

## Abstrak

Penelitian ini bertujuan untuk menganalisis faktor-faktor personal dan kontekstual yang memengaruhi kesuksesan karir pemimpin perempuan pada level manajemen atas di PT PLN (Persero). Dengan pendekatan kualitatif dan desain fenomenologis, penelitian ini menggali pengalaman sepuluh pemimpin perempuan melalui wawancara mendalam. Data dikumpulkan melalui wawancara mendalam terhadap sepuluh pemimpin Perempuan, dan dianalisis dengan metode *Interpretative Phenomenological Analysis* (IPA). Hasil penelitian menunjukkan bahwa kesuksesan karir dipengaruhi oleh faktor personal seperti kemampuan negosiasi peran gender, sikap kerja yang mencerminkan adaptability, learning agility, reflektif, dan kemampuan komunikasi, serta kompetensi personal dan teknis, kecerdasan emosional, dan spiritual yang kuat. Di sisi lain, faktor kontekstual yang turut berperan mencakup keberadaan support system (dukungan keluarga, atasan, dan teman), iklim kerja yang inklusif dan non-diskriminatif, serta kebijakan perusahaan yang mendukung kesetaraan gender. Kedua dimensi ini saling berinteraksi dan dimediasi oleh gaya kepemimpinan *gynandrous*, yaitu gaya yang menggabungkan sifat feminin dan ketegasan, yang menjadi ciri khas kepemimpinan perempuan di PLN. Temuan ini diperkuat dengan pendekatan teoritis dari Social Cognitive Career Theory (SCCT), Protean Career Orientation, dan Leadership Pipeline Model, yang menekankan pentingnya interaksi antara kapasitas individu dan dukungan lingkungan dalam pencapaian karir strategis.

## **Abstract**

This study aims to analyze the personal and contextual factors that influence the career success of female leaders at the upper management level at PT PLN (Persero). Using a qualitative approach and phenomenological design, this study explores the experiences of ten female leaders through in-depth interviews. Data were collected through in-depth interviews with ten female leaders, and analyzed using the Interpretative Phenomenological Analysis (IPA) method. The results showed that career success is influenced by personal factors such as the ability to negotiate gender roles, work attitudes that reflect adaptability, learning agility, reflectiveness, and communication skills, as well as strong personal and technical competencies, emotional intelligence, and spirituality. On the other hand, contextual factors that play a role include the existence of a support system (support from family, superiors, and friends), an inclusive and non-discriminatory work climate, and company policies that support gender equality. These two dimensions interact with each other and are mediated by the gynandrous leadership style, a style that combines feminine traits and assertiveness, which characterizes women's leadership in PLN. These findings are reinforced by theoretical approaches from Social Cognitive Career Theory (SCCT), Protean Career Orientation, and the Leadership Pipeline Model, which emphasize the importance of the interaction between individual capacity and environmental support in strategic career achievement.