

ABSTRACT

Women's participation in Indonesia's banking sector has been steadily increasing, yet their representation at the highest levels of organizational leadership remains critically limited. This condition is particularly evident at PT Bank Tabungan Negara (Persero) Tbk, where women constitute nearly half of the total workforce but occupy only one of eleven seats on the board of directors. This disparity reflects a systemic glass ceiling phenomenon, especially within the institutional environment of state-owned banks that remain structurally governed by masculine leadership norms. This study aims to explore the lived experiences of women confronting the glass ceiling, examine the influence of gender stereotypes on the construction of leadership identity, and analyze the adaptation strategies and identity negotiation that women develop amid the double bind dilemma, a condition in which women who project assertiveness are perceived as competent yet socially unappealing, while women who project warmth are perceived as likable yet regarded as insufficiently capable of leadership.

This study employs a qualitative approach using Interpretative Phenomenological Analysis (IPA). Data were collected through semi-structured online interviews with twelve female employees of BTN occupying pre-managerial to managerial positions, with tenure ranging from eight to thirty years, selected through purposive sampling. Analysis was conducted across six IPA stages, from repeated close reading of transcripts to cross-case pattern analysis.

The findings reveal that the glass ceiling at BTN operates through three primary mechanisms: a promotion system heavily dependent on subjective managerial recommendation, informal assessments of leadership readiness that are systematically biased toward masculine characteristics, and rotation policies that are structurally incompatible with the family responsibilities borne disproportionately by women. Informants consistently experienced the double bind dilemma and responded not by conforming to either extreme, but by developing a strategy of identity hybridization, an adaptive integration of rule-based assertiveness and relational empathy calibrated to situational context. These findings contribute theoretically to Glass Ceiling Theory, Role Congruity Theory, Implicit Leadership Theory, and Gendered Leadership Identity within the specific context of Indonesian state-owned banking institutions.

Keywords: *glass ceiling, double bind, gender stereotype, women's leadership, identity hybridization, phenomenology, Indonesian banking*