1448-1460, doi:10.21474/IJAR01/2545

[9] Robert A. Dahl, "The Concept of Power," *Behavioral Science* 2, no. 3 (1957): 201-215, https://doi.org/10.1002/bs.3830020303

[10] Cameron Anderson, Oliver P. John, dan Dacher Keltner, "The Personal Sense of Power," *Journal of Personality* 80, no. 2 (2012): 313-344, 10.1111/j.1467-6494.2011.00734.x

[11] Gary D. Sherman, et al., "The Generalized Sense of Power is a Psychological Resource : Evidence From a Disaster Response Field Training Exercise," *European Journal of Social Psychology* 50, no. 4 (2019): 733-748, https://doi.org/10.1002/ejsp.2644

[12] Paula Nicolson, *Gender, Power and Organization: A Psychological Perspective on Life at Work* (Sussex: Routledge, 2015).

where men have more influence in social life.[13] Coupled with other obstacles, it is not uncommon for women to develop low power.[14] Individuals with a low personal sense of power tend to exhibit various negative feelings, such as shame, lack of confidence, and fear.[15] This situation that continues to harm women results in the difficulty of women to develop themselves, which results in the continuation of the glass ceiling phenomenon in Indonesia.

A number of previous studies have discussed glass ceilings that focus on certain sectors, such as online editors[16], and those in the government sector, such as the Department of Education and Health[17], as well as civil servants in the Central Java region[18]. Previous research tends to focus on confirming the existence of glass ceilings in these sectors. There is also research related to power, which identifies participants' views on their ability and possibility to lead[19]. However, previous research has not been able to explain in depth the factors that hinder women's career advancement efforts, especially those related to power. Moreover, how women's personal sense of power plays a role in influencing their efforts to develop their career. This research was conducted with the aim of identifying three problems. First, knowing the challenges faced by women in their efforts to improve their careers. Second, to identify women's personal sense of power. Third, to

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[13] Ade Irma Sakina dan Dessy Hasanah A., "Menyoroti Budaya Patriarki Di Indonesia," *Share: Social Work Journal* 7, no. 1 (2017): 71-80, https://doi.org/10.24198/share.v7i1.13820.

[14] Belle Rose Ragins dan Doan E. Winkel, "Gender, emotion and power in work relationships," *Human Resource Management Review* 21, no. 4 (2011): 377-393, https://doi.org/10.1016/j.hrmr.2011.05.001

[15] Anderson, John, and Keltner, "The Personal Sense of Power."

[16] Marta Warta Silaban dan Rizka Septiana, "Glass Ceiling pada Jurnalis Perempuan di Newsroom Media Online," *Jurnal InterAct* 9, no. 2 (2020), 110-119, doi:10.25170/interact.v9i2.2234

[17] Partini, "*Glass Ceiling* dan *Guilty Feeling* sebagai Penghambat Karir Perempuan di Birokrasi," *KOMUNITAS: International Journal of Indonesian Society and Culture* 5, no. 2 (2014): 218-228, https://doi.org/10.15294/komunitas.v5i2.2740.

[18] Salsabila Firdausia, Munawir Yusuf, dan Fadjri Kirana Anggarani, "Gender stereotypes and self-efficacy as determinants of the glass ceiling effect: A study of female civil servants in Central Java," *Jurnal Psikologi* 47, no. 1 (2020), 56-63. doi:10.22146/jpsi.43729

[19] Leah D. Sheppard, "Gender Differences in Leadership Aspirations and Job and Life Attribute Preferences among U.S. Undergraduate Students," *Sex Roles* 79, no. 9-10 (September 2018): 565-577, 10.1007/s11199-017-0890-4.

describe the personal sense of power and women's efforts in improving their careers.

METHOD

The present research uses a qualitative method with an instrumental case study design. The instrumental case study design was used so that the glass ceiling phenomenon and personal sense of power of female participants could be explored more deeply.[20] Homogeneous purposive sampling technique is used in determining participants so that researchers can specifically determine participants with similar characteristics and rich information,[21] which in this study are women who work, have worked in the current company for at least 1 year, there is a career path in the company, and participants are indicated to experience glass ceiling. Data were collected using open-ended questionnaires and interviews. The open-ended questionnaire was designed based on questionnaires in previous research on the glass ceiling.[22] Seventy open-ended questionnaire participants, who were working women, were obtained through the distribution of Google Forms on Instagram, Twitter, Whatsapp, and Line social media to explore the participants' work experience and career advancement. In addition to finding out the work experience, the open questionnaire was distributed to invite participants who fit the criteria to be involved in the interview.

Based on 70 responses to the research questionnaire, the researcher conducted data reduction on those who were not willing to be interviewed, did not indicate the glass ceiling, and gave answers that were not in accordance with the questions asked. Based on the results of data reduction, a total of 9 participants were obtained, but there were only 4 participants who after further contact were willing to be interviewed. The data of the research participants are as follows:

Table 1

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[20] Robert E Stake, *The art of case study research* (California: SAGE Publications, 1995).

[21] Ilker Etikan, Sulaiman Abubakar Musa, dan Rukayya Sunusi Alkassim, "Comparison of convenience sampling and purposive sampling," *American Journal of Theoretical and Applied Statistics* 5, no. 1 (2015): 1–4, doi:10.11648/j.ajtas.20160501.11

[22] David A. Cotter et al., "The Glass Ceiling Effect," *Social Forces* 80, no. 2 (2001): 655-681, https://doi.org/10.1353/sof.2001.0091

Participants of Research Interviews

Characteristics	Participant 1	Participant 2	Participant 3	Participant 4
Age	30 y.o	29 y.o	25 y.o	35 y.o
Marital Status	Single	Married	Single	Married
Work Field	Education	Health	Education	Mining
Current Position	*Staff accounting*	*Staff sales*	*Educator Staff*	*Head* HRGA

The interview process was conducted online due to the limited distance between the researcher and participants who were in different cities. Thematic analysis was used in this study which has three stages in the process, namely data reduction of open-ended questionnaires and interview results, organized data presentation, and drawing conclusion.[23]

FINDING AND DISCUSSION

The results of the study aim to answer the three research questions, namely the challenges faced by women in their career advancement efforts, the description of the personal sense of power of working women, and their efforts in career advancement.

Challenges of workplace discrimination

There are two forms of challenges faced by women in discrimination in the work environment, namely imbalance in the division of tasks and coworkers' doubts about women's competence. At work, participants often experience inequality in the division of tasks, where male coworkers get a greater task load than women. As a result, in the assessment of work performance, women are considered less capable than men. Moreover, due to the assessment of work performance, women have a lower chance of getting promoted. In addition, many of their coworkers and superiors doubt women's ability to work. The view that female workers like to gossip so as to make the work environment toxic, are only able to survive in the workplace because they are the golden child of the boss, use feelings too much, and female workers are slower than men, is a barrier for women.

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[23] Matthew B. Miles dan Huberman, A. Michael, *Qualitative data analysis: An expanded sourcebook*, (California: Sage Publications, 1994).

Discrimination experienced by women is not a new thing in the workplace. In line with the results of previous research which states that the development of views regarding the ability and position of women in the public sector is an obstacle for women to contribute to their work.[24] Added by Wulandari who stated that discrimination can occur due to low understanding of the rights and protections for women workers.[25] This finding is interesting because previous research has not been able to show unfair division of tasks as one of the causes of discrimination in the work environment that can hinder women's career advancement.

Challenges of family environment expectations regarding women's domestic roles

There are two forms of challenges faced by women related to the expectations of the family environment regarding their domestic roles, namely environmental expectations to prioritize family over work and environmental expectations to obey their husbands. Being a career woman in the current era is in fact still faced with various challenges, especially expectations from the family. Families are often involved in planning the lives of their family members, including women. Families seem to shed responsibility for women to start a family at a certain age, and afterward, women are expected to follow their husbands' decisions, such as moving out of town to quit their jobs to focus on being a housewife. This expectation grows because there is a view in the family that women have a certain age limit to start a family.

Views on women's domestic roles are linked to patriarchal culture and masculinity. Patriarchal culture plays a role in instilling the value that men are the holders of power, which makes women as individuals with lower positions.[26] Meanwhile, femininity and masculinity play a role in dividing emotional roles between men and women, where women tend to be associated

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[24] Sarina dan M. Ridwan Said Ahmad, "Diskriminasi Gender terhadap Perempuan di Kawasan Industri Makassar," *Pinisi Journal of Sociology Education Review* 1, no. 2 (2021): 64-71.

[25] Ratih Wulandari, "Diskriminasi Perempuan di Tempat Kerja," *Jurnal Idea Hukum* 8, no. 1 (2022): 115-130.

[26] Muhadjir M. Darwin, *Negara dan Perempuan: Reorientasi Kebijakan Publik* (Yogyakarta: Grha Guru, 2005).

with modesty, caring, and nurturing.[27] Although today more and more women are active in the public sector, women are still faced with expectations of their domestic roles. In line with previous research, family has a large involvement in women's lives, especially when it comes to marriage.[28] In the end, many Indonesian women still have to comply with their obligations as women in a strong patriarchal and masculine culture.

Challenges of internalizing feminine roles in individuals

This study found two challenges faced by women in relation to the internalization of feminine roles in themselves, namely preferring the comfort zone and the priority of maternal responsibilities. In this study, it was found that women often let themselves get stuck in the comfort zone. Career advancement requires women to give up a number of things, such as having to learn new things that are likely to take up time, move cities, and reduce time with family. One participant who showed a sense of comfort in struggling in the comfort zone explained that although there is a desire for career development, these aspirations tend to be low. In addition, many working women are married and have children. Working women try to balance their obligations as career women and, at the same time, as mothers. Two of the four participants in this study are mothers of two children under the age of five. Being a working mother requires both participants to be able to switch between the roles of mother and worker at the same time. Although having a family is a job between two people, one of the participants showed an imbalance of responsibility in the family, where the husband can be more free to focus on his work, while the wife has to juggle between work and motherhood.

The results of this study contradict the results of Nadeem's research which shows that today women show higher career aspirations than men, this is due to the increasing education of women.[29] Based on data from the

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[27] Geert Hofstede, "Dimensionalizing Cultures: The Hofstede Model in Context," *Online Readings in Psychology and Culture* 2, no. 1 (2011): https://doi.org/10.9707/2307-0919.1014.

[28] Elif Ulu Ercan dan Semra Uçar, "Gender Roles, Personality Traits and Expectations of Women and Men Towards Marriage," *Educational Policy Analysis and Strategic Research* 16, no. 1 (2021): 7-20, https://doi.org/10.29329/epasr.2020.334.1

[29] Fatima Nadeem dan Ruhi Khalid, "The relationship of gender role attitudes with career aspirations and career choices among young adults," *Pakistan Journal of Psychological Research* 33, no. 2 (2018): 455–471.

Ministry of Women's Empowerment and Child Protection of the Republic of Indonesia, in 2020 alone the participation rate of women in higher education was higher than that of men.[30] The participants in this study also showed comparable educational backgrounds with other coworkers. However, due to the internalization of feminine roles in women, as a consequence of the gender-power relation itself, even though women have the competence to develop their careers, women believe that it is their nature to be housewives.[31] So in the end, pursuing career advancement can be a challenge for women.

Personal Sense of Power for Working Women in a Glass Ceiling Environment

Based on the interview data, the researcher obtained an overview of the indications of personal sense of power in the four participants. When participants were asked to share their contributions and views on the influence they have in the workplace, responses were obtained that helped provide an indication of their personal sense of power.

The determination of these indications is based on the results of previous research which states that individuals with a high personal sense of power tend to show a number of characteristics, such as daring to express opinions and being able to influence the environment. Meanwhile, those with a low personal sense of power tend to be more reserved, afraid to express their opinions, and just follow the flow.[32] The indications of personal sense of power are described in the following table:

Table 2
Indications of personal sense of power for working women with glass ceiling

Category	Sub-category 1	Sub-category 2
The indication of high *personal sense*	*Action of power*	Be assertive
		Able to influence

[30] Kementerian Pemberdayaan Perempuan dan Perlindungan Anak, "Profil Perempuan Indonesia Tahun 2021," *KemenPPPA*. https://www.kemenpppa.go.id/lib/uploads/list/90344-profil-perempuan-indonesia-2021-04042022-.pdf (diakses 13 Maret, 2023)

[31] Nicolson, *Gender, Power and Organization: A Psychological Perspective on Life at Work.*

[32] Anderson, John, and Keltner, "The Personal Sense of Power."

	of power	coworkers
		Demonstrate skill through optimal performance
	An individual's view of power she possesses	Feel able to influence
The indication of low *personal sense of power*	*Action of power*	Lacks assertiveness
		Demonstrates mediocre performance
		Lacks influence in the environment
	An individual's view of the power she possesses	Feels lack of influence

Indication of high personal sense of power

In this study, there were two participants with indications of a high personal sense of power, namely participant 3 and participant 4. As illustrated in Table 2, participants with indications of a high personal sense of power tend to show positive actions of power, such as being assertive, being able to influence the environment through their contributions, and being proactive. Participants who are indicated with a high personal sense of power tend to be brave enough to express their opinions without being aggressive to their interlocutors. Participants are also able to seek ways to make a real contribution so that they can bring about changes in their work environment. Participants strive for this by showing optimal work. In the end, individuals develop an understanding that they have power.

This finding is in line with previous research which states that individuals with a high personal sense of power show confidence and courage in expressing their opinions. [33] With the action of power, women will develop the view that they are able to influence their coworkers, starting from decision making to work attitudes. The action of power shown by participants is closely related to the image of men as leaders, one example is actively expressing opinions. Women who assert themselves in the workplace are often

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[33] Anderson, John, and Keltner, "The Personal Sense of Power."

considered too aggressive by their male coworkers.[34] This condition shows that participants are able to adapt to working conditions in the current era. In line with the results of previous research where women began to adapt masculine attributes in themselves when working, even so they did not necessarily leave their femininity.[35] This is evidenced by the ability of participant 4 who successfully divides her role as a mother and also a worker.

Indication of low personal sense of power

Participant 1 and participant 2 showed indications of a low personal sense of power. Table 4 illustrates that individuals with low indications of personal sense of power display actions of power that tend to be less positive, such as lacking assertiveness, showing reasonable performance, and lacking influence in the work environment. Participants with low indications of personal sense of power tend to show less prominent work performance, seemingly ordinary, due to lack of initiative in taking tasks. Participants also tend to be silent and follow their superiors' orders when working, which is caused by their fear of speaking up and laziness if they cause problems. Even during discussions, participants' opinions tend not to be heard by their surroundings, which shows their lack of influence in the environment. As a result, participants developed the view that they lacked influence over their work environment.

In line with previous research on personal sense of power, individuals with indications of low personal sense of power tend to show unfavorable feelings or attitudes.[36] Added from previous research, motivation from superiors and coworkers can affect the performance of their workers.[37] The development of a personal sense of power does not only come from social status, or the abilities that individuals have, but also develops from social

[34] McGinley, "Masculinities at Work."

[35] Madelyn Geldenhuys et al., "Gender Traits in Relation to Work versus Career Salience," *SA Journal of Industrial Psychology* 45 (2019): https://doi.org/10.4102/sajip.v45i0.1588.

[36] Anderson, John, and Keltner, "The Personal Sense of Power."

[37] Suprihono Setyawan, Ridwan, dan Nurhasan, "Analisis Pengaruh Lingkungan Kerja dan Motivasi Kerja terhadap Kinerja Pegawai Dinas Pengendalian Penduduk, Keluarga Berencana, Pemberdayaan Perempuan dan Perlindungan Anak (DP2KBP2PA) Kabupaten Kendal," *Jurnal Manajemen, Ekonomi Sains* 3, no. 1 (2021): 40-45, https://doi.org/10.36294/mes.v3i1.2208.

interactions. In this study, participants preferred not to stand out in their work, thus indicating a low personal sense of power. This condition is exacerbated by the response of the environment that does not motivate its female workers. This results in mediocre work results and an undeveloped personal sense of power.

Overview of Personal Sense of Power and Career Advancement Efforts

The personal sense of power possessed by individuals is able to help or restrain themselves in improving their careers. The following is an illustration of the indications of personal sense of power of participants with their efforts in career improvement.

Table 3
Overview of *personal sense of power and* career advancement efforts

Category	Sub-Category 1	Sub-Category 2
The indication of high *personal sense of power*	Career advancement	
	Skill development during work	*Hard skill*
		Soft skill
	Career advancement aspirations	
	Career advancement efforts	Studying to next level of degree
The indication of low *personal sense of power*	Career path is still the same	
	Skill development during work	*Hard skill*
		Soft skill
	Career advancement aspirations	Desire for career advancement
		Proof to the environment of competence

High Personal sense of power

The findings in Table 3 show that individuals are able to face challenges well when indicated to have a high personal sense of power. This condition is evidenced by career advancement, skills developed during work, efforts to improve careers, and aspirations for career advancement. One

participant who indicated with a high personal sense of power showed the ability to break the glass ceiling, as evidenced by his success in improving his career. In addition, the participant was able to realize the development that occurred in himself during work, starting from soft skills and hard skills. Aspirations to increase career levels are also shown by individuals with a high indicated personal sense of power. Individuals realize their desire to develop their careers and in order to achieve these goals, individuals tend to be able to make structured plans to achieve.

In line with Guinote's research which states that individuals with high power tend to be able to focus on solving an obstacle, this is due to their ability to make goals.[38] With the ability to focus on their goals, individuals will not be easily distracted by their surroundings and are able to sort out things that will help them in achieving these goals. In this case, participants were able to focus on seeking career development, namely through further study.

Low Personal sense of power

The findings in Table 3 illustrate an interesting finding at this research point, where individuals with a low personal sense of power still show aspirations in career advancement and there is also skill development during work. Contrary to previous research which states that individuals with power tend to have a desire to lead.[39] Whereas this study found that even with a low personal sense of power, participants developed a desire to improve their careers.

However, participants with a low personal sense of power tended to be unable to demonstrate their efforts in improving their career path. Rather than focusing on designing a structured plan to improve their careers, participants tended to focus only on the end result. In line with previous research which states that individuals with low power tend to face obstacles more often due to their inability to focus on aspects that can help achieve goals. [40] In the end, individuals with a low personal sense of power tend to

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[38] Ana Guinote, "Behaviour Variability and the Situated Focus Theory of Power," *European Review of Social Psychology* 18, no. 1 (2010): 256-295, https://doi.org/10.1080/10463280701692813

[39] Rachael D. Goodwin, et al., "Gender, Perceived Power, and Desire to Lead: Why Women Don't 'Lean in' to Leadership Positions," *Academy of Management Proceedings* 2019, no. 1 (2019): 1-20, https://doi.org/10.5465/AMBPP.2019.19512abstract.

[40] Guinote, "Behaviour Variability and the Situated Focus Theory of Power."

show a desire to improve their career, but there is no real effort in achieving this desire.

CONCLUSION

Based on this research, it is known that women continue to face challenges in advancing their careers. Discrimination in the work environment is still common due to a poor view of women's abilities. Expectations of domestic roles in the family environment are also a challenge for women because families tend to have excessive involvement in women's personal lives. In addition, due to the continued emphasis on women's feminine roles, women internalize these roles in their working lives. However, this study also found that even though they face challenges in their careers, women are able to deal with them when they are indicated with a high personal sense of power. Individuals with a high indication of personal sense of power show positive interactions with their work environment and are able to structurally focus on developing themselves and their careers. As for experiencing difficulties, individuals with high indications of personal sense of power will be able to design and execute solutions. In contrast, women with low indications of personal sense of power at work tend to be less ambitious and only obey orders from superiors. As a result, they have difficulty facing challenges at work, especially in developing their careers.

Personal sense of power is an important aspect in an individual's working life, not only in career advancement efforts, but in everyday working life. Completing tasks and interacting with others can be more effective when individuals have a high personal sense of power. With this, women can slowly develop themselves and bring changes in the organization where they work through their active involvement.

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https://www.bps.go.id/indicator/40/1334/1/distribusi-jabatan-manager-menurut-jenis-kelamin.html (diakses 24 September, 2022

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