

# THE TENDENCY OF GLASS CEILING: A CASE STUDY FEMALE LEADER IN THE MILITARY COURT

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**Abstract:** Every human being is essentially a leader. The role of leaders in organizations is important, the most important is when making decisions for organizations. The leader becomes an important key and spearhead that will indirectly have an impact on the survival of the organization. Being a leader is not easy and not everyone can be a leader. Leaders must have a leadership skills in themselves. Regarding leaders issues, glass ceiling issues are interesting topics to be discussed in the leadership of an organization, which along with the changing times of leadership of a woman in an organization that still needs attention. Women's Leadership, Mayor A, in her profession as a judge and Indonesian National Armed Forces (TNI), in a very masculine military court environment became an interesting phenomenon.

**Keywords:** Glass Ceiling, Gender, Military Court, Military Organization, Female Judge, Female Leader.

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## I. INTRODUCTION

The difference views or opinions can't be separated from stereotyping, prejudice, and gender bias towards women who develop in society. Another debate that often arises is to question the competencies and abilities possessed by women as capital to become an organization leader (Noviani, 2017). In various countries, most women experience developments in various aspects of life or vertical mobility. There have been many women who can get the world of education that is equal to men so that they can occupy strategic positions in government. Increasing the role of women is not a trend especially a new phenomenon as some people say. The development of thinking for women from year to year experienced significant developments following the times and socio-cultural developments.

There are a number of women who can hold leadership positions and even become influential figures, Tempo.co (2010) in its article states that there are 10 women who have successfully become leaders of the country, including: Angela Merkel (German Chancellor), Christina Fernandezde Kirchner (President of Argentine), Dilma Rousseff (President of Brazil), Julia Gillard (Prime Minister of Australia), Ellen Johnson Sirleaf (President of Liberia), Sheik Hasina Wajed (Prime Minister of Bangladesh), Johanna Sigurdardottir (Prime Minister of Iceland), Laura Chincilla (President of Costa Rica), Tarja Halonen (President of Finland), and Dalia Grybauskaite (President of Lithuania).

In Indonesia alone there are also 10 influential women who hold leadership positions both in government and outside the government (Kompas, 2015). First rank Minister of Maritime Affairs and Fisheries, Susi Pudjiastuti, Coordinating Minister for Human Development and Culture, Puan Maharani, who is none other than the son of Megawati Soekarnoputri, the former Indonesian President who took office on July 23, 2001 who also became the third influential woman. Being in fourth place is Mayor of Surabaya, Tri Rismaharini. The fifth influential woman Social Minister Khofifah Indar Parawansa. Sixth position of BUMN Minister Rini Soemarno, seventh Minister of Foreign Affairs Retno Marsudi, eight observers of LIPI Siti Zuhro, nine PDIP politicians Eva Kusuma Sundari, and PDIP politician Rieke Diah Pitaloka.

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In general, leaders in an organization are still dominated by men in Indonesia. But not a few women are now able to become leaders alongside men, even within military organizations in this case the Indonesian National Armed Forces (TNI). In general, the TNI environment is dominated by men, this is based on the duty of the TNI as a guardian of state sovereignty. But over time, within the TNI there have now been many recruiting female military members both at the Non-Commissioned Officer (NCO) or Bintara level and Officers. This study wants to discuss women's leadership in military justice institutions. The phenomenon shown is the figure of Major "A" who is currently serving in the Military Court. Major "A" is a representation of women's leadership in judicial institutions, especially in Military Courts. Kamil (2011) in the book "The Controversy of Female Judges in Islamic Courts in Muslim Countries" (2011) states that Indonesian law has determined that women or men have equal rights to be judges, both in civil cases and criminal cases.

Formally women's leadership in judicial organizations is legal, but the atmosphere of military justice, especially in criminal cases that will be revealed has a different atmosphere. This gives its own color in the world of justice, especially the military court which is thick with masculine world and patriarchal norms in it. This proves the presence of women in the military justice environment can still get a portion of work and trust as leaders if they have credibility, self-actualization, and professionalism in carrying out their professional duties and responsibilities. So that gender conditions are basically not a barrier for a woman to pursue a career and become a leader.

In its development, since the TNI has prepared military cadets since 2013, the Military Academy will be projected to become the future TNI leadership. The annual quota of acceptance is also being added according to the needs of the TNI organization. Until now, there have been several women in the TNI from various dimensions, both the Army (Army), the Navy (Navy), and the Air Force (AU) who received the rank of Brigadier who was the rank of High Officer (PATI). So, in Indonesia the tendency of Glass Ceiling has not been seen in the private, civil, and even military circles.

**PROBLEM**

Based on the background above, the formulation of the problem in this study as follows:

What is the history (phenomenon) of Major A (female) leadership in the Military Court organization regarding the concept of "Glass Ceiling"?

There are also limitations in this study, as follows:

1. This study is only limited to Subjects as Level B Military Court Judges in organizations.
2. This research is only limited to the period of review of Major A Leadership from October to November 2017.

**WRITING PURPOSE**

Describe the case of the phenomenon of Major A (female) leadership in the Military Courts organization related to the concept of Glass Ceiling. This research is expected to provide a more in-depth picture of the Dynamics of Leadership in Military Courts Organizations.

**II. LITERATURE REVIEW**

In order to understand the limited movement of women to achieve important positions in leadership, concepts such as the glass ceiling are concepts that are now widely used to explain this phenomenon (Jakobsh, 2004). This term is commonly used to describe invisible barriers that hinder women's opportunities to get further promotion or progress in the leadership structure of a bureaucracy. Jakobsh (2004) argues that the glass ceiling is not just a barrier for women individually, but also applies to women as a group, which continues to hinder their progress just because they are women.

Lemons in Womack-Gregg (2010) explained that the number of women in senior leadership positions is not a result of a woman's experience or level of education but is more likely to be referred to as the result of glass-driving obstacles. Women in the position of senior leaders will make a common trend among the public and men become uncomfortable with the unusual situation or situation. So that to maintain the normal trend or normal situation, in the end the community forms a barrier that is not visible to the progress of women.

In the end, various factors began to emerge that could explain the glass ceiling, such as those described by Dreher (2003) in Womack-Gregg (2010) which confirmed that in the end differences of opinion and or views to define this phenomenon

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emerged. Dreher (2003) argues that different opinions determine how these barriers can prevent women from entering senior leadership roles in an organization. Dreher (2003) emphasizes that once a woman has succeeded in achieving a position as a leader at the middle level, this woman will have to struggle and find significant difficulties when going through and going beyond the middle level and entering senior management and senior level in her position as leader. Similarly, Wentling (2003) stated that only a few women occupied senior level management positions. Women are said to only be able to reach a middle level management position, namely someone who runs a strategy or policy from senior level management.

Womack-Gregg (2010) then finally defines the glass ceiling as a fundamental barrier, in which this barrier is able to distance a person or woman from reaching a position at the senior managerial level in an organization. Glass ceilings can be used to explain differences for differences in gender leadership and gender acceptance in an organization. Related to this, Lemons (2003) also explained it as follows:

- 1) Members in an organization can be referred to as gender conformists or gender non-conformists.
- 2) Gender conformists are those who are more comfortable with traditional male and female roles and reject the idea of placing women as leaders at the senior level.
- 3) While gender non-conformists are those who feel comfortable with women who work outside of traditional women's roles.

Womack-Gregg (2010) quotes Baxter and Wright (2003) as believing that glass ceiling barriers have emerged from the early stages of a woman's career. This theory suggests that glass ceiling barriers prevent the career of women in low level positions and prevents some women who are qualified to be promoted to senior level positions. Stoner (1996) also has stated that the glass ceiling is a view that, women can be accepted as company employees, but have difficulties to be promoted, especially in senior level management positions (Stoner et al., 1996). Women are considered indeed able to see opportunities at the top level, but can't reach them.

The Federal Glass Ceiling Commission in Wentling (2003) states that there are three obstacles in the glass ceiling, including:

- 1) Organizational barriers that include failure in the recruitment, development and support of women to reach senior managerial level positions.
- 2) Social barriers originating from organizational barriers. This obstacle considers women less committed to career.
- 3) Governmental barriers stated that the government is less involved in the phenomenon of the glass ceiling.

Whereas according to Weyer (2007) there are three categories which are obstacles in the phenomenon of the glass ceiling, among others, namely:

- 1) Practices such as recruitment, retention and promotion. Companies tend to choose male employees because they are considered to have more ability than women. Women have not been given the opportunity to prove themselves, that they have the same abilities as men.
- 2) Behavior and culture such as stereotypes and leadership styles. Many female leaders are described as lacking in characteristics to be successful leaders.
- 3) Structure and culture are explained in depth in feminist theory.

Glass ceiling is known to still occur among female workers. There is a gap between women and men at work. Men tend to be promoted faster and get more salaries than women. In addition, women are considered to have less ambition and commitment and are less decent in terms of education and work experience (Cornelius, 2005).

Cornelius (2005) also argues that the glass ceiling can be minimized with capabilities theory. According to him there are two main things in this theory:

- 1) First, is there readiness to act and do women have the ability?
- 2) Second, does the organization or company provide full opportunities for women to achieve a career?

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Wentling (2003) also proposed a number of factors that would help a woman's career change in dealing with the glass ceiling phenomenon, including:

- 1) Demonstrates competence in working or creating high quality work. This will foster the trust of companies or agencies to provide opportunities for women.
- 2) Individual expertise. Women will be valued if they have the skills to be able to complete their job responsibilities well.
- 3) Commitment to work. Commitment is needed to support the competencies that employees already have.
- 4) There are opportunities and support from the company or institution where she works. Companies or agencies provide opportunities for women to try and compete with men to reach senior level management positions.
- 5) The desire to learn something new. This will bring up creative ideas so that they can make a positive contribution to the company. Women will be able to innovate in every action.
- 6) Confidence. Self confidence is one of the main assets of women to reach a higher position, that they are able to reach that position.

### III. RESEARCH METHODOLOGY

This study uses a Qualitative research method, Interpretive - Phenomenology. The Qualitative Paradigm according to Denzin and Lincoln (2005) can be explained as "The aim of qualitative research may vary with the disciplinary background, such as a psychologist seeking to gather an in-depth understanding of human behavior and the reasons that govern such behavior. Qualitative methods examine the why and how of decision making, not just what, where, when, or who, and have a strong basis in the field of sociology to understand government and social programs."

While Interpretive is used to see facts as something that is unique and has a specific context and meaning as the essence in understanding social meaning. Interpretive sees facts as fluid (not rigid) inherent in the system of meaning in interpretive approaches. Facts are not impartial, objective and neutral. Facts are specific and contextual actions that depend on the meaning of some people in social situations. Interpretive states the social situation contains a large ambiguity. Behaviors and statements can have many meanings and can be interpreted in various ways (Newman, 1997).

Husserl (1970) describes the Phenomenology Method, as "Phenomenology is primarily concerned with the systematic reflection on and study of the structures of consciousness and the phenomena that appear in acts of consciousness. Phenomenology can be clearly differentiated from the Cartesian method of analysis which sees the world as objects, sets of objects, and objects acting and reacting upon one another."

The research approach used in this study is a qualitative approach. Qualitative approach is basically a process of research and understanding based on methodology that investigates social phenomena and problems related to humans. Qualitative research is a study conducted to describe the process or events that are taking place and look for information factually.

Margono (2004) said that the characteristics of qualitative research are comprehensive. Therefore, a researcher in qualitative research must have analytical sharpness, analytic descriptive, objectivity, and systemic in order to obtain accuracy in interpretation. That becomes important, because the nature of a phenomenon or phenomenon for adherents of qualitative research is totality. The qualitative research style seeks to construct reality and understand its meaning. In scientific work, qualitative research usually pays great attention to process, events and authenticity (Somantri, 2005).

Creswell (2013) said, qualitative research is methods for exploring and understanding the meaning that — by a number of individuals or groups of people is considered to originate from social or humanitarian problems. This qualitative research process involves important efforts, such as asking questions and procedures, collecting data inductively from specific themes to general themes, and interpreting the meaning of data.

### IV. FINDINGS

#### Career Journey

Major A is a female judge in a military court in a military court environment. Major A's career journey to becoming a judge began with completing high school education majoring in Natural Sciences, followed by studying majors in Law.

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When accepted at the Faculty of Law, her desire to become a judge arose. In 1992, she obtained her Bachelor of Laws degree. In that year also, she had the opportunity to participate in the recruitment of General Judges in the Pontianak High Court, but she failed selection at the Central Level. After that, she decided to enter the TNI by taking a TNI soldier's test in 1994, then passed and was accepted as a TNI member.

In 1998, she was transferred to the Indonesian Military Chapter to be placed in Jakarta Military Court 208 as the Head of Library Affairs. This was the beginning of Major A's career in the military court and finally led her to become a Judge.

In 2000, she took the Law Offices (Suspa) Course at Halim Perdana Kusuma Air Base in Jakarta for three months. In the same year, she was appointed to hold a new position as Head of the Jakarta Military Court Clerk 208. A year ago, in 2001, the recruitment of Military Judges was carried out within the TNI. She got an offer to follow the selection. After passing the selection process, she was appointed as a Military Judge in Jakarta in 2001. In 2004 she was transferred to Madiun as a Military Judge in Group VI for a period of six years. Then she was transferred back to Palembang as a Military Judge in Group VII. Finally, in 2015, Major A was entrusted with the position of Chief of Yogyakarta II Military Court 11.

**Become Head of the Military Court**

Major A in her career had served as Head of the Military Court (Kadilmil) which is a leadership position in a military court. Military court (Dilmil) is a court whose duty is to examine and decide at the first level a criminal case for a TNI soldier with the rank of Captain Down (Law of the Republic of Indonesia Number 31 Year 1997 Article 40 Concerning Military Justice). A served as Chief of the Yogyakarta Military Court II-11 for the period 2015 to 2017. Based on the explanation of Major A, basically there is no specificity in the requirements of the position of military judge or other judicial environment. In the statutory provisions to be appointed as a Military Judge, a soldier must meet the requirements, among others, to fear God Almighty; loyal and obedient to Pancasila and The 1945 Constitution of the Republic of Indonesia; not involved in banned parties or organizations; the lowest in the rank of Captain and a Bachelor of Law; experience in the field of justice and or law; and authoritative, honest, fair, and behave without reproach (Law of the Republic of Indonesia Number 31 Year 1997 Article 18 Concerning Military Justice).

In Indonesia there are 4 (four) judicial environments, namely the General Courts, Religious Courts, Military Courts, and State Administrative Courts, each of which has a different authority and procedural law. Military Courts according to their duties and functions carry out the litigation process of criminal cases, administration, and compensation in criminal cases conducted by TNI soldiers and or members of a group, service, legal entity which is equated as a Soldier based on the Law (Law of the Republic of Indonesia Number 31 Year 1997 Article 9 Concerning Military Justice). The scope of Military Court (Dilmil) only covers soldiers and people who are equal in status as TNI soldiers unless there is a connection case (Primary Military Court, 2018). This is different from the General Judiciary, which has a wider domain, which is to try civil society in criminal and civil matters. Religious Courts scope, settlement of cases among people who are Muslim according to the provisions of the legislation, in the litigation process of religious courts examine, hear, and decide upon cases of marriage, divorce, Islamic inheritance. Whereas the State Administrative Court examines, decides, and adjudicates state administrative disputes between the community and the government (executive).

Psychologically, a judge should have a firm stand, not easily influenced by internal and external pressure. Because the work of judges has a high level of risk and tends to be prone to depression. These conditions generally lead to the notion that the proper work of a judge is held by men alone.

According to Major A, it is generally not a problem of a female or male leader, because basically it is an art to lead. Leading is an art done by each person in different ways, depending on how the ability to carry out leadership. As a woman Major A prefers a persuasive approach and does not use violence so that members of the court feel comfortable and are more valued because they are given more gentle attention, do not rule harshly. Thus, the members will be more solid and easier to direct. If a person is directed roughly, then he will carry out orders half-heartedly and carelessly because he felt depressed inner. Therefore, the art of leadership that is applied by A is by the family system.

Leadership credibility has a track record of ability to make decisions, ability in public relations, and high integrity. In the Judge's office, there is a professional code of ethics that regulates how to behave, how to carry out tasks, and how to be able to behave in relationships when outside the task. Psychologically, a judge must have an independent attitude, not be



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easily influenced by pressure because the judge's profession is a profession that is vulnerable to a high intervention environment. If the judge is easily influenced, it will have a negative impact on the day-to-day implementation of the judge's duties. A judge must also have a humble personality, have high discipline, high integrity, and various other behaviors that are in the code of conduct of judges which are approved by the Chair of the Judicial Commission and the Chief Justice of the Supreme Court.

Each individual leads in different ways. Women will lead with a persuasive approach, not based on violence, because women are caring, gentle, so that subordinates will be easier and obedient to direct. Whereas men, it is easier to be provoked by anger, so that subordinates are more reluctant to carry out orders. At Level I Military Courts there are 19 courts divided into 3 (three) regions. In some military court environments, including the Jakarta, Yogyakarta, Bandung, Pontianak, and Balikpapan Military Courts are led or headed by women, the rest are led by men. That is, there is a percentage of 26.3% of the Leaders of the Military Court Level I held by women (Primary Military Court, 2017).

This shows the chance of a woman to occupy the position of judge is very large, even though the majority of these positions are occupied by men. Based on Primary Military Court (Dilmiltama)'s data there are approximately 20 military judges out of all 118 level I military judges. The ranks of the female military judges are divided into ranks ranging from Major, Lieutenant Colonel and Colonel. For the position of Chief Judge, there are several figures including Brigadier General A.A.A. Putu Oka Dewi Iriani, S.H, M.H who had served as Head of the Main Military Judge Group for the Main Military Court Supreme Court (MA). Major A, during her service as a TNI soldier and serving as a military judge, did not encounter major obstacles throughout her career. However, it is not uncommon in her daily life to find parties or persons who abuse their authority in the name of a judge asking for some money.

In an era of information disclosure such as these things can be avoided. As a preventive measure, and efforts to develop an Integrity Zone (ZI) and to realize a Corruption-Free Area (WBK) currently in the Military Court environment have been installed pamphlets and banners that they do not accept bribes and also issue notifications to side units that enter their territory that the process the court is free of charge except fees determined in accordance with regulations. On the other hand, according to Major A's experience as a military judge, there had been a relationship where members were litigants. Sometimes there are those who do not just ask for help but force their will. While judges should not be intervened. Along with the experience and service period there will be increasingly insight in dealing with other courts such as the General Court and Religious Courts. It also follows general education about justice as implemented by the Supreme Court.

To maximize services to the public, technology is utilized, such as electronic correspondence, and online trial satisfaction surveys. In an effort to develop human resource capabilities, members are included in technical training training conducted by the leadership of the Supreme Court as well as by providing opportunities for members to attend higher education. The court itself provided a lactation room and a doctor's room and collaborated with the Air Force Hospital because of the wide legal area reaching Cilacap. So that when there is a hearing, someone who is sick can be treated quickly. It also has prepared a children's playground. This is a form of court service to the public.

As a leader, A is very concerned about self-development. The current court hearing can be related to technological developments. The judiciary is seeking innovation in the implementation of technology-based hearings. So A and all the horizontal ranks and their subordinates, are currently developing Big Data court cases along with the jurisprudence of their verdicts. With this data, it is expected that court decisions will be consistent with similar cases that have been decided in the past.

## V. DISCUSSION

### Glass Ceiling

Major A was assigned to be the Chief Judge to prosecute two convicted Marine Lt. Syam Ahmad Sanusi (SAS) and Marine Kopda Suud Rusli (SR) where criminal charges of crimes committed by both of them have severe penalties namely violating Article 340 of the Criminal Code concerning planned killings with criminal threats die. Psychologically a judge, especially women, will indirectly face risks outside the judiciary related to the case being handled, especially in cases that are of national concern. Furthermore, the defendants in the case are members of a special unit of Marines who incidentally are trained and at any time able to escape from prison. Concerns about these conditions are very possible and

the worst thing is that the convicts will take revenge, even though the reality did not happen. Another risk arises, if the Court's Decision on the criminal case is considered minor by the unit of the murdered victim, namely Kopassus of the Army, retaliation can occur as happened in the case of murder of prisoners in Cebongan Prison in Yogyakarta, although this risk also did not occur.

From the series of cases and the litigation process that emerged, constructive logic was formed, namely the question "Why is a female judge assigned to lead a case with a high possible risk." Military Judges of the Jakarta Military Court were eight people, with two female judges. The tendency arising from the appointment of a military panel of judges handling the case is the appointment of the chief judge in the case without considering the gender elements in it. The second possibility, Major A has a good reputation and has the determination in carrying out the completed tasks. The third possibility is the existence of the principle of balance and neutrality principle in which the case is known that the defendant came from the Navy unit, and the victim came from the Army unit, while Major A as the chief judge came from the Air Force unit, this choice was considered the most right and neutral which can eliminate the friction that can arise if the chief judge is chaired by one of the dimensions of both the defendant and the victim.

When analyzing using Glass Ceiling theory, considerations and thoughts of conflict are prominent in relation to gender. In the case of the trial of premeditated murder by the TNI, the selection of female judges had a percentage of 25% of the total number of judges consisting of 8 people, with the remaining 6 (six) six male judges. Although showing a small percentage, in the assembly there is a dominant role of the female judge, namely as the chief judge. The job description of the chief judge includes the following (PN Tanjung Selor, 2001):

1. Establish the results of the trial
2. Make a marginal note on the minutes of the Court's decision regarding the law that is considered important;
3. In the event that the Court of Appeal conducts an additional Examination to hear the parties and witnesses themselves, the Judge is responsible for making the minutes of the proceedings true and signing them;
4. Expressing opinions in deliberations;
5. Prepare and initial the complete decision text for speech;
6. The judge must sign the verdict that has been pronounced in the trial;
7. Carry out guidance and supervision of the administration of justice in the District Court assigned to her and forward the legal literature received from the Supreme Court to the Judge of the District Court concerned.

Thus, the appointment of Major A as the chief judge would be important and important given the existence of the principle of active judges in criminal law. So that its role feels more dominant than judge members in the assembly.

Police Headquarters released the number of murder cases in all regions of Indonesia in 2018 as many as 625 cases (Rahma, 2018). While the killings between TNI members are zero from the data, criminal offenses between members of the TNI with different units are very rare. Gender role conflict is a multidimensional and complex concept. If we want to see gender issues in a more balanced way, it is necessary to examine what is really in men's "heads" about this classic problem. In other words, more serious attention should be paid to gender issues in men, not just approaching from the side of women. This question was posed emotionally by one of the female students O'Neil, in the gender socialization course on women, which uploaded in 1970 men experienced direct or indirect gender role conflict through six things, namely if they:

1. Differ from or violate the norms of gender roles (Pleck, 1981);
2. Trying to find or fail to find the norms of the masculine role;
3. Experience the gap between her real and ideal self-concept, which is based on gender role stereotypes (Garnets & Pleck, 1979);
4. Personally degrading, limiting and self-destructive (o'neil, 1990; o'neil, fishman & kinsella-shaw, 1987);
5. Experiencing humiliation of values, limitations or distractions from other people;
6. Personally condescending, limiting or disturbing others because of gender role stereotypes.

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The first Glass Ceiling analysis is the act of avoiding men from occupational risks that are full of risks. Eight male military judges may avoid handling cases that are full of security risks for themselves or conflicts between units. The risk also faced was pressure from the two leaders of mainstay unit TNI, who might be able to bring down their career reputation. The processes of cognition, emotions, behavior and unconsciousness can interact to cause a person to feel bad about himself or produce a negative relationship with others. Personal results from conflict include anxiety, depression, low self-esteem and stress.

The second Glass Ceiling analysis is to place women in tasks that are more likely to fail than success. It could be male awareness planning failure for a female official. The task of adjudicating the case of the murder of the President Director of PT Asaba and his bodyguard (a member of the Gultor Unit) by two members of the Marine Amphibious Guard Unit is faced with the risk of personal safety threats to the judge who is trying and her position as a Military Judge. The heaviest criminal decision is the death penalty. If the death penalty is imposed on both convicts, there is a possibility that the unit commander who has the rank of Major General is feared to be intimidating because of objections. Cases of capital punishment are only handed down to killings that are terrorist and contain sadism. Another possibility is that the two convicts could escape prison because basically the defendant is a specially trained force capable of escaping enemy captivity. Then committing additional crimes of persecuting judges who tried.

The next alternative, if the penalty is too light, then the commander of the victims' unit (Commander of the Army Terror Counter Army) will pressure the judges or take action to exact revenge or disguised. This action was partially realized. When Kopda Suud escaped from the detention house, the arrest was not military police, but Sat Gultor. When arrested Kopda Suud humiliated by stripping his clothes. Can be constructed, the eight male military judges avoid the risks that they should be more appropriate to face. Case has been resolved. Major A has decided the case well. A death penalty was handed down to both defendants. Major A's security has been established, even though energy has been drained. Strict escort to Major A on duty until her residence was carried out by a Marine unit.

In experience, the cases that have been handled by Major A have certainly become a good track record to support the career of A. At present the person concerned is believed to return to the position of Chief of Military Court I-07 Balikpapan. In theory, in the occupation of Major A as Chief of Court again it was a reflection that the Glass Ceiling within the TNI, especially in military court, was not seen. In occupying the leadership position, it turns out that gender position is not a hindering variable, but aspects of competence, achievement, and integrity that determine a person can get a position as leader.

## VI. CONCLUSION

The constructive logic of the Glass Ceiling Analysis begins with the question "why is a female judge (Major A) assigned to lead the court at the risk of violence." The gender role conflict in this research rests on the study of what is actually in mind of male judges when deciding on the case trials for the Managing Director of PT Aneka Sakti Bhakti (Asaba), Boedyharto Angsono and his bodyguard Serda Edy Siyep (Unit 81 of the Counter Terrorism of the Indonesian Army ) by Marine Lieutenant Syam Ahmad Sanusi and Marine Regional Police Suud Rusli in Pluit, North Jakarta, on July 19, 2003.

The first construction is the act of avoiding men from the risks of occupational risk. Eight male military judges may avoid handling cases that are full of security risks for themselves or conflicts between units. The risk also faced was pressure from the two leaders of mainstay unit TNI, who might be able to bring down their career reputation. The processes of cognition, emotions, behavior and unconsciousness can interact to cause a person to feel bad about himself or produce a negative relationship with others. Personal results from conflict include anxiety, depression, low self-esteem and stress.

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Constructive analysis carried out in research with a Qualitative (Subjective) Approach, Constructive Perspective, Case Study Method, is far from perfect. Observations and interviews conducted need to be done more deeply. In addition, the case of the Tendency of Glass Ceiling in the Military Court Institution needs to be revealed from several cases.

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