
WOMEN'S TRANSFORMATIONAL LEADERSHIP IN THE LABYRINTH OF BUREAUCRACY: A CASE STUDY OF CAREER DEVELOPMENT IN MIMIKA DISTRICT-CENTRAL PAPUA

Obeth Kaigere, Agus Sugiarto

Universitas Kristen Satya Wacana Salatiga, Indonesia

E-mail: obethkgr@email.com, agus.sugiarto@uksw.edu

Abstract

This study aims to explore women's transformational leadership in the context of career development in the bureaucratic environment of the Mimika Regency Government, Central Papua Province. This issue is relevant in the framework of the Sustainable Development Goals (SDGs), specifically SDGs 5 on Gender Equality. With a qualitative-descriptive approach, this study examines the experiences of four Heads of Women's Services through in-depth interviews, observations, and document studies. The results of the study show that women's career development in Mimika faces various challenges, including cultural bias and structural barriers. However, supporting factors were also found in the form of human capital (education and training), social support and professional networks. These findings lead to an "adaptive-contextual" model consisting of three phases: idealistic-collective, pragmatic-relational, and transformational contribution. This model emphasizes the importance of local context-based strategies and the role of institutions in creating an inclusive and gender-equitable career development system.

Keywords: transformational leadership, women, bureaucracy, career development, gender equality.

INTRODUCTION

Gender equality is a key element in achieving the goal of SDGs No. 5 on Gender. Sustainable Development Goals (SDGs) or goals of sustainable development are a series of global goals set by the United Nations (UN) to achieve sustainable development throughout the world by 2030. SDGs consist of 17 goals that cover various aspects of social, economic, and environmental development. One of the main goals in the SDGs that is directly related to gender is SDG 5 gender equality. However, gender issues are also integrated into various other goals, because gender equality is key to achieving many aspects of sustainable development.

Women's leadership in Indonesia, especially in areas that are still strongly patriarchal (Maharani et al., 2024), such as Mimika Regency, is an important issue that needs attention. Mimika Regency, located in Central Papua Province, has a cultural background dominated by patriarchal norms (Mokodompit, 2024). In this context, women are often trapped in domestic roles and have less access to public spaces, including in terms of leadership. According to data from the Central Statistics Agency (BPS) in 2021, women's participation in politics is still low, with only 12% of women holding legislative positions (Central Statistics Agency of Indonesia, 2021). This shows a significant gap in

women's representation in the government sector.

In Mimika Regency, the dynamics of women's roles in the context of gender equality present a complexity that is closely related to local social and cultural structures. Women in this area are often in social positions that are traditionally considered subordinate, where their roles tend to be oriented towards the domestic sphere (Huda & Dodi, 2020). This reflects the legacy of a patriarchal culture that is still strong, where the division of roles based on gender has been rooted in the order of everyday life. However, according to research conducted by Dwiastuti et al. (2022) stated that the awareness and knowledge of the Indonesian government regarding the importance of maintaining human security in the context of gender is very good. This is reflected in the delivery of reports and data in the field addressed to the public. The issue of gender equality is a common problem, but the government has a big role in moving all lines to have goals that fight for gender equality because it has an influence and impact on sustainable development in the future.

Planning for career development of female leaders in the context of local government, especially in Mimika Regency, Central Papua, has become a strategic issue along with increasing awareness of the importance of gender equality and women's representation in decision-making. Although various national and international policies have encouraging increased participation of women in the public sector, local realities often show complex challenges, including cultural bias,

structural barriers, and lack of inclusive career development programs. Gender equality affects career planning and employee performance in the study, it was stated that one aspect that must be maintained is providing equal access for both men and women regarding promotions and career opportunities (Winahyu & Reskiputri, 2023). This study also stated that aspects that need to be improved are related to wages, where salaries still need to be increased for women. The importance of career development for female leaders in Mimika Regency is not only to achieve gender equality, but also to improve the quality of leaders and more inclusive decision-making.

The involvement of women in various sectors, such as politics, economics, law, and socio-culture, has increased significantly in the last decade. This can be seen from data from the State Civil Service Agency (BKN) which shows that the number of female State Civil Apparatus (ASN) increased from 48% in 2013 to 53% in 2022, while the number of male ASN decreased from 52% to 47% in the same period (State Civil Service Agency, 2021). This increase is inseparable from the enactment of Law No. 5 of 2014 concerning ASN, especially Article 60 which emphasizes that every Indonesian citizen has an equal opportunity to become a civil servant after meeting the specified requirements. Women's awareness to continue to develop themselves and gain recognition in social and professional environments is also a major driving factor for their involvement in public office. Permatasari & AP's (2020) research emphasizes that women who hold

public office tend to have better social status and are respected in the work environment and society. In addition, the involvement of women in public office also encourages the creation of more equal interactions between men and women, thus contributing to increasing the role of women not only in government, but also in various other sectors of life.

Research related to the involvement of women in various fields has been conducted by several previous studies, including Octarina (2008) who has studied the role of women's leadership in public office, although in its implementation there are still obstacles both from internal and external factors, but the results of the study show that the role of women's leadership has been running well. In line with this opinion, Mewengkang et al. (2016) in his study discussing the role of women's leadership, the results prove that women's leadership in the Minahasa Selatan district secretariat is considered capable of carrying out its duties and responsibilities well, even they have played a very active role in activities in each existing field (Mewengkang et al., 2016). These two studies emphasize that women's leadership in public office can run effectively despite facing various challenges, and the active role of women in the bureaucracy has a positive impact on organizations and society.

Women now play a role not only in the domestic sphere, but also in various public sectors such as politics, economics, education, and social. However, although there has been much progress, there are still various factors that influence and

hinder women's optimal roles (Suarmini et al., 2018). According to Eagly & Karau (2002), traditional gender norms that previously limited women from taking leadership roles have gradually changed. In Role congruity theory, Eagly states that women are able to demonstrate competence in leadership roles, they are able to break stereotypes that hold them back, allowing more women to rise to senior managerial positions (Eagly & Karau, 2002). Mitterlechner (2020) explains that while leadership theories offer many perspectives, they are not contradictory, they complement each other and that is the reason that makes it possible to unify leadership theories. Furthermore, this unification is concluded in five areas (domains).

Women's career development is a crucial aspect in achieving gender equality and economic empowerment. According to Powell (2018), one of the most fundamental markers of career success is career advancement. O'Neil & Bilimoria (2005) state that career is broadly defined as a lifelong process of work-related activities that include objective and subjective aspects. Career development is a state of employee development to a higher position with increased authority and responsibility. A model of women's career development related to its stages is proposed in 3 stages: the idealistic achievement phase; the pragmatic endurance phase; and the reinventive contribution phase (O'Neil & Bilimoria, 2005). The three-stage model of women's career development shows that women's careers develop in three distinct, related phases, characterized by differences in career patterns,

locations, contexts, and beliefs. Women's career development is greatly influenced by internal and external factors related to human resource management in the organization. Some supporting factors for the career development of women leaders consist of several parts that are common in management studies. First, support factors from family and partners, Second, education and competence, Third, gender equality and an inclusive environment, and Fourth, personal motivation and ambition.

In the process of developing women's careers, especially in leadership, of course, it is not without obstacles. The most common thing is the gender gap. The gender gap in leadership is still a complex problem. Coetzee & Moosa (2023) argue that female leaders can be better equipped and prepared for future leadership roles if more information is available about the challenges or obstacles they face. First, company culture and dynamics, Second, community expectations and stereotypes, Third, role models and social networks, Fourth, work-family conflict and Fifth, the formation of leadership identity. Increasing women's participation in local government leadership in Mimika Regency, Central Papua, faces a unique dynamic between policy progress and socio-cultural realities. A unique phenomenon that is currently occurring in the Regional Government in Mimika Regency, Central Papua Province, where ASNs occupy many structural positions. From the results of initial observation data collection, it was found that as many as 330 structural positions were occupied by female ASNs and were spread across

all OPDs in Mimika Regency from a total of 835 structural positions. This shows that the role of women is quite significant in getting a place in Mimika Regency.

Career planning and development of female leaders is a crucial issue in the modern era, especially in the context of gender equality in the public sector. Although progress has been made, women still face various challenges in occupying leadership positions. A unique phenomenon occurs in the Mimika Regency Regional Government, where 330 structural positions are dominated by women, reflecting significant gender equality practices. However, there has been no in-depth study analyzing the factors behind this phenomenon and the implications it brings. Therefore, this study aims to answer three main questions: (a) how is the career development planning of female leaders in Mimika Regency government institutions, (b) what are the supporting factors that facilitate their career development, and (c) what obstacles are faced in the process.

In more detail, the purpose of this study is to identify factors that influence career development planning of female leaders in Mimika Regency, explore supporting factors that accelerate their career advancement, and analyze structural and cultural barriers that may hinder the achievement of leadership positions. Thus, this study is expected to provide a comprehensive understanding of the dynamics of gender equality in government bureaucracy, especially in Mimika Regency, and become a reference for strengthening policies on the development of female leadership in

the public sector.

METHOD

This study uses a qualitative-descriptive approach to deeply understand the phenomenon of career development planning for female leaders in the Mimika Regency Government. The qualitative method was chosen because it is able to describe the experiences of research subjects holistically through verbal descriptions in a natural context (Maleong, 2007). Data were collected through in-depth interviews with five female Heads of Service (selected based on the criteria of civil servants with the highest structural positions in the last 5 years), field observations, and studies of supporting documents such as personnel policies and performance reports. The selection of informants was carried out purposively by considering their strategic positions and experience in decision-making at the service level. Data analysis follows the Miles & Huberman (1992) model through three stages: data reduction (data selection and categorization), data presentation (in the form of thematic narratives), and verification to ensure the validity of the findings. Triangulation techniques are used by combining interview data, observations, and official documents to gain a comprehensive understanding. This approach is expected to reveal supporting factors, obstacles, and dynamics of women's career development in the local bureaucracy in depth and contextually.

RESULTS

Career **Development** Planning for Women Leaders in Mimika District

Government

Career Planning Strategies by Women Leaders

Career development planning for female leaders in the local government environment shows unique and challenging dynamics, especially for Papuan women. Based on the results of the interview with Elisabeth, it was emphasized that the initial step in career planning is setting clear goals, followed by active participation in various trainings, seminars, and capacity building activities.

I started by setting career goals early on, then actively participating in training, seminars, and capacity building. I also built a good network and was always open to receiving input from superiors and colleagues. Consistency, discipline, and commitment in carrying out tasks are the keys until I was trusted to occupy the current leadership position.
(interview, Elisabeth Tsenawatme, 2024)

The results of an interview with Elisabeth, a female leader in the Mimika Regency Office, provide a real picture of the career planning strategy implemented by female leaders in the local government environment. The first step in planning a career is to set career goals early on. Setting these goals becomes an important foundation that is then strengthened through active participation in various trainings, seminars, and capacity building activities. In addition, building a good network and always being open to input from superiors and colleagues is an integral part of her career development strategy.

The interview results with Elisabeth emphasized the importance of education, training, and capacity development as human capital which is in line with Powell's concept of competency development to overcome gender stereotypes and barriers. Powell (2018) provides a strong framework for understanding strategies and challenges in planning the career development of female leaders by emphasizing aspects of human capital, social support, organizational roles, and the influence of gender stereotypes on the career development process in the work environment. Based on the results of field interview data, the steps taken by female leaders in Papua in planning their careers to reach leadership positions reflect a mature, sustainable process, and are rooted in the values of loyalty, consistency, and capacity development (Interview results with female leaders of Mimika Regency, Elisabeth, Sabelina, Hermalina, and Nella, 2024). Consistency, discipline, and commitment in carrying out tasks are the main keys that make them trusted to occupy their current leadership positions.

Powell (2018) emphasized that one of the most fundamental markers of career success is career advancement. In this context, the process that Elisabeth underwent, starting from setting career goals, developing capacity through training, to building effective networks, is a strategic effort to achieve real career advancement, namely a leadership position in the Mimika Regency government bureaucracy. In addition, O'Neil & Bilimoria's (2005) theory expands the understanding of career as a lifelong process involving work-

related activities, including objective and subjective aspects. The objective aspect relates to formal achievements such as promotions and positions, while the subjective aspect includes the individual's perception of satisfaction, meaning, and personal development in their career (Laili, 2016). In the interview, Elisabeth showed awareness of both aspects. Objectively, she managed to achieve a strategic position through systematic and consistent steps. Subjectively, she expressed a strong motivation to serve in Papua, a desire to continue learning, and an openness to receiving input and challenges, which showed deep meaning to her career journey.

The career planning steps taken by female leaders in the Mimika Regency Government not only focus on achieving formal career levels, but also place value on self-development, continuous learning, and openness to new challenges and opportunities that enrich their work experience and satisfaction. Interview "Becoming a leader is certainly not an instant process, ... over time I held an executive position at the beginning of my career" (Interview Sabellina, 2024). This is reflected in the experiences of these leaders who gradually climbed their careers from executive positions to leadership positions. This promotion process is not only based on working hours alone, but also through a series of strategic efforts such as developing competencies, loyalty, and active contributions which are important capital to gain the trust of leaders and promotion opportunities.

This career planning starts from First, the aspect of developing self-competence is the main strategy

conveyed by the respondents. Sabelina and Nella emphasize the importance of formal education and technical training to improve self-capacity (Becker, 1964). This is in line with the theory of human capital which states that investment in individual competence is the foundation of career mobility. However, there are differences in approach, where Sabelina emphasizes loyalty and task completion, while Nella actively seeks technical challenges to broaden her horizons. This difference reflects the variation in women's strategies in dealing with bureaucratic demands. According to Meladona and Siswanto, career planning does not only focus on achieving a certain position, but also on the suitability between individual potential and job demands in order to achieve satisfaction and success in a long-term career (Meladona & Siswanto, 2012). This adaptive attitude and variation in facing challenges in the work carried out by these Papuan female leaders is a career adaptability attitude. According to Savickas & Porfeli (2012), individuals with a high level of career adaptability are usually proactive in managing their future, are able to control themselves, and have strong beliefs in achieving career goals. The open attitude towards new opportunities and challenges expressed by Sabelina and Nella shows a high level of adaptability, which in modern career development theory is known as career adaptability.

Second, reputation and integrity building are considered crucial. The results of the interview with Nella stated that work consistency and transparency build superior trust, while Hermalina adopts a compliance strategy to be assessed well by the

leader (Interview with Hermalina and Nella, 2024). This finding confirms the Role Congruity Theory about women's dilemmas in meeting dual expectations: between demonstrating competence or leader characteristics and maintaining conformity to gender norms such as compliance (Eagly & Karau, 2002). Hermalina tends to conform to this norm, while Nella tries to balance the two. Third, networking and collaboration are driving factors. The results of the interview with Nella explicitly state the importance of building healthy relationships with colleagues and the community (Interview with Hermalina, 2024). In line with the findings of Powell & Graves (2003) on the role of social networks in women's careers. According to Ibarra et al. (2005), social networks and interpersonal relationships are important resources that support women's career advancement. Healthy networks and effective collaboration can open up new opportunities and provide emotional support and strategic information.

Fourth, readiness to take risks and opportunities as the key to career advancement. "And no less importantly, I don't refuse opportunities. When there is a new offer or challenge, I try not to hesitate" (interview with Nella, 2024). This approach supports Hall & Chandler's (2005) protean career theory which emphasizes individual agency. Hall & Chandler (2005) emphasize that protean careers are characterized by high personal value orientation and self-control, where individuals actively seek and take opportunities that are in line with their values and goals. The proactive attitude and

readiness to take risks as shown by Nella are characteristics of individuals with protean careers. The career planning strategy of female leaders in the Mimika Regency Government is the result of a dynamic interaction between individual competency development, reputation building, professional networks, and readiness to take risks, all of which are influenced by the local bureaucratic context and gender norms. Despite facing dual challenges as Papuan women in a bureaucratic environment, respondents demonstrated high career adaptability through a combination of loyalty, self-development initiatives, and strategic collaboration.

The Role of Local Government Policy in Supporting Career Planning

Interviews with a number of female leaders in Mimika Regency (Sabelina Fitriani, Elisabeth Tsenawatme, Hermalina Imbiri, and Nella Manggara) revealed that local government policies have a significant role in supporting women's career planning and development, especially in taking on leadership roles. This is reflected in the high representation of women in the DPRD (30%) and the position of head of department, which according to Sabelina proves the principle of meritocracy in the Mimika bureaucracy.

"If we look at it now, it's big, for example, in the DPRD alone, 30% are women, then if we look at the government, there are quite a lot of female heads of departments..." (interview with Sabelina, 2024)

One indicator of its success is the representation of women in the DPRD which reached 30%, as well as the increase in the number of women

in strategic positions, such as heads of departments. Furthermore, Elisabeth emphasized that the local government actively opens access for women in politics, law, and other strategic sectors.

"..., in government programs that look directly at the role of women in all fields, both politics, law and so on. So that these days many women are given the opportunity to take on leadership roles" (interview with Elisabeth, 2024)

This shows that the government prioritizes the principle of meritocracy, where leadership opportunities are given based on ability, not gender. Meanwhile, Hermalina highlighted concrete support in the form of facilitating further education for female ASN for career development.

In Mimika Regency, we are given the widest possible opportunity for women to be able to take advantage of the opportunities given, currently if there are female ASN who want to go to school to develop themselves, they will definitely be supported by the local government with the aim of career development. (interview with Hermalina, 2024)

The Mimika Regency Government has implemented multidimensional policies to support women's career and leadership development. Quoting Burke (2017), an institution or organization needs to understand, acknowledge, and support women's career priorities and relationships to retain talented professional talent. Conditions in

Mimika Regency, where the local government actively provides career development opportunities for women through educational programs, political affirmation, and meritocratic appointments. Burke emphasized that without gender-responsive policies, women often face structural barriers such as social bias, double domestic burdens, and lack of access to professional networks (Burke, 2017). This support not only increases women's representation in the DPRD (30%) and strategic positions, but also creates an inclusive work environment.

This proves that institutional commitment to recognizing women's specific needs is key to their successful career development. Organizations must be proactive in creating a fair system. By ensuring equal access to resources (such as scholarships and training), the Mimika government not only optimally utilizes women's potential but also strengthens gender-equitable governance. This finding reinforces the importance of a holistic approach as proposed by Burke in women's HR development policies, combining structural (quotas, facilitation) and cultural (reward for individual abilities) aspects. Similar to Burke, Eagly & Carli (2018) in their writing *Women and the Labyrinth of Leadership*, emphasize the importance of affirmative action policies and a supportive work environment for women to overcome structural barriers in the world of work, such as gender stereotypes and double domestic burdens. Organizations that apply the principle of meritocracy while providing access to education and training for women are able to significantly increase the

representation of women in leadership positions.

Research by the World Bank (2024) revealed that increasing women's representation in decision-making positions at the local level can strengthen governance and encourage policies that are more responsive to the needs of the wider community (World Bank, 2024). This finding strengthens the relevance of the presence of 30% women in the Mimika DPRD as an indicator of success as well as a strategic step in strengthening gender-equitable governance. This study emphasizes that the success of women's career and leadership development is highly dependent on comprehensive and gender-responsive government policies. Mimika Regency is a real example of the implementation of these principles through meritocracy, political affirmation, and educational facilitation, which together create opportunities and a work environment that supports women to develop optimally.

Support for Training and Competency Development Programs

Based on interview data with several female ASN who have occupied strategic positions, it can be concluded that training and competency development programs have a central role in strengthening individual capacity and encouraging their career advancement. Training and competency development programs play a crucial role in accelerating mobility career (Rachman et al., 2024). Interview with Nella (2024) emphasized the importance of building self-competence through formal education and technical training, which gave her in-depth

experience in the bureaucratic system. This is in line with the Human Capital theory (Becker, 1964), which states that investment in knowledge and skills increases productivity and promotion opportunities. In addition, the interview with Elisabeth highlighted the effectiveness of mentoring programs and leadership training in building women's self-confidence and professional networks. This finding is consistent with Burke's (2017) research in Women in Leadership, which found that organizations that provide structural support in the form of training and mentorship tend to be more successful in retaining talented women. human resource development (HRD) which emphasizes the importance of learning and development as a foundation for improving women's professional competence in Timika Papua.

Next, technical and leadership training, such as English language training or sectoral specialization (e.g. animal husbandry), are determining factors in performance assessment and promotion (interview with Sabelina, 2024). This strengthens the meritocracy argument, where recognition of individual competencies built through training becomes the basis for career decision-making. However, Hermalina and Nella also emphasized that organizational support (such as opportunities to participate in training and strategic assignments) must be balanced with individual initiative (Interview with Hermalina and Nella, 2024). According to Bandura (2001), career success does not only depend on external facilities, but also on individual proactivity in taking advantage of opportunities. In

addition to organizational support, proactive personal initiative and a conducive work environment are the main supporting factors for the career success of female leaders.

Involvement in professional communities and discussion forums such as that experienced by Nella also contributes to strengthening leadership capacity.

Through training, discussion forums, and networks between ASN, I learned a lot about leadership, public policy, and service management. This strengthens my capacity in carrying out my duties as a leader (Interview Nella, 2024)

Based on Nella's experience (2024), active involvement in professional communities and discussion forums has contributed significantly to strengthening women's leadership capacity in Mimika Regency. Through participation in various trainings, discussion forums, and networks between ASN, women gain in-depth knowledge of leadership, public policy, and service management which directly increases their capacity in carrying out leadership tasks.

The experience of findings from female leaders in Mimika Regency, Central Papua, shows that there is support for training and competency development supported by the professional community. Training and competency development become, first, a forum for knowledge exchange that facilitates the transfer of knowledge and practical experience for women. Second, as a network development platform that expands access to career opportunities. Third, a

space for strengthening legitimacy for female leaders in the bureaucracy. For example, David et al.'s (2017) research on female leadership in the Philippines shows that participation in cross-sector discussion forums can reduce the professional isolation that women in strategic positions often experience. Involvement in the professional community not only functions as a means individual capacity development, but also creating a support ecosystem (support system) that allows female leaders to learn from each other and strengthen each other. This finding provides a new perspective on the importance of building professional networks as part of a strategy for developing women's leadership in the public sector.

Stages of Career Development of Female Leaders in Mimika Regency

Based on the O'Neil & Bilimoria (2005) women's career development model, the career journey of female leaders in the Mimika Regency Government shows a consistent pattern with three stages of development. A model of women's career development related to its stages is proposed in 3 stages (O'Neil & Bilimoria, 2005): the idealistic achievement phase; the pragmatic endurance phase; and the reinventive contribution phase. According to Komalasari (2020), women's career success orientations vary according to the phase of their career life cycle. First, women in the idealistic achievement phase are likely to base their career choices on their desire for career satisfaction, achievement and success, and their desire to have a positive impact on others (O'Neil & Bilimoria, 2005). In the idealistic

achievement phase, women tend to focus on developing competencies and achieving achievements that can support their career advancement. This is reflected in Nella's statement which emphasizes that the first step taken is to build self-competence through formal education and technical training relevant to the field of work. Nella also showed the courage to take on challenging technical roles as a strategy to enrich her experience and broaden her insight into the bureaucratic system. This statement is in line with the characteristics of the idealist stage, where individuals are oriented towards career satisfaction, achievement, and the desire to make a positive impact through continuous self-development (O'Neil & Bilimoria, 2005). Furthermore, an interview with Sabelina describes her career development process which began with a strong idealism to serve in Papua as her homeland. The statement "since graduating from college as an idealist student, I have devoted myself to Papua" (interview with Sabelina, 2024), shows the main characteristics of the idealist phase.

The experience of female leaders in Mimika Regency illustrates the idealistic phase in the form of, First, a strong commitment to personal values (devotion to the region of origin), second, orientation to work achievement (willingness to start from an executive position) and third, having a high level of responsibility (completing tasks quickly and accurately). Furthermore, Sabelina's emphasis on the importance of "contributing creative ideas" and willingness to participate in career training is in accordance with the

findings of Mainiero & Sullivan's (2005) research in the Kaleidoscope Career Model theory, which states that in the early phase of a woman's career, they tend to; focus on proving competence, developing career capital through training and building a professional reputation through quality performance. This finding is also in line with O'Neil and Bilimoria's (2005) research on women's career patterns which found that the idealistic phase is often characterized by adherence to organizational norms (loyalty to leaders), continuous learning orientation (willingness to take training) and the search for professional legitimacy (through the contribution of creative ideas) (O'Neil & Bilimoria, 2005). Sabelina's career process which started from an executive position to a strategic position shows that the idealistic achievement phase is a critical foundation which, when supported by the right organizational environment, can be a stepping stone for further career development. This finding reinforces the importance of creating a work ecosystem that supports women's aspirations and ideals in the early stages of their careers.

Second, pragmatic endurance phase, women in this phase are pragmatic about their careers and operate in production mode, doing whatever it takes to get it done (O'Neil & Bilimoria, 2005). At the pragmatic endurance phase, women in career development demonstrate a realistic and pragmatic attitude towards their career journey. Interview data with several female leaders from Papua and various professions clearly illustrates how this phase is realized in practice. Female leaders in Mimika Regency

revealed that at this stage, mentor support, professional networks, and organizational involvement are key factors in dealing with career obstacles. Elisabeth emphasized the importance of mentors and professional networks in her 28-year career journey as a civil servant:

"The presence of mentors, both superiors and seniors, has given me direction, support, and confidence... Professional networks open up new opportunities and cross-sector collaboration, which is important because Papuan women often face dual challenges, both structural and cultural" (Interview Elisabeth, 2024)

This statement is in accordance with Social Support from House (1983) which states that social support (mentors, coworkers, organizations) helps individuals cope with stress and increases career resilience. In addition, Eagly & Carli's (2018) research on the labyrinth of leadership shows that women often face invisible barriers, so that networks and mentorship serve as a safety net to survive and thrive.

Next, at the pragmatic stage, Herminalina and Sabelina highlighted that involvement in organizations (both internal and external government) provides space for capacity development and more mature decision-making.

"The organization not only trained me in leadership, but also gave me space to get to know each character... I joined a professional association, where I could share and

ask for input from seniors." (Interview with Sabelina, 2024)

This is in line with the concept of Communities of Practice (Wenger, 1999) where interaction in professional groups facilitates collaborative learning and pragmatic solutions to work problems. In addition, participation in external organizations (such as women's organizations and harmony) broadens leadership perspectives, as expressed by Sabelina. Nella and Herminalina explain that at this pragmatic stage, women tend to rely on mentors for strategic guidance, utilize strategic training and assignments and build cross-sector networks to strengthen legitimacy and access to resources.

"I actively seek opportunities and continue to learn. The support of superiors and an open work environment helped me develop to reach this position" (interview with Nella, 2024)

This finding supports Savickas's (2013) Career Construction theory, which states that in the pragmatic phase, individuals adapt career strategies based on the context of the work environment, including utilizing organizational relationships and opportunities. The informants' narratives indicate that the pragmatic resilience stage is a phase in which women actively manage various challenges with a realistic and productive approach. They not only survive, but also strategically utilize mentors, networks, and organizations as important resources to complete tasks and strengthen their position within the bureaucratic structure. This

pragmatic attitude allows them to move forward despite obstacles, while maintaining integrity and commitment to their career goals and broader social contribution.

Third, the reinventive contribution phase, women in this stage focus on contributing to their organizations, families, and communities (O'Neil & Bilimoria, 2005). The results of interviews with women leaders in Mimika Regency indicate that at this stage, there is a shift in orientation from personal achievement to collective values, such as creating a healthy work environment, building the confidence of other women, and providing a broader impact through education and training. Nella Manggara emphasized the importance of adaptive and authoritative leadership, which focuses not only on individual performance but also on building a transparent and accountable system.

"The concept of leadership should not run away from when to be a boss, a friend, or a servant... The most important thing is to create good performance and a healthy work environment with a transparent bureaucracy." (Interview with Nella, 2024)

This statement is in line with Greenleaf's Servant Leadership theory (1998) where leaders in the final stages of their careers tend to focus on service and organizational sustainability. In addition, the concept of Transformational Leadership from Bass & Riggio (2006) is also seen in Nella's efforts to inspire systemic change in the bureaucracy, not just job achievement alone.

At this stage, women's career planning is more about contributing to the development of other women's human resources. Herminalina and Sabelina highlight the importance of mentoring and competency development as a form of their contribution to the progress of other women.

"Many women are competent but hesitate to take strategic roles. They need self-confidence, strong communication, and managerial skills" (interview, Herminalina, 2024)

"We must continue to learn, for example through leadership and technical training, such as specific livestock training for ASN in related agencies" (Interview with Sabelina, 2024)

This is in accordance with Kram's research on mentoring phases (Ragins & Kram, 2007), where senior leaders tend to shift from career advancement to legacy creation by mentoring the next generation. The reinvention contribution phase in women's careers in Mimika Regency is marked by a shift from individual achievement to social contribution, which is manifested through leaders as servants, empowerment of young women and investment in education for sustainability.

The concept of the reinventive contribution phase described by female leaders such as Nella, Hermalina, Sabelina, and Elisabeth is very relevant to the transformational leadership theory according to Bass and Riggio. Transformational leadership emphasizes four main

dimensions (Bass & Riggio, 2006): idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. These female leaders demonstrate the characteristics of idealistic influence through their behaviors that are exemplary and respected by their followers. For example, Nella emphasizes the importance of being authoritative and maintaining good performance and building a transparent and accountable bureaucracy, reflecting high ethical and moral standards that characterize transformational leaders. Hermalina and Sabelina display inspiring motivation by fostering self-confidence, effective communication, and managerial skills that motivate followers to play strategic and innovative roles in the organization.

Female leaders in Mimika Regency encourage their followers to think creatively and innovatively in facing challenges, in accordance with the intellectual stimulation dimension in Bass & Riggio's theory (2006), which emphasizes the importance of leaders who invite their followers to look at problems from new perspectives and try innovative solutions without fear of criticism. Individual consideration is also evident from the attention of these leaders to the development of personal follower capacity. For example, Nella who received guidance from a senior mentor, and Hermalina who saw the importance of organizational support and training as a means of self-development. This shows how transformational leaders act as coaches and mentors who pay attention to the unique needs of each individual in the organization (Bass & Riggio, 2006). Thus, the contribution of

rediscovery made by these female leaders is not only focused on achieving results, but also on the development of followers and the organization holistically.

The implementation of transformational leadership in Mimika has its own characteristics, firstly the cultural dimension, where female leaders combine modern values (accountability) with local Papuan wisdom (spirit of togetherness). Secondly, the adaptive strategy, namely the multi-role approach (boss/friend/servant) as a response to the complexity of regional bureaucracy. Thirdly, the multiplier effect, where the transformational impact is not limited to the organization but extends to the community (see roles in women's organizations). This approach is in line with the essence of transformational leadership which according to Bass and Riggio is able to raise the morale and motivation of followers to a higher level for the common good (Munif, 2024). This finding expands the application of Bass & Riggio's theory by showing that female leaders in the local bureaucracy develop a variant of contextual transformational leadership. Then the collective values of the Papuan people enrich the inspirational motivation dimension.

Development CareerLeader

Woman: Role Support
Family,Competence, Inclusive
Environment, and Intrinsic Motivation

The career development of female leaders is influenced by various interrelated factors and is the main focus in human resource management studies. Based on interview data with several female leaders from Papua, there are four main factors that

support their career progress, namely family and partner support, education and competence, gender equality and an inclusive work environment, and personal motivation and ambition.

First, family and partner support is an important foundation in women's career journeys. Sabelina explicitly stated that without encouragement and permission from the family, career advancement is difficult to achieve. Sabelina emphasized that "the family plays an important role because without encouragement and permission from the family it cannot [develop]. This is reinforced by the statements of Elisabeth and Nella who emphasized that family and those closest to them provide moral support and understanding of the dual roles that women play. This finding is in line with Eagly & Carli's (2018) research on the labyrinth of leadership, which states that Family system support is a determining factor in overcoming work-family conflict that is often faced by women leaders. This support is not only in the form of emotional encouragement, but also recognition of women's commitment to carrying out professional and domestic responsibilities simultaneously. According to Juita (2011), this support is in line with human resource strategies that emphasize balance between work and personal life, which has been proven to increase employee productivity and loyalty in the work environment. This provides space for women to focus more on developing their careers.

Second, education and competence are crucial factors that are the main capital in career development. Hermalina explicitly

mentions "HR factors, education, following stages in the career ladder" as key elements. This is consistent with the Human Capital theory (Becker, 1964) which emphasizes that skills development through formal education and technical training increases productivity and career mobility. This emphasizes the importance of quality human resources through formal education, training, and continuous innovation in order to be able to follow the career ladder well. Its implementation can be seen in Elisabeth's experience which emphasizes the principle of "developing oneself" through continuous learning. Quoting the opinion of Siregar's research (2023), the training and certification programs provided by the company strengthen women's professional competence and are an integral part of HR strategies in creating a competitive and skilled workforce. Education and competence not only improve technical skills, but also strengthen the leadership capacity needed to take on strategic roles in the organization.

Third, inclusive environment and gender equality emerge from the role of a supportive work and social environment that also influences women's career advancement. Nella in an interview, highlighted the shift in society's views that are increasingly accepting of women in leadership positions, as well as the importance of leadership support and solid teamwork. Interview with Nella "a shift in society's views that are now increasingly accepting of women in leadership positions". This phenomenon reflects the concept of empowering organizational culture from Ferdman (2013), where the

transformation of gender norms in institutions allows women to access strategic positions. This data also strengthens the global findings of the World Economic Forum on the positive correlation between an inclusive environment and the representation of women in leadership (World Economic Forum, 2022). An inclusive and fair environment allows women to contribute optimally without facing discrimination or gender-based barriers. According to Djamaluddin (2018), gender equality and an inclusive environment are key elements in an HR strategy that focuses on diversity and inclusion, which not only improves employee performance but also encourages greater loyalty to the Company. A work environment that values gender equality and provides policies that support work-life balance, such as work flexibility and maternity leave, helps women play an active role in work while still carrying out responsibilities at home.

The fourth dominant factor is the individual's internal drive, which is the main driver that drives women to continue to advance and develop. The results of the interview with Elisabeth confirmed that personal will and determination are the core of her career success, while Nella added the importance of commitment to professionalism and integrity. Elisabeth emphasized in the interview "self-will" *"You yourself must be willing and move forward to develop"* as a basic principle. This perspective is in line with Deci & Ryan's (2000) Self-Determination theory on the role of intrinsic motivation in career achievement. Nella also strengthened this argument in an interview by

mentioning that "a commitment to professionalism and integrity" is the main driver. This internal motivation is a force that allows women to overcome various challenges and stay focused on their career goals. According to Siregar (2023) the motivation to succeed and the courage to face new challenges are the main driving forces for women to take on more challenging and influential roles in the Company. According to Chetty & Naidoo (2017) when women realize career advancement opportunities, they are motivated to invest in their careers which results in career advancement. Motivation and ambition involve the type of energy or drive that if directed will be able to lead to a goal, target, or achievement situation that means realizing a strong desire. Ambition is assumed to be realizing a strong desire to achieve something, to move forward for a much higher goal.

Overall, the combination of these factors forms a solid foundation for the career development of female leaders. Social support from family and the environment, increased competence through education, the creation of an inclusive work culture, and strong personal motivation synergistically encourage women to achieve leadership positions and contribute significantly to organizations and society. This finding is in line with management literature that emphasizes the importance of a holistic approach to women's career development in order to overcome structural and cultural barriers that have limited their opportunities. The career development of female leaders in Mimika is the result of synergy

between personal capital (human capital), social support (social capital), and systemic transformation (institutional change). This finding offers a holistic perspective to understand women's career success in the local bureaucracy.

Obstacles to Career Development of Female Leaders in Mimika Regency, Papua

Women's career development, especially in achieving leadership positions, faces significant challenges. One of the main obstacles is the multidimensional gender gap issue. Coetzee & Moosa (2025) emphasized that a deep understanding of the various obstacles faced by female leaders can improve their readiness to face future leadership challenges. In line with this, Gatrell & Cooper (2007) stated that women in managerial positions often face a double burden due to inherent gender stereotypes. This phenomenon shows the importance of a comprehensive understanding of the dynamics of the roles, unique experiences, and strategic positions of female leaders in the context of career barriers in various organizations. Based on this, here are various factors inhibiting women's careers from the perspective of; First, company culture and dynamics, Second, societal expectations and stereotypes, Third, role models and social networks, Fourth, work-family conflict and Fifth, the formation of leadership identity.

First, corporate culture and dynamics, where hierarchical organizational culture and lack of open communication mechanisms can be significant barriers. According to, Organizational culture is the result of leadership style, organizational

characteristics such as structure and history, environmental factors, and the founder's cultural philosophy (Szczepańska & Kosiorek, 2017). The interview with Hermalina highlighted injustice in the decision-making process in the local government environment, where he was not given the opportunity to explain the error before being sanctioned. This reflects an authoritarian culture that tends to ignore the principles of justice and participatory dialogue (Fairhurst & Connaughton, 2014). Hierarchical and masculine bureaucratic structures often marginalize women's voices, thus hindering their career development. Quoting Berdahl et al. (2018), a masculine context culture can lead to a dysfunctional organizational climate characterized by toxic leadership, bullying, harassment, and gender inequality. Organizations with high hierarchical levels tend to inhibit active participation and leadership development, especially for women who are often positioned subordinates.

Second, societal expectations and stereotypes. These societal expectations are closely related to stereotypes of women in society. The family system and patriarchal social structure often prevent women from breaking away from the domestic sphere for career advancement (Sowjanya et al., 2017). An interview with Nella highlighted the stigma against women's ability to lead. According to her, gender stereotypes inherent in society often place women as less competent in strategic positions (interview with Nella, 2024). The role congruity theory from Eagly & Karau (2002) explains that women who display leadership behavior are often

judged negatively because they are considered not in accordance with the feminine norms expected by society. As a result, women have to work harder to prove their capacity, as experienced by Nella.

The main challenges in Mimika are the stigma against women's leadership abilities, limited access to training in the region, and the double burden between work and domestic roles. (interview with Nella, 2024)

Nella revealed that the stigma against women's leadership abilities is still strong in Mimika. Interviews with Sabelina also confirmed that decisions by female leaders are often disliked because they are considered to be against social norms, showing resistance to women's authority. According to Schwanke (2013), societal forces contribute to assumptions and stereotypes that challenge women in leadership roles, especially in male-dominated work environments. Society tends to view leadership as a male domain, so women are often considered less competent. However, interestingly, female leaders in Mimika Regency can achieve leadership positions with determination or internal motivation as the main driving force for women to overcome various existing obstacles. According to Bandura, the aspect of determination or intrinsic motivation is related to self-efficacy (Bandura, 2001) which emphasizes that an individual's belief in their abilities (including in leadership) is influenced by experiences of success, social support, and psychological resilience. In the context of female leadership in

areas such as Mimika, this determination is crucial to overcoming structural and cultural barriers.

Third, role models and social networks. Role models are essential for shaping social identity in the workplace. According to Steffens et al. (2021) in their paper Advancing the social identity theory of leadership, leadership identity is relevant in the mentoring process, where leaders and followers develop a sense of belonging and shared identity. The lack of female role models for leadership contributes to ongoing gender stereotypes in leadership.

Female-to-female mentoring presents its own set of challenges. According to Hoyt & Simon (2011), women's leadership status influences the way they build mentor-mentee relationships. In the experiences of female leaders in local areas, limited access to training and social networks also slow down women's career mobility. An interview with Nella mentioned the lack of opportunities for capacity building in the region as one of the obstacles in getting to know role models or building leadership networks. According to The Gender of Social Capital by Burt (1998), a strong professional network is essential to achieving leadership positions, however, women often have difficulty finding mentors or accessing male-dominated decision-making circles. An interview with Sabelina touched on the importance of social networks and support in decision-making. The lack of role models and access to professional networks are often obstacles for women. These social networks can be influential in dealing with the challenges of women's weakness in building and maintaining

professional networks which are very important for career advancement (Cross et al., 2019). On the other hand, these networks are important for accessing opportunities, sharing knowledge, and receiving support within the organization.

Fourth, work-family conflict, often comes as a barrier to women's advancement in the workplace. An interview with Nella "...and the double burden between work and domestic roles", highlights the double burden that women face between work and domestic roles. A similar thing was also mentioned by Hermalina:

I think it is not easy to divide attention between bureaucratic work that requires high focus and the role as a mother, or a member of society. But for me it is important to set priorities and the importance of ensuring that each role is carried out with full responsibility. (interview with Hermalina, 2024)

Hermalina's statement about the difficulty of dividing attention between bureaucratic work, the role of mother, and member of society reflects the phenomenon of multiple role conflict that many career women experience. According to Brue (2019), female leaders must take on many roles, presenting challenges in balancing their work-life interface effectively. This shows that the challenges faced by Hermalina are structural and cultural, requiring intervention at both the individual and organizational levels to create a more gender-equal work environment. The experience of female leaders in

Mimika Regency emphasizes the importance of setting priorities as a strategy to manage these various roles effectively. This priority setting is in line with the concept of role management (Allen, 2001) in work and family, which states that success in balancing roles is highly dependent on the individual's ability to manage time, energy, and resources wisely.

Fifth, leadership identity formation. How a woman is seen and sees herself as a leader is a complex process in which non-occupational identities (such as gender) influence her occupational leader identity, career choices, aspirations, and leadership career path. According to Karelaia & Guillén (2014), the more positive women's leadership and gender identities are, the less conflict they will face. Sabelina and Elisabeth's experiences show that the process of leadership identity formation in women is often colored by internal and external challenges. Interviews with Sabelina highlighted the dilemma of decision-making that is not always popular with many parties, while Elisabeth emphasized the importance of objective assessment from superiors. Ibarra's (1999) identity work theory states that women need to build an authentic leadership identity amidst often contradictory expectations between gender roles and leadership roles. Eagly's (2007) research shows that the lack of women in high positions reinforces the perception that leadership is not a natural role for them, thus inhibiting women's motivation to develop a leadership identity. The experience of female leaders in Mimika Regency, revealed that in the bureaucracy, job appointments depend more on the

assessment of superiors, which may potentially be gender biased, but may not be gender biased, with evidence that they (women) can occupy important roles in the bureaucracy.

National culture, organizational context, and the nature of the business are important factors to consider when describing gender leadership characteristics and cannot be generalized (Larsson & Alvinus, 2020). In addition, women's identities related to leadership are often the target of nuanced identity politics and are manifested through discriminatory practices based on ethnicity, age, and disability (Mgcotyelwa-Ntoni, 2017). According to the results of Larsson & Alvinus's research, it shows that in female-dominated and mixed-gender work environments, female leaders tend to use transformational and transactional-positive leadership styles that are inspirational and collaborative. Female leaders in the Mimika Regency area consistently adopt a participatory and inspirational approach, as seen in the leadership experiences of Nella, Hermalina, Sabellina and Elisabeth, who agree that in leadership there must be an attitude that fosters staff involvement through open discussions and providing space for innovation. According to the experiences of female leaders, this leadership style is not only effective in building team commitment, but also succeeds in producing real programs that have a direct impact on society. On the other hand, a positive-transactional approach is manifested through an adaptive reward system, including flexible working hours as a form of appreciation for staff performance,

while also demonstrating an understanding of the complexity of the dual roles that women often face.

From the description above, it is clear that the obstacles for women in achieving leadership positions are not only individual, but also systemic. A less inclusive organizational culture, gender stereotypes, limited social networks, role conflicts, and challenges in building leadership identity are factors that interact and reinforce each other. Efforts to overcome these obstacles require interventions at various levels, ranging from organizational policy reform, increasing access to training and mentoring, to changing the societal paradigm about the role of women in leadership.

Leadership Transformational And Model Development Career “Adaptive-Contextual” from the Female Leaders of Mimika Regency

The phenomenon of women's contribution in government institutions in Mimika Regency, Papua, as female leaders, is identified as the application of transformational leadership combined with adaptive-contextual career development strategies. This approach emerged as a response to the dynamics of local bureaucracy and unique Papuan social norms. The data shows that although female leaders acknowledge progress in gender equality. For example, Nella's statement in the interview "women have the same opportunities", Hermalina "opportunities are already open as wide as possible", they are also aware of the influence of cultural norms that are still limiting, interview with Elisabeth "Women are often considered more suitable in the domestic sphere". So that research on

female leaders in Mimika Regency, applies the transformational leadership principles of Bass & Riggio (2006) with cultural and contextual modifications. Effective leadership is recognized as the key to the success of any organization, leaders are generally viewed as visionaries and strategists.

Female leaders in Mimika Regency developed a unique “adaptive-contextual” career model, where they combined the principles of transformational leadership with local Papuan values. Furthermore, this transformational female leadership style influenced the pattern of women's career development and planning stages. There are 3 stages of the career planning model from O'Neil & Bilimoria (2005), namely the idealistic achievement phase; the pragmatic endurance phase; and the reinventive contribution phase. The results of the career planning process of female leaders in Mimika Regency, seen from the early career stage (idealistic phase), have a devotion orientation to the community as shown by Sabelina with her commitment to “serve Papua” as a foundation, in contrast to the idealistic stage achievement model from O'Neil & Bilimoria which focuses on individual achievement. This enriches the inspirational motivational dimension of Bass & Riggio in transformational leadership, where collective goals are prioritized over personal ambition. At the pragmatic stage, involvement in community-based social networks (professional associations, discussion forums) and mentor-mentee relationships such as Elisabeth's experience with her seniors became the main catalysts. This

finding deviates from the theory of O'Neil & Bilimoria (2005) which emphasizes individual resilience, and instead confirms the importance of social capital in the context of the collective Papuan bureaucracy.

At the contribution stage, female leaders such as Nella and Hermalina not only achieve career success but also actively create a legacy through empowering other women, reflecting the dimensions of servant leadership and intellectual stimulation. For example, Nella emphasizes the importance of creating a "healthy work environment with transparent bureaucracy", while Hermalina focuses on mentoring to build young women's confidence. This strategy shows how they overcome the dilemma of Eagly & Karau's Role Congruity Theory by combining bureaucratic authority and Papuan maternal values. According to Kukenberger & D'Innocenzo (2020), leadership theory has also entered the era of new leadership. The ongoing shift in the concept of leadership leads to the development of shared, collective, and collaborative leadership practices (Eliot, 2020). However, this model also faces challenges, such as persistent gender stereotypes and limited access to technical training in remote areas, which require more systematic policy interventions.

The research findings reveal that the career advancement of female leaders in Mimika Regency is driven by the dynamic interaction between internal factors, social support, organizational policies, and socio-cultural changes, which form an "adaptive-contextual" career development model. Theoretically,

this finding expands the concept of transformational leadership by including the Papuan cultural dimension, while revising the conventional career development model that is too individualistic. According to Kouzes, leadership is the art of mobilizing others to fight for shared aspirations (Kouzes, 1997). Practically, this "adaptive-contextual" model offers a framework for designing women's human resource development programs in other local governments with similar socio-cultural characteristics, especially with:

(1) aligning technical training with local needs, (2) building networks community-based mentoring, and (3) integrating transformational-collective values into the bureaucratic promotion system.

First, internally, strong motivation to develop, the interview with Elisabeth revealed "self-will that must be willing and move forward" and commitment to professionalism Nella's expression wants to be the main driver. This is in line with the inspirational motivation dimension in transformational leadership from Bass & Riggio, where female leaders overcome obstacles through psychological resilience and continuous learning orientation (Bass & Riggio, 2006). This is reflected in the interview statement with Hermalina "learning and continuing to innovate". Second, social support, especially from family and close networks, emerged as a critical factor that differentiates the Papuan context. The interview with Sabelina emphasized the role of the family as "permitters and encouragers", while Nella highlighted the importance of family

support in understanding dual roles. This finding strengthens Eagly & Carli's (2018) theory on the labyrinth of leadership, where family system support reduces work-family conflict. Uniquely, this support is not only emotional, but also structural such as participation in Papuan communal networks that facilitate the exchange of resources and information.

Third, at the organizational level, combining meritocratic policies. Interviews with Hermalina revealed "following the stages of career ladder" and trust from leaders expressed by Nella "leaders who provide space" create an ecosystem that allows career mobility. However, the findings also reveal the need for adaptation of culture-based policies, for example through technical training that is relevant to local needs as indicated by Hermalina. Fourth, socio-cultural changes, especially community acceptance of female leaders expressed by Nella "there is a shift in community views", are external driving factors. This reflects the transformation of gender norms influenced by affirmative action policies (30% quota) as well as the exemplary nature of female leaders in Mimika Regency, Papua.

According to Eagly & Karau (2002), gender stereotypes create a mismatch between society's perception of the "ideal leader" (masculine) and the "ideal woman" (communal). This hinders women's access to leadership positions. On the other hand, the phenomenon of women in Mimika Regency, Papua, playing an important role and becoming leaders in government institutions, shows a transformational leadership style. Participatory,

empathetic, and inspirational leadership style (Bass & Riggio, 2006), which then when associated with women's leadership is in line with the demands of sustainable development. SDGs 5, namely the full participation of women in leadership. Increasing women's representation in parliament and bureaucracy (example: 30% quota in Indonesia) creates a multiplier effect on other SDGs. For example, a report from the World Bank in 2020, the allocation of the education budget for girls increased by 20% in regions with female leaders (World Bank, 2020). The existence of patriarchal cultural resistance, for example women's leadership in Mimika, actually triggers contextual adaptation, where women leaders combine local norms with the SDGs agenda (for example: empowerment programs based on traditional wisdom).

So in this study found a model of "adaptive-contextual" which was formed and emphasized three stages: Idealistic-collective phase, namely Orientation on devotion to Papua, not individual achievement. Then the pragmatic-relational phase, namely the use of social networks and mentors as adaptation strategies. Finally, the transformational contribution phase, namely the orientation on legacy building through women's empowerment others. The theoretical implication of this study is a revision of the individualistic Western career development model, by incorporating Papuan cultural dimensions. Practically, this model highlights the need for policies that integrate technical training, community-based mentoring systems, and family support in women's human resource development programs in regional

bureaucracies. The "adaptive-contextual" model formed from these findings shows unique characteristics. On the one hand, female leaders adopt formal bureaucratic values interview with Elisabeth "following SOP", but on the other hand carry out cultural negotiations by integrating more collective local Papuan norms. For example, Hermalina emphasizes the importance of "supporting each other" a principle that reflects the harmony between the demands of rational bureaucracy and the communal values of Papuan society. This adaptation produces a distinctive form of transformational leadership.

CONCLUSION

The career development of female leaders in the Mimika Regency Government exemplifies a distinctive "adaptive-contextual" model, shaped by the local cultural dynamics and bureaucratic environment. This model highlights the significant role of gender equality in fostering leadership opportunities, while also acknowledging the persistent challenges women face within patriarchal societies. The research uncovers a blend of transformational leadership principles and the adaptation to the socio-cultural context of Papua. It identifies that female leaders in this region, despite encountering obstacles such as cultural biases and structural barriers, have leveraged their experiences and capabilities to advance in leadership positions. These leaders exemplify resilience through a combination of personal drive, family support, educational opportunities, and professional networks, which contribute to their success in the local government bureaucracy.

The study reveals that career development for women in Mimika is influenced by a combination of factors, including the internal motivation of the leaders, external support from family and mentors, as well as organizational policies that emphasize meritocracy and provide educational and leadership training. The unique integration of Papuan cultural values into leadership practices allows these women to develop a leadership style that balances traditional communal norms with modern bureaucratic expectations. This is evident in the way women adapt to the bureaucratic system while simultaneously fostering inclusive environments that support other women's career advancement.

In terms of career development phases, female leaders in Mimika progress through three distinct stages: the idealistic-collective phase, where career goals are set based on personal and community values; the pragmatic-relational phase, where they build networks and gain mentorship; and the transformational contribution phase, where they focus on mentoring others and leaving a legacy. This model expands traditional leadership theories by incorporating the importance of community-based mentorship and the impact of socio-cultural shifts on career success.

Overall, the findings underscore that successful career development for women in Mimika is not merely the result of individual effort but is deeply rooted in supportive policies, cultural adaptation, and the empowerment of women through education and professional networks. The "adaptive-contextual" model proposed here offers a valuable framework for

understanding and enhancing women's leadership development, especially in regions where cultural

norms and gender biases may still pose significant challenges

REFERENCES

- Burke, R. J. (2017). Supporting women's career development. In *Handbook of research on gender and leadership* (pp. 409–422). Edward Elgar Publishing.
- Central Statistics Agency of Indonesia. (2021). Keterlibatan perempuan di parlemen (Persen), 2019–2021.
- Coetzee, M., & Moosa, M. (2023). Liberate or obliterate: Women's leadership in academia. *Journal of Psychology in Africa*, 33(4), 417–423.
- Dwiastuti, I., Raharyo, A., Farid, M., & Baskoro, R. (2022). Komitmen Indonesia dalam implementasi SDGs nomor 5 untuk menjamin keamanan manusia khususnya perempuan (2015–2021). *Verity: Jurnal Ilmiah Hubungan Internasional (International Relations Journal)*, 14(27), 1–17.
- Eagly, A. H., & Carli, L. L. (2018). Women and the labyrinth of leadership. In *Contemporary issues in leadership* (pp. 147–162). Routledge.
- Eagly, A. H., & Karau, S. J. (2002). Role congruity theory of prejudice toward female leaders. *Psychological Review*, 109(3), 573.
- Huda, H. M. D., & Dodi, L. (2020). *Rethinking peran perempuan dan keadilan gender: Sebuah konstruksi metodologis berbasis sejarah dan perkembangan sosial budaya*. CV Cendekia Press.
- Maharani, I. S., Nugraha, A., & Pratama, R. K. (2024). Optimalisasi peran kepemimpinan perempuan dalam membangun kesetaraan gender. *Jurnal Pengabdian Kepada Masyarakat Nusantara*, 5(3), 3042–3048.
- Mewengkang, L., Mandey, J., & Ruru, J. M. (2016). Peranan kepemimpinan perempuan dalam jabatan publik (Studi pada kantor sekretariat daerah Kabupaten Minahasa Selatan). *Jurnal Administrasi Publik*, 2(044).
- Mokodompit, L. (2024). Dinamika industrialisasi: Transformasi kepemimpinan dalam masyarakat adat Papua (Studi Kasus: Suku Kamoro Mimika, Provinsi Papua) = Industrialization dynamics: Leadership transformation in Papua indigenous society (Case study: Kamoro Mimika tribe, Papua Province) [Doctoral dissertation, Universitas Hasanuddin]. Universitas Hasanudin.
- Octarina, L. (2008). Peranan kepemimpinan wanita dalam jabatan publik (Studi pada Pegawai Kantor Pelayanan Pajak Madya Medan) [Doctoral dissertation, Universitas Sumatera Utara].
- O'Neil, D. A., & Bilimoria, D. (2005). Women's career development phases: Idealism, endurance, and reinvention. *Career Development International*, 10(3), 168–189.
- Permatasari, R., & AP, S. (2020). Peran kepemimpinan perempuan dalam jabatan publik pada kantor sekretariat daerah

- Kabupaten Kerinci. *Jurnal Administrasi Nusantara Mahasiswa (IAN Maha)*, 2(2).
- Powell, G. N. (2018). *Women and men in management*. Sage Publications.
- Rochim, A., Fauzi, A., & Rini, H. P. (2025). Employee Loyalty And Engagement Mediating The Impact Of Transformational Leadership On Employee Performance. *Kontigensi: Jurnal Ilmiah Manajemen*, 13(1), 150-162.
- Winahyu, P., & Reskiputri, T. D. (2023). Apakah persepsi kesetaraan gender dan motivasi berprestasi dapat meningkatkan perencanaan karir dan kinerja pegawai? *ASSET: Jurnal Manajemen Dan Bisnis*, 6(2).
- World Bank. (2024). Empowering change: Assessing the role of democracy, civil society, and women's rights groups in advancing legal gender equality