

CHAPTER V

CONCLUSION

This chapter will contain conclusions and managerial implications of the results of data processing that can be used as considerations for CV. Budi Jaya Pekalongan. In addition, this chapter will also describe some suggestions and limitations of the research, so that it can be a better development for further research.

5.1 Conclusion

Based on the result of the research and data analysis that have been done. It can be concluded that:

1. There is an effect of personal barriers to work engagement
2. There is an effect of organizational barriers to work engagement
3. Marital Status strengthen the effect of Glass ceiling to work engagement on women employees in CV Budi Jaya Pekalongan

5.2 Managerial Implication

The glass ceiling from the dimensions of personal barriers and organizational barriers affects the work engagement of women workers, so this research can be input for managers to pay more attention to the needs of women workers in the dimensions of personal barriers and provide input to managers to pay more attention to gaps in the company's organization for women employees. Therefore managers need to recruit and promote based on talent and potential. Managers need to offer cross training

opportunities to move the women employees to non traditional sector such as sales and manufacturing. The insurance, banking and health care industries are able to implement their career development programs for women while manufacturing still falling behind. Managers also need to deliver fair, honest feedback to the problem that hindering employee path's career advancement. In spite of that, manager can also reach and encourage senior managers to observe and develop good performing women employees. Managers can also prove flexible time program option for all employees with clear job shares which underlined that employees can delivers their responsibilities in terms of organization growth.

5.3 Research Weakness

This research was only conducted on two categories of marital status, even though there are 4 categories of marital status which are recognized by the Indonesian Central Statistics Agency so that this research is limited in scope in terms of marital status.

5.4 Suggestion

1. This research can further be developed in the scope of a complete marital status and independent variables can be added that can affect work engagement such as awards.
2. This research can also be considered for companies to be more concerned and sensitive to female workers so that the working period of these employees can last a long time.

3. There are other possibilities for demographic factor may moderate the relationship of Glass Ceiling to Work Engagement such as Education Level, Work Experiences, Duration of Working in an organization.



BIBLIOGRAPHY

- Afza, S., & Newaz, M. K. (2008). *Factors Determining the Presence of Glass Ceiling and Influencing Women Career Advancement in Bangladesh*.
- April, K., Dreyer, S., & Blass, E. (2007). Gender Impediments to the South African Executive Boardroom. *South African Journal of Labour Relations*, 31(2), 51–67.
- Armenti, C. (2004). Women faculty seeking tenure and parenthood: Lessons from previous generations. *Cambridge Journal of Education*, 34(1), 65–83.
- Azeez, P. V. N., & Priyadarshini, R. G. (2018). Glass Ceiling Factors Affecting Women Career Advancement in IT Industry in India. *IOP Conference Series Materials Science and Engineering*, 309(1).
- Baker, S. G. (1994). Gender, Ethnicity, and Homelessness: Accounting for Demographic Diversity on the Streets. *American Behavioral Scientist*, 37(4), 476–504.
- Bakker, A. B., Albrecht, S. L., & Leiter, M. P. (2011). “Key questions regarding work engagement.” *European Journal of Work and Organizational Psychology*, 20(1), 4–28.
- Baruch, G. K., Biener, L., & Barnett, R. C. (1987). Women and Gender in Research in Work and Family Stress. *American Psychologist*, 42(2), 130–136.
- Basu, S. (2008). *Gender Stereotypes in Corporate India* (1st ed.). Response Books.
- Blalock, B. (2013). Five Ways to Break Through the Glass Ceiling. *The Wall Street Journal*.
- Borman, W. C., & Motowidlo, S. J. (1993). Expanding the criterion domain to include elements of contextual performance. In *Personnel selection in organizations* (Issue 71, p. 98).

- Buddhapriya, S. (2009). *Work-Family Challenges and Their Impact on Career Decisions: A Study of Indian Women Professionals*. 34(1).
- Campbell, K., & Minguéz-Ver, A. (2008). Gender Diversity in the Boardroom and Firm Financial Performance. *Journal of Business Ethics*, 83, 435–451.
- ÇİZEL, B. R., & ÇİZEL, B. (2014). Factors Influence Women Teachers Perception of Glass Ceiling Syndrome. *Akdeniz İnsani Bilimler Dergisi*, 4(1), 63–69.
- Commision, G. C. (1995). *Good For Business: Making Full Use of the Natioin's Human Capital*.
- Cooper, D., & Schindler, P. (2014). *Bussiners Research Method*. McGraw-Hill.
- Dimovski, V., Skerlavaj, M., & Man, M. M. K. (2010). Comparative Analysis if Mid-Level Women Managers Perception of the Existence of Glass Ceiling in Singaporean and Malaysian Organizations. *International Business & Economics Research Journal (IBER)*, 9(8).
- Dost, M. K. B., & Tariq, S. (2012). The Organizations Having High Level of Glass Ceiling, Has Lower Productivity Due to Lack of Employee Commitmenr. *Kuwait Chapter of the Arabian Journal of Business and Management Review*, 1(8), 93–103.
- Etaugh, C., & Malstrom, J. (1981). The Effect of Marital Status on Person Perception. *Journal of Marriage and the Family*, 43(4), 801–805.
- Fakih, M. (1995). *Menggeser Konsepsi Gender dan Transformasi Sosial* (1st ed.). Pustaka Pelajar.
- Fakih, M. (2007). *Gender dan Pembangunan*. Pustaka Pelajar.
- Fakih, M. (2010). *Analisis Gender dalam Transformasi Sosial*. Pustaka Pelajar.

- Fernandez, S., & Lee, H. (2016). The transformation of the South African Public Service: Exploring the impact of racial and gender representation on organisational effectiveness. *The Journal of Modern African Studies*, 54(1), 91–116.
- Ghozali, I. (2018). *Aplikasi Multivariate dengan Program IBM SPSS 25* (9th ed.). Badan Penerbit Universitas Diponegoro.
- Hair, J. F., Anderson, R. E., Tatham, R. L., & Black, W. C. (1998). *Multivariate Data Analysis* (5th ed.). Upper Saddle River, N. J.
- Hakim, A. (2006). Analisis pengaruh motivasi, komitmen organisasi dan Iklim Organisasi terhadap kinerja pegawai pada Dinas Perhubungan dan Telekomunikasi Provinsi Jawa Tengah. 2(2), 165–180.
- Haryatmoko. (2003). *Mencari Akar Fanatisme Ideologi, Agama atau Pemikiran*. Ghalia Indonesia.
- Hicks. (2012). *The four literatures of social science patent statistics in studies of S&T systems*.
- Hult, G. T. M., Ketchen Jr, D. J., & Slater, S. F. (2005). Market orientation and performance: an integration of disparate approaches. *Strategic Management Journal*, 26(12), 1173–1181.
- Hunton, J., Neidermeyer, P., & Weir, B. (1996). Hierarical and Gender Differences in Private Accounting Practice. *Accounting Horizons*, 10(2), 14–31.
- Jacobs, J. A., & Winslow, S. E. (2004). Overworjed Faculty: job Stresses and Family Demands. *Annals of the American Academy of Political and Social Science*, 596, 104–129.
- Jain, N., & Shoma, M. (2010). The Perception og “Glass Ceiling” in Indian

- Organizations: An Exploratory Study. *South Asian Journal of Management*, 17(1), 23–42.
- Jordan, A. H., & Zitek, E. M. (2012). Marital Status Bias in Perceptions of Employees. *Basic and Applied Social Psychology*, 34(5), 474–481.
- Kanter, R. M. (1977). *Some Effects of Proportions on Group Life In the Gender Gap in Psychotherapy*. Springer.
- Kholis, N. (2012). *Career advancement in Indonesian academia: a concern of gender discrimination*.
- Kiaye, R. E., & Singh, A. M. (2013). The Glass Ceiling: A Perspective of Women Working in Durban. *Gender in Management*, 28(1).
- Kim, S. (2015). The Effect of Gender Discrimination in Organization. *International Review of Public Administration*, 20(1), 51–69.
- Liana, L. (2009). Penggunaan MRA dengan SPSS untuk Menguji Pengaruh Variabel Moderating terhadap Hubungan antara Variabel Independen dan Variabel Dependen. *Jurnal Teknologi Informasi DINAMIK*, 14(2), 90–97.
- Linehan, M., & Walsh, J. D. (1999). Senior female international managers: breaking the glass border. *Women in Management Review*, 14(7), 264–272.
- Messarra, C. L. (2014). Religious Diversity at Work: The Perceptual Effects of Religious Discrimination on Employee Engagement and Commitment. *Contemporary Management Research*, 10(1), 59–80.
- Mooney, S. K., & Ryan, I. (2009). A Woman's Place in Hotel Management: Upstairs or Downstairs? *Gender in Management*, 24(3), 195–210.
- Morris, W. L., DePaulo, B. M., Hertel, J., & C, T. L. (2008). Singlism -- Another Problem That Has No Name: Prejudice, Stereotypes and Discrimination Againsts

- Singles. In *The Psychology of Modern Prejudice* (pp. 165–194). Nova Science Publishers.
- Niederle, M. (2005). *Do Women Shy Away from Competition, Even When They Can Win ?*
- Purwanto, E. A., & Sulistyastuti, D. R. (2007). *Metode Penelitian Kuantitatif, untuk Administrasi Publik dan Masalah-masalah Sosial*. Gaya Media.
- Rahim, A., & Cosby, D. M. (2016). A model of workplace incivility, job burnout, turnover intentions, and job performance. *Journal of Management Development*, 35(10), 1255–1265.
- Rayton, B. A., & Yalabik, Z. Y. (2014). Work engagement, psychological contract breach and job satisfaction. *The International Journal of Human Resource Management*, 25(17), 2382–2400.
- Rhoades, L., & Eisenberg, R. (2002). Perceived organizational Support: A Review of the Literature. *Journal of Applied Psychological*, 87(4), 689–714.
- Rich, B. L., Lepine, J. A., & Crawford, E. (2010). Job Engagement: Antecedents and Effect on Job Performance. *The Academy of Management Journal*, 53(3), 617–635.
- Rosen, B., Gist, M. E., & Schwoerer, C. (1989). Effects of alternative training methods on self-efficacy and performance in computer software training. *Journal of Applied Psychology*, 74(6), 884–891.
- Ross, C. E., & Moriwsky, J. (1989). Explaining the Social Patterns of Depression: Control and Problem Solving -- or Support and Talking? *Journal of Health and Social Behavior*, 30(2), 206–219.
- Sampath, V. (2007). *Breaking Barriers & Building Bridges at Women's manager*

conference in Bangalore.

- Schaufeli, W. B., & Bakker, A. B. (2004). Job Demands, Job Resources, and Their Relationship With Burnout and Engagement: A Multi-Sample Study. *Journal of Organizational Behavior*, 25(3), 293–315.
- Schaufeli, W. B., & Bakker, A. B. (2010). Defining and measuring work engagement: Bringing clarity to the concept. In *Work engagement: A handbook of essential theory and research* (12th ed., pp. 10–24).
- Schwartz, B. (1989). *Psychology of learning and behavior* (3rd ed). WW Norton & Co.
- Sekaran, U., & Bougie, R. (2016). *Research Methods For Business: A Building Approach* (7th Edition). Wiley.
- Sekaran, U., & Bougie, R. (2017). *Metode Penelitian untuk Bisnis: Pendekatan Pengembangan-Keahlian* (Edisi 6, B). Salemba Empat.
- Sharma, S., & Kaur, R. (2019). Glass Ceiling for Women and Work Engagement: The Moderating Effect of Marital Status. *FIIB Business Review*, 8(2), 132–146.
- Sia, S. K., Sahoo, B. C., & Duari, P. (2015). Gender Discrimination and Work Engagement: Moderating Role of Future Time Perspective. *South Asian Journal of Human Resources Management*, 2(1), 58–84.
- Skelly, J. J., & Johnson, J. barger. (2011). Glass Ceiling and Great Expectations: Gender Stereotype Impact on Female Professionals. *Southern Law Journal*, 21(1), 29–70.
- Subramaniam, I. D., Arumugam, T., & Akeel, A. B. A. A. B. (2014). Demographic and Family Related Barriers on Women Managers' Career Development. *Asian Social Science*, 10(1), 86.

Sugiyono. (2012). *Metode Penelitian Kuantitatif dan R&B*. Alfabeta.

Sumarto, & Permanasari, R. (2013). Understanding of women in Indonesia: motivation to lead, work-family conflict, and ambition. *International Journal of Human Resource Studies*, 3(3), 24–38.

Zafarullah, H. (2000). Through the Brick Wall, and the Glass Ceiling: Women in the Civil Service in Bangladesh. *Gender, Work & Organization*, 7(3), 197–209.





ATTACHMENT I QUESTIONNAIRE

Perkenalkan saya Billy Adrianto mahasiswa Program Studi Manajemen Internasional, Atma Jaya Yogyakarta. Saat ini saya sedang melakukan penelitian mengenai "The effect of Glass Ceiling on Work Engagement moderated by Marital Status" untuk melengkapi proses penelitian saya. Saya mengharapkan bantuan dan kesediaan saudara untuk mengisi kuesioner yang tersedia.

Responden yang dibutuhkan dalam penelitian ini adalah wanita yang bekerja di Perusahaan Teh Bandulan Pekalongan baik sudah menikah maupun belum menikah

Apabila mendapati kesulitan dalam pengisian kuesioner, saudara/i dapat menghubungi saya melalui email billyadrianto96@gmail.com. Kiranya IBU-IBU dapat membantu saya dalam proses pengerjaan Tugas Akhir ini dengan memberikan jawaban yang tepat dan sesuai. Atas perhatian serta waktu yang diberikan, saya ucapkan terima kasih.

Kuesioner diisi dengan salah satu alternatif jawaban sebagai berikut:

STS: Sangat Tidak Setuju

TS : Tidak Setuju

N : Netral

S : Setuju

SS : Sangat Setuju

Pertanyaan Demografi

- Level in the organization
 - a. Senior Manager
 - b. Middle Manager
 - c. Lower Manager
- Marital Status
 - a. Married
 - b. Unmarried
- Children Status
 - a. No Children

- b. Having Children
- Family Structure
 - a. Nuclear
 - b. Joint

A. Glass Ceiling (Personal Barriers)

Pernyataan	STS	TS	N	S	SS
Bawahan saya tidak percaya pada kepemimpinan saya					
Saya tidak menganggap diri saya sebagai pemimpin					
Saya tidak cukup kompetitif					
Saya terlalu ragu-ragu, lemah dan tidak logis					
Saya secara emosional tidak cocok untuk posisi yang lebih tinggi					
Saya tidak memiliki kendali atas hasil kerja					
Saya tidak menempatkan diri saya dalam situasi dimana saya tidak dapat mengatasinya					
Saya tidak dapat mencapai tujuan saya dalam hidup					
Saya merasa bahwa karier saya mencerminkan peluang, bukan kemampuan saya					
Saya tidak berhasil pada sebagian besar tugas yang saya coba					
Saya tidak berkomitmen pada pekerjaan saya					
Saya berharap atasan saya mengingat karakteristik feminim saya saat penilaian performa saya					

B. Glass Ceiling (Organizational Barriers)

Pernyataan	STS	TS	N	S	SS
Prestasi kerja saya tidak dievaluasi secara adil					
Tidak ada peluang karir bagi saya					
Saya harus bekerja ekstra keras untuk dianggap					
Organisasi mendiskriminasi saya terkait naik jabatan					
Organisasi mendiskriminasi saya terkait kompensasi tahunan					

Pernyataan	STS	TS	N	S	SS
Saya harus lebih terampil daripada pria untuk dipromosikan					
Pria menerima lebih banyak dukungan/kepercayaan organisasi daripada saya					
Saya tidak menerima dukungan organisasi yang cukup untuk mengelola tanggung jawab profesional & domestik saya					
Wanita yang mencapai posisi tinggi tidak meningkat di organisasi saya					
Kurangnya manajemen organisasi untuk memiliki komitmen terhadap kesetaraan gender					
Penilaian kinerja dan sistem insentif menguntungkan laki-laki					
Ada budaya perusahaan yang mengecilkan hati di organisasi saya					
Kurangnya kesempatan pelatihan untuk mendapatkan pengalaman					
Pria memiliki sikap negatif terhadap saya					
Petugas atasan meragukan kemampuan saya					
Kolega pria menderita karena gejala superiority complex yang saya miliki (Superiority complex adalah sebuah gejala tingkah laku seseorang yang menganggap dirinya lebih superior dari orang lain)					

C. Glass Ceiling (Societal Barriers)

Pernyataan	STS	TS	N	S	SS
Saya tidak mau berkorban untuk mendapatkan posisi senior					
Saya memiliki ketidakmampuan untuk bergerak jika pekerjaan membutuhkan					
Karir saya tidak begitu penting karena saya bukan pencari nafkah utama bagi keluarga					
Mengurus keluarga merupakan penghalang untuk kemajuan pekerjaan saya					
Menjaga keseimbangan antara urusan keluarga dan tanggung jawab pekerjaan adalah tugas yang sulit					
Lebih banyak tanggung jawab pekerjaan berdampak buruk pada kehidupan keluarga saya					

Pernyataan	STS	TS	N	S	SS
Manajer wanita tidak bisa menjadi ibu yang perhatian dan manajer yang penuh perhatian					
Tanpa bantuan keluarga dalam pekerjaan rumah, saya tidak akan menerima jabatan tinggi					
Komitmen saya pada kehidupan keluarga adalah penghalang untuk kemajuan karir					
Jika saya tidak memiliki komitmen apa pun dengan anggota keluarga saya, saya akan mendapatkan posisi manajerial yang lebih tinggi					
Wanita bisa menjadi ibu dan istri yang peduli daripada manajer yang sukses					

D. Work Engagement

Pernyataan	STS	TS	N	S	SS
Ditempat kerjam saya merasa penuh dengan energi					
Saya menemukan pekerjaan yang saya lakukan penuh dengan makna dan tujuan					
Waktu berlalu ketika saya bekerja					
Di pekerjaan saya, saya merasa kuat					
Saat saya bekerjam saya melupakan semua hal lain di sekitar saya					
Pekerjaan saya menginspirasi saya					
Ketika saya bangun di pagi hari, saya merasa ingin bekerja					
Saya merasa senang ketika saya bekerja dengan dalam					
Saya bangga dengan pekerjaan yang saya lakukan					
Saya tenggelam (terserap) dalam pekerjaan saya					
Saya dapat terus bekerja untuk waktu yang sangat lama pada suatu waktu					
Bagi saya, pekerjaan saya menantang					
Saya terbawa suasana saat bekerja					
Di pekerjaan saya, saya sangat fleksibel, secara mental					

Pernyataan	STS	TS	N	S	SS
Sulit untuk memutuskan diri saya dari pekerjaan saya					
Di pekerjaan saya, saya selalu melanjutkan bahkan ketiga segala sesuatunya tidak berjalan dengan baik					



The logo of Universitas Islam Negeri Yogyakarta is a light blue watermark in the background. It features a stylized open book with a sunburst or starburst design above it, all enclosed within a circular border. The text "UNIVERSITAS ISLAM NEGERI YOGYAKARTA" is written around the inner edge of the circle.

**ATTACHMENT II
RESEARCH
INSTRUMENT RESULT**

X1.8	Pearson Correlation	0,252	0,247	-0,133	.293*	.273*	0,133	.293*	1	.572**	.629*	.509*	.629*	.645**
	Sig. (2-tailed)	0,069	0,075	0,342	0,033	0,048	0,341	0,033		0,000	0,000	0,000	0,000	0,000
	N	53	53	53	53	53	53	53	53	53	53	53	53	53
X1.9	Pearson Correlation	0,262	0,139	0,053	0,159	-0,005	0,118	0,113	.572**	1	.453*	.487*	.594*	.591**
	Sig. (2-tailed)	0,058	0,321	0,707	0,256	0,970	0,399	0,420	0,000		0,001	0,000	0,000	0,000
	N	53	53	53	53	53	53	53	53	53	53	53	53	53
X1.10	Pearson Correlation	0,000	0,125	-0,146	0,000	-0,043	0,189	0,000	.629**	.453**	1	.759*	.732*	.503**
	Sig. (2-tailed)	1,000	0,371	0,298	1,000	0,759	0,176	1,000	0,000	0,001		0,000	0,000	0,000
	N	53	53	53	53	53	53	53	53	53	53	53	53	53
X1.11	Pearson Correlation	.870**	.775**	.667**	-0,011	.891**	-0,019	.766**	.293*	0,159	0,000	1	0,014	.757**
	Sig. (2-tailed)	0,000	0,000	0,000		0,000	0,894	0,000	0,033	0,256	1,000	0,937	0,922	0,000
	N	53	53	53	53	53	53	53	53	53	53	53	53	53
X1.12	Pearson Correlation	-0,016	0,095	-0,062	0,014	-0,037	0,240	0,063	.629**	.594**	.732*	.743*	1	.567**
	Sig. (2-tailed)	0,909	0,499	0,660	0,922	0,792	0,083	0,656	0,000	0,000	0,000	0,000		0,000
	N	53	53	53	53	53	53	53	53	53	53	53	53	53
Glass Ceiling (Personal Barriers)	Pearson Correlation	.747**	.719**	.562**	.757**	.673**	0,162	.696**	.645**	.591**	.503*	.481*	.567*	1
	Sig. (2-tailed)	0,000	0,000	0,000	0,000	0,000	0,247	0,000	0,000	0,000	0,000	0,000	0,000	
	N	53	53	53	53	53	53	53	53	53	53	53	53	53

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0,827	0,834	12

	N	53	53	53	53	53	53	53	53	53	53	53	53
X3.4	Pearson Correlation	0,156	.829**	.359**	1	.554**	.629*	-0,177	0,079	.659**	.689**	.272*	.697**
	Sig. (2-tailed)	0,264	0,000	0,008	0,205	0,000	0,000		0,573	0,000	0,000	0,048	0,000
	N	53	53	53	53	53	53	53	53	53	53	53	53
X3.5	Pearson Correlation	-0,058	.584**	.494**	.423**	1	.720*	.554*	-0,025	.537**	.737**	-0,086	.691**
	Sig. (2-tailed)	0,680	0,000	0,000	0,002	0,000	0,000	0,000	0,860	0,000	0,000	0,540	0,000
	N	53	53	53	53	53	53	53	53	53	53	53	53
X3.6	Pearson Correlation	0,098	.758**	.704**	.309*	.720*	1	.629*	0,225	.796**	.731**	0,230	.873**
	Sig. (2-tailed)	0,484	0,000	0,000	0,025	0,000		0,000	0,106	0,000	0,000	0,097	0,000
	N	53	53	53	53	53	53	53	53	53	53	53	53
X3.7	Pearson Correlation	0,156	.829**	.359**	-0,177	.554**	.629*	1	0,079	.659**	.689**	.272*	.697**
	Sig. (2-tailed)	0,264	0,000	0,008	0,205	0,000	0,000		0,573	0,000	0,000	0,048	0,000
	N	53	53	53	53	53	53	53	53	53	53	53	53
X3.8	Pearson Correlation	.355*	.560**	0,237	0,168	.494**	.704*	.359*	1	.605**	.506**	.435**	.791**
	Sig. (2-tailed)	0,009	0,000		0,228	0,000	0,000	0,008	0,088	0,000	0,000	0,001	0,000
	N	53	53	53	53	53	53	53	53	53	53	53	53
X3.9	Pearson Correlation	0,223	.704**	.605**	0,155	.537**	.796*	.659*	0,196	1	.816**	0,256	.831**
	Sig. (2-tailed)	0,109	0,000	0,000	0,269	0,000	0,000	0,000	0,160		0,000	0,065	0,000
	N	53	53	53	53	53	53	53	53	53	53	53	53
X3.10	Pearson Correlation	0,175	.683**	.506**	0,119	.737**	.731*	.689*	-0,054	.816**	1	0,113	.779**
	Sig. (2-tailed)	0,209	0,000	0,000	0,394	0,000	0,000	0,000	0,702	0,000		0,419	0,000
	N	53	53	53	53	53	53	53	53	53	53	53	53
X3.11	Pearson Correlation	.872*	0,080	.435**	-0,269	-0,086	0,230	.272*	.691*	0,256	0,113	1	.536**


Y.15	Pearson Correlation	.479**	.529**	.350*	.668**	-0,155	.599**	0,249	.730**	.505**	0,090	.847**	.805**	0,085	.273'	1	.500**	.562**	.881**
	Sig. (2-tailed)	0,000	0,000	0,010	0,000	0,267	0,000	0,073	0,000	0,000	0,521	0,000	0,000	0,545	0,048		0,000	0,000	0,000
	N	53	53	53	53	53	53	53	53	53	53	53	53	53	53	53	53	53	53
Y.16	Pearson Correlation	.609**	.688**	0,136	.645**	-0,228	-0,002	0,055	.605**	0,139	.407**	.643**	.731**	.287'	.345'	.500**	1	0,178	.735**
	Sig. (2-tailed)	0,000	0,000	0,330	0,000	0,100	0,988	0,698	0,000	0,322	0,003	0,000	0,000	0,037	0,011	0,000		0,202	0,000
	N	53	53	53	53	53	53	53	53	53	53	53	53	53	53	53	53	53	53
Y.17	Pearson Correlation	0,008	0,171	-0,065	.351**	-0,101	.526**	.612**	.385**	.559**	.350'	.669**	.383**	0,244	0,194	.562**	0,178	1	.584**
	Sig. (2-tailed)	0,957	0,222	0,642	0,010	0,471	0,000	0,000	0,004	0,000	0,010	0,000	0,005	0,078	0,164	0,000	0,202		0,000
	N	53	53	53	53	53	53	53	53	53	53	53	53	53	53	53	53	53	53
Work Engagement	Pearson Correlation	.645**	.676**	0,232	.828**	-0,210	.492**	.415**	.792**	.593**	.273'	.902**	.866**	.358**	.368**	.881**	.735**	.584**	1
	Sig. (2-tailed)	0,000	0,000	0,094	0,000	0,131	0,000	0,002	0,000	0,000	0,048	0,000	0,000	0,008	0,007	0,000	0,000	0,000	
	N	53	53	53	53	53	53	53	53	53	53	53	53	53	53	53	53	53	53

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0,888	0,863	17



**ATTACHMENT III
MULTIPLE LINEAR
REGRESSION**

Descriptive Analysis Result

Variabel	N	Min	Max	Mean	Std. Deviation
Glass Ceiling (Personal Barriers)	53	18	48	34,60	7,099
Glass Ceiling (Organizational Barriers)	53	19	64	31,83	16,993
Glass Ceiling (Societal Barriers)	53	13	43	27,13	7,198
Work Engagement	53	52	79	71,36	7,011
Valid N (listwise)	53				

Multiple Linier Regression Analysis

Stage 1

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.811 ^a	0.659	0.638	4.221

a. Predictors: (Constant), X1.3, X1.2, X1.1

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1683.281	3	561.094	31.497	.000 ^b
	Residual	872.907	49	17.814		
	Total	2556.189	52			

Stage 2

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.850 ^a	0.723	0.680	3.967

a. Predictors: (Constant), X1.3*Z, X1.2, X1.1, Z, X1.2*Z, X1.3,

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	99.153	3.240		30.607	0.000
	X1.1	-0.537	0.131	-0.543	-4.084	0.000
	X1.2	-0.246	0.039	-0.596	-6.267	0.000
	X1.3	-0.052	0.134	-0.053	-0.386	0.701

a. Dependent Variable: Y1