

CHAPTER I

INTRODUCTION

1.1 Background

Recently companies and organizations try to improve organizational performance which start to emphasize positive behavior and emotions in order to maintain work engagement (Rahim & Cosby, 2016). Work engagement is positive work outcome which has impact on long term benefits for organizations. Employees with high level of work engagement tend to make more effort to invest their capability to the organization. Nevertheless the positive indicator often found mismatches in women employees. Glass Ceiling, an invisible barrier that has been witnessed by global market, still few deals with this issue. Moreover it is easier for men to be engaged in work than women.

The metaphor of glass ceiling has been used for 20 years that show invisible barriers that limit more than less women to reach top levels of management (Linehan & Walsh, 1999). The glass ceiling concept was prevalent when 1986 Wall Street Journal Article discussed about the transparency of corporate hierarchy. Although globalization makes every country has equal chances of self development and self actualization. As it rapid spread of information and technologies gives advantage to the countries which creates global economy and culture. Thus, theoretically all countries joining globalization is supposed to have positive impact. Globalization also leds higher level of competition, so to be able to compete every country prepare their own

best human resource as every company is likely attract qualified people to keep the company competitive.

According to BPS (Badan Pusat Statistik), the amount of labor force in Indonesia is 133.94 million people at February 2018 and it has increased 2.39 million people compare to February 2017. The amount of working population is 127.07 million people and it has increased 2.53 million people compare to February 2017. Jobs that has percentage raising on working population are Accomodation and Eating Providers (0.68%), Other Services (0.40%), Processing Industry (0.39%). Meanwhile jobs that has been declining are Agriculture (1.41%), Construction (0.20%), and Education (0.16%). In line with the increasing of working population, *Tingkat Partisipasi Angkatan Kerja* (TPAK) is also increasing. TPAK has increased 0.18% at February 2018 which is 69.2 %. The increasing of TPAK gives indication that there is an increasing economic potential in human resource supply side. Based on gender, there is difference between TPAK men and women. TPAK men has been declining 0.04% and recorded 83.01%. Whilst TPAK women has been increasing 0.40% and recorded 55.44% in 2018. The huge differentiate of TPAK between men and women shows whether glass celing takes part in Indonesia. Otherwise the amount of working women keep increasing and will be able to have high competitiveness.

The glass ceiling phenomenon still occur even in the 21st century when the globalization and ton of technologies change the human life. Corporate also still need women to be included to gain more diversity in the workplace, otherwise the evil still exist. According to leadership studies Hult et al., (2005) showed that leaders are still

seen as culturally masculine. Males are considered as quality strong leadership. It is the reason men and women have different standards and expectations in working life based on these perceptions, it makes difficulties for women to balance their personal life and work. According to Schwartz (1989) these perceptions are running over 20 years when he suggested gender differences relevant to business/leadership related to the different traditions and expectations of the sexes which turn a disturbance in work schedules into a serious business problem and career destruction for a woman.

Beneath the patriarch culture, women struggled the rejection from male in the form of glass ceiling (Sumarto & Permanasari, 2013). The disadvantage continue when women tend to not marrying and having kids in terms of focusing career, considered as not a good women as the role of wife. The glass ceiling can be easy to track through corporate culture, corporate practices and corporate climate. Corporate culture is divided into values, beliefs, and norms shared by organizational members that organize the way they behave. The United States Federal Glass Ceiling Commission suspect paradigm and behaviour held by the social structures of organization put invisible barriers for women's career. They found proof that companies can reduce or even erase career barrier for womens.

Jacobs & Winslow (2004) argue it is not supposed for woman to wait until they have position in corporate before starting a family because of the age barriers in the western context. The effect of parenting their children has been known become the disruption of women's academic careers. Women often confuse to separate their timing of children and gain incumbency. Womens are having family means it can ruin the

tenure process because of taking time out. The nature of academic work is somehow not suitable with the dependency of mothering, and motherhood seems make women have less commitment to an academic career (Armenti, 2004) ; Raddon, 2002). Teaching as part time when children are very young, only reduce the teaching load while there are still a lot research to be made. Women have higher rates of separation and divorce and more responsibilities to their child and old people. This is the reason why earlier female academics don't have any child. The responsibility to take care the children will burden the flexibility of women to maximize their works.

According to Kholis (2012), family related issues such as family care, spouse permission, being perceived as secondary source of money pose a challenge to women academia in Indonesia. The first Indonesian women academia tend to not do academic activities such as continuing studying and scholarship work for career advancement. The other issue that women are not willing to apply leadership position. Women still care their nature as household responsibilities than men. This is a common family structure which the men as the main source of money and women is still expected as household manager.

As long time goes by women will be offered equal opportunities with men, invisible barriers still appear between employee's perceptions about gender's diversity (Fernandez & Lee, 2016). People still thinks that women is less qualified and skilled for many jobs. Therefore this perceptive affect the organization's decision whether including women bring beneficials or not. The lack mobility of women become a factor for organization's decision making, moreover when they have child. Women tend to

priorities their child than the job, so organization prefer to take unmarried women. According to Campbell & Miguez-Ver (2008) argued that the appearance of women gives positive impact to organization as they give additional perspective in decision-making. Women are capable to give innovation, better insight and greater awareness for the customer-needs.

Jordan & Zitek (2012) said that single women were more fit to the company compared to married women in order to succeed at the job, commit to the progress, undistracted by social responsibilities and willing to work long hours. Married women tend to commit to the family responsibilities which they will face obstacles in their career advancement. Another study also identified that newly married women encounter performance-declining. Therefore married women are more wanting to quit than married men.

A supporting policy that keeps balance the work-life of women in the labour is paid maternity. According to MANPOWER ACT NO. 13 OF 2003, ARTS. 82-84 (UU KETENAGAKERJAAN NO. 13 TAHUN 2003, PASAL 82, 84), women have right to receive full salary during maternity leaves, it is included 1,5 months before and after the birth. The duration of leaving for giving birth can be recommended by a doctor. Employers should provide a facilitate for mothers to breastfeed their infant during working hours. These policies fundamentally gives the role in work and family matters but it still comes to nothing when it doesn't give any employment flexibility after giving birth.

Glass ceiling has been largely studied in the western context as a barrier but in Indonesia is still less research towards it. The object of this research is not only explore that glass ceiling exist in Indonesian manufacturing company but also to explore man's and woman's perception . As both man and woman can be the factor of the occurrence of the glass ceiling. A previous qualitative study in Indonesia found that family is a priority as main factor, heavy workloads impact the women to not reach highest position, promotion policies inclined to men and become a leader, women should work harder.

This is a challenge for women, especially women who work in manufacturing companies. The payroll system in manufacturing companies is based on the working hours given to each worker in a company. This makes it very difficult for women to enter or work in manufacturing companies because workers are expected to work according to predetermined working hours to reach the level of production that has been determined based on the standards set by an entity. In the current era, some of the manufacturing companies employ women at the administrative levels only. Therefore, it is difficult for women to raise the level to occupy the top level. The general public perception of the ability of women to work is limited to the administration and registration section, making it difficult for women to reach the upper hierarchy which there is a gap between men and women in several companies or industries that are developing in Indonesia.

One of the developed manufacturing companies in Indonesia is CV. Budi Jaya (Bandulan Tea) which is engaged in the tea industry. This company is a company that

processes raw tea leaves into *Teh Gelas* and *Teh Bubuk* that can be consumed by the general public. In the CV employee list data. Budi Jaya (Bandulan Tea), there are 66 female employees out of 490 employees at the company. This shows that only 13% of female employees who work at CV. Budi Jaya (pendulum tea). This company has 6 important positions, namely general manager, Finance, Assistant general manager, accounting, HRD, and IT. This position is occupied by men except for the HRD division and only 2 women occupy the middle and low managerial position which mean only 6% from total of 47 managerial position are women. Therefore the present study aims to explore glass ceiling for women; the impact of glass ceiling for women to work engagement; the role of marital status as moderator between glass ceiling for women and work engagement among women workers.

1.2 Problem Formulation

According to the background above, researcher formulate the problem formulation as follows :

1. Does Glass Ceiling for Women has negative impact on work engagement among women workers in CV. Budi Jaya (Bandulan Tea)?
2. Does Marital status moderate the relationship between Glass Ceiling for Women and Work Engagement among women workers in CV. Budi Jaya (Bandulan Tea)?

1.3 Research Delimitations

There is glass ceiling between mid and top ladder, and no one can see it but when women climb into it they can not move any further (Blalock, 2013). The important positions throughout the world is always held by male which make an invisible barriers for women to reach highest position levels in corporate. A lot of reason can be base of this case. Either male or female perception give big contribution. Male will perceives as women don't deserve to work with higher responsibility. As societal barriers the stereotype is still continuing until this century. Otherwise women also will think less about themselves and choose not to taking risk to take big responsibility because the unleader impression that have been socialized their whole life. Women are also under appraised criteria than men, they earn promotion harder than any men. Thus women is lack of development skills from their corporate which form organizational barrier. Women also matters their family more than anything. They often refuse big opportunity that bring a lot of risks for health and personal relationships as personal barriers.

Work Engagement is an independent, persistent and persuasive psychological state which consist of behavioral investement of personal's energy. Marital status is state of person that being married, unmarried, separated or widowed which is applied in official forms. It intrigue the researcher to explore a glass ceiling effect CV. Budi Jaya (Bandulan Tea) women workers engagement to the organization and the way marital status affect the relationship between them. Education level of the women employees can be also a factor that is considered by the company to reach higher level

of positions such as become foreman. The higher education level of the person can influence the load of the responsibilities in the certain of position.

1.4 Research Purposes

Purpose that researcher will achieve :

1. To explore the negative effect of Glass Ceiling toward Work Engagement among women workers in CV. Budi Jaya (Bandulan Tea).
2. To explore the negative effect of Glass Ceiling toward Work Engagement moderated by Marital Status among women workers in CV. Budi Jaya (Bandulan Tea).

1.5 Benefit of Research

There are benefits that can be obtained from this research which are academic benefits and practical benefits:

1. Academic benefits:

This research is expected to show glass ceiling is existing in CV. Budi Jaya (Bandulan Tea). This research also observe the relationship between Glass Ceiling and Work Engagement. This research is expected can give benefits to economic studies which show deviation in Human Resource Management practices.

2. Practical benefits:

This research is expected to give a picture to students and staff especially in CV. Budi Jaya (Bandulan Tea) about the way male's perception could give huge impact in women's career.

1.6 Systematic Report

To simplify the preparation of this study, the author will present the discussion in several chapters arranged into systematics as follows

CHAPTER 1 Introduction

Contain Background, Problem Formulation, Problem Limitation, Research Purpose, Benefit of Research and Systematic Report

CHAPTER 2 Theoretical Basis

Contains a literature review that includes basic theories relating to research topics, research frameworks, and hypotheses

CHAPTER 3 Research Method

Contains research design, population and research samples, research instruments, research variables, data measurement methods, instrument testing methods, and data analysis methods.

CHAPTER 4 Research Result and Discussion

Contain analysis about result of the research and the discussion from data that has been obtained.

CHAPTER 5 Closing

Contain conclusion, suggestion, implication and limitation of the research.

