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 competitivenes.

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 masculiine. 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 Commision 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 responsibilites 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 activites 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 responsibilites 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 percepective 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 & Minguez-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 responsibilites 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 fundamentaly gives the role in work and family matters but it still comes to nothing when it doesn't give any employement 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 occurence 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 futher (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 physcological 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 achive :

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 expeted 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.
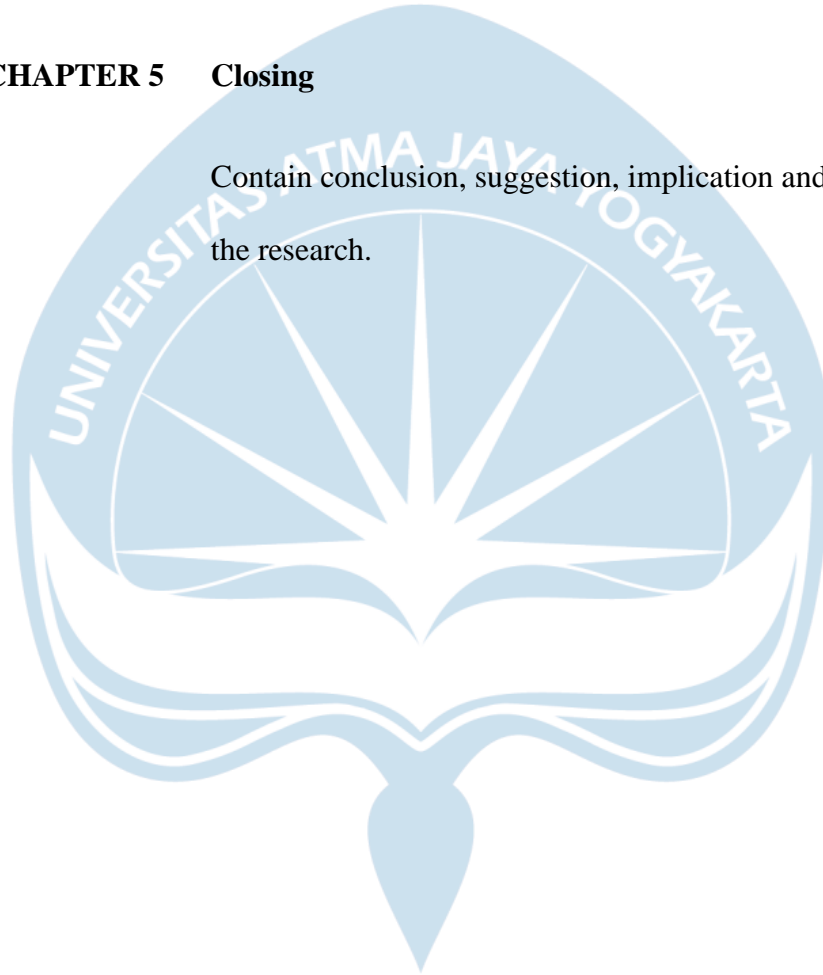
CHAPTER II

THEORITICAL FRAMEWORK

2.1 Work Engagement

2.1.1 Definition

Engagement is a construct that naturally provides positive psychology and positive behavior which aims someone's positive experiences of activity. Work Engagement is an independent, persistent and persuasive physcological state which consist of behavioral investement of personal's energy (Schaufeli & Bakker, 2010). The other word is about self involvement in the work. Disengage employees tend to put distance between their life and work roles. Therefore work engagement is key roles in any organization due to the positive mindset that the employees have which led to company or organization success.

2.1.2 Dimension

Work Engagement is divided into three dimensions which are vigor, dedication and absorption. Vigor is an energy, mental resilience, determination which invest into consistent effort to job (Rayton & Yalabik, 2014). Vigor is an aspect from work engagement which employees pour high standards of energy and mental resillence. Employees also tend to invest in real work and show high persistance when found difficulties in the tasks. This also can be addressed to motivation which is a strength of doing work or resistance against that. Dedication is an individual's driving sense for the work as it feels important. Employees feel enthuastic and proud about given job.

Some situation employee tend to be inspired and challenged by the job. The last dimension is absorption, is an inisiative, high level of concetration of the job and lack of awareness of time that being spent on work (Rayton & Yalabik, 2014). Usually high salaries is not the issue for the employeer who do the job.

2.1.3   Antecedents

According to Rich et al., (2010) stated that studies have linked the Core Self-Evaluating (CSE) with job engagement. It shows that employee with higher CSE consider the meaningful of the job and be able to act positively towards the work environment. Therefore the employee tend to have high confident with their ability are willing more engage into their work roles. Moreover, employees are confident enough to take any steps related their work roles which turn to be best perfomances and bring benefit into company or organization.

Researchers also stated that Perceived Organizational Support (POS) are linked into job perfomances with engagement as lubricant (Rhoades & Eisenberg, 2002). Usually employees that posses high POS have positive prospects which company evaluate their employees about their contribution as well as mistakes. Therefore employees are willing to invest themselves into their work roles because they face less fear for negative consequences about their self image, statues, and careers. Whenever the POS is low, it will turn the opposite which employee will suffer their personal engagement and choose to guard themselves to take greater action.

2.1.4   Consequences

The concept of work engagement is believed give positive consequences towards the company, as job performance become the consequences of the work engagement. The concept of job performance is an accumulation between value of organization and set behaviours that employee gives indirectly and directly (Borman & Motowidlo, 1993). Engage employees tend to more focuse to their work tasks and invest their energy into work roles. This model also address that employee posses extra role behaviour and behave in a way to assist the social and phsycological context of an organization.

2.2   Gender

The word "gender" has been entered in every discussion and paperwork around social change and development. Therefore in Indonesia, almost every program of society development in non-government organization talk about gender problem. From the observation, it is still happening a lot of uncertainty and misunderstanding about concept of gender. The concept of sex and gender is totally different which sometimes it makes big misunderstanding in society (Burt, 1992). Whilst gender is character that stick to male and female that is constructed socially and culturally (Fakih, 1995). For example that female is known as emotional, graceful, beautiful, maternal. Meanwhile male is known as strong, rational, brave, aggresive. The characteristic itself can be traded each other which means that male can be emotional and graceful person also. This concept means no absolut, sometimes in a culture something will be known as

masculine but it be known as feminime in other culture. Otherword that masculine and feminime catergory are depends on local culture (Baker, 1994). Social reality show that division of gender role bring forth an unbalance situation that female is subordinated by male which is called gender inequality. Therefore gender is constructed by culture and social process which cause a huge differentiate about rights and obligations which bring forth unfairness to female.

2.2.1 Gender Inequalities

In every aspect of societies there is a pattern of behavior. These patterns are the ways of people live the life and has same character that must be followed by all the members. Every action of human being always follow that pattern. According to Fakih (2010), patterns of behavior and norms will be done if there is a connection between other people and it is called social organization. Patterns of behavior is different with habit. Habit is a way of someone live the life and maybe will be followed and accepted by others. Especially in controll relations with other people, human made culture which is main line about behaviour. Culture make rules about what we should do, what we shouldn't do and etc. There are elements of norms that is part of culture which influence human's behavior :

    a)   Evaluational elements

        Elements about evaluate something, for example what is good and what is bad, what is exciting and what is not exciting, what is according to yourself and what is not according to yourself.

b) Precriptive Elements

Elements about what should and how people behave with others.

c) Cognitive Elements

Elements that connect with believes like there is a ceremonial culture when there is a baby born, wedding party, reconcilliation, reject the reinforcements and etc.

There is no problem at all with people have different gender but it will be a problem when there is inequalities between them. Gender inequalities already become a system and struktur which both of the gender is the victim especially female. According to (Fakih, 2007), gender inequalities in society is manifested into marginaliszation, subordinate, stereotype, violence and workload.

a) Marginalization

Marginalization process give impact to poverty which happen in society which is both gender take the impact, for example exploitation, natural disaster. There are lot of different kind of shape, place and time also mekanism of marginalization process female because of gender differentiate. A lot of study already done to discuss about program from government that become the sources of the poverty. For example in Java, there is green revolution programme which introduce the best seed rice and the cutting system use *sabit* so it makes that there is no moment to

use *ani ani* for female. As a result a lot female in rural area become poorer because there is no job in the rice field. It means that this program didn't plan to consider gender aspect.

b) Subordination

Gender's point of view can create subordination to female. The assumption that women is irrational or emotional which mean that women can't lead. It also gives impact that women is not in important position. Subordination really gives bad impact to woman and it startet from society's culture which assume that women can't be in the front. For example, in the past time Java people always assumed that women was not necessary to go school, their duty is only in the kitchen.

c) Gender Stereotype

Stereotype is an assumption that is oversimplified of a thing or idea and it is held by group of people (Basu, 2008). Usually it is more into negative connations which give negative consequences. Management researchers found that female are included managerial, this stereotype always fly to male that considered to be managerial person. Historically, the model of being successful person is male. It is a cycle that number of women in important positions is low.

d) Violence

Violence is attack or invasion to physical or mental of a person. Women and society often see violence is not as violence but as natural and

accepted (Haryatmoko, 2003). Violence is basically comes from a lot of source, but if it comes violence to a gender that caused by perception is called gender-related violence. Majority victim of this case is women which form in many ways. Violence is not always be physical to women, it can be appeared also as perception. For example men always burden their girlfriend to have friend with other men, always checking at her phone, decide what she should do or not. This is also kind of violence but this view can be tolerated by society.

e) Workload

There is an assumption that women has character diligent and maintain, also is not suitable for head of family. This caused that all of work in home become the responsible for women. A lot of women work hard at home to keep their house clean, watching their kids, cooking for her family. This bias gives impact to women's workload that is perceived as "women's work" and also has lower value than what men's doing. Meanwhile because of this perception, from the start women already been socialized to occupy this gender role. This inequalities is hard to be changed because it is rooted deep inside of believe and ideology of both women and men which from individual, family, up to a nation.

2.3   Glass Ceiling

2.3.1   Definition

Glass ceiling is invisible barriers that inhibit women to have career-advancement to move up to upper-positions in organizations or companies which is a symbol of discrimination against womens (Commision, 1995). It is a metaphor of women that will climb the ladder of organizations but get stuck in certain ladder because of invisible ceilings. Glass ceiling barriers in many forms are included less-tangible due to formal barriers such as education and experience requirements which based on culture, society and psychological factors. This issue is not only stopping the woman to reach better careers but also create woman felt weak and unsuitable.

Women managers report that their careers were not getting opportunities to develop which caused a lot of problems and led to career destruction Rosen et al., (1989). This stereotype is consistenly on going over 20 years. Women and men can be held different standards and expectations in their working life which create more problems for women to balance their work and life. Women are trapped in low salary, low mobility jobs to describe how women struggle to reach the top of corporate hierarchy. The treatment that women got from glass ceiling is mostly the same all around the world. These are : (a) negative attitude to women by male employee: (b) doubts by top manager about women's skills: (c) top manager have tendency to give more complex task to male: (d) comments that men more efficient that women: (e) non-cooporation between male and female.

2.3.2   Dimension

Azeez & Priyadarshini (2018) identified that there are 3 factors significantly influenced the glass ceiling phenomenon such as personal barriers (ability, willingness, self perception, and family work-balance), organizational barriers (organizational policy, organizational culture and the perception of management), and societal barriers (societal belief and stereotypes). These barriers have been hindering women career's progression until now. The women's source of obstacles are not only from external side but also internal side. Women start to doubt themselves for challenges work which pose a slow growth and development of their career growth development. These barrier can be divided into some categories such as :

a)   Organizational Barriers

Corporate culture illustrate as the value of the owner, the vision and mission of the company, the orientation of the company, and the foundation identity to be shared for all the company member (Ross, 2000). Corporate culture is expected to be glue that holds the organization together and become the control tool to coordinate the employee efforts. Success is not always measured by the company's gold but by the strength of the relationship of its workers. The strength of relationship is not always shown in working environment but also their own family relationships. By keeping their life balance is the key to make the company strong.

According to Dimovski et al., (2010) corporation tends to provide insufficient practices such as networking, mentoring, family friendly which the existence of glass ceiling grow stronger in Singaporean Organization. A company should let women and men to be themselves at work as form of support. Especially women, they should have more flexibility to arrange their schedules and have opportunity to give contribution and work as part of a team. Women also are lack of appreciation in male dominated working area which are always under more strict standard than men, difficult to get promotions, and lack of network back-up. In evaluation meeting, men tend to be evaluated about important line but women are evaluated as they are happy or not and getting along with people. This bias gives impact to women that they are not getting along with councilors whose the management style is bullying and control beside being supportive to them.

b) Personal Barriers

According in study that women tend to not to compete because other employee don't like them being in an environment where they must to compete (Niederle, 2005). Therefore men have more chance to success to get promotions and jobs. Thus senior level female manager are less which really gives bad motivation for them to have efforts to compete. Especially in academic, women are more involved in adminstration. Higher role for women is really difficult for women because they need to

navigate their demand of teaching, research and administration. This sequence also happened in early their life which is sex role as a result that mind-set gives impact later in their working life. A mind-set that women is not primary providers which makes them think to not work hard.

Grant et al (2000) said that women feel more stress than men when women do both academic careers and family life. Motherhood always became a critical element of woman in case of parenting and household management. Women will become pregnant during building their career and also need a good reason to take maternity leave and sometimes even need take a break in career to take care their child. Society always expect that women to take their time off when the child is sick, go home early to have enough time to spend with children, transporting their children to events, dancing classess and etc. These sequence makes women in hard position due to they spend less time in work place and know less than other male employee. Most of the company become the one who chooses an option to maximise benefit and gives more imposibility for women to develop their career.

c) Societal Barriers

According to Hicks (2012), there is an invisble aspect in male dominated environment which male makes gender empowerment strategies but actually it makes more marginalization to women. Organization is still structured to not support women's career pattern and their need to

combine their work and family responsibilities. Some women are successfully penetrate this challenge through working as men's pattern but yet women who through female career's pattern often return to careers which in line with their primary roles as caregiver. Thus women face unique challenges in working experience which generally men pursue for status, power and social compare to women where they pursue to do good job and contribute to the organization.

According to Skelly & Johnson (2011), gender stereotype is term that show same type of picture that comes in when think about a group of people in societal norms and expectations. Mostly that kind of picture is leaning towards negative connotations as negative consequences will follow up. Researchers consistenly found that female are not included managerials. People just hard to accept the model of women leaders. The perception is strengthened because of the lack of female leader model. Thus it is also not benefit for women leader if their behaviour accept gender stereotype because they will be not known as proper leader. According to Sampath (2007) presented how men and women managers are viewed on stereotypes.

Table 2.1
Sampath (2007)

Gender Stereotypes		
Comment	Male	Female
There is a family picture on the desk	A responsible man	She put family first before the career
Talking to co-workers	He is hard worker and must be discussing business	She must be gossiping about other people or artist
Is not at the desk	Must be at business meetings	Must be gone shopping
Is getting married	He will be settled now	She will forget her job and priorities her new family
Have lunch with the boss	He is on promotion	They must be having affair
Is criticized by boss	He will be better at his performance	She will be upset and lower her performance
Is becoming father/mother	He needs a raise	We should look for replacement

Most of employees who have transactional skills always be viewed as male. They are highly valued for qualites. Otherwise female leader who implement transactional skill always perceive as being too masculine. Self confidence also is necessary part for male leaders while women will be perceived as over-confidence. This uncertainty about leadership in constitutes often make women loss their self-confidence.

2.3.3 Antecedents

According to Kiaye & Singh (2013), glass ceiling is formed through different theories such as person-centered theory, social role theory, interaction theory, situation/organization theory, human capital theory and preference theory. Hence women in present's societies struggle with social roles, needs and problem for men. Several studies showed that women's career barrier like not being prepared to get promotion, challenge to combine family life with work life, not willing to relocate to different geographical area, and gender stereotyping that turn out differ women in decision making. Therefore the factors that are explained to form glass ceiling supported by:

a) Person-Centered Theory

Person centered theory concern about skills, trait and behaviour women employees to break glass ceiling (April et al., 2007). The quality of behaviour such as ambition, confidence, leadership skills and influencing behaviour are lack amongs women compare to the men. Women tend to avoid competition that they are supposed to be joining. Lack of confidence and negative attitudes also hinder women's career progession which prevent themselves to get their fully potential as individual barriers. It can be seen through the way women has lack of enthusiasm to do challenging assignments. Moreover women with higher ambition tend to face more problem in terms of work-family conflict. Therefore women

managers have more stress than men due to their dual role as workers and home-maker.

b) Organization/Situation Theory

Situational theory focus on work environment of women employees which direct women to be brave achive higher management positions (Kiaye & Singh, 2013). A woman that work in supportive corporate culture would has flexible schedules which support them to achieve meaningful contribution and work as part of team. Therefore non supportive corporate culture will be hindering women's career. Insufficiency of corporate practices such as networking, mentoring, flexible working hours, family friendly initiatives and unfair promotion policies. It will strengthen as well in male dominated environment. Therefore many women are not interested to develop their career because the situation that they are in which the glass ceiling cycle would remain the same.

c) Social role theory

Social role theory focus on social role and social stereotype that impede women's career (Kiaye & Singh, 2013). The roles of wife, mother, and succesfull managers are hard to mix to form social norms which create difficulty for women. Moreover the association of masculine work style is adding the difficulty for the situation. Male culture made employee to believe that men is better perfomer in organization due which reveals

gender stereotype. Gender misconception creates the invisble barriers among women in corporates.

d) Interaction centered theory

Interaction centered theory focus on women's inability to communicate through corporate network (Kiaye & Singh, 2013). Women role models in higher position ought to motivate the other female employees to follow their path. However the absence of female mentor make huge barriers for other women employees to acquire skills,abilities and leadership for higher positions. Therefore the lack of role models and networking are the intrinsic barriers for women career advancement.

e) Human Capital Theory

Human theory tells about decision of women to they have made to invest in their education and training (Kiaye & Singh, 2013). Women tend to put priorites on family value than their work life. Thus the lack of education, lack of skillset and lack of experience become the barriers for women career progression.

f) Preference Theory

Preference theory is the last theory to express how women preferencing themselves between corporate work and family work. According to (Hakim, 2006) women's working life style is divided into 3 home-centred, adaptive, and work-centred. Women tend to not prefer both home centred and work centred. Most of women they choose to be adaptive to

support their financial situation of the family. Therefore women need a privillege about work life balance to reduce the barriers for their career.

2.3.4   Consequences

Glass ceiling affect the commitment of employee in the organization (Dost & Tariq, 2012). Due to the gender stereotype and discriminatory factors, give evidence that it will lead into gender wage gap. Moreover, careless of the women career development give effect to their emotional well being, happiness, physical health and work engagement which perceived as subjective career success.

2.4   Marital Status

Marital status is state of person that being married,unmarried,separated or widowed which is applied in official forms. According to Ross & Moriwsky (1989) stated that marriage provide support emotionally as physcological well being. However in terms of socio-economic perception, turns out that people tend to have a marriage to combine both economic resources to grant better life. It is clear that single women do not have same economic resource compare with married women. However the issue is more complicated due to women earn less than men. Therefore it is not suprising that women face more chances to be in poverty state when they are widowed or divorce.

In terms of stereotyp single person who is not in any romantic relationship has been perceived as less responsible, less mature, and less well-being than married people (Morris et al., 2008). According to the stereotypes, single person has been expected

less commit and less suceed to the job compared to married people. The other hand some studies stated that single person are able to willing to work longer hours than married people because single person has more free time outside of work. This certain situation might be influenced company or organizations to participate singles in employee's decision making. Despite any historical and theoritical interest may promote that married women are less fit for employment compared to single women. According to Etaugh & Malstrom (1981) stated that marital status did not affected to perception of women's competence. Women's employability tend to not influenced by marital status which feminine stereotype would be seen as helpful. Therefore the situation is leaning into job seggretation. The seggretation would either put women to perfect fit job or to more masculine stereotypically.

2.5   Career Path Development

A career path is a sequence of jobs an employee aims to hold throughout their time at an organization. It maps out potential roles and the skills, knowledge, competencies, experience, and personal characteristics required for each job level as an employee moves up the corporate ladder. Career paths can be flexible and allow employees to move cross-functionally as well. Having a detailed framework in place makes it easy for employees to understand which of their skills are transferable to other departments and roles in the organization, and encourages internal career changes. There are several types of career path which are :

1. Traditional Career Ladder

Traditional Career Ladders are based on the assumption that the individual wishes to continue to climb the ladder as long as he or she is able to and that the employer continues to provide opportunities. Career ladders still exist, but changes in organizations over the last several decades have led to the need for more non-traditional career progression.

2. Dual Career Ladder

A dual career ladder is a career development plan that allows upward mobility for employees without requiring that they be placed into supervisory or managerial positions. This type of program has typically served as a way to advance employees who may have particular technical skills or education but who are not interested, or suited, to management.

3. Job Redesign

Job redesign can provide increased challenges and opportunities for employees to get more out of their jobs while staying on the same rung of their ladders.

4. Job Rotation

Job rotation is an effective method to provide job enrichment from an employee's perspective. It involves the systematic movement of employees from job to job within an organization. Formal job rotation programs offer customized assignments to promising employees in an effort to give them a view of the entire business.

5. Horizontal Ladder

In organizations with limited number of management and leadership positions, employees are encouraged to think of career paths both horizontally and vertically.

2.6   CV. Budi Jaya Pekalongan

CV. Budi Jaya (Bandulan Tea) is a manufacturing company engaged in the manufacture of tea based in Pekalongan. Founded in 1933. There are several types of products manufactured by CV Budi Jaya, namely teabags, glass tea, bottled tea, and tea powder. In the CV employee list data. Budi Jaya (Bandulan Tea), there are 66 female employees out of 490 employees at the company. As much as 13% of female employees who work at CV. Budi Jaya (Tea bandulan) and the remaining 87% are male employees. CV. Budi Jaya (Pekalongan) has 8 important positions, namely general manager, finance, assistant general manager, accounting, HRD, and IT, Marketing, Production, Laboratory. This position is occupied by men except for the HRD division.
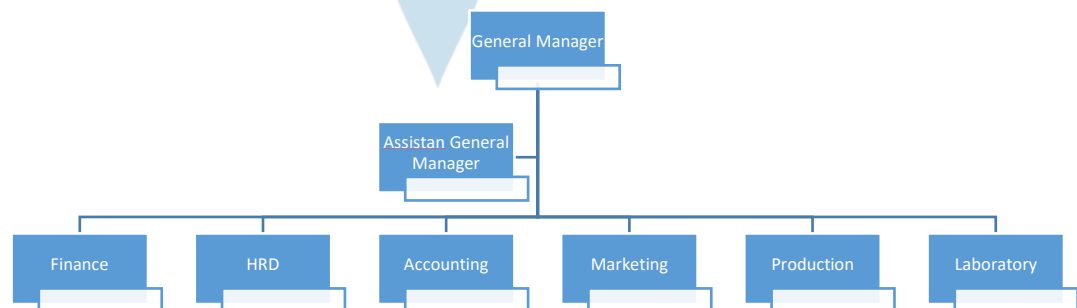
General Manager

Assistan General Manager

Finance   HRD   Accounting   Marketing   Production   Laboratory

Figure 2.1
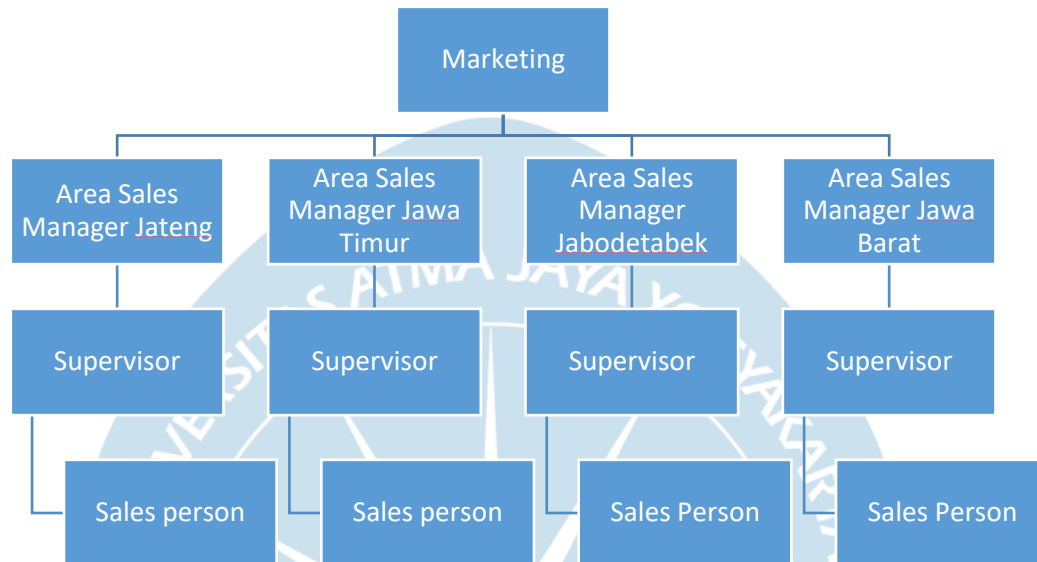**Organizational Structure**

Figure 2.2
Marketing Organization Structure in CV. Budi Jaya
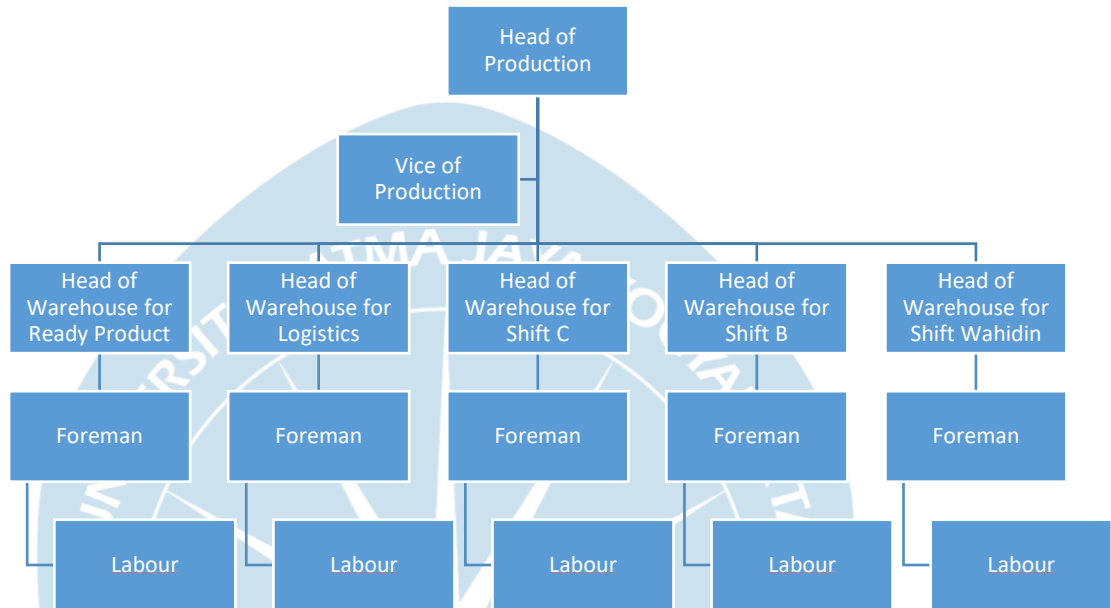
Figure 2.3
Production Organization Structure in CV. Budi Jaya
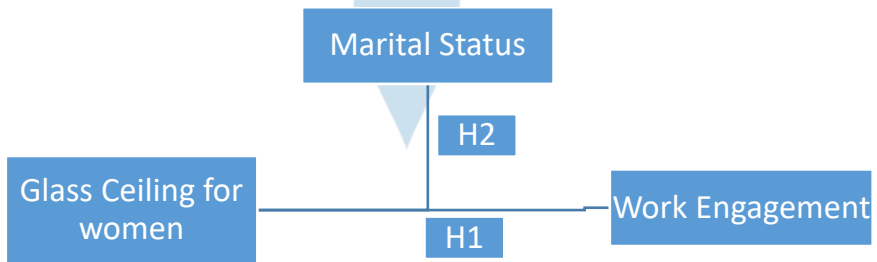
2.7   Research Framework

Figure 2.4
(Sharma & Kaur, 2019)

2.8 Hypothesis Development

According to Purwanto & Sulistyastuti (2007), Hypothesis is a statement or accusation that while the research problem is still weak (not necessarily true) so it must be tested empirically. Based on literature review and research framework stated previously, then the research hypothesis is set as follows:

2.7.1 Work Engagement

According to Bakker et al., (2011), work engagement is about self involvement in the workplace. The enthuasim, positive energy, motivational behaviour can be perceived as high involvement in the workplace. Previous studies have explained that the case of women receive different treatment as the perception of gender discrimination affects the negative relationship towards work engagement (Kim, 2015; Messarra, 2014; Sia et al., 2015). In spite of education and qualification there is no difference level between men and women but women still meet difficulties regards to their career advancement. The barriers are not only affecting their career advancement but also has negative impact on their decision making and confidence to achive higher respresentation levels. It turns out that women need more time to escape from junior levels or women is likely to self-limit which not be able to fulfill the requirements (Wenninger, MD, Conroy & MH, 2001). Thus the comparison data about high position between men and women in CV. Budi Jaya Pekalongan, researcher formulate the hypothesis:

H₁: **Glass Ceiling has negative impact to work engagament of women workers in CV. Budi Jaya Pekalongan.**

2.7.2   Marital Status

According to Buddhapriya (2009), most of married women face more problems in their career compared to single women in regard to family responsibilites that influence both of work life and career decisions. Newly married women also face both of dedication and job performances declined, in contrary newly married men face dedication and job performances extended. Therefore married women are willing to quit the job compared to married men. However according to Baruch et al., (1987) expressed that multiple of roles (wife, mother, employee) which women experienced emerge high self confidence and less depression compared to unmarried, childless, unemployed women. Therefore the multiple roles which are possesed can be perceived as high self esteem so as make women satisfying. Meanwhile women with pre-existing emotional problem would destroy their well-being, may women can perceive theirself in low quality. Therefore the gender-biased practices and structures at the workplace cause difficulties for women to gain higher level of managements. Thus most of women in CV Budi Jaya (Teh Bandulan) are married. Therefore it can be assumed that most of the women lecturer put their family in their priority. Then the hypothesis will be formulated:

H₂: **Marital Status moderate Glass Ceiling to Work engagament among women workers CV. Budi Jaya Pekalongan.**