

Analysis Of Glass Ceiling And Sustainable Business Optimization For Women Entrepreneurial Careers

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Abstract.

These study reports the comprehensive study about rebuilt the business resilience is very important to achieve the rise industry, with women entrepreneurs because of their important role in the rising of national economy. Most business organizations in Indonesia have experienced disruption caused by the covid-19 pandemic, not a few have ended up bankrupt and unable to survive. For this reason, businesswomen need to manage marketing activities with adaptation and flexible innovation in accordance with the potential of MSMEs through current agile business and marketing strategy. This research aims to formulate a framework for business revival after a crisis such as Covid-19. It is hoped that this research can provide input regarding effective procedures for business organizations in dealing with business disruption for women business owners. This research aims to formulate a framework for business women entrepreneurs' revival during and after a crisis like covid-19 with qualitative method. A qualitative descriptive approach was used in this research to obtain an overview of the situation experienced by MSMEs. The data collection methods used were interviews, observation, and documentation, using a purposive sampling method in selecting research sources. Source triangulation and technique triangulation methods were used in this research to ensure data validity. The data source for this research is 10 female business MSME owners in Tangerang Banten Indonesia. The results of this research show that agile, adaptation, and innovation, can be used as solutions to deal with business disruption and solutions in business optimization.

Keywords: adaptation, agile, business optimalization, entrepreneur and glass ceiling.

I. INTRODUCTION

The entrepreneurship has a positive impact on an economy and society, one of the most important impacts of entrepreneurship is providing employment opportunities in Indonesia[1]. Innovation, agile and adaptation in business, are the second reason that has a positive impact on economic strength and society amidst the discourse of the "era of new norms". Innovation relates to the process of creating something new and helping individuals to work more effectively and efficiently. The word entrepreneur comes from French, *entre* means 'between' and *prance* means 'to take'[2]. This word is basically used to describe people who dare to take risks and start something new. Furthermore, the definition of entrepreneurship was expanded to include agile and adaptation in innovation. In Indonesian, the term entrepreneurship is defined as entrepreneurship, which has a slightly different meaning by experts[3]. However, each opinion has the essence of entrepreneurship, namely creativity or innovation. In general, the definition of Entrepreneurship is the process of creativity and innovation activities to create change by utilizing existing opportunities and resources to produce added value for oneself and others and win the competition. The term entrepreneurship is adopted from French, *entreprendre*, which means to undertake, to start or attempt to carry out organizing and organizing actions. The term entrepreneurship was introduced in Richard Cantillon's writing entitled *Essai Sur la Nature du Commerce en General* in 1755.

Hannah Orwa Bula, "Evolution and Theories of Entrepreneurship: A Critical Review on the Kenyan Perspective" (*International Journal of Business and Commerce*, Vol. 1, No.11, Lahore, 2012). Through innovation, agile and adaptation, optimizing business is novelty emerges which can take the form of new products and new distribution systems. New products, for example, do not have to be related to sophisticated technology because simple products can also provide novelty, for example new flavors in food products. A new paradigm of service in the field of Covid-19 entered Indonesia in early March 2020. Since all aspects of life have begun to be disrupted, such as health, economics, social, food, manufacturing, tourism, and

transportation. In terms of workers, many workers were laid off, their income was reduced, and they even got laid off. The impact was truly extraordinary, Indonesia's growth rate contracted by around 2% [4]. However, we are grateful that Indonesia is now gradually recovering. The latest data in the second quarter of year 2022 gross domestic revenue reached around 5%. This of course cannot be separated from the role of MSMEs which are struggling to survive this pandemic. As one of the most important pillars in the Indonesian economy, Micro, Small and Medium Enterprises (MSMEs) have contributed to Gross Domestic Product (GDP) of 61.07% or IDR 8,573.9 trillion, higher than large businesses which reached IDR 5,464.7 trillion. trillion (12 August 2021). MSMEs able to absorb 117 million workers or 97% of the total existing workforce.

In detail, there were 107.4 million micro businesses, 5.8 million small businesses, and 3.7 million medium businesses. Based on data from the Investment Coordinating Board (BKPM), MSMEs have collected up to 60.4% of total investment with a predicted investment value of IDR 10 to 15 million. The Covid 19 pandemic has been around for more than two years and currently there is a trend of decreasing number of infected people. This is also the impact of vaccination for all levels of society, stimulus, and policies from the government. It is slowly visible that growth is starting to increase as restrictions are relaxed. The impact of the pandemic is still felt as a problem for MSMEs [5]. The current problems of MSMEs in Indonesia in general are lack of business capital, difficulties in licensing, lack of understanding of digital marketing, understanding of digital marketing is still not optimal, lack of product innovation, lack of branding of products produced, manual bookkeeping, and lack of awareness. pay taxes [6]. Esa Unggul University, as a good university, is involved in trying to overcome the problems experienced by MSMEs. Therefore, inside, and outside campus, an educational and mentoring seminar was held as a community service activity for MSME actors and owners. In this research activity, MSMEs convey knowledge about how to manage MSME optimization business strategies in the post-Covid-19 pandemic (post-normal) period, the importance of the quality of MSME services based on Agility, Adaptation and Business Optimization Strategies in the New Normal Era for Entrepreneurs in Indonesia, including providing related knowledge. making reports based on digital media, especially for women entrepreneurs [7].

In the transition period moving forward into adapting to the current new habits or also known as the era of adapting to the new order, where people are starting to be allowed to carry out activities, there are several health protocols in various settings that must be adhered to. Even business sectors such as MSMEs have not escaped the impact of the Covid-19 pandemic, apart from regulations from the central and regional governments, business actors have reluctantly reduced their activities and even closed their business premises to earn a living for their families [8]. This nation cannot possibly forget the large-scale layoffs during the 1998 economic crisis, the difference being that at that time MSMEs were able to survive because their activities continued to run normally. The contribution of MSMEs is very large and crucial for the Indonesian economy, based on data from the Ministry of Cooperatives and SMEs of the Republic of Indonesia, the Economic Census from the Central Statistics Agency (BPS) in 2019 shows the large contribution of MSMEs:

- MSMEs absorb up to 89.2 percent of the total workforce.
- MSMEs provide up to 99 percent of total employment.
- MSMEs contribute 60.34 percent of total national GDP.
- MSMEs contributed 14.17 percent of total exports.

Based on the data above, it can be estimated how big the problems caused by Covid-19 are because of the many parties involved and dependent on this sector. Of course, this problem cannot be placed on the government alone, but there needs to be awareness among all parties so that the national economy can revive. The Large-Scale Social Restrictions (PSBB) in force require that people's activities be carried out from home or online. This of course causes people purchasing power to decrease drastically because the activities to meet life's needs are carried out conventionally, especially for poor and vulnerable families who work in the informal sector [9]. However, if the current PSBB is relaxed by the government, this can be seen as an opportunity for people, especially young people, to become entrepreneurs. How mature it would be if a nation and its society were able to look at all these problems wisely, could respond to challenges, and were

resilient in facing all threats. One way that is considered quite effective is to foster and strengthen the entrepreneurial spirit, especially among millennials. It is hoped that by strengthening entrepreneurial thinking and increasingly massive entrepreneurial action, people can live independently and survive, even in the middle of difficult global economic situation like today[10].

II. METHODS

This comprehensive research study was carried out with the aim of improving services in the post-covid19 era by identifying services with assisted MSMEs and knowing the service process with the speed of agility and adaptation of MSMEs in business so that recommendations for improvements can be found to be implemented in services to loyal consumers. The way to collect data is by using qualitative methods[11]. The question data used in this research is a questionnaire on attitudes towards creativity and innovation among female MSME business owners. Informants' opinions about glass ceiling attitudes, agility, adaptation, and business innovation can be used to determine respondents' attitudes towards diversity of willingness and desire to try and progress. In this case, what was used was a questionnaire created by previous researchers with a total of 25 questions items with favorable and unfavorable question types.

This research uses qualitative methods using survey tools, pre-posttests, and research informants, so that it is able to produce accurate and accountable data and this data can be used for further research and in the future to answer the problems of this research, where the informant samples selected are 10 women owner of company or entrepreneurs who have met the inclusion and exclusion criteria set out in the research, so that the analysis results only apply to samples that have the same characteristics as those in this study[12]. The research uses a descriptive research design, which is a research method aimed at describing existing phenomena that are taking place at this time. Qualitative research methods are a systematic approach to designing, implementing, and analyzing research that uses informant input in the information form, to understand the phenomenon being investigated. The research implementation, when researchers can exercise reflexivity in their qualitative research, that is open recognition of the complex influences among researchers, research topics, and subjects about research results. The research method in qualitative it is also necessary to have transferability or relevance which refers to how useful the findings are in the context and phenomenon studied.

III. RESULT AND DISCUSSION

Strategy for Women MSME Business Executives

A number of researchers have used a person-centred approach that explains the absence or presence of women in executive positions. Such an approach reveals that the need for power, self-serving achievement styles, warmth, friendliness, and competence are some of the factors that may facilitate women's success[13]. Therefore, in this study, women were asked certain questions that were intended to provide an understanding of several factors that had influenced their success. While much of the findings have been written about barriers to women's career advancement, there is less information available about the women who have passed through the glass ceiling to achieve executive positions and the factors that have facilitated their advancement[14], [15].

Due to the fact that individuals do not always have complete control over their work lives, some researchers have also highlighted factors external to women that are equally important in facilitating their advancement. Mentors can expose their golden child to opportunities for career advancement by providing exposure, visibility, coaching and challenging assignments[16]. Mentors can also help golden women children increase their job satisfaction and enhance their personal growth by building their self-confidence. Additionally, having a good track record of accomplishments is another factor that may predict career advancement for women. Women are more likely than their male counterparts to have received higher performance ratings prior to promotion, suggesting that women's promotions may be tied more closely to job performance compared to men's[17].

Responding to Changing Needs of the Target Market of Women Businesspeople

This radical change in work patterns and activity patterns means that the needs of our business target market may change. Many people work love to do remotely, resulting in changing needs, after pandemic to new normal.

"In the past, people came to our kiosk during lunch time, but now they don't because some people prefer to stay at home doing their work." (B)

"My hospitality business also has very few visitors because more people are at home and don't go on as many business trips or vacations as before the pandemic." (C)

Therefore, it is necessary to take action that is responsive to changes in the needs of the target market that our business has been experiencing. Therefore, it is necessary to re-examine the needs of our target market and change our products and services according to their needs. MSMEs need to take steps to manage the important risk of spreading Covid-19 so as to regain customer trust

Glass Ceilings Challenge for Women Entrepreneur

Glass ceiling is the view that women can be accepted as company employees, but have difficulty being promoted, especially to senior level management positions. Women can see the above opportunities but cannot achieve them. The glass ceiling is an obstacle that limits the continuation of women's careers in reaching higher positions[18]. In reaching this position it is as if there are invisible obstacles. There are three obstacles according to the Federal Glass Ceiling Commission in Wentling (2003). First, organizational barriers which include failure in recruitment, development and support for women to reach senior level management positions. Second, societal barriers that originate from organizational barriers[19], [20]. The need for product innovation and business system innovation should also be designed using an agile development model where teams that are in their business cycle are repeatedly asked to observe patterns of changes that can change at any time due to the Covid-19 pandemic.

"Finally I made changes to our work patterns by involving more female part-time workers."(E)

"We even created a new product for women which we feel is suitable for the post-pandemic period, namely fashionable clothing for online meetings."(D)

"After 1 year after the pandemic started, I invited female employees to sit down together to think about effective solutions for the continuity of this business." (F)

"In fact, it was from these female employees that many product innovation ideas emerged and this new frozen food was born." (H)

Thus, the team which is the company's main resource should be invited to find solutions together for the progress of their business. This barrier assumes that women lack commitment to their careers. Third, governmental obstacles, it is stated that the government is less involved in the glass ceiling phenomenon. Glass ceiling can be minimized with capabilities theory. There are two main things in this theory. First, is there readiness to act and do women have the capacity. Second, does the organization or company provide full opportunities for women to achieve their careers[21], [22].

Challenges Faced by Women in The Organizations

The twentieth century saw an increase in the number of women in management positions, increasing the chances of these women being unable to fully utilize their potential. This is because most female managers report various challenges they face in their roles and when they try to access higher positions of authority in the organization. Some researchers have used the glass ceiling metaphor to explain why there is a proportionally low presence of women at top levels of management. While the glass ceiling allows women to enter low positions of authority, it prevents women from entering top positions of authority. Some have explained this phenomenon by saying that the glass ceiling is based on conforming organizational attitudes or biases, which can be seen as a natural consequence of gender stereotypes[23], [24]. This research shows that employees who are mentored are more likely to have promotion expectations and are also more likely to be promoted. Despite such benefits as mentorship, some have reported that managers' roles as mentors in organizations can result in differential treatment of men and women and can hinder the performance of women managers. For this reason, although both men and women need mentors, women have to overcome greater obstacles when acquiring a mentor than men and, consequently, women cannot benefit equally from

mentor-protégée relationships. Other challenges that have been proposed include sexual discrimination. The underlying cause of sexual discrimination may be gender stereotypes. These stereotypes influence people's judgments and the way events are interpreted[25], [26]

IV. CONCLUSION

The results of this research are in line with various studies which state that there is an influence between agile, innovation and strategy for finding opportunities is through original inspiration and inspiration influenced by instinct and intuition. The agility, adaptation and creativity and Innovation from each female student as an individual. It seems that these two things have the same meaning, namely instinct or sharpness in reading the situation[27]. But it's actually a little different from the source of its inspiration. Instinct is an instinct to analyze an event that a person has experienced to predict future events or what will happen next. Meanwhile, intuition is predicting events that have not yet been experienced (sixth sense). Thus, in the business world both are used. Instincts of Agility, Optimization and quick adaptation in trying are used to avoid or survive and intuition is used to move forward and move forward, with instinct and intuition, inspiration emerges, which is the first step to mobilize the strength and enthusiasm of our current young generation to start a business. Therefore, entrepreneurship training really needs to be carried out using humanist ways of communicating with the younger generation and lay people or the general public. This needs to be socialized to the wider community. Socialization and education as carried out by the competition winners who have output became journals, are also socialized as inspiration for young female entrepreneurs in other MSMEs through the ongoing women entrepreneurship training by university[28], [29]. In the transition period towards to new habits or also known as the adaptation to new order era, where people are starting to be allowed to carry out to the agile and adaptation activities, there are several health protocols in various settings that must be adhered to.

This health protocol needs to be socialized to the wider community, including campus personnel such as lecturers and students. In this modern era of the pandemic, looking for business opportunities and jobs is indeed difficult[30]. Especially if we don't have the skills, but we as a modern society should think long and mature about the problem of employment because it is certain that work itself is very important for someone to be able to earn money. and survive. From there, we must invite Indonesian women entrepreneurs to work together to save Indonesia's young women generation who benefit from the large number of productive ages in Indonesia. However, the most important thing is that we must also be able to hone our potential in entrepreneurship because if not, it will be a big problem too. As a modern society, especially as someone who is educated, we must not only look for work, but we must also create employment opportunities through entrepreneurship with students' creativity and innovation[31]. Every society should have an entrepreneurial mentality, with a small thing that is creative and innovative, entrepreneurship can be realized. The way we apply these ideas can also produce innovative businesses. We can have women entrepreneurial abilities from anywhere, for example from training, seminars or by interacting directly with entrepreneurs. Improving the mentality of the younger generation is one way to build a strong women entrepreneurial spirit. Even in entrepreneurship, we must be brave to take risks[2], [32]. Even though someone personally understands the strategy of entrepreneurship, he or she does not dare to take the risk of going directly into the world of business, so it is in vain.

Many are also afraid of competition, but if we can think positively about competition itself, competition actually occurs to further motivate entrepreneurs to be more innovative in their production, distribution and marketing results. For this reason, in my opinion, the importance of cultivating an entrepreneurial spirit for students, especially economics students, is so that we can innovate and produce profitable businesses[33].

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