Can Woman Leaders Shatter the Glass Ceiling? A Systematic Literature Review

Hilmiana Hilmiana [1*], Devi Alviani [1]

[1] Department of Management, Faculty of Economics and Business, Universitas Padjadjaran, Bandung, West Java 40132, Indonesia.

Abstract

Gender equality is an essential aspect of human rights. However, gender-based discrimination is widespread to different degrees in many international organizations, including Indonesia. Currently, gender-related issues center around inequalities in situations and responsibilities between males and females, with females facing significant barriers to achieving positions of high authority. This inquiry aims to provide evidence of the efficacy of female leaders in promoting gender equality, with a specific focus on instances in Indonesia. This research is based on secondary data obtained from the Scopus database, specifically acquired using the keyword 'women's leadership' and the document study approach. The text is free from grammatical, spelling, and punctuation problems, and the content remains unaltered. After screening 1,129 papers, a total of 23 were selected for analysis using the Miles and Huberman methodology. The wording used is clear, concise, and unbiased, utilizing a formal style and accurate vocabulary. The material follows established norms for structure and formatting, including the use of standardized citation and footnote formats. The data suggest that women in Indonesia have made advancements in terms of their roles, positions, careers, and leadership achievements, despite facing ongoing obstacles from patriarchal society and cultural standards. Within this particular framework, preconceptions pertaining to the presumed vulnerabilities of female leaders have been discredited. These women have demonstrated their ability to adjust to changing environments, exerted a positive impact, prioritized the well-being of employees, encouraged intellectual growth, developed strategies for organizational development, shown responsiveness to change, improved organizational performance, stimulated innovation and creativity, facilitated flexibility for change, and actively promoted sustainable development.

Keywords: Gender Disparaties; Equal Participation; Empowering; Leadership; Female Issues.

1. Introduction

Society often supports and encourages the prevalence of male leadership, sometimes placing pressure on women to display vulnerability [1, 2]. The Google case serves as a prominent example of this phenomenon. James Damore's memo, 'Google's Ideological Echo Chamber,' posited that the gender disparity in software engineering is mostly a result of biological distinctions. He proposed that efforts solely focused on ethnic or gender minorities should be avoided. Damore asserted the notion that women are ill-suited for positions within technological enterprises [3, 4]. These examples highlight the presence of prejudices that result in obstacles to communication, employees' hesitancy, and less-than-

ideal performance when women take on leadership positions. Women are frequently regarded as less capable, encounter increased demands, exhibit lower self-assurance, and are considered less professional. Notwithstanding these obstacles, several groups are aggressively tackling gender disparity. Philip Morris International Corporation, a leading tobacco producer, has taken steps to provide fair job prospects, professional growth, and just remuneration. As a result, the company has obtained the notable recognition of being the first to receive global certification for salary equality [4].

The gender dynamics in Indonesia provide a thought-provoking viewpoint on the representation of women in leadership, highlighting a substantial gender gap. Although women make up a significant proportion of the population, they are still not adequately represented in positions of leadership. The 2021 gender index from the World Economic Forum has a score of 0.688 on a scale of 1, suggesting significant gender inequality. In 2019, there was a significant lack of female representation in legislative and executive offices, with women holding only 20.87% of legislative seats. The dearth of female chief executive officers (CEOs) in companies listed on the Fortune Index, as well as the restricted representation of women in managerial positions within Indonesian corporations, underscores the enduring obstacles encountered by women who aspire to assume leadership roles. The high occurrence of legislation that shows preference towards males, together with the imposition of stereotypical limitations, psychological damage, and abuse, highlights the urgent requirement for a significant change toward gender-inclusive methods in several sectors of Indonesian society. Nevertheless, there is a conspicuous lack of literature expressly addressing this subject. Women in Indonesia face challenges in attaining leadership roles in enterprises, as indicated by the 2021 World Economic Forum gender index score of 0.688 out of 1. Women held a mere 20.87% of the 575 legislative seats in 2019. Furthermore, the representation of female CEOs in Fortune 500 companies is restricted to a mere 33. In addition, a scant 22.10% of Indonesian enterprises have women in managerial positions, while just 29.6% of key positions at Coca-Cola Europe Partners (CCEP) Indonesia are held by women. The lack of women in fair positions, the imposition of traditional behavioral limitations, exposure to psychological risks, and occurrences of harassment emphasize the widespread acceptability of rules that favour males and maintain male supremacy in all industries. The study of women's leadership and the glass ceiling phenomenon has been a widely discussed topic globally, focusing on gender equality and workplace dynamics. However, research in Western cultures has primarily concentrated on women's challenges in achieving leadership positions, offering valuable insights into structural barriers and gender-based biases. Nevertheless, the existing literature fails to provide a thorough comprehension of the intricate encounters of women in positions of authority in Southeast Asia, specifically within the Indonesian setting.

The glass ceiling notion, commonly debated in Western nations in corporate settings, pertains to concerns such as inequitable remuneration, inadequate presence in top-level executive positions, and prejudiced recruitment procedures [5]. Nevertheless, the straightforward application of these frameworks to Indonesian culture may oversimplify the intricate interaction of elements that influence women's leadership trajectories in this culturally varied and prosperous nation. Existing research suggests that cultural norms have a key influence in influencing how leadership and gender roles are seen in Indonesia. Cultural norms significantly influence perceptions regarding the suitability of women assuming leadership roles [6]. Gaining insight into the influence of cultural subtleties on the reception of or opposition to female leaders is essential for revealing the mechanisms behind the obstacles to progress within the Indonesian setting. An analysis of organizational structures is crucial for comprehending the impediment that hinders the progress of women, widely known as the glass ceiling. Nevertheless, there is a dearth of comprehensive studies examining the precise organizational frameworks of Indonesian institutions and their influence on promoting gender inclusion. Examining the impact of organizational regulations, procedures, and corporate cultures on the advancement of women leaders can provide valuable insights into the particular obstacles encountered in Indonesia's professional landscape. The discourse surrounding the glass ceiling frequently fails to consider intersectionality, which recognizes the interconnected nature of gender with other factors such as ethnicity, religion, and socioeconomic status. In order to have a thorough understanding of the experiences of female leaders in Indonesia, it is essential to analyze the ways in which various identity features intersect and intensify the difficulties they encounter. Although numerous studies acknowledge the challenges, there is a dearth of studies on the precise tactics utilized by female leaders to surmount the barrier known as the glass ceiling. An examination of the adaptation strategies, mentorship networks, and leadership approaches adopted by women in Indonesia can provide valuable insights for aspiring female leaders and organizations seeking to advance gender-inclusive leadership. This literature analysis emphasizes the significance of undertaking research that is specifically designed for the Indonesian context in order to provide a comprehensive picture of the challenges and possibilities for women leaders in overcoming barriers to advancement. The aim of this research is to provide evidence-based viewpoints for the ongoing discourse, taking into account the socio-cultural backdrop of Indonesia.

2. Methodology

The objective of this study is to examine the extent of women's leadership in the corporate environment in Indonesia. A comprehensive literature study was conducted to obtain data, using secondary data collection methods from publications indexed in Scopus. The choice of Scopus was made due to its comprehensive coverage and stringent quality control measures [7, 8]. Although we recognized the potential to incorporate additional databases such as Web of Science, which implements rigorous quality control techniques, we chose to concentrate our attention on Scopus. The

decision was made since Scopus and Web of Science have a substantial degree of similarity, aligning with the common practice in past bibliometric studies that usually rely on a single database [9, 10]. This study adheres to Miles and Huberman's methodology for data analysis, which entails gathering and arranging data using data reduction techniques. Data analysis is performed to elucidate the organization and connections within the data, resulting in inferences drawn from the scrutinized information. A query for "women's leadership" in the Scopus database resulted in 1,129 documents. For the sake of efficiency, we only took into account the latest publications from 2019 to 2023, primarily focusing on English-language journal articles. This resulted in a total of 338 documents for review. Subsequently, these documents underwent a rigorous filtering procedure, in which their pertinence to the research inquiry, "The phenomenon of women's leadership in the context of Indonesian organizations," was meticulously assessed. Consequently, a total of 23 documents were chosen for further examination, and Figure 1 visually represents the search methodology employed. The analysis entails a comprehensive scrutiny of the inferences derived from the chosen publications. The objective of the study is to analyze and categorize different phenomena associated with women in leadership roles inside Indonesian organizations while also examining their underlying causes and consequences. This extensive examination provides a foundation for drawing conclusions and acquiring a more profound comprehension of the topic.
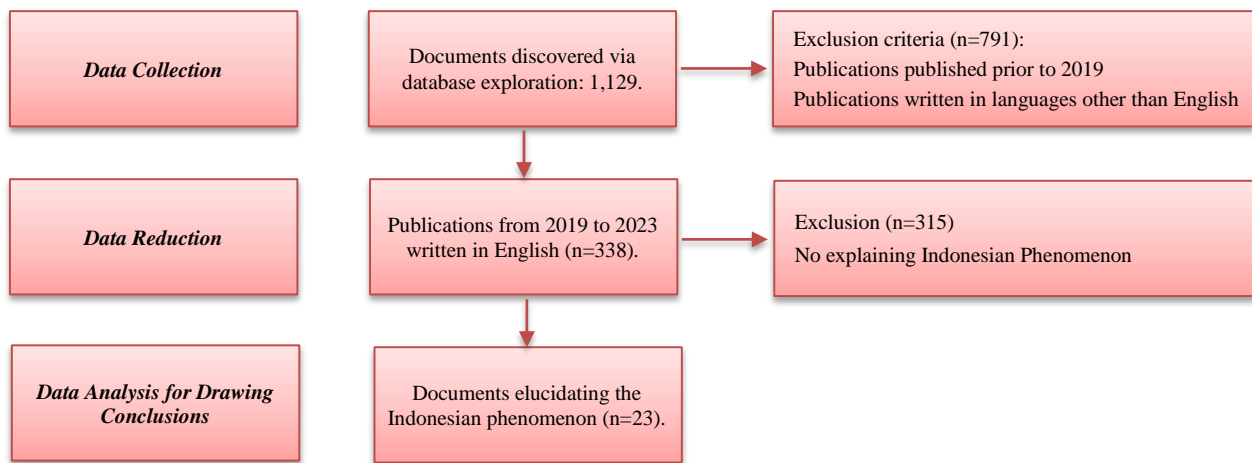

Figure 1. Collecting Data Method

2.1. Generalization of The Main Statements

All previous research reviewing Indonesia Woman's leadership showed various views, including.

Table 1. Previous Research Findings

Researchers and Years	Findings
Setyaningrum et al. (2023) [11]	Women's inclusion in leadership positions is crucial for the prosperity of organizations. In order to tackle the unique difficulties faced by female owners of Micro, Small, and Medium Enterprises (MSMEs) in Indonesia, it is crucial for the government to prioritize the provision of targeted training programs, given that women meet more hurdles in comparison to their male counterparts.
Djono et al. (2022) [12]	Women in Aceh undergo a metamorphosis in their leadership roles, exemplifying attributes of fortitude, courage, and ethicality.
Malihah et al. (2022) [13]	Patali Gumbira promotes the empowerment of women with a strategic emphasis on education, advocacy, and economic structures. The group strengthens leadership skills, builds connections, and offers advocacy training to prevent and combat violence. In addition, it provides training in soft skills to assist in the management of sustainable business services by women.
Suliantoro & Murdiati (2022) [14]	National leaders must give utmost importance to achieving gender justice and dismantling the patriarchal system. They should actively promote ethical qualities such as trust, care, empathy, compassion, equality, and responsibility.
Makruf et al. (2022) [15]	Madrasah Mu'alimat aims to cultivate women's leadership talents through a comprehensive approach that emphasizes information acquisition, personality development, empathy, and social aptitude.
Matenge et al. (2022) [16]	The underrepresentation of women in healthcare institutions necessitates the implementation of leadership development activities to promote and encourage women's participation.
Najwah et al. (2022) [17]	Religious beliefs in Indonesia prioritize male leadership qualities and downplay any perceived weaknesses of women, hence upholding patriarchal societal standards. In Indonesia, Islamic institutions maintain a system of male domination in mosques and prohibit women from assuming the position of imams.
Kalbarczyk et al. (2022) [18]	Improve women's leadership skills in the global health sector by engaging in practical exercises, discussions, and debriefings that address important leadership factors such as self-awareness, self-assessment, creating supportive organizational environments, effective communication, and negotiation skills.

Prihatini & Prajuli (2022) [19]	Females have lesser productivity in terms of article production in comparison to males, and the predominance of male homophily poses a barrier for females to achieve significant positions in scientific journals. However, women have similar interests in the areas of security, military, and government.
Anggadwita et al. (2022) [20]	In light of the difficulties presented by the COVID-19 pandemic, women are focusing on strengthening their ability to recover and adapt to family-owned businesses. This study presents a comprehensive framework that includes decision-making processes, strategic components, and further programs for successors. Women are currently prioritizing the long-term viability of their enterprises and are actively choosing female executives based on their expertise.
Lopes Cardozo et al. (2022) [21]	Women leaders possess the capacity to engage in activities beyond pesantren, thanks to their strong community connections and religious influence.
Sutanto & Aveline (2021) [22]	Effective leaders demonstrate personal qualities, receive assistance from their social circle, and cultivate a wide range of connections. Nevertheless, there is no discernible association between personality traits, age, marital status, and leadership capabilities.
Oktaviani et al. (2021) [23]	Female leaders in Southeast Asia encounter a multitude of obstacles, particularly in democratic Muslim nations like Indonesia. The concept of discursive multi perspectives highlights the diverse, changeable, and flexible nature of gender discrimination in influencing the acknowledged notion of femininity. This aids in conceptualizing the difficulties linked to women's leadership.
Mulawarman & Komariyah (2021) [24]	Female administrators in Muara Badak District schools highlight qualities traditionally associated with masculinity while also integrating feminine attributes within a democratic leadership approach, fostering cooperation and effective communication.
Marwah et al. (2021) [25]	Javanese women, led by Nyai Bagelen, defend tradition and religious rituals by safeguarding the dolalak dance and participating in Islamic readings, therefore contributing to the preservation of culture and religion.
Syahnan & Ja'far (2021) [26]	The fatwas published by Al Washliyah provide a critical analysis of moderate Islam, addressing topics such as terrorism, non-Muslims, Islamic sects, women, and the LGBT community. While certain individuals denounce terrorism based on religious grounds, others articulate conservative perspectives on religious pluralism and denominations.
Pedro et al. (2021) [27]	Artisans with expertise in Palue weaving saw a change in leadership. Women in home industries are empowered to take on managerial positions, with the assistance of their husbands. They have a significant role in influencing decision-making within the family, cooperatives, and society.
Asteria & Herdiansyah (2020) [28]	Ensuring sustainability in watershed management requires the inclusion of social, economic, and ecological issues, making it crucial to have women in leadership positions. Empowering women is crucial for promoting creativity, facilitating adaptation to change, and enabling access to local information and support.
Faizah et al. (2020) [29]	Women exhibit democratic leadership by acknowledging disparities, guaranteeing equitable rights, appreciating skills, actively listening to ambitions, and taking prompt action in response to errors. Furthermore, they integrate maternal attributes such as nurturing and empathy
El Adawiyah et al. (2020) [30]	Women exhibit democratic leadership by acknowledging disparities, guaranteeing equitable rights, appreciating skills, actively listening to ambitions, and taking prompt action in response to errors. Furthermore, they integrate maternal attributes such as nurturing and empathy.
Nurlia et al. (2019) [31]	The community argues that the election of the district head was justified based on the absence of more qualified candidates and the positive track record of the previous administration. In addition, the reason was further enhanced by the popularity acquired by his son, who had already served as a Regent.
Basri et al. (2019) [32]	Strengthen women's representation in politics through the implementation of leadership programs, affirmative action policies, educational campaigns, and strategic communication strategies. The objective is to actively engage Indonesian women in tangible political activities.
Supriyadi et al. (2019) [33]	The absence of a severe prohibition on women's leadership in Islam is suggested by the lack of compelling arguments found in the Qur'an, al-Hadith, fiqh, Sufism, and historical sources.

The presence of women in leadership roles is crucial in various fields, including entrepreneurship, education, industry, healthcare, religion, environment, and politics. Women's leadership in Indonesia is gradually expanding in several industries, despite the obstacles posed by deeply rooted societal and cultural patriarchal beliefs. Religious perspectives support the idea of women in leadership roles, and this is reinforced by efforts in training, education, and empowerment. These activities work together to improve women's leadership abilities. Women demonstrate adaptability, reactivity to possibilities and difficulties, invention, intellectual stimulation, motivation, creativity, empathy, and compassion. It is crucial to encourage these attributes to cultivate gender parity and fairness.

3. Literature Review

3.1. Women and Leadership

Women in leadership positions offer a multitude of advantages to both organizations and societies, such as enhanced productivity, improved teamwork, and a heightened perception of equity. Notwithstanding these benefits, women still face inadequate representation in leadership roles, especially in the corporate domain. The lack of representation can be attributed to societal and institutional causes, such as gender differences in political leadership views and insufficient support for women in leadership positions. Continued endeavors are necessary to guarantee enduring advancement for women in attaining leadership positions, despite the great advancements made so far. To encourage gender diversity, it

is advisable to educate both men and women about second-generation gender bias, create secure "identity workspaces" to support moves to higher roles, and support mentorship and sponsorship programs. Successfully addressing these obstacles and sustaining backing for women in positions of authority is crucial to attaining a future that is more equitable in terms of gender and more inclusive of diverse perspectives.

Nevertheless, it is important to approach the research on women's leadership with caution, whether they rely on self-reports or observable behaviors, as they bring out intricacies to the discussion on women and leadership. When examining the leadership styles of women and men, it is necessary to use an essentialist viewpoint, which requires understanding leadership based on a fixed set of contrasting characteristics. Moreover, specific research in this domain strengthens existing gender norms in corporate settings by examining women's leadership styles concerning the overall discourse on the crucial management and leadership attributes required in today's economy. Greenberg & Sweeney (2005) [34] suggested that contextualization, which recognizes and appreciates the unique contributions that women make to organizations, emphasizes the leadership traits of women that are particularly suitable for the modern workplace. The attributes that are found in top-performing businesses include transparent information sharing, crucial collaboration, and the defining characteristic of teamwork. According to Trinidad & Normore (2005) [35], women have been socialized to value behaviors related to transformational leadership, which makes them well-equipped to manage the growing diversity in global companies. Paradoxically, the focus on 'distinctive attributes of women' can potentially classify certain competencies and strengthen the classification of women's positions inside organizations [36]. When women receive acknowledgment for the unique abilities that they bring to organizations, they may have difficulties utilizing the skills that are typically associated with men.

3.2. Glass Ceiling

The phrase "glass ceiling" was originally introduced to refer to the overt and contrived obstacles that women encounter in their endeavors to attain higher-level positions within an organization [37]. Wirth's book "Breaking Through the Glass Ceiling" explains that the term emerged in the United States in the 1970s to describe an invisible barrier that prevents women from attaining top-level executive positions. Dalton & Kesner (1993) [38] and Yaratım (2019) [39] posited that glass ceilings are deliberate obstacles that greatly impede the advancement of women into high-level managerial positions inside organizations. The term "Glass Ceiling" is frequently used in news media conversations regarding gender-based employment inequities, specifically referring to the limited presence of women in high-level leadership roles inside mostly Western, large-scale corporations. Nevertheless, a more perceptive examination regards the term "Glass Ceiling" as a socio-political metaphor that carries unfavorable implications. This term refers to an invisible obstacle that prevents competent women from reaching the top positions in the corporate hierarchy, even if they are aware of its existence. The widely held belief that women are viewed as less competent, prone to making decisions based on emotions, and lacking the assertiveness necessary for high-level leadership positions in companies is a hidden obstacle to the progress of women's careers. The prevalent hegemony of men in positions of leadership can be partly ascribed to the gender-based classification of employment, which fosters prejudice and bias against women in the professional sphere. This illustrates that those women, despite their ability to reach higher positions, are still held back by intangible barriers commonly referred to as glass ceilings.

The glass ceiling, unlike other forms of gender inequality, is influenced by specific factors. According to Gorman & Kmec (2009) [40], decision-makers often show a preference for men over women due to the influence of gender stereotypes. Gendered organization theorists argue that these organizations perpetuate gender stereotypes rooted in established hierarchies that prioritize the male worker archetype [41]. As a result, women are often perceived as less important and less competent than men [42]. In addition, some men question women's ability to succeed in certain positions and believe that women's primary duty as caregivers for their families will hinder their professional achievement [43]. In addition, men often believe that family responsibilities do not interfere with their professional aspirations because they typically see their primary family role as providing financial support [44]. Furthermore, gendered organizations emphasize themes that strongly encourage women to prioritize roles related to motherhood and family concerns. As a result, women may choose not to pursue high-level careers or choose more traditional jobs typically associated with women [45]. In contrast to voluntary non-participation, some studies argue that gendered organizations effectively exclude women from positions of high power by enforcing existing rules and social norms that prioritize male privilege [46, 47]. Women in the workforce are often expected to balance their work and family responsibilities, while men often avoid sharing family responsibilities in order to prioritize career advancement [45]. As a result, women may be forced to give up prestigious positions to conform to cultural expectations, whether by excelling as employees or as nurturing mothers.

4. Results and Discussion

This study investigates the diverse functions of women in organizational leadership in Indonesia and the obstacles they encounter. The research delineates efficacious tactics employed by women in authoritative roles to combat gender preconceptions, bolstered by empirical data showcasing the worldwide influence of women in leadership. The nature of

women's leadership in Indonesia is influenced by the type of organization. Studies indicate that female leaders in micro, small, and medium-sized firms (MSMEs) encounter substantial obstacles that restrict their ability to make meaningful contributions to the achievements of MSME entrepreneurs. The notion of women as primarily domestic caretakers is reinforced by societal, cultural, and traditional views, which in turn hinder their recognition as appropriate candidates for leadership positions. In order to tackle these issues, female executives should implement focused strategies. This encompasses improving their ability to acquire and understand information, developing their abilities in entrepreneurship, regularly monitoring external knowledge, and efficiently utilizing internal resources within their firms [11]. Analogous tendencies have been noted in the educational domain within East Kalimantan Province. According to the BANSM Survey, the majority of the 14 primary schools that are headed by women were given a B grade, whereas two schools were awarded an A rating. Conversely, schools led by male individuals primarily obtained a C grade. The lack of accreditation in this context is due to cultural norms and rules that underestimate the importance of women's roles, leading to inadequate recognition of their efforts in academic administration [24]. Gender inequalities are present in higher education, specifically within the Faculty of Political Science and the Industrial Relations study program. Based on the statistics from RISTEK DIKTI 2020a, almost 60% of instructors in the field of International Relations (IR) in Indonesia are of the male gender. Moreover, a thorough examination of 783 articles from seven SINTA-indexed journals uncovers a notable discrepancy in publications based on gender. Female researchers in Solo have lower publication rates in comparison to their male peers. The prevalence of gender homophily in academic articles exacerbates the underrepresentation of women and constrains their opportunities for assuming leadership positions in scientific publications. Multiple impediments contribute to the lack of female representation in educational institutions, specifically in the field of political science. The challenges encompass various factors such as professional decisions, familial obligations, an unaccommodating institutional environment, and a research milieu that disregards matters pertaining to women [19].

The representation of women in leadership roles within micro, small, and medium-sized enterprises (MSMEs) as well as the education sector in Indonesia underscores the obstacles and disparities that result from societal standards, cultural beliefs, and gender biases. These impediments impede and restrict opportunities for women to assume leadership positions. Hence, it is crucial to formulate focused tactics and establish an all-encompassing atmosphere that fosters, acknowledges, and esteems the contributions and leadership aptitudes of women. The gender gap in political engagement is strongly correlated with women's restricted participation in political organizations. Adverse impressions, encompassing violence, the absence of religious and ethical values, and the acceptance of dishonesty and betrayal, deter women from engaging in politics. The inherently competitive and Machiavellian nature of politics sometimes conflicts with attributes traditionally associated with women, such as sincerity, sympathy, warmth, and tenderness. The predominant presence of male legislators in the Indonesian legislative can lead to the marginalization, discrimination, and subjugation of women in the policymaking process. The findings of a study undertaken by the National Commission on Women in different districts and provinces suggest that the lack of female representation in policymaking results in the implementation of local legislation that exhibits gender-based discrimination against women [14]. Susi Pudjiastuti promotes the idea that women should highlight their strengths and competencies at the same level as men, rather than solely striving for gender equality. Although personal development is praiseworthy, it is crucial to acknowledge the importance of Indonesian cultural values shaped by Javanese patriarchy, Islam, and other ethnic customs that promote the well-being of the family. It is important to recognize that a woman's success should not be evaluated only based on her accomplishments in the public domain, such as reaching positions of power. Alternatively, it should assess her ability to efficiently handle her professional and familial responsibilities. The overall achievement of women is intricately connected to their responsibilities as caregivers, nurturers of children, and guardians of societal norms. The ideals, rooted in the concept of women as the 'mothers of the nation,' exemplify the Indonesian feminist movement's dedication to safeguarding cultural heritage [23].

Advancements have been made in reducing the disparity between genders in specific domains. An example of a location that has demonstrated favorable outcomes is Hewuli Village, situated in the Alok Barat District of the East Sikka Regency, within the Nusa Tenggara Province. Women in Palue culture have been motivated to assume greater responsibility due to economic concerns and the cultural tradition of assigning leadership positions to men. Following the volcanic eruption of Mount Rokatenda in 2013, the women of Hewuli Village resorted to weaving as a means of generating revenue, given the poor agricultural prospects and the significant prevalence of male joblessness. These women have become prominent figures in their houses and communities, skillfully handling difficulties caused by natural disasters in their capacities as both providers and decision-makers. The involvement of Indonesian women in the art of weaving defies the assumption that they lack the ability to achieve positions of leadership. This demonstrates their ability to recover quickly and adjust to new circumstances, as shown by Pedro et al. (2021) [27]. In addition, women have demonstrated progressive strategies for developing and sustaining family enterprises amidst the COVID-19 pandemic. Women's leadership in family firms has been reevaluated due to their capacity to make strategic decisions quickly and effectively, their flexibility in adapting to changing circumstances, and their continuous growth of skills.

Effective conflict resolution is enhanced by factors such as motivation, competence, and support from one's family. These examples demonstrate the gradual advancements made by Indonesian women in overcoming obstacles and restrictions caused by gender inequality [20].

An investigation was undertaken to examine the leadership dynamics of the largest textile manufacturing company in Indonesia. The study specifically targeted a sample of 100 women occupying positions of supervision, section headship, and division management in different departments. These women fulfilled the inclusion requirements by holding leadership positions for a minimum duration of one year. The study found that personal attributes such as age, tenure, and marital status have no meaningful impact on leadership inside the business. Nevertheless, the level of education achieved, specialized knowledge, self-assurance, and professional experience have a substantial influence on the efficacy of women in leadership positions. Women who possess advanced education are more inclined to be regarded as suitable candidates for leadership roles that correspond with the requirements of the firm, as their heightened knowledge and abilities are perceived as valuable assets that contribute to strong leadership attributes.

Women's effective leadership is defined by crucial attributes, such as self-assurance, that enable them to make confident and decisive choices. Additional crucial attributes are the capacity to take proactive initiatives, assume responsibility, employ specialized knowledge, and represent a visionary leadership style. Female leaders must ensure they obtain crucial social and emotional support while carrying out their leadership responsibilities. Individuals devoid of familial and collegial support may encounter impediments in their pursuit of ascending to more elevated leadership roles. This is due to their accustomedness to being in control and their difficulty asserting themselves. Conversely, by offering emotional support through fostering empathy, authentic appreciation, and career advancement, it is possible to establish a setting in which women perceive that their talents and capabilities are acknowledged and esteemed. Furthermore, offering practical and informative support empowers female leaders to effectively harness their leadership skills, enabling them to cultivate expertise without being impeded by household and familial obligations. The work environment in manufacturing enterprises exerts a substantial impact on the leadership experiences of women. An inclusive workforce with individuals from various genders, age groups, ethnic backgrounds, and religious affiliations might contribute to diminishing the perception of women as a marginalized segment of society. By fostering inclusivity and equity, this initiative enables women's access to opportunities and enhances their leadership abilities by linking them to a wider social network [22].

Women in positions of leadership encounter significant challenges across diverse industries, including politics, government, public service, business, and manufacturing. These problems encompass unfavorable perceptions within the realm of politics and the imperative for cultural assimilation. Nevertheless, there are encouraging signs that Indonesian women possess the capability and potential to excel in positions of leadership. It is essential to acknowledge that men and women have unique capabilities that can enhance each other's abilities and work together to establish a harmonic and powerful dynamic within enterprises. These findings indicate that future research should focus on advancing Indonesian leadership through specific and targeted methods. Additionally, it is important to explore various solutions to address harmful gender stereotypes, reevaluate factors that promote women's leadership from a gender perspective, and thoroughly examine challenges based on empirical evidence and the consequences associated with the widespread prevalence of gender stereotypes. In addition, future research could integrate information from alternative databases, such as Thomson or Web of Science, to enhance the comprehensiveness of the understanding. Moreover, given the restricted 5-year duration of this analysis, additional investigation can be conducted to delve into this field and uncover more captivating research opportunities.

5. Conclusion

The objective of this study is to elucidate the involvement of women in advocating for gender equality in organizational leadership in Indonesia. Indonesian women have made significant strides in securing roles, positions, careers, and accomplishments in organizational leadership. However, they continue to encounter challenges arising from entrenched societal norms, cultural traditions, and traditional beliefs that perpetuate the notion of women primarily as homemakers. The ascent of women to leadership roles is influenced by multiple elements, such as their educational attainment, expertise, self-assurance, and professional experience. Support, work environment, and governmental regulation collectively shape the trajectory of women's leadership journeys. In order to ensure justice and equitable treatment between genders, it is recommended that governments actively consider appointing women to positions of influence. This task should be carried out with a specific emphasis on cultivating leaders who demonstrate robust moral principles, wide knowledge and skills, ethical norms, genuineness, empathy, compassion, an unwavering commitment to equality, and a profound sense of accountability in addressing future challenges. Women's leadership is often connected with several key characteristics, including the capacity to exercise influence, motivate others, address employee needs, encourage intellectual stimulation, and facilitate organizational progress. These qualities challenge the assumptions typically made about female leaders. Empirical studies have demonstrated that firms led by women have favorable outcomes, such as improved organizational performance, heightened innovation and creativity, facilitation of change, and advancement of sustainable development.

6. Declarations

6.1. Author Contributions

Conceptualization, H.H. and D.A.; methodology, H.H.; resources, H.H. and D.A.; writing—original draft preparation, D.A.; writing—review and editing, H.H.; visualization, D.A.; supervision, H.H.; project administration, H.H.; funding acquisition, H.H. and D.A. All authors have read and agreed to the published version of the manuscript.

6.2. Data Availability Statement

Data sharing is not applicable to this article.

6.3. Funding

The authors received no financial support for the research, authorship, and/or publication of this article.

6.4. Institutional Review Board Statement

Not applicable.

6.5. Informed Consent Statement

Not applicable.

6.6. Declaration of Competing Interest

The authors declare that there is no conflict of interests regarding the publication of this manuscript. In addition, the ethical issues, including plagiarism, informed consent, misconduct, data fabrication and/or falsification, double publication and/or submission, and redundancies have been completely observed by the authors.

7. References

[1] Drydakis, N., Sidiropoulou, K., Bozani, V., Selmanovic, S., & Patnaik, S. (2018). Masculine vs feminine personality traits and women's employment outcomes in Britain: A field experiment. International Journal of Manpower, 39(4), 621–630. doi:10.1108/IJM-09-2017-0255.

[2] Pula, F., Tafa, S., & Sanaja, L. U. (2023). Women's role in effective business management: A comparative analysis. Problems and Perspectives in Management, 21(2), 758–766. doi:10.21511/ppm.21(2).2023.67.

[3] Ayuwuragil, K. (2017). Google Hit by Gender Equality Issues. CNN Indonesia Teknologi, Jakarta, Indonesia. Available online: https://www.cnnindonesia.com/teknologi/20170807135637-185-232984/google-dilanda-isu-kesetaraan-gender (accessed on May 2023).

[4] Setiawan, S. R. D. (2019). Companies Can Play a Role in Gender Equality, Here's How. Kompas.Com Money, Jakarta, Indonesia. Available online: https://money.kompas.com/read/2019/10/02/104400926/perusahaan-bisa-berperan-dalam-kesetaraan-gender-begini-caranya?page=all (accessed on January 2023). (In Indonesian).

[5] Babic, A., & Hansez, I. (2021). The Glass Ceiling for Women Managers: Antecedents and Consequences for Work-Family Interface and Well-Being at Work. Frontiers in Psychology, 12(March), 1–17. doi:10.3389/fpsyg.2021.618250.

[6] Hamdy, M. K., & Hudri, M. (2022). Gender Based Violence: the Relationship of Law and Patriarchy in Indonesia. EMPATI: Jurnal Ilmu Kesejahteraan Sosial, 11(2), 73–85. doi:10.15408/empati.v11i2.29751.

[7] Harzing, A. W., & Alakangas, S. (2016). Google Scholar, Scopus and the Web of Science: a longitudinal and cross-disciplinary comparison. Scientometrics, 106(2), 787–804. doi:10.1007/s11192-015-1798-9.

[8] Schotten, M., el Aisati, M., Meester, W. J. N., Steiginga, S., & Ross, C. A. (2017). A Brief History of Scopus: The World's Largest Abstract and Citation Database of Scientific Literature. Research Analytics, 31–58, Auerbach Publications, Boca Raton, United States. doi:10.1201/9781315155890-3.

[9] Harsanto, B., & Firmansyah, E. A. (2023). A twenty years bibliometric analysis (2002–2021) of business economics research in ASEAN. Cogent Business and Management, 10(1), 111. doi:10.1080/23311975.2023.2194467.

[10] Kalantari, Z., Ferreira, C. S. S., Walsh, R. P. D., Ferreira, A. J. D., & Destouni, G. (2017). Urbanization Development under Climate Change: Hydrological Responses in a Peri-Urban Mediterranean Catchment. Land Degradation & Development, 28(7), 2207–2221. doi:10.1002/ldr.2747.

[11] Setyaningrum, R. P., Norisanti, N., Fahlevi, M., Aljuaid, M., & Grabowska, S. (2023). Women and entrepreneurship for economic growth in Indonesia. Frontiers in Psychology, 13, 975709. doi:10.3389/fpsyg.2022.975709.

[12] Djono, Sutiyah, & Zulfikar, F. (2022). Historical Perspective of Acehnese Women's Leadership Transformation as a Source of History Learning. International Journal of Sustainable Development and Planning, 17(8), 2435–2444. doi:10.18280/ijsdp.170811.

[13] Malihah, E., Komariah, S., Utami, L., Kisvi Rizkia, A. A., Ahmad, Y. T., & Munggaran, R. A. (2022). Patali Gumbira Empowerment Strategy as an Effort to Build Women's Resilience in Responding to the Social Impact of the COVID-19 Pandemic. Journal of International Women's Studies, 24(8), 7.

[14] Suliantoro, B. W., & Murdiati, C. W. (2022). The Role of Political Parties in Preparing Women's Leadership That Is Just and Gender Sensitive. Resmilitaris, 12(2), 3175-3190.

[15] Makruf, S. A., Sutrisno, S., & Nuryana, Z. (2022). Islamic Education for Women in Madrasah Mu'allimat. Jurnal Pendidikan Islam, 8(2), 191–206. doi:10.15575/jpi.v8i2.19452.

[16] Matenge, S., Sutarsa, I. N., & Lancsar, E. (2023). Effectiveness of donor supported leadership development interventions intended to promote women's leadership in health in low- and middle-income countries: a scoping review. Journal of Development Effectiveness, 15(4), 476–488. doi:10.1080/19439342.2022.2137732.

[17] Najwah, N., Abdullah, I., Qudsy, S. Z., & Baidowi, A. (2022). The Rejection of Women Imams in Indonesia: Between Religious and Socio-Cultural Texts. Journal of International Women's Studies, 24(5), 8.

[18] Kalbarczyk, A., Hood, E., Azizatunnisa, L., Cintyamena, U., Nigatu, F., & Baral, P. (2022). Development, Implementation, and Evaluation of a New Course on Essential Skills for Women's Leadership in Global Health. Annals of Global Health, 88(1). doi:10.5334/aogh.3730.

[19] Prihatini, E., & Prajuli, W. (2022). Gender in Academic Journals: Experience from Indonesia. Advances in Southeast Asian Studies, 15(1), 43-59. doi:10.14764/10.ASEAS-0068.

[20] Anggadwita, G., Permatasari, A., Alamanda, D. T., & Profityo, W. B. (2023). Exploring women's initiatives for family business resilience during the COVID-19 pandemic. Journal of Family Business Management, 13(3), 714–736. doi:10.1108/JFBM-02-2022-0014.

[21] Lopes Cardozo, M. T. A., Affiat, R. A., Zaman, F., Irawani, M., & Srimulyani, E. (2022). Silent struggles: women education leaders' agency for peacebuilding in Islamic schools in post-conflict Aceh. Journal of Peace Education, 19(2), 158–181. doi:10.1080/17400201.2022.2052826.

[22] Eddy Madiono Sutanto, & Vilensya Aveline. (2021). Women Leadership and Its Association to Individual Characteristics, Social Support, and Diversity of Work Environment. International Journal of Business and Society, 22(2), 807–817. doi:10.33736/ijbs.3760.2021.

[23] Oktaviani, F. H., McKenna, B., & Fitzsimmons, T. (2021). Trapped within ideological wars: Femininities in a Muslim society and the contest of women as leaders. Gender, Work and Organization, 28(3), 1152–1176. doi:10.1111/gwao.12662.

[24] Mulawarman, W. G., Komariyah, L., & Suryaningsi. (2021). Women and leadership style in school management: Study of gender perspective. Cypriot Journal of Educational Sciences, 16(2), 594–611. doi:10.18844/CJES.V16I2.5638.

[25] Marwah, S., Lestari, S., & Widyastuti, T. R. (2021). Women of Peripheral Javanese Tradition: A Nearly-Forgotten Inspiration. Kritika Kultura, 0(37), 128–144. doi:10.13185/kk2021.003707.

[26] Syahnan, M., & Ja'far. (2021). Examining Religious Moderation of the Al-Jam'Iyatul Washliyah Fatwa Council. Journal of Indonesian Islam, 15(1), 21–46. doi:10.15642/JIIS.2021.15.1.21-46.

[27] Pedro, H., Koentjoro, Meiyanto, S., & Andayani, B. (2021). Transformation of women's leadership through producing natural-dyed hand-woven fabrics (ethnographic study on Palue weavers). Gaceta Sanitaria, 35, S554–S557. doi:10.1016/j.gaceta.2021.07.032.

[28] Asteria, D., & Herdiansyah, H. (2020). Analysis Sustainability of Women's Leadership for Watershed Conservation in the Urban Area. International Journal of Social Ecology and Sustainable Development, 11(2), 38–50. doi:10.4018/ijsesd.2020040103.

[29] Faizah, R., Hermahayu, Zahra, A. A., Sandy, F., & Susanti, D. (2020). Overview of women's leadership styles. Journal of Critical Reviews, 7(7), 483–486. doi:10.31838/jcr.07.07.84.

[30] El Adawiyah, S., Satispi, E., Basri, H., Tuti, R. W. D., Patrianti, T., & Ramadhan, A. I. (2020). The woman leadership as regional head. Journal of Critical Reviews, 7(7), 556–560. doi:10.31838/jcr.07.07.98.

[31] Nurlia, E., Suwaryo, U., Sumadinata, R., & Prasetiyani, N. (2019). Woman Leader Victory as the Single Candidate in the Elections in District of Lebak Banten Indonesia in 2018. Central European Journal of International & Security Studies, 13(4), 489-498.

[32] Basri, H., El Adawiyah, S., & Hernawan, W. (2019). Women and Politics. Opcion, 35(21), 1485–1495.

[33] Supriyadi, T., Julia, J., & Firdaus, E. (2019). The problems of gender equality: A reconstruction of Islamic doctrine. Journal of Social Studies Education Research, 10(2), 91-110.

[34] Greenberg, H., & Sweeney, P. (2005). Leadership: qualities that distinguish women; Results from a recent survey provide evidence that women bring distinct personality and motivational strengths to leadership roles--and do so in a style that is more conducive to today's diverse workplace. Financial Executive, 21(6), 32-39.

[35] Trinidad, C., & Normore, A. H. (2005). Leadership and gender: A dangerous liaison? Leadership and Organization Development Journal, 26(7), 574–590. doi:10.1108/01437730510624601.

[36] Eckert, P., & McConnell-Ginet, S. (2003). Constructing, deconstructing and reconstructing gender. Language and Gender. Cambridge University Press, Cambridge, United Kingdom. doi:10.1017/cbo9780511791147.002.

[37] Hymowitz, C., & Schellhardt, T. D. (1986). The glass ceiling: Why women can't seem to break the invisible barrier that blocks them from the top jobs. The Wall Street Journal, 24(1), 1573-1592.

[38] Dalton, D. R., & Kesner, I. F. (1993). Cracks in the glass: The silent competence of women. Business Horizons, 36(2), 6–11. doi:10.1016/S0007-6813(05)80031-X.

[39] Yaratım, I. (2019). Glass ceiling perceptions of public employees. Master Thesis, Çankaya University, Yenimahalle, Turkey.

[40] Gorman, E. H., & Kmec, J. A. (2009). Hierarchical rank and women's organizational mobility: Glass ceilings in corporate law firms. American Journal of Sociology, 114(5), 1428–1474. doi:10.1086/595950.

[41] Acker, J. (1990). Hierarchies, jobs, bodies: A Theory of Gendered Organizations. Gender & Society, 4(2), 139–158. doi:10.1177/089124390004002002.

[42] Gorman, E. H. (2006). Work Uncertainty and the promotion of professional women: The case of law firm partnership. Social Forces, 85(2), 865–890. doi:10.1353/sof.2007.0004.

[43] Erickson, P. G., Butters, J., Mcgillicuddy, P., & Hallgren, A. (2000). Crack and Prostitution: Gender, Myths, and Experiences. Journal of Drug Issues, 30(4), 767–788. doi:10.1177/002204260003000406.

[44] Davies-Netzley, S. A. (1998). Women above the glass ceiling: Perceptions on corporate mobility and strategies for success. Gender and Society, 12(3), 339–355. doi:10.1177/0891243298012003006.

[45] Purcell, D., MacArthur, K. R., & Samblanet, S. (2010). Gender and the Glass Ceiling at Work. Sociology Compass, 4(9), 705–717. doi:10.1111/j.1751-9020.2010.00304.x.

[46] Bloshchynskyi, I., Bahrii, H., Nanivska, L., Tsviak, L., Isaieva, I., Skyba, K., ... & Mishchynska, I. (2022). Gender Characteristics of Individual's Linguistic Behavior in the Context of Future Translators' Professional Training. Emerging Science Journal, 6, 199-208. doi:10.28991/ESJ-2022-SIED-014.

[47] Stone, P. (2007). Opting out?: Why women really quit careers and head home. University of California Press, Oakland, United States. doi:10.1525/9780520941793.