

**GLASS CEILING PHENOMENON IN THE INDONESIAN CONSTRUCTION INDUSTRY: WHO COULD IMPEDE WOMEN FROM BECOMING LEADERS?****Christina Liem<sup>1</sup>, Mardiana Kurniasih<sup>2</sup>**

<sup>1</sup>She is a LPDP awardee to study doctoral degree at UNSW, Sydney, Australia; and she is a senior lecturer at President University, Cikarang, Indonesia.

Correspondence Author: christinaliem2000@gmail.com.

<sup>2</sup>She is a LPDP awardee to study master degree at University of Adelaide, Australia. Contact: Dinamrdiana@gmail.com

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**ABSTRACT**

*Studying professional women in the construction industry is always intriguing due to the juxtaposition of women in a male-dominated field. Furthermore, studying Indonesian women, who have been conditioned to be submissive wives, alongside the discourse of women's empowerment to assume leadership roles, adds complexity to the study. This research introduces additional intricacies as it focuses on revealing the career barriers faced by professional women in the Indonesian construction industry. Despite these barriers, the professional women often remain unaware of the obstacles impeding their dreams of leadership in this male-dominated and patriarchal context. Thus, this research aims to uncover the glass ceiling phenomena in the Indonesian construction industry, exploring both the significant factors that may lead women to depart from the construction sector and those that empower professional women to assume leadership positions. Employing a qualitative research approach, the study conducted semi-structured interviews with 11 professional women in the Indonesian construction industry, analyzing the outcomes through thematic analysis techniques. A notable finding underscores the willingness to share familial responsibilities between spouses as the paramount factor enabling professional women to overcome the glass ceiling phenomenon in the Indonesian construction industry. This revelation is grounded in the inherent satisfaction women derive from tending to their families, even at the expense of their professional aspirations. In a patriarchal familial structure, the rarity of husbands assuming shared family care responsibilities accentuates the significance of this factor. Substantiating this point, all female top management participants in the study acknowledged the crucial role of unwavering support from their husbands in their professional journeys. Thus, the identification of spousal support emerges as a pivotal consideration for women aiming to participate in the construction industry. This revelation holds significant potential for providing valuable insights, especially for daughters with aspirations to perpetuate their family business.*

**Keywords:** Glass Ceiling Phenomenon; Professional Women; Construction Industry; Career Barriers; Qualitative Study.

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**1. Introduction**

The shortage of professional women in the construction industry has become a prominent topic of discussion in academic circles. Some scholars have proposed the notion of increasing women's involvement

through empowerment. Dandona (2015) emphasized the importance of professional women understanding themselves, their cultural backgrounds, and societal expectations. Subsequently, women should enhance their self-esteem and self-confidence (Mosedale, 2005) to make informed decisions regarding various aspects of their lives (Su and Asyiek, 2015). It is essential for professional women to have equal access to social services and legal protection (Lockey et al., 2019). Nevertheless, professional women still require industry support in the form of equal employment opportunities (Rachmawatie et al. 2021), achieving work-life balance (Metcalf, 2011), and attaining financial independence (Yaumidin et al., 2017) due to their dual roles as professionals and mothers. Samarakoon and Parinduri (2015) further argued that women's empowerment necessitates a transformation in cultural beliefs and attitudes related to gender relations.

Hence, prior research has pinpointed the glass ceiling phenomenon as the underlying factor behind the scarcity of professional women in the construction industry. Barnabas et al. (2009) observed that women in India had limited opportunities for career advancement compared to their male counterparts. Abdullah et al. (2013) underscored the presence of the glass ceiling phenomenon in hindering the career progression of professional women in the Malaysian construction sector. Jellal et al. (2005) brought to light an income disparity between professional women and men possessing identical productive attributes in both industrialized and developing nations. Amudha et al. (2016) noted that professional women often felt fatigued due to the prevailing corporate cultures, causing them to miss out on career development opportunities. Fapohunda (2018) established a significant impact of the glass ceiling phenomenon on the career advancement of professional women, ultimately leading some to opt for career abandonment within patriarchal work environments. However, it is noteworthy that discussions concerning the glass ceiling phenomenon in the Indonesian construction industry remain relatively scarce within the realm of academic discourse. Therefore, this research would like to fill-in the gap: 'How about the glass ceiling phenomena in the Indonesian construction industry?'

Introductory chapter provides the background of the problem, identification of problems, as well as the objectives to be achieved. Articles written must not exceed 10 pages in A4 size paper including tables and images, as well as by using the writing procedure as organized in this file. Use the correct type 10pt Times New Roman font on the entire text, font size as suggested in the guidelines of this writing, one spaced and aligned left right (justify). Authors can use this template to facilitate the setting layout article. Please note that the entire article must be written in English.

## **2. The Glass Ceiling Phenomenon**

The phrase 'Glass Ceiling' was originally coined by Marilyn Loden on May 24, 1978, as noted by Vargas in 2018. The Federal Glass Ceiling Commission played a significant role in popularizing the term 'Glass Ceiling' in 1986, as reported by the Wall Street Journal in 1995. The glass ceiling phenomenon pertains to the imperceptible barrier that obstructs the career advancement of professional women to top management positions, a phenomenon that often goes unnoticed by people, as discussed by Moorthy et al. (2022) and Salahuddin et al. (2022).

Moorthy et al. (2022) elucidated the three key factors that impede the career progression of professional women within the framework of the glass ceiling theory. These factors encompass the family factor, the cultural factor within the construction industry, and individual factors. The family factor revolves around the roles of professional women as mothers, encompassing childcare and household responsibilities. This social stereotype originated from the traditional belief that men were the primary breadwinners while women were confined to homemaking, a perspective well-documented by Klein (2013), and it was recognized as a manifestation of a patriarchal environment, as pointed out by Ning and Karubi (2018). In

instances where professional women succumb to societal pressures and relinquish leadership responsibilities, as well as struggle to strike a balance between their dual roles as professionals and mothers, they can inadvertently create their own glass ceiling phenomenon. Dzuhayatin (2020) posited that natural reproductive processes unique to women, such as menstruation, pregnancy, childbirth, and breastfeeding, may render them physically vulnerable and unsuitable for male-dominated work environments. Additionally, various scholars have substantiated that family responsibilities, including those associated with motherhood and housewifery, serve as the primary obstacles to career progression for professional women (Sharma and Kaur, 2019).

In the construction industry, which maintains a patriarchal work environment, professional women are frequently held responsible for their inherent vulnerabilities and their limited career advancement opportunities, as pointed out by Al-Asfour et al. (2017). Moss-Racusin et al. (2012) shed light on the fact that professional men tend to be favored in recruitment even when their performance and qualifications are on par with professional women. Consequently, employers often apply differing criteria in the recruitment and promotion of professional women and men, a manifestation of gender bias as highlighted by Moscatelli et al. (2020). This bias has effectively erected an invisible barrier to hinder the career progression of professional women, perpetuated by unsupportive corporate climates and gender discrimination in employment opportunities, as observed by Khuong et al. (2017). Adogbo et al. (2015) further substantiated the existence of the glass ceiling phenomenon as a major obstacle preventing the promotion of professional women.

Indeed, some professional women have shattered the glass ceiling and ascended to top management positions within male-dominated work environments. The differences between professional women and men are unmistakable, encompassing their communication patterns, as noted by Oblanazarovna in 2022. Professional women have often been characterized as emotionally sensitive and intuitive individuals, while professional men have traditionally been recognized for their rationality and emotional restraint, as pointed out by Kay Ruiz in 2021.

Initially, professional women adopted behaviors akin to their male counterparts to avoid undesired attention and better assimilate into the patriarchal workplace, as observed by Liyanagamage and Fernando in 2022. Additionally, research by Fälthammar in 2014 suggests that, in general, women tend to use fewer impolite and confrontational language compared to men, preferring reassurance and at times leaving sentences unfinished, as highlighted by Oblanazarovna in 2022. This adaptive strategy may be an outcome of the notably high level of grit observed in professional women. Grit levels play a pivotal role in determining the success of their careers, as grit entails sustaining motivation for their interests and displaying persistent efforts to advance in their career paths, as outlined by Popoola and Karadas in 2022.

literature review shows the theories and the results of previous research that describes the relationship between variables and related variables on which the logical remedy the development of the research hypothesis (if any).

### **3. Research Method**

This study is characterized as qualitative research, employing the phenomenological research method. Data collection is facilitated through semi-structured interviews conducted with professional women actively involved in the Indonesian construction industry. A total of 11 informants have been identified to provide valuable insights into the glass ceiling phenomenon.

Table 1. Informant Profile.

Code	Professional Role	Family Caretaker Role	Duration of Employment	Educational History
PW35	Residential Collection Supervisor	Wife and Mother of 2 Children	5 years	Bachelor of Management
PW36	Accounting Staff	Wife and Mother of 2 Children	7 years	Bachelor of Management (Accounting)
PW39	Civil Engineering Senior Manager	Wife and other of 2 Children	12 years	Bachelor of Engineering (Civil Engineering)
PW43	Senior Architect specializing in Landscape	Wife and Mother of 2 Children	7 years	Bachelor of Engineering (Architecture)
PW49	Project Architect	Wife and Mother-to-be	3 years	Bachelor of Engineering (Architecture)
PW50	Project Architect Director	Wife and Mother of 2 Children	29 years	Bachelor of Engineering (Architecture)
PW51	Quality Controller Director	Wife and Mother of a Child	26 years	Bachelor of Engineering (Civil Engineering) & Master of Finance
PW52	Civil Engineering Director	Wife	11 years	Bachelor of Engineering (Civil Engineering)
PW55	Risk Management Director	Wife and Mother of 2 Children	23 years	Bachelor of Engineering (Civil Engineering) & Master of Finance
PW56	Accounting Director	Wife and Mother-to-be	6 years	Bachelor of Management (Accounting) & Master of Finance
PW57	Accounting Director	Unmarried woman caring for her mother	12 years	Bachelor of Engineering (Civil Engineering) & Master of Finance

Source: Semi-structured Interview Session

Thus, the research question is ‘How about the glass ceiling phenomena in the Indonesian construction industry? Who Could Impede Women from Becoming Leaders?’ Finally, this research presents the findings as thematic analysis technique.

#### 4. Results and Discussion

This research reveals the unspoken dilemmas of professional women concerning their dual roles: as professionals and mothers. The professional women have passion to engage in the construction industry, therefore, they studied the construction related program studies.

*'I pursued a civil engineering program because I was determined to work as a civil engineer, even after getting married.'* (PW52)

Then, some professional women sacrificed their feminism identity by pretending to be professional men in term of behavior and appearance to fit in the construction industry (PW55). This finding in line with Liyanagamage and Fernando (2022) although in Indonesian construction industry, there is additional reason for professional women to imitate the professional men' behavior and appearance, which is to eliminate sexual and verbal harassment (PW57). All the informants confirmed that the sexual harassment cases did not occur anymore in the Indonesian construction industry, but the verbal harassments were unavoidable. Wijaya (2022) stated Sexual harassment is a crime in Indonesia, including the sexual harassment of a husband against his wife. However, professional women often experienced verbal harassment by the male labors and their male colleagues and the professional women were suggested to ignore it.

**The initial implicit dilemma: navigating career advancement versus adopting the role of a submissive wife.**

Indeed, professional women commonly choose to resign after getting married and having a child (PW56). Their decision stems from prioritizing their family over their career, influenced by a range of considerations, as outlined below:

*'There is no guarantee that I could become a successful female leader since this construction industry has extremely limited successful female role models.'* (PW52; PW56)

*'The natural characteristics of this industry exclude professional women, especially those who are married and have children. For example, despite the excellent employment opportunities in remote areas that offer employee benefits such as financial and living support, married women prefer to stay close to their families and decline assignments in remote areas.'* (PW57)

*'I want to raise my children, especially during their formative years, and I plan to return to work after they have grown up.'* (PW56)

*'There are no sufficient tutoring facilities for my children near my office.'* (PW57)

*'My religion and cultural values emphasize being a submissive wife and prioritizing my children over my career. This aligns with the traditional role of women as wives and mothers.'* (PW36)

In short, despite the professional women's keen aspiration to advance in their careers within the construction industry, cultural and religious constraints curtail their freedom of expression and influence decisions within their households. Additionally, within the construction sector, there is a lack of sufficient empirical evidence showcasing successful female leadership in Indonesia. These findings substantiate the findings of a prior study conducted by Ida (2001).

This study delineates a substantial glass ceiling phenomenon experienced by professional women in the Indonesian construction industry, attributed to societal expectations for them to assume the role of a submissive wife and prioritize their children over their personal aspirations to participate in the construction sector, in accordance with cultural and religious norms. Intriguingly, professional women do not perceive culture and religion as constituting their glass ceiling; rather, they willingly adhere to the prescribed cultural

and religious criteria of being a submissive wife and prioritizing their children above all, including their own needs (PW43).

*'I could become a leader in this construction industry because I have an incredibly supportive husband who understands the nature of the industry. However, I feel a lack of closeness with my three children, and I consider myself to be failing as a mother. I wish I could turn back time. I would not regret sacrificing my career if it meant having a strong bond with my children.'* (PW43)

It shows that most Indonesian women are willing to dedicate their prime time to raising their children. This finding is also consistent with Alifia et al. (2021).

Conversely, professional women expressed a shortage of support from their husbands in advancing their careers within the construction industry. However, they did not recognize this as a hindrance to their career progression, deeming it normal for wives to support their husbands' careers rather than the reverse.

*'My husband does not understand the nature of the construction industry and he does not support me to balance between my dual roles as a professional and a wife. He wants me to resign and support him as family caretaker.'* (PW49)

*'I work in this property firm because the company offers a better salary and convenience working environment with flexible working hours arrangement. Also, I need to work to support my husband who lost his permanent job and has become an online bike driver (GOJEK) since a few years ago. My husband helps me take care of our two children at home while I am working. Honestly, I have no passion for doing my professional duties. I gave up my dream to be a career woman a long time ago. I even refused to be promoted because I realized that a supervisory position would require more responsibilities and longer working hours. I believe that my decision to prioritize my family above my professional dream is the right decision. It is following the teachings of my religion.'* (PW35)

Both aforementioned informants exemplify distinct stages of motherhood - PW49, as a pregnant woman, and PW35, as a mother. One informant emphasized the significance of support from her husband more than anticipating support from the construction industry (PW49), while PW35 opted to forgo her career, choosing to be a submissive wife. This discovery aligns with previous research by Amaratunga et al. (2006) and Watts (2009), affirming that achieving work-life balance is a notable career obstacle for women in the construction industry, necessitating support from husbands to overcome this perceived glass ceiling phenomenon.

This study recognizes the unspoken dilemma faced by professional women, often stemming from the conflict between pursuing a career and adopting the role of a submissive wife, as a common factor leading to their departure from the construction industry.

*'Professional women usually resign after they gave birth to their first child.'* (PW56)

Hence, a subset of professional women opts to remain unmarried; however, unmarried women encounter societal discrimination in Indonesia (PW55). This observation aligns with the assertions made by

Retnaningsih (2013), reinforcing the cultural expectation in Indonesia for women to assume the roles of a submissive wife and a devoted mother (Ida, 2001).

**The second implicit dilemma: balancing career advancement against the distinctive characteristics of the construction industry.**

Throughout the interview sessions, this study reveals that the distinctive characteristics of the construction industry contribute to the emergence of glass ceiling phenomena for professional women. *Primarily*, the male-dominated work environment results in disparities in employment opportunities. Professional women express sentiments of employers doubting their skills and capabilities (PW52). Consequently, professional women strive to adopt behaviors and attitudes traditionally associated with men to substantiate their skills and qualifications in the construction industry, aiming for deserved promotions (PW56). Despite this, professional women also express a desire to convey their feminist perspectives in the workplace (PW57). This discovery aligns with previous studies conducted by Amaratunga et al. (2006), English and Le Jeune (2012), Bridges et al. (2022), which assert that women in the construction industry are often advised to adopt masculine behaviors.

Conversely, professional women opt to pursue studies in financial management with the goal of securing promotions to leadership positions within the financial department (PW51; PW56). This practice is prevalent in the Indonesian construction industry, where it is customary for professional women to assume leadership roles in financial departments.

*'I found the opportunity to be a leader in the financial department, so I pursued my master's degree in financial management. My first degree is in civil engineering, but I encountered difficulty competing with professional men to lead a project management department.'* (PW51)

*'I am the youngest leader in this construction company, heading the financial department. This is possible because I graduated from the accounting program. However, I had to acquire knowledge in financial management and financial report analysis specific to the construction industry. My undergraduate program focused on financial management for manufacturing.'* (PW56)

*Unfortunately, finance and accounting division is the only department where construction firms exhibit a preference for promoting professional women over men* (PW55).

*Secondly*, the conditions and location of the working premises, particularly the site of project construction, play a significant role. A majority of professional women express a preference for working at the construction project site, a predilection often established before their entry into the construction industry (PW55). However, the challenging factors of high air temperature, air pollution in Indonesia, substandard on-site facilities including unclean toilets (PW39), and the potential for verbal harassment from male construction laborers (PW51), collectively contribute to an inconvenient working environment for professional women. The prevalent placement of construction projects in remote areas, distanced from familial surroundings (PW36), contrasts with the fact that on-site professionals constitute nearly 90% of the total workforce (PW57).

One of the state-owned construction companies, represented by PW57, shares its company regulations, which may be regarded as a noteworthy practice in Indonesia. The informant, a woman in a leadership

position within the company, highlights the implementation of equitable on-site employee benefits, inclusive of accommodation for both employees and their families, complete with domestic assistance. The strategically located employee accommodation ensures proximity to the construction project site and medical facilities. Additionally, on-site employees enjoy three daily meals, professional and family transportation in the form of a company-provided car, complimentary internet connection, free TV cable, an extra one-week paid leave for every three months, and transportation to and from home to the construction project site for employees and their families every three months. The company's regulations stipulate the deployment of employees with less than five years of service to remote areas, those with service lengths between five and ten years to villages or suburbs, and senior employees with more than ten years of service to construction project site locations in cities. The decision is motivated by two primary considerations: gaining working experience and the opportunity for employees to bring their families, including children, to reside in remote areas. Consequently, senior employees, typically with children in the 7th grade and above, are less inclined to be assigned to the company's headquarters in Jakarta, as such a move would render them ineligible for on-site employee benefits.

*'We face challenges in attracting senior employees to take on director roles at the headquarters. Although their salary and benefits would increase, their net take-home pay would be less compared to the on-site employees' benefits. Additionally, the director position demands on-site construction project skills and experiences.'* (PW50)

While this company regulation effectively attracts employees for assignments on construction project sites, the location of construction projects as a glass ceiling phenomenon for professional women. This perception is rooted in factors such as the difficulty of relocating the husband's occupation to be in close proximity to the construction project site and the necessity of obtaining the husband's approval for work in remote areas. Refusal by professional women to be posted in remote areas jeopardizes their chances of advancement to leadership positions. Consequently, the image of professional women lacking knowledge and experiences naturally results in limited employment opportunities within the construction industry (PW50).

Thirdly, the company's 'entertaining culture' contributes to an unsuitable working environment for professional women. One informant emphasized that the company's 'entertaining culture' revolves around entertaining business partners or potential clients, a practice deemed unsuitable for professional women (PW55).

*"I feel uncomfortable if I have to entertain potential clients, especially during lunch meetings—particularly if the potential clients are of a different gender. As a married individual, I also feel uneasy about assigning another woman to 'entertain' potential clients at their request. While it may not be professional, it is a common practice."* (PW55)

PW55 perceives the 'entertaining culture' as an unprofessional strategy for securing project tenders, despite its prevalence in the Indonesian construction industry. The various manifestations of this culture include dinners, golf outings, luxury trips, lavish gifts, hotel vouchers, and involvement with prostitutes. Consequently, she posits that if construction companies continue to regard 'entertaining cultures' as integral to securing project contracts, such responsibilities should not be entrusted to professional women. As a result, she has chosen to pursue further studies in financial management and has accepted the offer to lead the financial department at the company's headquarters. This decision entails relinquishing her aspiration to lead a construction project department within the construction industry.



Hence, it can be comprehended that professional men are likely to cultivate broader business networks through the practice of 'entertaining culture.' This observation aligns with the findings of Cortina et al. (2022). The present study elucidates that the unspoken dilemma surrounding the 'entertaining culture' constitutes a component of the glass ceiling phenomena faced by professional women in the construction industry. Furthermore, this aspect served as the primary impetus for my departure from the construction industry two decades ago. These findings tacitly substantiate the assertions made by Navarro-Astor et al. (2017), particularly in terms of the perceived deficiency in professionalism within human resource management serving as a barrier to women's careers in the construction industry.

In summary, the unarticulated challenges faced by professional women in the Indonesian construction industry pertain to the male-dominated work environment, the conditions and locations of the workplace, and the prevalent 'entertaining culture.'

This study elucidates the intricate thought processes experienced by professional women as they contemplate advancing in their careers or departing from the construction industry. The unspoken dilemmas associated with the construction sector play a pivotal role in prompting professional women to exit the industry, hindering their progression into leadership roles. Unbeknownst to them, these dilemmas constitute glass ceiling phenomena, impeding their ascent to leadership positions within the Indonesian construction industry.

### **Does the existence of the glass ceiling phenomenon lead professional women to abandon their career aspirations?**

This study captures the perspectives of professional women, exemplified by PW35, indicating that the presence of glass ceiling phenomena effectively obstructs the career progression of professional women within the construction industry. PW35 serves as a representative of professional women who have chosen to forgo their aspirations of leadership in the construction industry due to a lack of support from their husbands for their roles as professional women in this field. Consequently, these women continue working in the construction industry without experiencing career advancement or harboring any ambitions in this regard. Importantly, they remain oblivious to the fact that the lack of support from their husbands serves as their glass ceiling phenomenon, impeding their potential leadership roles within the Indonesian construction industry. Their decision to relinquish their professional dreams is predicated on the choice to adopt a submissive wife role. Additionally, these glass ceiling phenomena are also successful in compelling married women to exit the construction industry following the birth of a child, as stated by PW56.

On the other hand, this study captures insights on dismantling the glass ceiling and ascending to leadership positions within the construction industry. Several professional women share their strategies for overcoming this glass ceiling phenomenon.

*'Passionate about the occupation and committed to continuous learning. Essentially, we must be resilient women in this industry. Let's not deny our gender and strive to deliver the best results for every assignment. Moreover, I can aspire to be a leader with full support from my husband.'* (PW50)

*'I believe gender equality is crucial, encompassing shared responsibilities. As professional women, we should not seek special treatment solely based on our gender. We should be prepared to work in remote areas as well. I cannot overlook the significance of family support in advancing my career in this industry.'* (PW51)

*'Establishing strong networks, possessing the ability to work, daring to accept challenges, and having support from my husband.'* (PW55)

Indeed, biological distinctions exist between women and men (Cortina et al., 2022). Female leaders who embrace the natural aspects of their womanhood, harbor genuine passion for their work, and acknowledge the support of their husbands in their professional endeavors within the construction industry have successfully ascended to top leadership positions in the Indonesian construction sector. Unbeknownst to them, these women have effectively overcome the challenges posed by glass ceiling phenomena. This observation aligns with the insights presented by d'Eaubonne (2022). Consequently, the support provided by husbands and the willingness to compete across genders emerge as pivotal success factors enabling professional women to dismantle the glass ceiling. Notably, the novelty of this research lies in identifying the substantial role played by the husbands of professional women in realizing their aspirations to lead within the construction industry.

## **5. Conclusion and Implications**

This study substantiates the existence of glass ceiling phenomena affecting professional women in the Indonesian construction industry. It unveils the unspoken dilemmas faced by professional women, caught between advancing their careers and relinquishing their aspirations to become leaders. A prevalent reason for the departure of professional women from this industry is attributed to childcare responsibilities. However, this research scrutinizes the underlying causes leading professional women to abandon their dreams of leadership in the construction sector. The study exposes the pervasive presence of the glass ceiling, attributed to two main factors hindering professional women's ambitions to assume leadership roles: the support from husbands in balancing the dual responsibilities of being a professional and a family caretaker, and the inherent characteristics of the Indonesian construction industry—marked by a male-dominated work environment, workplace conditions and locations, and a prevailing 'entertaining culture.' In instances where husbands dissuade their wives from participating in the construction industry, favouring their role as primary caregivers for their children, women courageously relinquish their leadership aspirations and exit the industry. The research discerns that women derive fulfilment from tending to their families and willingly embrace the role of a submissive wife. Consequently, professional women may be unaware that the support—or lack thereof—from their husbands serves as a glass ceiling, impeding their progression into leadership roles.

While it is a common practice for professional women to resign after the birth of their first child, this study identifies three factors that enable them to surmount the glass ceiling phenomenon. Firstly, acknowledging the inherent natural differences between women and men, recognizing that each gender possesses distinct strengths and weaknesses. Secondly, emphasizing the importance of professional women being passionate about their work and daring to engage in professional competition based on meritocracy, irrespective of gender. Thirdly, this research underscores the undeniable significance of husband's support for professional women in the Indonesian construction industry, representing a novel contribution to existing knowledge. This research makes a significant contribution to the body of knowledge in construction management by addressing the glass ceiling phenomenon faced by professional women in the Indonesian construction industry. The study recommends that the construction industry acknowledges the inherent differences among genders and advocates for equal employment opportunities based on meritocracy for all genders. Additionally, it encourages a shared responsibility between husbands and wives in family care, thereby enabling professional women to pursue their careers to senior management levels within the Indonesian construction industry. This insight holds considerable value for family businesses, particularly in the

context where the designated successor is a daughter. In such cases, the active support of her husband becomes crucial for her successful transition into the role of the family business successor.

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