

**THE ROLE OF “SRIKANDI” IN INCREASING WOMEN'S PARTICIPATION IN
THE MINING INDUSTRY: A CASE STUDY OF PT. BUKIT ASAM TBK**

**PERAN “SRIKANDI” DALAM MENINGKATKAN PARTISIPASI
PEREMPUAN DI INDUSTRI PERTAMBANGAN: STUDI KASUS PT. ASAM
HILL TBK**

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ABSTRACT

This study analyzes the effectiveness of PT Bukit Asam's (PTBA) Srikandi Program in enhancing women's participation, leadership, and equal opportunities in the mining sector. It identifies factors influencing success and barriers to implementation, and formulates a model for sustainable gender mainstreaming aligned with Environmental, Social, and Governance (ESG) principles and the company's sustainability roadmap. This study employs a descriptive qualitative methodology, utilizing in-depth interviews, document analysis, and data triangulation via SWOT and PESTEL analyses. The analytical framework employed is based on the Four Frames of Gender concept (Ashcraft & Mumby, 2004), which includes Fix the Women, Value the Feminine, Create Equal Opportunity, and Assess & Review Work Culture. This study concludes that PTBA's Srikandi Program serves a strategic function as a catalyst for transforming organizational culture towards equality and sustainability. For future relevance, this program must shift from the paradigm of "empowering women to be competitive" to "establishing an inclusive and equitable system for all genders." Integrating gender equality into ESG principles and sustainability roadmaps positions PTBA to lead among state-owned mining companies in implementing inclusive leadership and sustainable gender governance practices. PTBA Srikandi focuses on promoting gender equality through the application of the Four Frames of Gender. The initiative emphasizes the importance of Environmental, Social, and Governance (ESG) criteria, women's leadership, and gender mainstreaming to foster an inclusive work culture.

Keywords: PTBA Srikandi, Gender Equality, Four Frames of Gender, ESG, Women's Leadership, Gender Mainstreaming, Inclusive Work Culture

ABSTRAK

Studi ini menganalisis efektivitas Program Srikandi PT Bukit Asam (PTBA) dalam meningkatkan partisipasi, kepemimpinan, dan kesetaraan kesempatan perempuan di sektor pertambangan. Studi ini mengidentifikasi faktor-faktor yang memengaruhi keberhasilan implementasi dan hambatannya, serta merumuskan model pengarusutamaan gender berkelanjutan yang selaras dengan prinsip-prinsip Lingkungan, Sosial, dan Tata Kelola (ESG) dan peta jalan keberlanjutan perusahaan. Studi ini menggunakan metodologi kualitatif deskriptif, dengan menggunakan wawancara mendalam, analisis dokumen, dan triangulasi data melalui analisis SWOT dan PESTEL. Kerangka analisis yang digunakan didasarkan pada konsep Empat Kerangka Kerja Gender (Ashcraft & Mumby, 2004), yang meliputi Mengangkat Perempuan, Menghargai Feminitas, Menciptakan Kesetaraan Kesempatan, dan Menilai & Meninjau Budaya Kerja. Studi ini menyimpulkan bahwa Program Srikandi PTBA memiliki fungsi strategis sebagai katalis transformasi budaya organisasi menuju kesetaraan dan keberlanjutan. Agar relevan di masa mendatang, program ini harus bergeser dari paradigma dari "memberdayakan perempuan agar berdaya saing" hingga "membangun sistem yang inklusif dan berkeadilan bagi semua gender." Integrasi kesetaraan gender ke dalam prinsip-prinsip ESG dan peta jalan keberlanjutan memposisikan PTBA sebagai yang terdepan di antara perusahaan tambang milik negara dalam menerapkan kepemimpinan inklusif dan praktik tata kelola gender yang berkelanjutan. PTBA Srikandi berfokus pada upaya mendorong kesetaraan gender melalui penerapan Empat Kerangka Gender. Inisiatif ini menekankan pentingnya kriteria Lingkungan, Sosial, dan Tata Kelola (ESG), kepemimpinan perempuan, dan pengarusutamaan gender untuk mendorong budaya kerja yang inklusif.

Kata Kunci: PTBA Srikandi, Kesetaraan Gender, Empat Kerangka Gender, ESG, Kepemimpinan Perempuan, Pengarusutamaan Gender, Budaya Kerja Inklusif.

INTRODUCTION

Gender inequality in the workplace remains a persistent global issue, with more than 2.7 billion women still facing legal restrictions in job choices and economic participation (UN Women, 2024). Despite global efforts to promote equality, women's participation in the labor market continues to lag behind men, especially in developing countries. In Indonesia, the female labor force participation rate is 55.41%, significantly lower than the 84.02% recorded for men, and women's wages remain below those of men, reflecting ongoing gender-based disparities (BPS, 2024). These inequalities are especially evident in sectors like mining, where women make up less than 10–15% of the total workforce, and cultural, structural, and policy barriers further hinder their access and advancement opportunities (Muchlis, 2024).

In response, PT Bukit Asam Tbk (PTBA), one of Indonesia's leading mining companies, launched the Srikandi Bukit Asam Program in 2022 to strengthen women's empowerment and leadership. This initiative aims to increase female participation across organizational levels through capacity-building, welfare, and community engagement programs. However, challenges persist, including the need to address workplace culture, gender stereotypes, and inadequate facilities that limit women's comfort and productivity (Sudaryat, 2024; International Labour Organization & International Institute for Sustainable Development, 2023). To ensure the program's sustainability and success, an in-depth evaluation of its effectiveness in reducing structural barriers and fostering inclusion is crucial.

Women's leadership is not only vital for achieving gender equality but also enhances innovation, organizational resilience, and social sustainability. Research has shown that companies with greater female representation in leadership roles tend to perform better financially and exhibit more inclusive decision-making (UN Women, 2024). By fostering a more inclusive and transformational organizational culture, PTBA can become a model for gender mainstreaming in Indonesia's industrial sectors. The Srikandi Program, if effectively implemented and continuously evaluated, has the potential to promote women's empowerment, strengthen company competitiveness, and contribute significantly to the nation's broader social and economic development goals.

LITERATURE REVIEW

Gender Role

Gender roles are socially constructed expectations that shape individuals' behaviors, opportunities, and social positions based on their perceived gender. They are formed early in life through family, education, media, and peer influence, and vary across cultural contexts (Saewyc, 2017; Naz et al., 2021). Research indicates that adherence to traditional gender norms can influence psychological outcomes, masculine roles may reduce anxiety, while androgynous roles promote mental well-being (Arcand et al., 2020; Herrera et al., 2024). However, persistent stereotypes in media and education reinforce bias, limiting equality. Exposure to nontraditional role models, such as women in STEM or men in caregiving roles, can reduce gender bias and expand aspirations (Olsson & Martiny, 2018).

Glass Ceiling

The glass ceiling refers to invisible structural and cultural barriers preventing women and minorities from advancing to top organizational positions, despite comparable skills and experience (Cotter et al., 2001). This phenomenon is driven by gender stereotypes that define leadership as masculine, exclusion from influential networks, and organizational cultures that prioritize male traits (Maheshwari et al., 2022). Additionally, work-life balance expectations and biased recruitment practices further restrict women's career mobility (Bertrand, 2017). Thus, the glass ceiling represents systemic inequality embedded in institutions rather than individual shortcomings, perpetuating unequal access to leadership opportunities and hindering inclusive organizational growth.

Four Frames of Gender

Ely and Meyerson's (2000) Four Frames of Gender provide a comprehensive framework to understand and address gender inequality in organizations. The Fix the Women frame focuses on improving women's skills but ignores systemic bias. The Value the Feminine frame emphasizes appreciation of feminine traits like empathy but risks reinforcing stereotypes. The Create Equal Opportunities frame tackles structural barriers through affirmative actions and flexible work arrangements but overlooks cultural dynamics. Finally, the Assess and Revise Work Culture frame views gender as a dynamic social construct and calls for deep organizational change through reflective and inclusive practices. This last approach holds the greatest transformative potential but faces strong resistance and sustainability challenges.

Conceptual Framework

The conceptual framework integrates the Four Frames of Gender to analyze barriers to women's leadership, especially in male-dominated industries. Using qualitative methods like semi-structured interviews, it explores women's experiences in leadership while incorporating external analyses such as PESTEL (Political, Economic, Social, Technological, Environmental, Legal) and SWOT frameworks to assess contextual factors and strategic responses. The goal is to develop sustainable and inclusive organizational policies that enhance women's representation in leadership roles. Ultimately, this framework not only deepens understanding of gender inequality but also provides actionable insights for structural, cultural, and policy-level reforms.

RESEARCH METHODS

This research employs a qualitative design to address gender inequality and the role of SRIKANDI in promoting women's leadership within PTBA. The study begins with defining research questions and conducting a literature review to build a strong conceptual framework. Data were collected through semi-structured interviews, participatory observation, and documentation, supported by triangulation for credibility (Creswell & Poth, 2018; Patton, 2015). Primary data came from two PTBA employees, a male and a female manager, while secondary data were drawn from official company reports. The analysis integrates the Four Frames of Gender, SWOT, and PESTLE frameworks to examine both internal and external factors influencing women's leadership opportunities. The internal analysis explores gender bias, career access, and

work culture through interviews, while the external analysis considers political, economic, social, technological, legal, and environmental dimensions affecting gender equality. Findings from the respondents reveal persistent cultural barriers and the need for inclusive leadership strategies. Overall, this methodology provides a structured, comprehensive approach to understanding and addressing the systemic challenges women face in leadership within the mining sector.

RESULT AND DISCUSSION

Data Analysis

The qualitative analysis of the interviews with informants revealed several important themes that were identified through open coding, axial coding, and selective coding.

At the open coding stage, key issues emerged such as the need for technical training, mentoring, coaching, recognition of empathy and collaboration, publication of women's success stories, talent mapping, women's participation quotas, competence-based promotion, the utilization of the Harmony Hub, workplace culture audits, and gender-friendly policies.

During the axial coding stage, these codes were grouped into broader categories. The first category, individual capacity building, includes technical training, mentoring, and coaching aimed at strengthening women's competencies. The second category,

recognition of feminine leadership values, emphasizes empathy, collaboration, and the documentation of women's success stories as organizational assets. The third category, equal access and affirmative policies, includes talent mapping, strategic project quotas, and competence-based promotions to ensure fairness. Finally, organizational culture and structure encompasses initiatives such as the Harmony Hub, cultural audits, and gender-friendly policies.

In the selective coding stage, these categories were mapped onto the Four Frames of Gender framework. Individual capacity building corresponds to Fix the Women, focusing on equipping women with technical and leadership skills. Recognition of feminine leadership values aligns with Value the Feminine, integrating empathy and collaboration into the company's culture. Equal access and affirmative policies connect to Create Equal Opportunity, stressing quotas and fair promotion systems. Organizational culture and structure relates to Assess & Review Work Culture, emphasizing policy evaluation and family-friendly facilities.

The results show that PTBA's Srikandi Program covers all four gender frames with varying depth and consistency. This demonstrates that PTBA's strategy not only enhances individual capabilities but also promotes structural and cultural transformation toward gender equality.

Table 1. Summary of Open, Axial, and Selective Coding

Open Coding	Axial Coding	Selective Coding (Four Frames)
Technical training	Individual capacity building	Fix the Women
Mentoring	Individual capacity building	Fix the Women
Coaching	Individual capacity building	Fix the Women
Empathy	Recognition of feminine leadership values	Value the Feminine
Collaboration	Recognition of feminine leadership values	Value the Feminine
Success stories	Recognition of feminine leadership	Value the Feminine

	values	
Talent mapping	Equal access and affirmative policies	Create Equal Opportunity
Quotas for strategic projects	Equal access and affirmative policies	Create Equal Opportunity
Competence-based promotion	Equal access and affirmative policies	Create Equal Opportunity
Harmony Hub	Organizational culture and structure	Assess & Review Work Culture
Cultural audit	Organizational culture and structure	Assess & Review Work Culture
Gender-friendly policy	Organizational culture and structure	Assess & Review Work Culture

Findings Based on the Four Frames of Gender

Fix the Women

The Fix the Women approach at PTBA is evident through numerous capacity-building programs tailored to enhance women's competitiveness in the mining industry. Initiatives such as the Women Leadership Seminar Series, Financial Acumen for Non-Finance Professionals, English Business Conversation, and Srikandi Pre-Assessment Coaching combine both soft and hard skills development.

PTBA also runs a structured mentoring scheme, Women Support Women, which pairs female mentors and mentees for continuous professional growth. These initiatives enable knowledge transfer and networking, empowering women to overcome competency-related barriers. Overall, PTBA has effectively applied this frame by preparing women with strong technical, leadership, and interpersonal competencies, strengthening their participation in strategic decision-making.

Value the Feminine

The Value the Feminine frame is reflected through initiatives that embrace empathy, collaboration, and open communication as leadership values. The Harmony Hub acts as a safe space for Srikandi members to express concerns, exchange ideas, and provide input. This platform cultivates

inclusivity and empathy in workplace communication, ensuring that women's perspectives are integrated into decision-making processes.

Additionally, programs like Srikandi Peduli, covering social assistance, disaster response, and community engagement, demonstrate PTBA's recognition of women's social contributions. The publication of success stories and innovation award highlights further reinforces women's visibility as role models, enhancing the company's inclusive culture and reputation.

Create Equal Opportunity

The Create Equal Opportunity approach is realized through affirmative action and support systems enabling women's full participation. PTBA's workforce has seen an 11% increase in female employees, supported by inclusive recruitment and promotion policies. Facilities such as daycares have been established to alleviate the dual burden faced by working mothers. These efforts demonstrate PTBA's commitment to ensuring that gender does not hinder career advancement opportunities.

Assess and Review Work Culture

The Assess and Review Work Culture frame is implemented through ongoing evaluations by the Srikandi division to identify barriers and opportunities for women in the mining

environment. These assessments allow management to design more effective, inclusive interventions.

The Harmony Hub also serves as a real-time feedback mechanism, enabling two-way communication between employees and management.

PTBA's success in this frame depends on consistent follow-up actions to ensure that feedback results in tangible cultural change and the continuous improvement of workplace inclusivity.

Table 2. SWOT Analysis

Strengths	Weaknesses
- Strong organizational support for women's leadership development. - Structured programs such as Women Leadership Series and tiered mentoring. - Facilities like daycare and Harmony Hub improve retention. - Global partnerships (WIME, UN Women) enhance advocacy.	- Limited technical training for field-based roles. - Persistent gender stereotypes confining women to administrative work. - Inconsistent implementation of gender-sensitive facilities. - Early-stage culture evaluation mechanisms.
Opportunities	Threats
- Integration of "Value the Feminine" to enhance ESG credibility. - Partnerships for women's technical training in energy. - Digitalization and automation reduce physical work barriers. - Regulatory support and SDG 5 alignment.	- Male-dominated culture may resist change. - Economic pressures and shifting priorities due to energy transition. - Perception of affirmative policies as favoritism. - Competition with more advanced DEI-driven companies.

PESTLE Analysis

Political

Indonesia's political environment provides strong support for gender equality initiatives. Policies under the RPJMN and SDG 5 mandate the inclusion of women's empowerment in corporate strategy. BUMN regulations require the formation of women's networks such as Srikandi BUMN. PTBA's affiliation with WIME and UN Women enhances its political credibility and advocacy, creating opportunities to innovate while remaining compliant with national and global standards.

Economic

Economic factors influence the sustainability of PTBA's gender programs. While fluctuations in coal prices may affect budgets, PTBA continues to allocate funds to women's empowerment through its TJSL (CSR) programs. The company's move toward renewable energy opens new, more

inclusive career paths for women in areas like project management and sustainable technology, aligning gender inclusion with business diversification.

Social

The mining industry's masculine culture remains a challenge. Traditional stereotypes limit women's participation in technical fields. PTBA's Srikandi Program addresses this through mentoring, leadership seminars, and family-friendly facilities, promoting work-life balance. Despite progress in managerial roles, increasing female representation in technical positions remains a key priority for equitable growth.

Technological

Technological advancements, such as automation and remote operations, reduce physical barriers and create opportunities for women in operational roles. PTBA's use of digital

learning platforms, webinars, and e-training enhances accessibility. Further developing certified technical programs in digital mining and safety can boost women's competitiveness and align PTBA with global innovation standards.

Legal

PTBA operates under national and international regulations supporting gender equality, including Presidential Regulation No. 111/2022 on SDGs. Internally, PTBA must continue to strengthen policies related to leave, daycare, lactation rooms, and flexible work to ensure consistency across units. Legal compliance also enhances PTBA's ESG performance and reputation as a progressive employer.

Environmental

Women play an increasingly significant role in PTBA's environmental initiatives, especially in post-mining reclamation and watershed management. Their involvement demonstrates how leadership, precision, and sustainability perspectives add value to company operations. Programs in biodiversity and environmental education also empower women as change agents in ecological sustainability.

XI.32IV.7 Explanation

Within the Fix the Women framework, the program is scheduled to run from Quarter II through Quarter IV of 2026. This timeline was selected because the first quarter will be dedicated to preparatory stages, such as curriculum development, trainer selection, and participant recruitment. Thus, the programs conducted in subsequent quarters can be more focused, structured, and ready for implementation. The implementation plan for PTBA's Srikandi Program is structured around an integrative

approach derived from the Four Frames of Gender (Ashcraft & Mumby, 2004): Fix the Women, Value the Feminine, Create Equal Opportunity, and Assess & Review Work Culture. This approach seeks to integrate gender mainstreaming at PTBA, moving beyond isolated programs to create a cohesive system that encompasses individual capacity building, policy reform, and transformation of work culture.

The initial phase involves Training and Competency Building, which encompasses Fix the Women, Value the Feminine, and Create Equal Opportunity. PTBA is dedicated to creating an Integrated Learning Pathway that merges soft skills training, including communication, leadership, and self-management, with hard skills such as K3, digital mining, and project management. The implementation utilizes a blended learning system, combining face-to-face and e-learning modalities, with an emphasis on cross-gender participation. This program aims to enhance women's competitiveness in technical fields while promoting inclusivity and fostering a collaborative learning environment between genders.

In Mentoring & Leadership Acceleration, upgrading the Woman Support Woman program into the Gender Allies Mentorship Program integrates Fix the Women and Value the Feminine. In this program, male and female managerial mentors (BOD-1 to BOD-3) will help female candidates advance their careers. This strategy helps create inclusive leadership based on empathy, collaboration, and open communication by transferring knowledge and transforming values.

An annual Gender Policy Audit integrates Create Equal Opportunity and Assess Work Culture in Policy & Governance Reform. Leave, work flexibility, lactation rooms, and

promotion rules will be reviewed to make them gender-sensitive and competency-based. The annual ESG and Sustainability Reports will include a Gender Equality Index to incorporate the amended policy into business KPIs. This stage makes gender equality part of corporate governance and executive accountability, not just a social program.

Culture & Feedback Mechanism, which combines Value the Feminine and Assess Work Culture, transforms work culture. PTBA will create Harmony Hub 2.0, a data-driven reporting, feedback, and work culture survey platform. Integrating data into the HR Dashboard will help managers make evidence-based strategic decisions. The annual poll will also inform anti-bias courses and cross-gender dialogue forums to foster empathy and openness throughout the company.

The Talent Pipeline & Succession Planning component integrates Create Equal Opportunity and Assess Work Culture for sustainability. PTBA's Assessment Center will help the organization build gender-based talent mapping and a succession pool of BOD-4 to BOD-2 women. As meritocracy-based affirmative action, cross-unit strategic projects must have 30% female participation. Every semester, progress reports are used for internal advancement and program effectiveness.

Finally, the Storytelling & Recognition part links Value the Feminine and Fix the Women to promote role modeling and PTBA women's accomplishment as a sign of societal transformation. The Sustainability Report, internal company media, and the Srikandi Award will highlight women's reclamation, technological innovation, and

sustainability achievements. This effort shows appreciation and proves that feminine leadership traits like empathy, teamwork, and detail boost the organization's competitiveness.

This Implementation Plan seeks to improve women's capacity (Fix the Women), reshape opportunity (Create Equal Opportunity), recognize feminine leadership values (Value the Feminine), and achieve sustainable organizational cultural change. PTBA's Srikandi Program has evolved from an individual development program to an organizational culture transformation platform by integrating these four frames. The initial stage begins in Quarter II (April–June 2026), focusing on preparing training materials, recruiting participants from various work units, and engaging both internal and external trainers. In Quarter III (July–September 2026), the first batch of technical training will be conducted to enhance women's competencies in mining operations, alongside a pre-assessment coaching program designed to prepare them for promotion processes. Subsequently, in Quarter IV (October–December 2026), an evaluation phase will be carried out to assess training effectiveness, identify competency achievements, and collect participant feedback as a basis for improving the program in the following year.

This implementation plan adopts a phased approach over three years. The initial year (2025) emphasizes the reinforcement of foundational elements, including the consolidation of training, policies, and data systems. The second year (2026) focuses on cultural and governance transformation through the implementation of equality indicators in corporate KPIs. The third year (2027) will mark the institutionalization phase, during which Srikandi will evolve into

the Center for Gender & Inclusion within the Strategic Human Resources Division. Consequently, gender equality will be regarded not as a supplementary initiative, but as a fundamental component of PTBA's organizational framework, aligning with ESG principles, sustainability values, and the company's objective of becoming a world-class sustainable energy enterprise.

The main objective of this series of activities is to ensure that women at PTBA possess technical and leadership skills equivalent to their male counterparts, enabling them to compete fairly for promotions and involvement in strategic projects. With such preparation, the Srikandi Program not only strengthens individual capacity but also contributes to enhancing leadership quality and the company's overall competitiveness.

CONCLUSION

The study's findings indicate that the Srikandi Program of PT Bukit Asam (PTBA) is highly effective in promoting the leadership and participation of women. However, the program continues to encounter numerous structural obstacles that hinder the establishment of truly equal opportunities in the historically masculine mining sector. Various training programs, including the Woman Leadership Series, Financial Acumen for Non-Finance Professionals, English Business Conversation, and Srikandi Pre-Assessment Coaching, have been shown to be effective in enhancing the self-confidence, leadership competencies, and professional networks of women.

In addition, the Harmony Hub and Woman Support Woman (WSW) mentoring have become a tangible form of psychosocial support and a secure

space for women to develop. Nevertheless, the program's efficacy has not yet been completely demonstrated in an increase in the number of women in strategic technical positions, as the majority of interventions continue to prioritize capacity building over the reformation of the system and work culture to enhance inclusivity.

The Ministry of State-Owned Enterprises' strong political and institutional support, PTBA's board of directors' dedication to SDG 5 and the company's ESG roadmap, and external networks such as Women in Mining & Energy (WIME) and UN Women, which broaden the scope for advocacy and learning across industries, are the most influential factors in the successful implementation of this program. Conversely, the primary impediments are the unequal distribution of family-friendly facilities across sites, gender stereotypes regarding technical work, the persistent masculine culture of mining organizations, and the absence of data-based work culture evaluation mechanisms. If not strategically incorporated into the company's sustainability framework, fluctuations in the coal economy and the company's emphasis on the energy transition agenda have the potential to divert management's attention from gender equality issues.

To address these challenges, PTBA must develop a gender mainstreaming sustainability model that transcends the Fix the Women approach and fully integrates all four frames: Fix the Women, Value the Feminine, Create Equal Opportunity, and Assess & Review Work Culture.

This model identifies Srikandi as both a forum for women's development and a platform for transforming organizational culture. It aims to audit policies, enhance inclusive leadership,

and integrate gender equality into corporate governance.

This integration enables PTBA to establish an Integrated Gender & Inclusion Framework aligned with ESG (Environmental, Social, Governance) principles and the company's sustainability roadmap aimed at achieving Net Zero Emission by 2060, with social and governance aspects serving as the foundation for green energy transformation.

The Srikandi Program demonstrates high effectiveness regarding individual empowerment and social networks, while its impact on organizational structure and culture is assessed as moderate to low.

To attain sustainable equality, PTBA must progress through the stages of empowerment, transformation, and institutionalization, wherein Srikandi develops into a Center for Gender & Inclusion. This center should actively influence policy formation, oversee equality data management, and serve as a benchmark for other state-owned enterprises within the energy sector.

Consistent implementation of this approach will position PTBA as a female-friendly mining company and a leader in gender culture transformation and inclusive leadership within Indonesia's sustainable energy sector.

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