



# Self-Concept and the Role of Women in Technical Operational Work (Phenomenological Study of Female Team Leaders at *Telkom Akses Jakarta Utara*)

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## A B S T R A K

Menurut Mansour Fakih, konsep gender dipahami sebagai sifat yang melekat pada laki-laki dan perempuan yang dikonstruksi secara sosial dan budaya. Misalnya, wanita dikenal lemah, cantik, dan emosional. Sedangkan laki-laki sering dianggap kuat, perkasa, dan rasional. Sedangkan tenaga teknis operasional identik dengan jenis kelamin tertentu. Tidak hanya terkait gender, para pekerja teknis operasional juga seringkali dituntut untuk bekerja di luar ruangan dalam berbagai kondisi cuaca dimana mereka harus memiliki kondisi fisik yang prima, dan bagi pekerja perempuan, teknis operasional bukanlah pekerjaan yang tepat. Untuk keperluan penelitian ini, perempuan pekerja teknis operasional di Telkom Akses Jakarta Utara diamati menggunakan kerangka teori sudut pandang Sandra Harding dan Julia T Wood yang menyatakan bahwa tidak semua perempuan memiliki sudut pandang yang sama. Selain isu gender, ditegaskan bahwa kondisi ekonomi, ras, dan orientasi seksual merupakan identitas budaya tambahan yang dapat membawa seseorang ke tengah-tengah masyarakat atau bahkan mengisolasi mereka dari lingkungannya. Melalui analisis ini, fenomena peran perempuan dalam pekerjaan teknis operasional tidak hanya menjadi pelengkap tetapi juga memiliki peran penting dalam sebuah perusahaan.

## INTRODUCTION

Position and role are standard elements in the layer system that have important meaning for the social system (Soekanto, 2006). The social system regulates the position of gender in social life which is governed by traditions, rights and obligations. This long-standing habit still occurs where men are considered to have greater power and a more decisive role than women. Through the emancipation movement, women have the same rights as men. Women and men are not placed in their place in public life without discrimination. Baron and Bryne (2003) argue that the nature of women is not suitable for high positions. then this stereotype becomes a big barrier for women in the company. That is why many women try to do jobs that are done by men, such as working in

engineering. Eagly and Mladinic (in Baron and Bryne, 2003) found that compared to men, gender stereotypes in women were more favored by society. This finding described by the term "woman-are-wonderul effect", although the traits that are considered to belong to women are positive and preferable, Baron and Bryne (2003) argue that these traits tend to be viewed as less suitable for positions or high-status levels. In the end, this stereotype becomes a big barrier to women's participation in public areas such as companies, government, and so on. The existence of women in this case can certainly said to be a minority group in the midst of male domination. This fact raises the phenomenon of the declining position of women in the field of work. That is why many women workers try to do jobs that are generally done by

male workers, such as in companies engaged in engineering, in an effort to change the view that women can't do work that should be done by men.

The fact is that some companies do not always have female technical workers, even operations to become a team leader. This division of the world of work is due to the emergence of the term gender. How there is a stereotype of women who described as weak where technical operational workers are associated as a job that has a tough world. Some of these companies may be said to be not anti-women, because there are still many female workers working there, but it is still within the scope of public work that can be done by both men and women. Quite a lot of companies do not trust women workers to occupy important positions, especially in the field of technical operations. The fact is that some companies do not always have female technical operational workers, even to become a team leader who leads a team. Technical operational workers are very synonymous with a certain gender, male occupation. Not only related to gender, but technical operational workers are also often required to work outdoors in various weather conditions where they must have an excellent physical condition, and for female workers, technical operations are certainly not the right field of work. But there are still some companies that belief in several important positions as technical operational workers to be filled by women workers, one company that believes in this is Telkom Akses Jakarta Utara.

Telkom Akses is a subsidiary of PT Telekomunikasi Indonesia, Tbk. or Telkom Indonesia whose shares are all owned by Telkom Indonesia as part of Telkom Indonesia's commitment to providing unlimited access to information and communication for all Indonesian people. PT Telkom Akses, which is engaged in the business of providing construction services and managing network infrastructure, is one of several Telkom Indonesia subsidiaries that are ready to become a milestone for Telkom Indonesia's glory in gaining public trust in technology. PT Telkom Akses will continue to strive to provide quality and affordable internet connections to improve the quality of human resources so that they can compete at the world level. This is an era of

progressive growth for the Asian middle class which is being responded to by advances in telecommunication technology, where smartphone users are increasing significantly in line with the increasing demand for broadband services. This change will automatically encourage an increase in data consumption which is then captured by businesspeople as an opportunity. The impact of this phenomenon is an increase in the number of new business players in the telecommunications industry. As a service company engaged in engineering, operational workers are an important part of the company. Because they are the spearhead of the company in doing work oriented in terms of physical work. The emergence of the phenomenon of female technical operational workers and even developing to become a team leader is certainly something interesting to discuss. Not only as a sweetener but has a function as an executor of work and personally can be a certain condition in the field. In its application, they are to assess how women over men work together, how women workers understand and deal with the environment under them, their colleagues and subordinates, and how they work within the self-concept of doing customer satisfaction-oriented work.

At Telkom Akses Jakarta Utara itself, female gender workers are not a strange thing, but most of the female gender workers occupy strategic positions that are commonplace for women such as the procurement, finance, as well as admin, and human resource divisions. Telkom Akses Jakarta Utara may be one of the first Telkom areas to appoint a female gender worker as someone who works in the technical operations section, especially the position as a team leader. This shows how Telkom Akses Jakarta Utara believes in the ability of women to do jobs that are considered masculine by society. Telkom Akses Jakarta Utara also does not distinguish how they behave, both with male workers and with female workers as long as they can do an excellent job and the company's goals can be achieved.

Female workers at Telkom Akses Jakarta Utara who work in the technical operations section in their work require them to deal directly with male workers, especially as team leaders who are tasked with managing their team in completing operational work. In its

application in the field, it is not uncommon for these female team leaders to receive certain treatments outside of their work problems. This particular treatment sometimes makes these female team leaders feel belittled. There needs to be effective communication and a slightly different approach that can help these female team leaders to achieve the desired goals. The communication they use on a daily basis produces a self-concept in the female workers which shapes their personality and character which will later affect their work. They are finally able to adjust to their masculine work environment even though basically their feminist nature will still be shown. It's interesting to know how female workers as a team leader in technical operational work to understand their position where not only do the work that is usually done by men but also have colleagues both as subordinates and someone who is above them in the managerial structure and understand their self-concept in the face of the fact that as a woman they still have to show a feminist nature and will be something unique to them, and it is not impossible to be a hidden 'weapon' that they can use at any time.

There have been many studies that discuss self-concept, gender and women's problems. There are various points of view, some use a religious, cultural, social and legal point of view. This proves that in fact the discussion about gender will never end because every point of view has its own problems. Research conducted mostly shows that women tend to be marginalized in work. Female workers are still considered to have a small contribution compared to male workers so they are still valued very low, even companies are less responsive to this situation [1], this is what makes female workers as agents of social change and has the potential to free themselves from the shackles patriarchal norms and dependence on men, where most women work to support themselves [2] Recent research concludes that there is still a bias between female workers and male workers, especially in an engineering job. It remains unanswered how a female worker becomes a leader over men in technical operational work, how the female worker understands and deals with the environment including her superiors, colleagues

and subordinates, and how these female workers conclude their self-concept in doing their work.

## CONCEPTS & METHODOLOGIES

Communication can be viewed as three forms of activity, namely as action, interaction, and transaction. Communication is mentioned as an action because of the act of sending and receiving messages both verbally and nonverbally. Interaction is due to the relationship that exists between two or more people in communication who exchange information. Meanwhile, as a transaction because it is often seen as a form of construction and understanding between two or more people involving everything wider than words, attitudes and actions. One indication that humans as social beings is the behavior of communication between humans. Human interaction with humans or interpersonal communication shows that everyone needs help from other people around him. Communication has the potential to carry out an instrumental function as a tool to influence and persuade others. Effective communication occurs when the meeting between stakeholders is built in a communicative-interactive and pleasant situation. The effectiveness of communication is largely determined by the validity of the information conveyed and involvement in formulating ideas or ideas together. According to De Vito (2009, p.3-4) the advantages of effective communication include being able to present oneself as a confident and credible person, establishing good friendships, work, love, and family relationships, getting success in developing a career, having the power to influence others, and can be wiser in using and criticizing the media.

De Vito (2013) says there are 4 main sources that form self-concept where all four determine how a person communicates and develops himself, [1] Other Images, where the main concern of looking-glass self-thinking lies in 3 important elements, namely the image or imagination of our appearance to others around us, our image or imagination of other people's judgments about our appearance and our feelings about it, which becomes a self-concept. Where humans shape themselves according to the picture in their environment, if the environment is supportive, the individual will be

very loved, on the contrary if the environment treats the individual negatively, the individual will feel inferior. [2] Social Comparison, trying to compare one individual with another individual, so that the individual can understand what the strengths and weaknesses are. Social comparisons can come from family, closest people and even not a few also come from the media. [3] Cultural Teachings, Is how culture also greatly influences self-concept. Culture provides a different view of many aspects of human life, such as beliefs and habits. [4]. Self-Evaluation, interpreting himself. If an individual does something that feels bad, then the individual will feel bad and see himself as inappropriate.

The female workers who work in the technical operational field are rooted in how they are able to form a very good self-concept, so that they are able to position themselves as strong and capable individuals in carrying out any work, including jobs that are mostly done by men. From this self-concept, women workers are finally able to have effective interactive communication that really helps their work and makes self-concept important in shaping the character of these women workers.

Mansour Fakih (1997) says the concept of gender is an inherent trait in humans that is socially and culturally constructed. the concept of gender is an artificial concept, where men and women are seen from the roles formed by social constructions in their environment. Carli and Olm-Shipman (2004, in Barrett and Davidson, 2006) said the study of gender differences in social interaction styles showed a higher percentage of behavior, women showed a higher percentage of social behavior than men, these results suggest that the role of leaders may be prescribe certain behaviors regardless of the gender of the leader, which will effectively reduce gender differences in leadership styles. However, in reviews related to communication differences have been established between male and female leaders which conform to the expected pattern of greater female communality and male agency. Compared to men, female leaders display a more democratic style, encourage collaboration and involve subordinates in decisions, whereas male leaders exhibit a more autocratic style, inhibiting participation by subordinates in order to assert

leader control and authority. According to Eagly and Johnson (1990, in Barrett and Davidson, 2006) female leaders also tend to show higher levels of transformational leadership than men which show higher levels of transactional leadership. The emphasis of the word leader is explained as a matter of mentoring, empowering, and encouraging subordinates, not one that relies on the enforcement of authority through rewards and punishments to subordinates.

Women's communality has demonstrated in their tendency to be warmer, more open, and more socially supportive of others. For example, how the effects of gender are expressed on a smile, which shows that women smile more and disclose more personal information than men (Barrett and Davidson, 2006). This shows how a woman has a better way of communicating, especially when she is in a part of a company that occupies a prominent position because women also have a greater effort to maintain a conversation with others or encourage others to speak by nodding or verbally. reinforce the words of others even though the language issues were interpreted.

Gender differences in communication are very relevant to understanding the effects of gender on social influence, therefore this study uses a standpoint theory where not all women have the same point of view (Harding and Wood, 2012). The standpoint theory gives freedom to each individual and asserts that the experience, knowledge, and communication behavior as a whole are shaped by the social group to which they belong. This theory has three important concepts, namely: point of view, existing knowledge, and sexual division of labor. The first concept, standpoint, is a location that is shared by a group with the status of outsiders in a social structure that provides an understanding of one's experiences. Standpoints will only be achieved after thought, interaction, and struggle. The second aspect, existing knowledge, explains that a person is based on context and situation. Knowledge is dual and lies in experience. Located knowledge reminds us to do what we know, and we are the result of learning from our experiences. The third aspect, sexual division of labor, says that usually the social roles of men and women are differentiated into social roles in the public

sector and social roles in the domestic sector. This theory is inspired by Marxism which rests on the idea that women and men are engaged in different jobs based on their gender, which results in a sexual division of labor.

Standpoint theory asserts that we can use inequalities of gender, race, class, and sexual orientation to observe and observe that differences in social class will produce something unique in social relationships. The perspective of the marginalized will be more objective than that of the powerful. Standpoint Theory is a theory that is in line with the Marxian concept by replacing women with the proletariat and gender discrimination for "class struggle". Women as a marginal group, this perspective theory sees important differences between men and women. That men are considered more able to stand alone while women are considered to prefer to build relationships with other people. This difference is evident in group communication, that the male group uses conversation to complete the task, while the female group uses conversation to build a relationship including showing concern. Realities like what happened above we often find in every community environment.

Realities like what happened above we often find in every community environment. Robert Kreitner and Angelo Kinicki (2010, p.293) in their book *Organizational Behavior* exemplify a field study of police and nurses of different genders in the Netherlands. These two case examples highlight the weakness of women's professional-specific group dynamics, where police and nursing work have different perspectives. The police tend to be dominated by men while nurses are dominated by women. When women begin to enter the male-dominated police environment and men find employment opportunities in the female-dominated nursing world, who will face the greatest resistance? The answer is female police officers. As the representation of gender minorities (both female police officers and male nurses) increases in a job, it will be accompanied by a change in attitude, where the attitude of the majority of men changes from neutral to resistant, while the attitude of the majority of women changes from favorable to neutral. In other words, men increasingly want to keep their domain for themselves, while

women remain willing to share their domain with men. This shows that a culture does not occur suddenly in every member of the group. Culture is a hierarchy that occurs sequentially and develops according to changing times. In the theory of point of view, it is also stated that sometimes women are considered less fortunate, while men are very lucky and in the end the gender difference gives birth to a very big difference.

Harding and Wood (2012, in Griffin, 2012) state that not all women have the same point of view. In addition to gender issues, he also emphasized that economic conditions, race, and sexual orientation are additional cultural identities that can bring a person into the midst of society or even isolate them from their environment. Patricia Hill Collins (2012, in Griffin, 2012) claims that the principle of "intersecting oppressions" relates to black women in the United States who have experienced periods in marginal places compared to white women or black men. The connection with standpoint theory is that social conditions or social background will affect a people.

Equipped with theories of assertiveness that allows female workers to conclude their self-concept in doing work. Theories of assertiveness is a communication and relational style used by individuals to express their needs confidently, openly, and in a positive way. Interpersonal skills that help a person to maintain healthy relationships, resolve interpersonal conflicts, and prevent a person's needs from being stifled or suppressed. A person experiencing emotional difficulties often struggles to act decisively, and a low level of assertive behavior can amplify the problem. Theories of assertiveness can be understood as a relational style that treads a middle ground between passive and aggressive (Linehan, 2014). Someone with a passive style will easily give in to requests and follow decisions or actions that they may not approve of from their environment, in other words someone with a passive style will prioritize and please others. This can lead to feelings of helplessness and then to irritation and frustration. As a result, a person with a passive style may cry, complain, and create negative feelings in others because they find passive behavior exhausting and

contradictory. Someone with an aggressive style means that the individual does not listen to other people's points of view. They may ignore the needs, goals, and feelings of others, and requests are expressed as commands. Aggressive style also creates negative feelings in others and will often result in requests being rejected or not being fulfilled. As a result, someone who uses an aggressive approach may feel frustrated or isolated.

Theories of assertiveness includes verbal and non-verbal behavior. When using assertive verbal communication, an individual can describe the current situation, express what they need and want, explicitly consider the other person's perspective, reaffirm their own goals and consider mutually agreeable compromises that can lead to a resolution. Assertive non-verbal communication includes an upright and confident attitude, a clear and calm tone of voice, and the use of direct eye contact especially when asking or refusing.

This study was to find out how the informants' self-concepts as workers in technical operations and the role of women in the field of work which are mostly done by men. When subjective meanings related to self-concept and women's roles as field technicians are often negotiated socially and historically. Crotty (in Creswell, 2010, p.12) mentions a number of assumptions related to constructivism, among others: meanings are constructed by humans so that they can be involved with the world they are interpreting, humans are always involved with their world and try to understand based on historical and social perspectives. themselves, what creates meaning is the social environment that emerges in and out of interactions with human communities. This research subjectively views from the experiences of the informants and to find out how the informants as human beings who are considered free and active in behaving and interpreting the social reality they experience. Realities between individuals that are fluid, without coercion and change easily due to human interaction can shape perceptions of self-concept and the role of women in their work in technical operations.

This study uses a qualitative approach because it is an attempt to present the social world of the informants and describe their

perspective on the concept of workers based on women and their self-concept. According to Moleong (2006), the approach is a research mechanism that assumes that a different subject matter is very similar to the subject matter of the physical/natural sciences and requires different objectives for different inquiry and experimentation. The way it works is inductive, which contains subjective, holistic, and process-oriented values. Therefore, the approach aims to understand social phenomena through a holistic picture and broaden a deep understanding of an object under study. What was researched is in terms of their concepts, behaviors, perceptions, and problems. Research based on the dynamic nature of reality, contains a subjective perception that reality (communication) is multiple, pseudo, easy to change, constructed, and holistic, the truth of reality is relative.

The qualitative research strategy used in this study is Phenomenology. The phenomenon discussed is the female technical operational worker at Telkom Akses Jakarta Utara. The phenomena that were shown in this research is at the individual level and at the structural level (society, culture, system). The focus of phenomenology in this study was to understand the essence of the experience of the informants in their perception of the self-concept and the role of women as field technicians. The unit of analysis of this research was to study several individuals who experience the same phenomenon as female technical operational workers.

There are four techniques in collecting qualitative data, namely, observation, interview, documentation, and combination (Sugiyono, 2013) This research was in North Jakarta by applying Telkom Akses through in-depth interviews and observations. An in-depth interview between the author and the informant (subject) who experienced the same phenomenon, namely a female technical operational worker, where previously the author would first conduct an initial approach and discussion regarding the author's research plan at PT Telkom Access North Jakarta with the resource persons/informants, and they state their willingness and act as is and without engineering, and are very open to the author to conduct research in accordance with the objectives of this scientific research. The form

of interview questions is in the form of semi-structured things, using audiotape and translating the results of the interview.

Observations in qualitative research are intended to collect data, facts and information that are natural (natural setting), in this case the presence of researchers will determine the results obtained. There are two possibilities the author can do in conducting research, namely frankly or covertly. Frankly meaning, the author will frankly tell the subject that his presence is to make observations. Thus, the observed subjects already know and consciously understand that they are observed and studied. In addition, in certain situations the researcher may not be honest or covert to the subject being observed about his whereabouts where the author does not clearly introduce himself, what his purpose is and what his presence is for. This is done so that the subject being observed is not aware that they are being observed or studied. The informants who will be interviewed are female workers who have positions as team leaders using the Interpretative Phenomenological Analysis (IPA) method to reveal in detail how participants interpret their personal and social world with individual personal judgments or opinions.

## RESULT AND DISCUSSION

The research findings relate to the two main issues discussed in this article, namely self-concept of female workers as a team leader in technical operational work and the role of women in technical operational work at Telkom Akses Jakarta Utara. One indication that humans as social beings is the behavior of communication between humans. Human interaction with humans or interpersonal communication shows that everyone needs help from other people around him. Communication has the potential to carry out an instrumental function as a tool to influence and persuade others. Effective communication occurs when the meeting between stakeholders were in a communicative-interactive and pleasant situation. The effectiveness of communication is largely determined by the validity of the information conveyed and involvement in formulating ideas or ideas together. Interpersonal communication is communication between the communicator and the

communicant. This communication is most effective in changing a person's attitude, opinion, or behavior. Interpersonal communication is dialogical, which means that feedback occurs directly. Communicators can find out the response of the communicant at that time. The communicator knows the response of the communicant right away. The communicator knows for sure whether the communication is positive, negative, successful, or not. If it does not work, then the communicator can give the communicant the opportunity to ask as widely as possible. Through interpersonal communication, a person's self-concept will begin to form. Self-concept defined as a picture of who we really are. How we think of ourselves as feelings and thoughts about our strengths and weaknesses as well as our abilities and limitations.

De Vito (2013) describes four main sources that form self-concept, all of which determine how a person communicates and develops himself, first, other image, a female team leader forms herself according to the picture in her environment, if her environment is supportive then she will be very loved, on the contrary. If the environment treats him negatively then he will feel inferior. Second, social comparisons, a female team leader compares herself with others, so she can understand what her strengths and weaknesses are, third is cultural teachings, which give a different view on many aspects and last self-evaluation, a female team leader evaluates herself himself to see how the way he it worked or not. The female workers are able to form a very good self-concept, they are able to position themselves as strong and capable individuals in carrying out any work. From this self-concept, women workers are finally able to have effective interactive communication that really helps their work and makes self-concept important in shaping the character of these women workers.

Standpoint theory gives women team leaders freedom and asserts that their experience, knowledge, and overall communication behavior are shaped by the social group they belong to. This theory provides a framework built on the knowledge generated from the daily lives of female team leaders to understand the power system.

Standpoint theory recognizes that everyone is an active consumer of their own reality, and that they themselves are the most important source of information about their experiences. Standpoint theory gives freedom to each individual and asserts that their experience, their knowledge, and their overall communication behavior are shaped by the social group they belong to. This theory provides a framework that was built on the basis of knowledge generated from the daily life of individuals to understand the power system. Standpoint theory recognizes that everyone is an active consumer of their own reality, and that they themselves are the most important source of information about their experiences.

Communication is able to form a point of view that can be taken and learned directly from what has happened in the environment through interactions with other people, and this theory will be able to increase feedback between the two. Because communication is the root of standpoint theory itself in addition to several other theories in communication about gender. Communication can also be the main basis for voicing women's viewpoints, which are usually minority views that tend to be more objective because they do not have any attachment or interest in their perspective. While the majority because they have a deeper tendency in their perspective, especially to maintain their position, expand and strengthen their range of power, their views often tend to be considered more subjective.

In this application, standpoint theory does not always run smoothly, there are several criticisms that come about standpoint theory. Griffin in his book 'A first look at communication theory' (2012, p.457-458) says that standpoint theory itself actually has at least two criticisms. The first comes from feminist scholars such as Susan Hekman or Nancy Hirschmann, whose theory is that they master the rules that language plays on the expression of inner feelings and viewpoints of the world. People's choice to communicate will never be neutral and value-free, so the theory of point of view cannot be seen from the way they speak. Second, criticism related to the power of objectivity which according to the critics is something contradictory. When viewed from the postmodernist concept, standpoint theory says

that standpoint is something that is relative and cannot be determined with definite provisions or absolute conditions. While on the other hand, Harding and Wood actually say that women's perspectives are freer than men's perspectives

The existence of women's involvement in earning income are recognized widely. In fact, it has been a long time since women have been able to do work that actually could be done by men. Although in reality there are differences between men and women in work activities. Married women who work can help their husbands in supporting the family economy. Meanwhile, for unmarried women, women work to meet their own needs or for their parents. To help the family economy, the role of working women is needed, especially in terms of helping to increase family income. They are willing to donate their energy to earn income. There are several motives for women to work, among others, because of financial needs, social-relational needs and self-actualization needs. Poor women in rural and urban areas are the largest group who are constantly looking for job opportunities to fulfill their basic needs. They work as farm laborers, housemaids, scavengers or factory workers. For women heads of families, work is their obligation, in order to earn income to meet all family needs. The involvement of women in the labor market is the influence of external factors which are pull factors for work, namely the employment opportunities offered by capitalists. Internal factors, which are the driving factors for work, namely the pressure/difficulty of the family economy and the factor of job opportunities and factors to fulfill economic needs are what lead women to work in the public sector.

There are several motives for women to work, among others, because of financial needs, social-relational needs and self-actualization needs. Todaro (2006), women in developing countries bear too much of the burden of poverty, limited levels of education, scarcity of adequate employment opportunities, and minimal social mobility. There are several motives for women to work, among others, because of financial needs, social-relational needs and self-actualization needs. Women are seen as unfit to work, because culture requires women not to work but to take care of the household. Empowering women is an effort to



increase the dignity of women who in their current condition are unable to escape from the trap of culture, poverty, and backwardness. Empowering also means protecting. Protecting should be seen as an effort to break down socio-cultural barriers that place women at a disadvantage in competition and provide opportunities for growth. In other words, empowering women is to enable and empower women as citizens of society on an equal footing with men.

## CONCLUSION

Female workers in technical operations are a minority, however they are able to bring out their potential and work very well to reach prominent levels, such as being a team leader. A female team leader in leading an all-male team certainly requires effective communication in order to work well together. This is due to various obstacles that occur in dealing with subordinates of different gender. Women exhibit a higher percentage of social behavior than men, this result suggests that the role of the leader may prescribe certain behaviors regardless of the gender of the leader, which will effectively reduce gender differences in leadership styles. However, in reviews related to communication differences have been established between male and female leaders which conform to the expected pattern of greater female communality and male agency. Compared to men, female leaders display a more democratic style, encourage collaboration and involve subordinates in decisions, whereas male leaders exhibit a more autocratic style, inhibiting participation by subordinates in order to assert leader control and authority. women have a better way of communicating, especially when in a company that occupies an important position because women also have a greater effort to maintain a conversation with others or encourage others to speak by nodding or verbally reinforcing other people's words even though the language issued has been interpreted well.

As a minority, of course it takes time to reach the goal. As time goes by, they can find their self-concept as female workers in engineering. All can be achieved by looking at it from a different point of view. Firmness is shown by them to blend in with their

subordinates. They are very careful not to be too passive or too active. They can judge that the role of women in work is very large, even in the operational technical field. The company's role in responding to this is also very important, a companies must take this phenomenon into consideration. Not only as a good attitude towards female workers, but also as an option if needed. A female workers can work like men, even in jobs dominated by men. If the company provides opportunities and support, it is not impossible for female workers to jump even higher. Not only as a team leader, but they can also even become a manager or general manager. The stereotype that has developed in society so far about women as weak creatures will eventually disappear by themselves. Cooperation between workers and companies is the key action.

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