

## **Obstacles and Strategies for Women's Success Towards Nominating for the House of Representatives**

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### **Abstract**

*This study aims to examine in depth what women experience in running as candidates for the people's representative council and how women strive to achieve positions as candidates for the people's representative council. This study also examines Women as leaders not only in business corporations but also politics which causes imbalance and certainty of power distribution with Women as minoritas. Critical incident technique (CIT) research conducted in East Java. Informants involved in this research included female candidates for the House of Representatives, colleagues and community leaders and governors. Data is analyzed in several stages, namely analyzing within case data, searching for cross case patterns, shaping hypotheses, refolding literature and reaching closure. The results of this study show that the motivation of appreciation and self-actualization is a driver for women to run as candidates for the people's representative council, as well as the influence of role model relationships. In addition, the results of the study also identified obstacles faced by women to achieve positions as candidates for the people's representative council, which stemmed from internal and external obstacles. Internal barriers include belief in women's nature, multiple roles, emotions and family work conflicts. The external barriers come from personal issues, religious issues regarding female leaders, and gender stereotypes. To overcome the obstacles faced, this study reveals strategies carried out by women in the form of personal driven reinforcement including motivation, commitment and personal characteristics of agentic and communal women. In addition to personal driven reinforcement, other strategies undertaken to overcome obstacles are personal approaches and social network development.*

**Keywords:** *motivation, commitment, female characteristics, gender stereotypes, family support, multiple roles, female nature.*

### **Introduction**

Women's leadership is still a concern today, with various challenges to achieve leadership positions (Pullen & Vachhani, 2023). In line with this opinion, Almathami et al., (2022) said that discrimination and gender stereotypes as challenges that must be faced by

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women to become leaders. Decriminative treatment occurs when individuals feel treated differently or unfairly for being part of a particular group, and gender discrimination is related to decisions based on gender, not qualifications or performance (Johnson & Fournillier, 2021). It specifically mentions that gender stereotypes are the tendency to associate women with certain non-managerial jobs (Al-Ahmadi, 2011).

The discrimination that distinguishes women and men and gender stereotypes in organizations have been examined through various theoretical perspectives (Abadi et al., 2022). One suitable theory is social role theory which explains the strong belief in different attributions between men and women (Thompson, 2015). According to this theory, men and women are placed in different roles in gender-appropriate societies. In other words, gender is the basis for setting roles related to work and family. Regarding social roles, there are expectations that are expected to be met by different individuals in certain positions or members of certain social groups (Eagly, 1987).

In reality, gender stereotypes and discrimination have long been a serious problem until now. In the United States, known as a leading democracy, gender stereotyping and discrimination are also still problems. A case study that is not widely known to the general public, involving Black women at NASA occurred in 1961 (Kompas.com, March 12, 2017). Three black women were discriminated against in NASA's West Area Computers division. Katherine Goble Johnson is an African-American mathematician who faces discrimination for being one of the black and one of the women in NASA's Space Task Group, while the other is a white male. In addition to Johnson, another woman, Mary Jackson, had to fight against legal restrictions to achieve her dream of being the first female engineer. While Dorothy Vaughan faced racism that hindered her career development (Geotimes. Co.id, March 5, 2017). The three of them must face barriers of discrimination and segregation created by the environment, organization, and even laws that hinder their career progression.

Until now, discrimination and gender stereotypes continue to be in various fields. Former Prime Minister Jullian Gilliard has spoken of becoming Australia's first female prime minister to face differing treatment from male politicians. Gilliard said that women who enter politics will face sexism views as well as presumptions of dislike towards women (news. Detik.com, October 12, 2016). These cases show that discriminatory practices and gender stereotypes in all their forms not only violate legal and social norms, but also hinder the potential and opportunities that minority groups have to develop better. Robbins and Judge (2015) state that although discrimination is prohibited by law and is not part of official organizational policy, differences in treatment are dangerous actions that can lead to negative consequences for individuals, groups and organizations (Maheshwari & Nayak, 2021).

#### Social Structural Theory Perspective on Gender Differentiation

Theories that discuss gender differentiation in social behavior, including as a house of representatives, can be understood based on perspectives based on social structures that affect gender differences psychologically. Basic thinking in social structural theory emphasizes that the underlying cause of sex-differentiating behavior is the different roles between men and women, arising from differences in physical, environmental, and social conditions (Eichenauer et al., 2022). The theories included in the social structural school are described below:

##### Social Role Theory

Social role theory, proposed by Vinkenburg et al., (2011), is the most influential explanation in explaining gender stereotypes (Maheshwari, 2021). This theory emphasizes a strong belief in the different attributions between men and women. Social role theory suggests that the reason men and women justify gender stereotypes is because they act according to their social roles, which are often separated by gender boundaries

(Baharun et al., 2022). Thus, men and women behave genderedly because of the social roles they carry out related to different expectations of both. In this case, women are often synonymous with the task of caring for children and parents so they often show feminine behaviors such as attention and concern for personal relationships; while men are more likely to work outside the home and exhibit masculine behaviors such as assertiveness and leadership qualities (Abalkhail, 2017).

According to Erikson & Josefsson, (2023), a key proposition in social role theory is that beliefs regarding gender roles will be related to communal and agentic attributions. Communal characteristics that are thought to come more from women describe high concern for others, such as affectionate, helpful, kind, sympathetic, sensitive in relationships with others, and gentle. In contrast, agentic characteristics that are thought to be derived more from men describe assertiveness, controlling tendencies, confident, aggressive, ambitious, dominant, pushy, independent, and acting as leaders (Maulding et al., 2012). Consistent with social role theory, gender roles have a pervasive effect, so that sex characteristics are not only the most powerful basis for grouping people, even when compared to race, age, and occupation, but stereotypes about men and women are also easily and automatically formed (Levitt, 2010).

#### Gender Role Congruity Theory

Gender role congruity theory is a theory that discusses gender regarding people's beliefs about the roles of men and women, as well as differences in behavior between the two in relation to other roles, especially leadership (Eagly & Karau, 2002). Gender role congruity theory is derived from social role theory proposed by (Cowden et al., 2021). Departing from social role theory, Eagly & Karau, (2002) developed role congruity theory. Eagly & Karau, (2002) further explain that role congruity theory pays attention to the compatibility between gender roles and other roles, especially leadership roles and determines the processes and main factors that influence the appropriateness of perceptions and the consequences of the emergence of prejudice and harmful behavior that occurs. Prejudice can arise when people judge women as leaders, both actual and potential, because they see inconsistencies between the dominant communal qualities inherent in women and the agentic qualities they believe are needed to be successful leaders. Then people believe there is similarity between men and leader figures, and believe there is no similarity between women and leader figures. This prejudice shows that gender roles are placed on normative expectations, which have been instilled early in society, become shared beliefs, manifested in various contexts of community life, and social sanctions for violations that occur (Koenig & Eagly, 2014). Anglin et al., (2022) explained that behavior consistent with normative expectations is not risky compared to non-normative behavior that tends to get social sanctions; In addition, behavior that is consistent with normative expectations is also easier to perform than behavior that is not normative (Thies, 2017).

According to Eagly & Karau, (2002), there are two forms of prejudice about female leaders, namely: (1) evaluation is less favorable for women's potential as leaders because leadership abilities are more stereotypical in men; (2) unfavorable evaluation of the behavior of female leaders because the behavior is considered less desirable in the female figure. Eagly & Karau, (2002) explain more deeply that the first type of prejudice stems from descriptive norms of gender roles, namely descriptive beliefs about female characteristics and the consequences of stereotypical women, which are different from the expectations and desires attached to leader figures (Reid et al., 2009). The second type of prejudice stems from injunctive norms of gender roles, namely beliefs about how women should behave. If women leaders violate these beliefs by fulfilling agentic requirements in carrying out leadership roles and fail to exhibit communal behavior as women, they will receive negative judgments. Both forms of prejudice result in adverse treatment of women leaders (Diekmann & Goodfriend, 2006).

Overall, according to Diekman & Goodfriend, (2006) the social structural perspective provides a broad theoretical scheme, by accommodating gender-based behavioral theories, which focus on the process of forming sex-differentiating behavior in society. Social structural theories also predict organizational implications, such as discriminatory practices and organizational cultures that legitimize gender inequality. According to Gervais & Hillard, (2011), social structure is the most widely used paradigm to explain gender differences. According to Schock et al., (2019) based this opinion on the thoughts of Gove (1994) which he quoted that most social researchers believe that gender differences in terms of personality and character of men and women can be attributed to social practices and the nature of the roles carried out by men and women (Tiell et al., 2012).

As a school of thought, social structural theories are inseparable from criticism of these thoughts. According to Wang et al., (2019), social structural theories treat individuals passively in performing the roles that must be carried out, so that gender roles are seen as something "essentially arbitrary". Furthermore, Whisenant et al., (2015) also criticizes that the social structural school treats the minds of women and men as identical, except as a result of the limitations of the external roles performed (Mukarram et al., 2018).

#### Women's Career Life

Career is an integral part of a person's working life. Benstead et al., (2015) defines career as the meaningful advancement of a series of related jobs. In line with this definition, career is also defined as a position that someone lives in his work life (Grappendorf et al., 2011). In the span of his or her working life, individuals can undergo a variety of job positions not only in one organization, but also in another when moving jobs (Cowden et al., 2021).

Careers become more complex when considering gender, due to other factors in the last job. Koenig & Eagly, (2014) suggests that career decisions made by women are faced with the problem of integration of work life with family, which affects their career development. This dilemma needs attention, as Reid et al., (2009) argue that career management needs to accommodate realities in women's lives, allowing them to do meaningful things, both for work and family. The same opinion is expressed by Diekman & Goodfriend, (2006) that women's career progress is different because of the context of their lives, with the demands of family responsibilities that have consequences for women's patterns, sustainability, and career development, so they are different from men (Schock et al., 2019).

#### Women's Career Barriers

In its development, women's careers are faced with potential career obstacles. Various studies identify career barriers for women, in the form of glass ceilings (Abadi et al., 2022). Glass ceiling is an obstacle faced by women to reach a higher career path.

Maheshwari, (2021) defines the glass ceiling as an invisible barrier that creates gaps due to gender stereotypes, gaps in opportunities for advancement, and lack of commitment of top management to gender equality and equal employment opportunities. Almathami et al., (2022) add that these barriers are not due to gaps in job skills, education over experience, but because of status as women. In line with this opinion, Erikson & Josefsson, (2023) suggests the notion of glass ceiling as an invisible obstacle for women and minorities that prevents them from occupying higher levels of organization. Summing up from the various definitions that have been put forward, glass ceiling can be interpreted as an invisible obstacle experienced by women and minority groups because of their status and not because of a gap in skills, education or experience, so that women and minority groups have difficulty developing careers at a higher organizational level (Chance, 2022).

The Federal Glass Ceiling Commission Quah, (2016) grouped barriers for women and people of color into three classifications, including: (1) social barriers, which describe the limited number of women and people of color in certain positions; (2) internal structural barriers, related to the company's lack of efforts to engage minority groups, a corporate climate intolerant of differences, and limited training and mentoring for minority groups, and (3) government barriers, including lack of monitoring and enforcement of laws and inadequate data on the glass ceiling phenomenon. Maheshwari, (2021) add other barriers that prevent women from occupying higher positions in organizations, namely: (1) barriers stemming from organizational practices and policies, especially policies related to promotion that do not include clear selection criteria; (2) networking that is still difficult for women to build in the organizational environment, including when women cannot be included in the "men's club" or "old boys network"; (3) inadequate mentoring for women's career development; and (4) self-imposed glass ceiling related to the dilemma women face in relation to the conflict between career and marriage and children.

In its report, the Organization for Economic Co-operation and Development Mallea, (2016) stated external and internal barriers faced by women, including: (1) cultural barriers - related to the assumption that leadership and managerial roles are the domain of men, so women's access is limited; (2) structural barriers - concerning work-life and personal life gaps, inflexible work arrangements, and gaps in available support and networks; (3) Self-imposed barriers - that is, barriers from within women themselves. Thus, it can be concluded that glass ceiling barriers can come from external barriers and internal obstacles. External barriers are caused more by factors outside the individual woman, whether they come from organizations, governments or communities. Internal barriers tend to come from within individual women regarding the roles that must be carried out in their personal lives.

#### Women's Leadership

Leadership is one of the important elements needed by an organization Leaders can be drivers of organizational performance, depending on the nature and behavior of the leader that affects the process and results of his leadership Choubey et al., (2023) defines leadership as the process of influencing others to understand and agree on what is needed in carrying out a task and how to perform that task, and processes to facilitate individual and collective efforts to achieve common goals. In line with this definition, Baharun et al., (2022) defines leadership more broadly, which is a process of interaction between leaders and followers in multi-levels (individual, paired, group, and collective) that occurs in the context of certain situations where leaders and followers share goals and together achieve them wholeheartedly. A more concise understanding is put forward by Erikson & Josefsson, (2023) that leadership is the ability to influence a group towards achieving a vision or set goal. The definition shows that leadership involves one being the leader and others as followers, where the leader is able to influence followers to achieve certain goals through joint efforts.

The existence and absence of differences between men and women in organizational leadership has been a question and material for study to date. Maheshwari & Nayak, (2021) explains that during the 20th century, gender discrimination was supported by a long-held belief that men were more qualified than women for leadership roles. Thompson, (2015) Schein (1973, 1975) in his study stated that successful leader figures are associated with characteristics inherent in men, including emotional stability, aggressive, able to lead, confident, competitive, objective, Abalkhail, (2017) ambitious, and strong. Nekhili et al., (2018) terms this "think manager, think male" Thus, the perception of "think manager, think male" because men and leaders are considered sites, therapy women and leaders are considered not similar.

Based on the conceptual framework picture above, it can be seen that this research departs from the phenomenon of studies still being conducted to try to explain why

women tend to be fewer than men in achieving career success. Especially in the process of nominating the House of Representatives. In addition, literature that explores the phenomenon of gender stereotypes in depth is still limited. Therefore, the phenomenon of gender stereotypes that occur in the process of nominating the people's representative council on women is interesting to be studied (Chance, 2022).

This research is a qualitative method research that aims to explore deeply about "gender stereotypes" that occur in the process of nominating the house of representatives. The data collection process uses the Critical Incident Technique (CIT) method by conducting in depth interviews on the nomination of the people's representative council for women, using snowball sampling techniques. The research will end when the saturation data has been reached. After the data is collected, the interview data will be analyzed using content analysis techniques Gremler, (2004) which are suitable for critical incident technique methods. This approach is suitable to answer the formulation of the problem studied in this study.

The emphasis of this study is to explore and examine in more depth the gender stereotypes that occur in the process of nominating the people's representative council on women. Based on the literature, concepts, theories and previous studies that have been described, there is a gap that needs to be investigated further, namely the exploration of gender stereotype variables themselves. Gender stereotypes are variables that are relatively rarely discussed and explored in depth. Gender stereotypes have been examined in several contexts of organizational change as previously described, but literature on the concept of gender stereotypes in the change process itself is still lacking. But why gender stereotypes appear, how the reaction shown when feeling gender stereotypes and how the consequences of nominating the house of representatives on women members of organizations that occur in the process of organizational change still need to be explored in future studies. In addition, the context examined in this study is the organization of the legislative institution, namely the house of representatives, where the context of organizational change was previously more studied in profit organizations (Felício et al., 2013). Yet nonprofit organizations also face challenges to environmental change (Keshavarz & Karami, 2016). Therefore, this study aims to fill the gap by exploring in depth gender stereotypes that occur in the context of the change process of a non-profit organization, by adopting research questions from Miguel et al., (2020); Gremler, (2015) that are adjusted to the context of gender stereotypes, which are as follows:

Proposition 1: religious issues concerning Women leaders form an obstacle for Women to achieve leadership positions as candidates for the House of Representatives.

Proposition 2: occupational family conflicts form an obstacle for women to achieve leadership positions as candidates for the house of representatives.

Proposition 3: the role of family support increases family satisfaction and forms emotional support for women's career success as candidates for the people's representative council.

Proposition 4: the combination of communal and agentic becomes a female character who successfully achieves the position of leader as a candidate for the house of representatives.

## RESEARCH METHODS

### Types of Research

As mentioned earlier, this research is a qualitative research framing using the CIT (Critical Incident Technique) method. According to Gremler, (2004), qualitative research is a scientific research that has the main purpose of being able to understand a particular

phenomenon in a social context naturally by prioritizing the process of interaction and deep communication between researchers and the phenomenon to be studied. Gremler, (2015) in their journal entitled *Qualitative Research Practice: A Guide for Social Science Students and Researchers* suggest that this type of qualitative research utilizes open interviews to examine and understand the attitudes, views, feelings and behaviors of individuals or groups of people.

This research uses a qualitative approach because it is in accordance with the purpose of this study, which is to build, explore and describe a deep understanding of a social phenomenon, namely gender stereotypes that occur in the process of organizational change. In addition, the phenomenon of gender stereotyping is one of the issues or areas that still needs to be explored in depth, especially in the previous field of resource management. Conceptually, the qualitative approach is more appropriate because the research questions that guide this research, as stated in the explanation of the previous conceptual framework, focus more on dynamics, processes and what happens in the phenomenon of change, namely gender stereotypes, emphasizing understanding human behavior from the perspective of informants and assuming dynamic reality. Another important point is that this research is more exploratory than confirmatory, which aims to explore phenomena based on experiences felt by informants (Cunningham et al., 2020).

#### Research Approach

The research approach used in this study is critical incident technique (CIT). Researchers use the CIT method for framing in this study because researchers feel that the CIT method is the most appropriate method to extract more detailed information from informants, because this study seeks to examine the phenomenon of gender stereotypes that occur after a critical event, namely drastic organizational changes from previous policies transitioning to new policies associated with various organizational systems such as recruitment, promotion, budget and so on. Organizational change is categorized as a critical incident because it is included as one of the critical organizational moments due to the high failure rate of organizational change (Cunningham et al., 2020). This is reinforced by the fact that gender stereotypes are a trigger for resistance to change, where resistance to change is identified as the main reason for the failure of an organizational change process (Miguel et al., 2020). Another reason the CIT method is used is because CIT is a procedure used to facilitate research on unusual experiences or unpleasant incidents, in the context of this study according to gender stereotypes which are one of the unpleasant incidents due to organizational change. The cause, course and consequences model proposed by Gremler, (2004) with the CIT method is also very suitable to answer the research questions asked in this study so that researchers believe that the CIT method is the most appropriate method to explore information and informants about gender stereotypes to changes after changes occur in the organization in which he works.

This thinking is reinforced by Gremler, (2015) statement that CIT is a research method that relies on qualitative interview procedures to gain an understanding of critical incidents from an individual perspective by considering cognitive, affective and behavioral elements. Critical incidents themselves are defined as observable individual activities, where they contribute to the emergence of the phenomenon under study (Cunningham et al., 2020).

The CIT method in this study was carried out by conducting in-depth-interviews with candidates for the people's representative council on Women. Using the CIT method, researchers will see the important points why, reactions and consequences of gender stereotypes in organizational change. This CIT method is used to minimize gaps in the data collection method using surveys where informants are examined by filling in questions using written words. CIT minimizes the possibility that informants are not used to writing detailed stories related to critical incidents experienced since changes in the

organization, by using CIT through a personal interview process, researchers can ask some additional questions to get a more detailed picture of critical incidents felt by candidates for the House of Representatives.

#### Research Objects and Informants

The object studied in this study is one of the candidacy for the people's representative council on women, East Java. The informants of this study were candidates for the people's representative council on women. Women representative council candidates were chosen as informants because the house of representatives is the main stakeholder in State Universities that is most affected by new policies formed in the process of organizational change. In addition, the House of Representatives is the most crucial stakeholder in higher education institutions, because the core of business of higher education institutions is education services.

Flanagan, (1954) states that there are no firm rules regarding appropriate sample sizes for CITs. The number of samples used in this study was not determined at the beginning nor did the interview process end when saturation data had occurred. Data saturation is a procedure adopted to decide when to stop collecting data that is based on two main dimensions. First, researchers do not proceed with the interview process until the data collected consists mostly of repetition, with no new ideas emerging and no new insights gained. The second criterion is based on research questions, namely if the results and findings are considered sufficient to answer the research questions, then the research objectives can be considered to have been fulfilled Halaweh, (2012). Each interview process is about 30 minutes long, recorded and transcribed by research.

Informants are selected using the snowball sampling method. This sampling method is used with consideration to obtain informants who experience phenomena in accordance with the research problem. The selection of informants is carried out using the snowball sampling method, where researchers find other relevant informants to be interviewed next based on the knowledge possessed by the informant who has been selected (Oppong, 2013). Researchers will access other informants through information or contact persons provided by informants. The informant will refer the researcher to another informant, who then the informant will refer the researcher to another informant again and so on. This process continues to repeat until the saturation data is met (Noy & Nualsri, 2011). In this study, saturation data was found up to the 8th informant, so that the final number of informants in this researcher was 8

The initial key informants in this study were selected by observation techniques carried out by the researcher. Observations are limited to the scope that researchers know. Researchers chose candidates for the people's representative council on women. The informants selected in this study were candidates for the people's representative council on women who had indications of feeling gender stereotypes. This is done with the aim that the sample used can provide broader insight.

#### Data Types and Sources

The type of data used in this study is qualitative data in the form of oral information from interviews. The source of this research data is the primary data source obtained directly from informants. In addition, secondary data sources were also used in this study, namely relevant documents derived from the internet needed in the source triangulation process.

#### Data Collection Techniques

Data collection techniques are one of the most important elements in a study. Data collection techniques in this study are using in-depth-interview and observation.



1. In depth interview

The qualitative data collection technique in this study is to use in-depth interviews. In depth interviews are used to obtain more in-depth and valid information from the intended informant. In depth interview is an activity to obtain information from informants by face-to-face or face-to-face meetings. Interview guidelines are prepared in advance and can be developed according to the circumstances in the field.

2. Observation

Observation was also used in this study, as a technique to determine the initial key informant. As mentioned in the previous sampling technique that this study used snowball sampling, the most important point lies with the key informant. Key informants are first-time informants, who show indications of gender stereotypes in observable behavior. Observation is limited to the scope that the researcher knows, as a key informant. In accordance with the virtues of snowball sampling techniques, the initial key informant will recommend the next intended informant, therefore observation is needed to determine the key informant. Observation is defined as a process of observing the behavior patterns of subjects (humans), objects (objects) or a systematic event without any questions or communication with individuals (Yin, 1994).

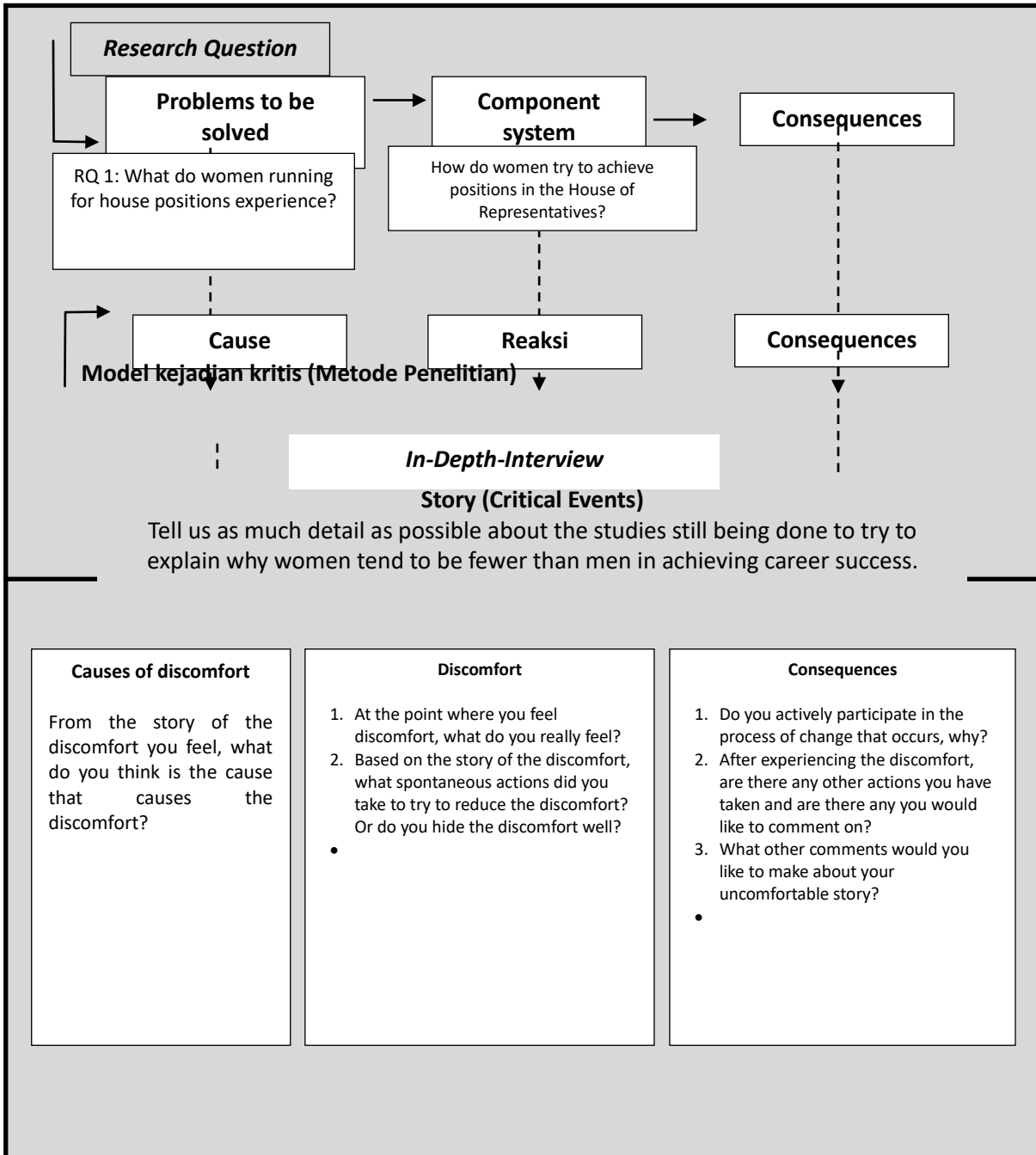
Research Design

The compatibility between research objectives, research approach and research tactics is the most important part of a research design (Creswell, 2013). Figure 1 below shows the development of research design by illustrating the transition of the theoretical framework into research methods (CIT) and research tactics (in depth interview) adopted from (Gremler, 2004), previous research that also used CIT methods and then obtained by researchers.

The development of the research design proposed in Figure 1 below is a development of the research question proposed and aims to clarify and describe the answers of informants regarding the main research questions to be answered in this study.

The cause, course and result methods of the Critical Incident Technique (CIT) method are used, because they are in accordance with the context of the research and the exploratory nature of this research. Using CIT, it is possible to find patterns in the narrative of the story related to why gender stereotypes occur in the process of change, what reactions are shown as manifestations of gender stereotypes and what are the consequences of gender stereotypes, whether members are gender stereotypes will participate actively or passively in the process of organizational change. The CIT process, as described by (Gremler, 2004; Alase, (2017) consists of the collection and analysis of story content containing critical events. CIT involves recording critical incidents collected from informants to understand a phenomenon as well as to gain new insights into the phenomenon under study.

Given that gender stereotypes in organizational change have the potential to lead to sensitive incidents and informant perspectives, consideration is needed for the most effective way of data collection and CIT is then the choice of researchers.



Sumber: (Gremler, 2004)

Figure 1 Research Design Development

**Research Procedure**

As mentioned earlier, this research is qualitative research using the CIT (Critical Incident Technique) method. The research and reporting procedure in this study uses the CIT method with several stages suggested by (Gremler, 2004), which are listed in Table 1 below:

Table 1 Research and Reporting Procedure with CIT Method

Phase	Activities
Stage 1 (Identify the problem)	<ul style="list-style-type: none"> <li>• Determine the main questions to be studied in the research.</li> <li>• Determine why CIT is an appropriate method for understanding this phenomenon.</li> </ul>
Stage 2 (Research design)	<ul style="list-style-type: none"> <li>• Estimate critical incidents at issue.</li> <li>• Developing data collection instruments, covering interview guidelines.</li> <li>• Determine the right sample, including the right context and the right informant.</li> <li>• Provides interesting reasons for the selection of informants.</li> </ul>
Level 3 (Data collection)	<ol style="list-style-type: none"> <li>1. Train data collectors to get targeted data (optional).</li> </ol> <ul style="list-style-type: none"> <li>• Collect data.</li> </ul>
Stage 4 (Data analysis and interpretation)	<ul style="list-style-type: none"> <li>• Describe the characteristics of informants according to gender, age, education and other relevant information.</li> <li>• Identify research results in accordance with the research question.</li> <li>• Identify critical events found.</li> <li>• Calculate and analyze the number of critical incidents that have been discovered.</li> <li>• Reread the incident and identify the same theme over and over again.</li> <li>• Describe what critical events exist in the context of the study.</li> <li>• Classify into themes.</li> <li>• Describe the themes that have been formed.</li> </ul>
Level 5 (Report Results)	<ul style="list-style-type: none"> <li>• Discuss themes that have been formed with expert judges.</li> <li>• Describe and discuss critical incidents found in the context of research.</li> <li>• Connect research results with existing literature or theory.</li> <li>• Provide suggestions for future research.</li> </ul>

Source: (Gremler, 2004)

#### Data Analysis Techniques

In this study, the qualitative data obtained will be analyzed using content analysis techniques, which are suitable for critical incident technique (CIT) research (Gremler, 2004). The data analysis process is carried out using computer assisted qualitative data analysis (CAQDA) called NVivo. NVivo software used is NVivo 12 Pro series. NVivo was chosen primarily because it provides accountability to the data analysis process and

makes data analysis easier. The following are the stages of data analysis that will be carried out in this study (Gremler, 2004):

### 1. Content analysis of critical incidents (double reading)

The first step is to describe the identified critical incidents. The description is carried out after the data collection process with interviews has been completed and the results of the study have been transcribed. The second reading process is carried out at the triangulation stage which is carried out together with the judge.

### 2. Identification of themes and development of classification schemes

The next process consists of the identification of the theme and the development of a classification scheme. In this process, NVivo can be utilized to save themes and subthemes, as well as modify theme names. The classification of existing themes can be developed together with judges. After the first reading, the identified recurring themes were then categorized. Once a category is determined, it is reviewed a second time to change if there are any inconsistencies with the given category definition.

### 3. Triangulasi

The triangulation used in this study is the triangulation of data, sources and theories that are checked again by the two supervisors who act as judges. The triangulation process is carried out in order to obtain more valid, reliable results and a better understanding of the research results reported by informants.

Data triangulation is a form of triangulation by checking the correctness of data obtained from informants with one another informant actually occurs in organizations (Fusch & Ness, 2015). Data triangulation was carried out in this study from the first informant to the 12th informant or until data saturation was achieved.

Source triangulation is the process of extracting the truth of certain information through several different data acquisition sources. Triangulation of data sources used in this study is in addition to interviews, researchers use secondary data, namely written documents on the internet published by several authors on their social media accounts such as Facebook and Instagram. This is done so that researchers get a different view of the phenomenon under study. These views then lead to broader knowledge to obtain truth (Fusch & Ness, 2015).

Theory triangulation was also carried out in this study. Theory triangulation is the process by which the final results of qualitative research are compared with relevant theoretical perspectives to avoid individual bias of researchers over the resulting findings or conclusions. In addition, triangulation of theory can increase the depth of understanding of the results of data analysis that has been obtained. At this stage, judges are needed (Fusch & Ness, 2015).

In addition, to ensure the credibility of the research, member checking was also carried out, namely during the interview process, researchers asked for feedback from informants about the researchers' interpretations of the informant's statements (Fusch & Ness, 2015).

### Data Validity

Qualitative research also requires data validity testing to ensure the validity of the data used. In this study, the validity test of the data carried out in accordance with the Critical Incident Technique (CIT) includes several tests, namely objectivity tests, reliability and systematization as stated by (Gremler, 2004), as follows:

#### 1. Uji Objectivity

Objectivity testing in research using content analysis techniques is carried out by checking back the coding of identified critical incidents and the suitability of the procedures used to classify incidents into themes in the study. Objectivity tests are

performed so that the coding process is accurate and reliable. This is done in order to reduce the subjective bias of researchers. In addition, objectivity tests are carried out so that researchers can further replicate research and develop research.

Test objectivity means testing the results of research associated with the process carried out. If the results of the research are a function of the research process carried out, it can be said that the research has met the standards of objectivity. The objectivity test is carried out through a series of processes starting from the guidance process and the final presentation accompanied by the main supervisor and the second supervisor.

The number of expert judges used in this study is two judges, namely the main supervisor and the second supervisor. This number is in accordance with the average CIT research that uses two to three judges to analyze and categorize research results.

## 2. Uji Reliability

Reliability is related to consistency. In CIT research using content analysis methods, reliability assessments generally focus on the ability of researchers to consistently classify incidents into specific categories. Reliability is assessed by reaching a judge's agreement on incident categorization.

In addition, to increase the level of reliability of research results, a transcript checking procedure was also carried out in accordance with the recommendations of (Creswell, 2013), namely by double-checking that there were no errors in transcribing the data of the research results that had been carried out.

## 3. Uji Systematization

Systematization of CIT research using content analysis refers to the extent to which research procedures documented in selected informants test the research questions posed. In this study, systematization is assessed by focusing on the phenomenon under study, the achievement of research objectives and the triangulation process used.

### Interview Guideline

The following is an interview guideline that will be used by researchers to explore information and informants. The interview guideline used by researchers was adopted from Miguel et al., (2020) research using CIT, which was then adjusted for gender stereotype cortex.

Tabel 2 Interview Guideline

No.	Aspects	Research Question	Interview Questions
1	Story (critical incident)	Opening question to check whether the informant has gender stereotypical indications for change.	Tell us as much detail as possible about the studies still being done to try to explain why women tend to be fewer than men in achieving career success.
2	Cause (penyebab gender stereotype)	What causes discomfort is that women's access to leadership roles tends to be limited.	From the story of the discomfort you feel, what do you think is the cause that causes the discomfort?
3	Course (reactions shown when gender stereotypes)	What is the reaction shown when women tend to be fewer than men in achieving career success.	1. At the point where you feel discomfort, what do you really feel? 2. Based on the story of the discomfort, what spontaneous

No.	Aspects	Research Question	Interview Questions
			actions did you take to try to reduce the discomfort? Or do you hide the discomfort well?
4	Concequences (consequences of gender stereotypes )	What are the consequences of the discomfort of candidates for the House of Representatives on women	<ol style="list-style-type: none"> <li>1. Do you actively participate in the process of change that occurs, why?</li> <li>2. After experiencing the discomfort, are there any other actions you took and what would you like to comment on?</li> <li>3. What other comments would you like to make about your uncomfortable story?</li> </ol>

**Results and Discussion**

**Obstacles to Women Candidates in the People's Representative Council Elections**

Regarding women's leadership, the pressure on the issue is different in each region. On the religious issue of Women's leadership is recognized as one of the causes experienced by Women candidates in candidacy for the people's representative council elections, the issue was intensively conveyed during the campaign period, as stated by Women leaders:

At that time some said that women leaders should not. There are those factors, even the black campaign. On Friday, several mosques massively said that women leaders were haram.

The above statement shows that women's leadership in a religious perspective is raised as an issue that is raised continuously in campaigns, especially through religious pulpits in places of worship. Issues are increasingly raised in the run-up to election day to influence people's thinking. The position of women is interpreted in a sense that prohibits women from being leaders. Which then the interpretation is used to question and corner female candidates. In Muslim-majority societies, issues that raise religious provisions have the potential to shape perceptions that then influence people's thinking in viewing female candidates for the nomination of the people's representative council.

**Strategies to Face Obstacles in the People's Representative Council Elections**

Identify what female candidates do to face religious issues regarding the candidacy of the house of representatives, Women in question when running for the contestation of the people's representative council elections. The effort is to develop coalitions with parties in each region. The presence of coalition partners from other parties is an effective effort in dealing with the issue of Women's leadership in question in the campaign:

Incidentally, one of the issues in question is Women's... in its own fiqh studies, religious studies are still debatable or still khilafah, differing opinions about women's leadership. There is still a caliphate in the scholars themselves, so we don't need to debate that it already has its own section.

The statement shows efforts to develop coalitions built by female candidates through cooperation with other parties to overcome the pressure of issues regarding women leaders during the campaign period. The development of these partnerships can balance the issue of women leaders presented in the campaign.

### Family Support Roles

The role of family support for women's success in becoming leaders. In this study, family support was primarily aimed at parents and *pasanagan*. Regarding parental support, Women leaders explain the role of fathers as follows:

Father as a father always gives space to us sons and daughters, in terms of life choices [whatever is chosen, do as well as possible and must have the value that the best person is the one who can benefit others the most.

The statement shows the support given by parents, in this case fathers, who give freedom to their children's life choices. The open attitude addressed by parents is reflected in the profession chosen by the female figure and her siblings, therefore, parents encourage this female figure to be willing and courageous to take a position as a policy maker whose decisions affect many people, that what will be done cannot be separated from the role of the couple as husbands. The permission given by the husband means full support for the decision made. The support of the husband is also felt as stated below:

If the husband is *allhamdulillah* supportive, from the beginning support, because we are indeed party cadres. *Kalua* did want me to take part in this fight, okay.

Personality characteristics of a blend of agentic and communal as advantages

In this study identify the inherent personal character and strengthen the figure of women when running in the election to the house of representatives. Regarding this character describes himself as follows:

Everything I do must be full of risks at all times, I live with all my heart... I'm a typical person who isn't half-hearted... When I have decided, I have to go all out, focus... principles must be upheld...

The narrative shows that female leaders have characters that reflect the courage to take risks, are goal-oriented and are firm and flexible, like to help. The courage to take risks is reflected in this woman's decision to enter politics, which she admits is not easy and double profession as a housewife who takes care of children and runs for the people's representative council. This female figure is a character that is needed, especially in politics which she recognizes as a world full of uncertainty.

### Discussion

#### Obstacles to Women Candidates in the People's Representative Council Elections

This study shows the emergence of religious issues related to the interpretation of women's leadership in Islam. The interpretation was delivered during the campaign period to corner the female candidate. Based on the results of the study, this interpretation voices the interpretation that women should not be leaders according to Islamic provisions. The interpretation stems from an interpretation of the position of women in Islam. Basically, because it is interpretive, there are a variety of different perspectives. According to Abadi et al., (2022) explains that interpretation or interpretation there are religious teachings that are influenced by the lens of view used for interpretation, which is often related to how far material spiritual benefits can be obtained. Thompson, (2015) suggests in his study that religious traditions contribute to the condition of women in Asian countries who are underrepresented and underutilized. In line with this research, Abalkhail, (2017) suggest that religious culture is an important reason why in many countries with strong Islamic traditions, there are only a few women who occupy top leadership positions. Based on the findings regarding religious issues in contesting the election of candidates for the House of Representatives, the following propositions were formulated:

Proposition 1: religious issues concerning Women leaders form an obstacle for Women to achieve leadership positions as candidates for the House of Representatives.

## Strategies to Face Obstacles in the People's Representative Council Elections

The coalition of Women candidates confirms the opinion of Maheshwari & Nayak, (2021) who say that network development is one of the important elements to achieve success. Mukarram et al., (2018) consider the network as a resource, where the network is rooted in relationships so that the ability to interact and influence other parties in the network is important to obtain this resource. Almathami et al., (2022) suggest that time is the main obstacle for individuals in their quest to reach the top, where individuals hope to achieve a work-life balance. Obstacles in nominating the House of Representatives can have an impact on family conflicts with work as a self-imposed barrier also confirms the opinion of Maheshwari, (2021) that self-imposed on women because of individual choices and not obstacles from other parties. Based on the findings in this study, the proposition was formulated:

Proposition 2: occupational family conflicts form an obstacle for women to achieve leadership positions as candidates for the house of representatives.

### Family Support Roles

This finding is in line with several studies that prove that family support determines women's success and decreases role strains, as well as increasing family satisfaction (Maheshwari & Nayak, 2021). In particular, research Maheshwari & Nayak, (2021) identified that the role of spouse and child is an emotional support for women's career success. Referring to Maheshwari, (2021) explains that the family is a system that includes three components, namely: (1) family structure which is an open sociocultural system in the process of transformation; (2) the family undergoes altered development in various stages requiring restructuring; (3) The family adapts to changes in the environment to maintain continuity and promote the psychological growth of each family member. Based on the findings in this study, the proposition was formulated:

Proposition 3: the role of family support increases family satisfaction and forms emotional support for women's career success as candidates for the people's representative council.

### Personality characteristics of a blend of agentic and communal as advantages

Personality characteristics include risk-taking, goal-oriented, firm stance, independent, assertive, open, flexible, and communicative. These characters show a combination of agentic and communal. According to Koenig & Eagly, (2014) agentic characteristics that are considered stronger in men emphasize assertiveness, control and confidence aimed at aggressive, ambitious, dominant, strong, independent, brave and competitive traits. The communal that is considered stronger in women describes the main concern for others, aimed at affection, helpful, kind, sympathetic, sensitive to others, and gentle.

The combination of communal and agentic characteristics shown by female leaders as the findings in this study shows differences with what social role theory Koenig & Eagly, (2014) and gender role congruity theory Eagly & Karau, (2002) suggest regarding leadership figures. Social role theory Thies, (2017) explains the differences in behavior of women and men related to the expectations of social roles carried out. In this case women are identical to household duties so as to show communal attribution. Men, on the other hand, are identical to working outside the home, reflecting agentic attributions. The communal and agentic attributions by gender role congruity theory believe that there is a similarity in agentic attribution between men and leader figures and vice versa there is no similarity between women and leaders. So that the findings of this study develop the theory, therefore the following proposition is formulated:



Proposition 4: the combination of communal and agentic becomes a female character who successfully achieves the position of leader as a candidate for the house of representatives.

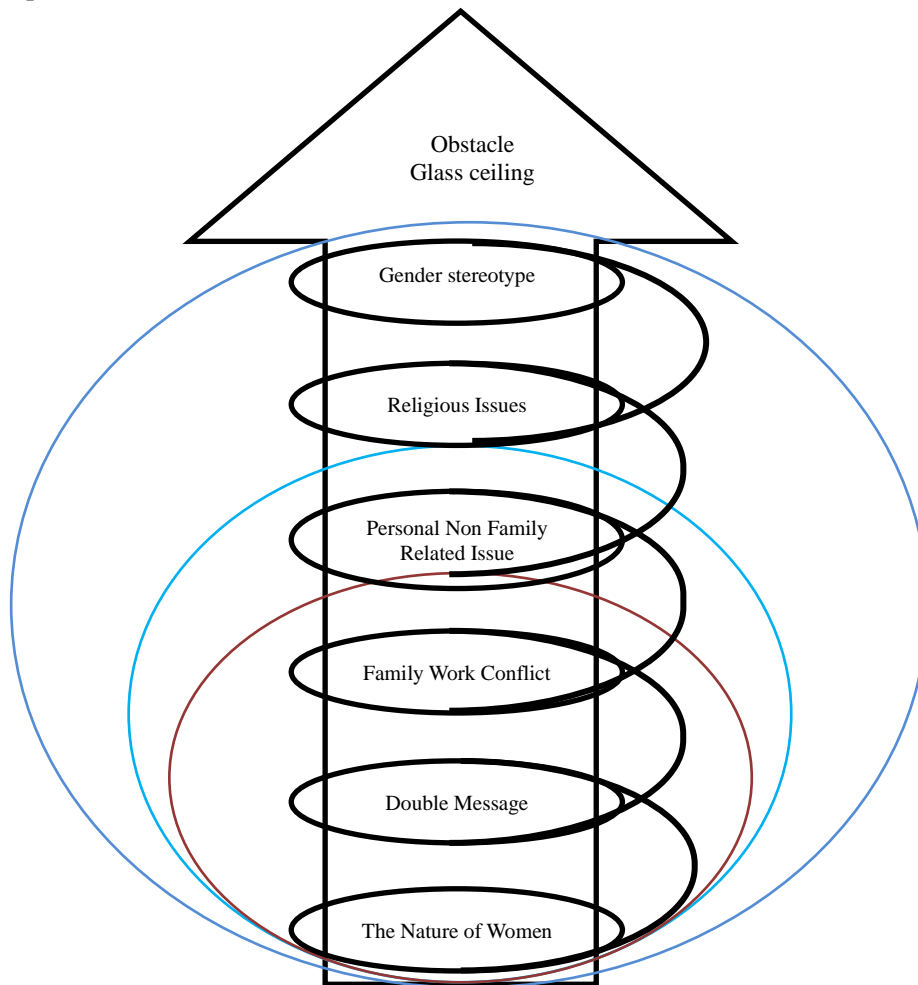
Table 3 Cross Results Data Pattern – Case Analysis

Pre Candidacy	Pencalonan	Post Candidacy
		Featured hotels
Motibasi involvement in politics		
Role models		
Family support	Family support	Family support
Personality characteristics of agentic & communal fusion	Personality characteristics of agentic & communal fusion	Personality characteristics of agentic & communal fusion
		Family conflict – work
Belief in women's nature		Belief in women's nature
Multiple roles		Multiple roles
	Religious issues about female leaders	
	Gender stereotype	
	Network development	
	Personal approach	
		Not selected
	Isu personal	Not giving up (running for the next term)
	The issue of political kinship	

Source: Primary data processed 2023

The combination of agentic and communal characters strengthens the personality of women in candidacy. Family support and personal character are strengthening factors for female candidates during the contestation of the election of candidates for the House of Representatives. In the competition, women were faced with obstacles regarding religious issues regarding female leaders and gender stereotypes. To deal with these issues, women develop networks and personal approaches.

Proposed models of obstacles and strategies for women to become candidates for the people's representative council



The model illustrates the obstacles experienced by women to achieve leadership positions as candidates for the people's representative council and the strategies carried out to overcome these obstacles. Women's obstacles to becoming the people's representative council, the research model also shows the strategies carried out to overcome the obstacles that occur. The strategy is carried out in the form of an internal strategy by strengthening personal driven in women, which includes motivation, commitment, and personal character in women to achieve positions as candidates for the people's representative council.

## Conclusion

Based on research findings that identify things that create obstacles for women to become candidates for the people's representative council, this study examines more deeply how women's efforts to overcome obstacles occur. Women's efforts are carried out through strategies that start from internal processes within women, starting from the motivation that drives women's candidacy to become the people's representative council, where the motivation arises from the need for appreciation and self-actualization. In addition, commitment also plays an important role that strengthens women's desire to successfully reach the position of the people's representative council. The internal strategy is complemented by a personal character that combines agentic and communal. The combination of these characteristics shows that women who succeed in becoming leaders not only have communal characteristics that are identical to women, such as personal

attention, flexibility, openness, and communicative; But it also has an agentic character that is considered to exist in men, such as independent, firm, determined, and brave to face risks. Overall, the three aspects of internal strategy which include motivation, commitment and personal character become personal driven candidacy for women in the position of the house of representatives.

The internal strategy that occurs in women is strengthened by family support. Family support has also proven to play an important role in women's success in achieving positions as candidates for the people's representative council. Women's decision to run in the election of candidates for the house of representatives also depends on the approval of the family as the closest ward.

From an internal strategy that is strengthened by family support, women who run as candidates for the people's representative council build personal strategies that emphasize the feminine side as an advantage. The strategy focuses on attention or relationship-oriented behavior. Personal strategies in turn become women easy to establish relationships with various parties and develop networks, including coalitions that strengthen support for women's candidacy as candidates for the people's representative council. With network development strategies, female candidates can overcome obstacles that weaken women's positions, such as religious issues regarding women leaders, personal issues that corner women, and gender stereotypes that color contestation for the election of candidates for the people's representative council.

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