
**THE INFLUENCE OF GLASS CEILING PRACTICES TO WOMEN EMPLOYE IN BANK
SULUTGO BRANCH BITUNG****PENGARUH PRAKTEK DISKRIMINASI GENDER KEPADA KARYAWAN WANITA DI BANK
SULUT GO CABANG BITUNG**

by
Angel Alvamega Paruntu¹
Merinda Pandowo²

¹²Faculty of Economics and Business, International Business Administration, Management Department
Sam Ratulangi University Manado

E-mail:

paruntuangel@yahoo.com¹
iinpan@yahoo.com²

Abstract: Women in the world of work is already familiar. Indonesia should still follow traditional rule, the role of women in the world of work is still limited. Women are still considered inappropriate to men's ability to work. The work women do in Indonesia is still a lot in the areas of public services and their positions in the company only occupy the position of middle and lower managers, women have no power or certain rights in the company. The barrier is called Glass Ceiling. This research aims to know how is Glass Ceiling Practices influence women employee in Bank Sulut Go Branch Bitung. This research is using qualitative method. The sample size of this research is 10 women employee who work in PT. Bank SulutGo. The results showed that Glass ceiling does not affect women employee career development in Bank SulutGo Branch Bitung. So, related with the findings In order to avoid the action of glass ceiling or gender discrimination in the future (if there), Bank SulutGo have to make a seminar or observation every month in every branch offices about the disadvantage of glass ceiling and its influence to the company and organization.

Keywords: *glass ceiling*

Abstrak: Perempuan di dunia kerja sudah akrab. Namun Indonesia tetap mengikuti aturan tradisional, peran perempuan di dunia kerja masih terbatas. Perempuan masih dianggap tidak sesuai dengan kemampuan pria untuk bekerja. Pekerjaan yang dilakukan perempuan di Indonesia masih banyak di bidang layanan publik dan posisi mereka di perusahaan hanya menempati posisi manajer menengah dan bawah, perempuan tidak memiliki kekuatan atau hak-hak tertentu di perusahaan. Penghalang ini disebut diskriminasi gender. Penelitian ini bertujuan untuk mengetahui bagaimana praktik diskriminasi gender mempengaruhi karyawan wanita di Bank Sulut Go cabang Bitung. Penelitian ini menggunakan metode kualitatif. Ukuran sampel penelitian ini adalah 10 karyawan perempuan yang bekerja di PT. Bank SulutGo. Hasil penelitian menunjukkan bahwa diskriminasi gender tidak mempengaruhi perkembangan karir karyawan wanita di Bank SulutGo Cabang Bitung. Jadi, terkait dengan temuan ini untuk menghindari tindakan diskriminasi gender di masa depan (jika ada), Bank SulutGo sebaiknya membuat seminar atau observasi setiap bulan di setiap kantor cabang tentang kerugian diskriminasi gender dan pengaruhnya terhadap perusahaan dan organisasi.

Kata Kunci: *diskriminasi gender*

INTRODUCTION

Research Background

Women in the world of work is already familiar. The progress of women's role in Indonesia itself has also been marked from R.A. Kartini, who evokes the emancipation of women in education (Simanullang, 2012). But Indonesia should still follow traditional rules and stereotypes, the role of women in the world of work is still limited. Women are still considered inappropriate and unequal to men's ability to work. The work women do in Indonesia is still a lot in the areas of public services and their positions in the company only occupy the position of middle and lower managers (Ghurobi, 2014). In America the role of women is also no different from women in Indonesia, only occupy the position of manager down who does not have the full power as well as men in the company and work on the sector-sector of traditional women's jobs in general, the service and marketing (Sposito, 2013). The positions offered to women also tend to be under men, where women have no power or certain rights in the company. This can be seen from the Catalyst research, 2008 which resulted that the percentage of women who work in the United States reached 46.3% while the percentage of women who reached the CEO position in the United States was only 2.4% (Catalyst, 2008).

The few women who can reach a high position indicate that there are certain obstacles for women to reach that position. The barrier is called Glass Ceiling. Glass ceiling itself is a symbolic term for the barriers experienced by women and minorities to improve their status at the top of the organizational hierarchy. Hymowitz and Schellhardt in *The Wall Street Journal* of 1986 suggested that glass ceiling is an invisible barrier suffered by women and minorities in reaching the top position in the organizational hierarchy (Hymowitz and Schellhardt, 1986). The federal glass ceiling commission describes 3 barriers for women and minorities to reach top positions: social barriers, internal structural barriers, and government barriers (The Federal Glass Ceiling Commission, 2003 in Sposito, 2013). The Glass Ceiling phenomenon is much detrimental to women where even though they have a higher education or equal ability with men but they are not seen to have the same capability in the company's top position (Kephart & Schumacher, 2005). Although women's leadership is better in some ways, it does not make women the company's leader (Baumgartner & Schneider, 2010).

There are many reasons why women can withdraw or can not reach the top of the company, one of them is the pressure of work pressure that can affect the balance of personal life, the pressure because there is no counselor or at least female friends who have the same position, and the pressure will take care of other things outside the company that is still the responsibility of women such as children and families (Morrison, White and Velsor, 1992 in Kephart and Schumacher, 2005). Some studies illustrate that during the last two decades there has been an increase in the proportion of women at entry and middle-level management positions, resulting largely from the activities of the women's movement, policies of the political system, and corporate equal opportunity initiatives. (Meyerson & Fletcher, 2000)

Table 1. Reasons of being economically inactive by gender.

Reasons	Total	Male	Female
All Economy inactive	100,00	100,00	100,00
Engaged in housework	39,1	4,0	53,9
Engaged in study	36,0	58,2	26,7
Retired old age	16,1	23,1	13,1
Physically illness/disable	4,9	8,5	3,5
Others	3,9	6,3	2,9

From this it is the underlying research to know women's perception of glass ceiling phenomenon that still occur in Indonesia is especially on regional organizations that generally still see the old stereotype of women who are not competent than men. From the explanation above the title of this research is The Influence of Glass Ceiling Practices to Women Employee in Bank SulutGo

This research presents and reviews the results of interviews conducted. Included in the interview result is the existence of the glass ceiling phenomenon, the factors that play the strategy are done to overcome the resistance of the glass ceiling. Over the past few decades women have occupied the management positions in the different organizations. The empowerment and changing role of women in Industries and education level of women has increased in drastic level. But this change is not wholesome, as there are still innumerable barriers that women face when trying to climb the top management ladder. The barriers that the women face are known as "Glass ceiling".

Research Objectives

The objectives of this research is to analyze the influence of glass ceiling on women employee in Bank SulutGo branch Bitung.

THEORETICAL REVIEW

Human Resource Management

The role of human resource is important for every organization, human resource is the planner, doer and determinant of whether the organizational goal is achieved or not. This goal cannot possibly be accomplished without the active role of the employee. Good management of the human resource will have a positive impact for the company concerned. human resource management is the study and art of managing the relationship and roles of human resource to effectively and efficiently accomplished the institutional goals, employee, and community.

Glass Ceiling

The Glass Ceiling is one of compelling metaphors for examining inequalities between, men and women in the workplace (Burke and Vinnicombe, 2005; International Labour Office, 2004; McLeod, 2008). The expression has been used widely in the popular media as well as in official government reports and academic publications (Canberra Bulletin of Public Administration, 1994; Catalyst, 1990; Garland, 1991; Scandura, 1992; State of Wisconsin Task Force on the GC Initiative, 1993; U.S. Department of Labor, 1991). The barriers that prevent women from ascending to senior management positions in large corporations have often been described by the metaphor "GC", a transparent barrier which prevents women from moving up the corporate ladder past a certain point.

Previous Research

Khan, Rehman, and Dost, (2012) about Glass Ceiling, Employee Performance, and Employee Satisfaction. This study glass ceiling affects the employee performance that will ultimately affect the employees' satisfaction level in the organization is measured. The table shows that there is a moderate level of interdependence between these variables. Thus glass ceiling has strong impact on employee satisfaction in an organization.

Channar (2011), about Glass Ceiling and Gender Discrimination. This study the analysis shows that females were discriminated more than males in private organizations. Thus the findings show that females are discriminated more than males in private sector than in public sector. The impact of gender discrimination on satisfaction and motivation, commitment & enthusiasm and stress level was assessed through Pearson product moment correlation co-efficient. The results show that gender discrimination decreases satisfaction and motivation and commitment & enthusiasm level of employees, and increases the stress level in the employees.

Imam and Shah (2013), about Gender Discrimination and Glass Ceiling according to Empirical findings Correlation Matrix spearman's correlation coefficient for organizational commitment with gender discrimination, and glass ceiling is 0.615 and 0.447 respectively. It shows that there is a strong positive relationship between the dependent (Organizational Commitment) and independent variable (Gender Discrimination and Glass Ceiling). Therefore, both hypotheses 1 and 2 are rejected. It means that organizational commitment does not decrease with the increasing gender discrimination and glass ceiling practices. Regression Analysis also proves that there is a strong relationship between dependent variable "Gender discrimination and Glass Ceiling" and independent variable "Organization Commitment". When there is gender biased work environment and men stereotype are also participating in the workforce, female employee shows decreasing organizational commitment.

Bombuwela and Chamaru (2013) about Glass Ceiling. The study has revealed that there is a weak negative correlation between FF and WCD. At the same time, there is a moderate negative correlation between

other three sub variables of GC and WCD. As well as all this correlations are statistically significant at the 1% significant level or 99% confidence level. Through multiple regression it is reveal that IF, OF and CF are significantly affect for the WCD. The findings of the overall analysis of the study reveal that the general objective of the study that “to find out the effect of GC on WCD of executive level female employees who are working in private sector organizations in Sri Lanka.” is achieved.

Conceptual Framework

In this research conceptual framework is provided to create a comprehensive understanding of a phenomenon or phenomena that is being observed.

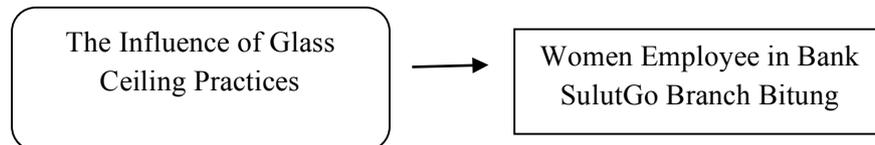


Figure 1. Research Framework

The Figure 1 explains theoretical framework of the research. The figure showcases the core of the research which is to explore the influence of Glass Ceiling Practices to Women Employee in Bank SulutGo Branch Bitung.

RESEARCH METHOD

Type of Research

This research used a qualitative methodology to explore the influence of Glass Ceiling practices to women employee in Bank SulutGo Branch Bitung.

Place and Time of Research

This research is held in Bank SulutGo branch Bitung, North Sulawesi. This research is conducted for two months long, starting from Maret - April 2018.

Data Collection Method

The data used in this research are primary data and secondary data. Primary data are the result of conducting some type the data needed for this research were gathered through interview and observation in the social situation. The secondary data collected for some purpose other than the problem at hand taken from company data, books, journals, articles, and relevant literature from library and internet.

Data Analysis Method

The process of data analysis was done before entering the social situation while analysis process was done during collecting the data and after finishing the collecting data in certain period of time.

Data Validity and Reliability

Validation in qualitative research to be an attempt to assess the “accuracy” of the findings, as best described by the researcher and the participants. Validation as a distinct strength of qualitative research in that the account made through extensive time spent in the field, the detailed thick description, and the closeness of the researcher to participants in the study all add to the value or accuracy of a study.

In qualitative research, “reliability” often refers to the stability of responses to multiple coders of data sets. Reliability can be enhanced if this study obtains detailed field-notes by employing a good-quality tape for recording and by transcribing the tape.

RESULT AND DISCUSSION**Result**

This research uses qualitative method and interview as the tool to gain the information. The population of this research is the women employee in Bank SulutGo Branch Bitung. The sample took 10 women employee from Bank SulutGo Branch Bitung. In first step, questions were arranged and prepared before the interview.

Informant 1

The first informant is Merlyn Wullur, she has been working in Bank SulutGo for about 6 year and her position as a customer service. Merlyn Wullur as a women employee in this big bank company explain about the glass ceiling practices in her office.

Informant 2

The second informant is a women who has been working in Bank SulutGo for 16 year and her name is Risy J. Tumiwa. Her position in the company as a senior analyst. Concerning about glass ceiling, she never gets unfair treatment between employee especially women employee and she says that the company needs to make a new regulations for women employee regarding work hours because as a women and household she has many job in the office and at house, so she hope that there is tolerance of work hours for women employee especially the households

Informant 3

The third informant is a single women and she has been working for 8 year in Bank SulutGo. She is Maya Marke Item an Operational Assistant Manager. Concerning glass ceiling, informant 3 said: There is no different between men employee and women employee in the office, because every employee must give their best in order to meet the company goals, after that if the employee can done the job and get the target then that employee will get promotion to a new position without looking at the employee gender. My current assessment as a Operational Assistant Manager regarding gender treatment or equality is good. Everyone can get top position especially women employee, as long as they survive and achieve the target. Moreover, working in the banking industry should work with the team, which means helping each other

Informant 4

Informant 4 has working in Bank SulutGo for 6 year and her position as a teller. Her name is Regina Tendean, concerning about glass ceiling in banking industry especially in her office Regina said: Every employee is the same men and women, and in order to get promotion or appreciation by the company every employee must work hard and achieve the company goals, once again without differentiate the gender. Rights in the office is the same between men employee and women employee and it is already arranged by the management of the company. And I am as a women employee very happy because there are several day off for women employee who suffer of menstruation or pregnancy and postpartum

Informant 5

Informant 5 is a teller with 6 year of working experience at Bank SulutGo. Her name is Helly D. Runtulalo. Concerning about glass ceiling, Helly says I am so excited to work in banking industry in order to be success and get new experience about banking world. As a women employee I have to give the best for the company in order to get promotion to a new position. And as a women employee I get the same right between other employee. There is no difference between men and women employee in the office. I never find there is a discrimination between men and women employee regarding to take position or to get promotion, as long as that employee do the best they will get it.

Informant 6

The sixth informant is a teller with 5 year of working experience. She is Jacqueline Katuuk. Concerning about glass ceiling, she says Working in a bank is my dream and as a women employee I always feel appreciated by other employee both of men & women and never be underestimate as a women employee. I work hard in order to get new top position in my office and there is no intimidation of gender to work and develop. As a women employee, I have never been treated harshly by my boss and another employee

Informant 7

Informant 7 is an account officer and her name is Angelina Maria Sumakud. She is a new employee with 8 months working experience in Bank SulutGo. Concerning about glass ceiling, her opinion is As a women employee I am always appreciated, even highly appreciated and in order to get a new position it is a must for me to work hard and achieve the goals of company. As a new employee working here, I have been able to get the award as the best employee in the assessment per 3 months. As a women employee I have the same right with other employee and I never been treated in a bad way.

Informant 8

Informant 8 is a marketing staff for 5 year working experience, her name is Mercelina Panambunan. Concerning about glass ceiling. Her motivation to work in a bank because I want to get new experience in banking industry. As a women employee and especially as a marketing staff it is a challenge for me to working every day, deals with customer or investor, market the product of my company and it is not a simple job. But in order to get promotion she must do all of that. Without looking at gender every employee in the office like doing a race to be the best. And as a women employee shee feel so thankful that she can get more bonuses, salary, and promotion because of what she did before as a marketing staff. She think every people in this world have their own right to speak and develop themself. So, in the office every employee has the same right both of men and women employee, and respect each other is a must

Informant 9

Informant 9 is a teller with 2,5 year of working experience at Bank SulutGo. She is Paramitha Mokodompit. Concerning about glass ceiling, she said that her motivation to work in a bank because she can work under pressure. She feel appreciated in my office because there is no discrimination to women employee and every employee looks respect each other. To get promotion all the employee needs to work hard because there will be an assessment for every employee and the results will change our position especially the salary. In the office the right between men and women employee are the same, and as a women employee she always develop herself such as speak up in a meeting and she got good feedback from her boss and other men employee.

Informant 10

The last informant is Angelic Lundungan with 6 year of working experience at Bank SulutGo as a customer service. Concerning about glass ceiling. Her motivation to work is to help my family in order to provide daily needs of our family. To get promotion is not easy, she have to work hard and achieve every target that the company ask me to do. Talking about right, she should have the same right in the office with other employee. As a women employee I feel tough to get a new position in my office because I don't have enough of time to pursue my career while become a household when I get home. I need to take care of my husband and kids, so she think it is tough for her to follow several training in other city and have to leave her family. The situation and atmosphere in the office is good, we always take care of each other and prevent several issue about religion, culture and gender discrimination in order to keep the situation in the office

All informants are working in Bank SulutGo and Informant 2 is the longest women employee who work at Bank SulutGo. Regarding item A (motivation to work at banking industry) informant 1, 5, 6, 7, and 8 says that to get new experience. Informant 2, 3, 4, and 10 says that they want to raise their living standards, while informant 9 says because she is can work under pressure. Regarding item B (appreciaton as women employee at office), all of the informant says that they get appreciation by other employee at office. Regarding item C (work more harder to get promotion), all of the informant says that they must to work hard in order to get promotion. Regarding item D (get appreciation like gift, after reach company goals) informant 1, 3 and 10 answered that they only get salary not more.

While informant 2, 4, 5, 6, 7, 8, and 9 says that they get appreciation (gifts) after achieve the target or company goals. Regarding item E (get the same rights at office), all of the informant says that they get the same rights at office. Regarding item F (good feedback from other employee), all of the informant says that they get a good feedback by other employee at office. Regarding item G (easy to get top position as women employee), informant 4 says that it is easy for her to get top position as women employee, while informant 10 says that it is tough for her to get top position due to family concerns.

Informant 1, 2, 3, 5, 6, 7, 8, and 9 says that depends on the performance and efforts. Regarding item H (unfair treatment by other employee), informant 1 says that she get double job because her partner can not done the job on time. Informant 5 says that she get unfair treatment by other employee at office, while informant 2, 3, 4, 6, 7, 8, 9, and 10 says that they never get unfair treatment by other employee at office. Regarding item I (unfair treatment due to ability as women employee), all of the informant says that they never get unfair treatment regarding ability as women employee. The last is item J (how to treat women employee according to them), all of the informant says that all of the employee must treat the same both of men and women employee.

Glass Ceiling Practices at Bank SulutGo

Over the past few decades women have occupied the management positions in the different organizations. The empowerment and changing role of women in Industries and education level of women has increased in drastic level. But this change is not wholesome, as there are still innumerable barriers that women face when trying to climb the top management ladder. The barriers that the women face are known as “Glass ceiling”. The concept of the glass ceiling was originated during the middle 1980s. Glass ceiling can be described as the invisible and artificial barriers that have kept women from promotion to upper management and other higher leadership positions in the business world. The glass ceiling phenomenon refers to a business metaphor used to describe the way a woman can reach a certain level in a company but can never reach a higher rank. In recent years, women as well as gender issues have turn into a major area of concern. Seminars, workshops are being held over the world to discuss women issues and women progression in all area of life. That is because of the most significant features of the global labor market in the last half of the twentieth century, which is increasing the participation of women. Some studies illustrate that during the last two decades there has been an increase in the proportion of women at entry and middle-level management positions, resulting largely from the activities of the women’s movement, policies of the political system, and corporate equal opportunity initiatives

The result of the interview regarding glass ceiling practices in Bank SulutGo is similar with the above mentioned studies. In this case, all of the informants except 1, 2, 4, 5, 6, 7, 8, 9, and 10 become a leader or at the top position at the company.

“My current assessment as a Operational Assisstant Manager regarding gender treatment or equality is good. Everyone can get top position especially women employee, as long as they survive and achieve the target” – Informant 3.

Sometimes females are avoid to get promotional chances due to dual responsibilities as work and family life. The result of interview regarding barrier in women career development is similar with the above findings. In this case informant 10 explained.

“As a women employee I feel tough to get a new position in my office because I don’t have enough of time to pursue my career while become a household when I get home. I need to take care of my husband and kids, so I think it is tough for me to follow several training in other city and have to leave my family” – Informant 10.

Barrier in women career development is not only influence by working environment, family concerns, and glass ceiling itself. The willingness and patience to do every job are the important thing an employee must have in order to get promotion or top position. Informant 1, 3, 8, and 9 said that.

“She says that in order to get promotion every employee in the office especially women employee needs to develop themself to work and achieve the company goals” – Informant 1.

“There is no different between men employee and women employee in the office, because every employee must give their best in order to meet the company goals, after that if the employee can done the job and get the target then that employee will get promotion to a new position without looking at the employee gender” – Informant 3.

“As a women employee and especially as a marketing staff it is a challenge for me to working every day, deals with customer or investor, market the product of my company and it is not a simple job. But in order to get promotion I must do all of that” – Informant 8.

“To get promotion all the employee needs to work hard because there will be an assessment for every employee and the results will change our position especially the salary” – Informant 9.

From the overall answer by the informant about treatment in the office to women employee at Bank SulutGo, all of the informant says that the treatment of women employee is good. But in this case informant 2 said.

“The company needs to make a new regulations for women employee regarding work hours because as a women and household she has many job in the office and at house, so she hope that there is tolerance of work hours for women employee especially the households” – Infomant 2.

While at the other side informant 4 said.

“And I am as a women employee very happy because there are several day off for women employee who suffer of menstruation or pregnancy and postpartum” – Informant 4.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

After examining the findings and discussing them, the conclusions acquired in the study are as follows:

1. Glass ceiling does not affect women employee career development in Bank SulutGo.
2. Bank SulutGo have to consider about the work hours for women employee who has dual responsibilities at office and house.

Recommendations

Based on the conclusion, here is the recommendation for Bank SulutGo :

1. In order to avoid the action of glass ceiling or gender discrimination in the future (if there), Bank SulutGo have to make a seminar or observation every month in every branch offices about the disadvantage of glass ceiling and its influence to the company and organization.
2. As can be seen from the result of interview by informant 2, Bank SulutGo have to consider again about the work hours especially due to married women employee responsibilities at office and house.

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