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HASIL PENILAIAN SEJAWAT SEBIDANG ATAU PEER REVIEW  
KARYA ILMIAH : JURNAL ILMIAH**

Judul karya ilmiah (artikel) : Investigating the "queen bee" phenomenon in Indonesia: a case study; Devita Permatasari, Suharnomo  
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• Kelengkapan dan kesesuaian unsur	Artikel ini memiliki unsur yang lengkap terdiri dari introduction, literature review, method, result&discussion, conclusion,
• Ruang lingkup dan kedalaman pembahasan	Lingkup pembahasan artikel ini memiliki kedalaman yang baik.
• Kecukupan dan Kemutakhiran Data & Metodologi	Analisis kualitatif digunakan dalam artikel ini menarik. Deskripsi fenomena queen bee menarik. Metode analisis dilakukan dengan deskripsi yang baik tetapi kurang mendalam pada saat memunculkan konsep dan temuan riset ini.
• Kelengkapan unsur dan kualitas penerbit	Ditertibkan oleh Universitas Diponegoro dengan identitas yang jelas.
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Semarang, 30 Agustus 2019

Reviewer 2



Prof. Drs. Agusty Tae Ferdinand, MBA, DBA  
 NIP.19550423 198003 1003  
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## Investigating the "queen bee" phenomenon in Indonesia: a case study

S Suharnomo, D Permatasari - ... *International Journal of ...*, 2019 - [ejournal2.undip.ac.id](http://ejournal2.undip.ac.id)

The purpose of this research was to explore the experience of some informants regarding the phenomenon of queen bee in Indonesia. Our study used qualitative method with case study approach. Data was gathered using in-depth interview on seven informants. The result shows that the queen bee leader did intimidating and mostly not supporting the career of her subordinate woman. Besides, the queen bee leader make distance not only to her subordinate which are female, but also to her female colleagues at work. Queen bee leader ...

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# Investigating the Queen bee Phenomemon in Indonesia

*by* Suharnomo Suharnomo

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## Investigating the “queen bee” phenomenon in Indonesia: a case study

Devita Permatasari<sup>1</sup> and S Suharnomo<sup>2</sup>

<sup>1</sup>Master of Management Program, Faculty of Economics and Business, Universitas Diponegoro, Indonesia

<sup>2</sup>Department of Management, Faculty of Economics and Business, Universitas Diponegoro, Indonesia

### Abstract

The purpose of this research was to explore the experience of some informants regarding the phenomenon of queen bee in Indonesia. Our study used qualitative method with case study approach. Data was gathered using in-depth interview on seven informants. The result shows that the queen bee leader did intimidating and mostly not supporting the career of her subordinate woman. Besides, the queen bee leader make distance not only to her subordinate which are female, but also to her female colleagues at work. Queen bee leader tend to give preferential treatment to men. This phenomenon has more negative impacts than positive impacts. The negative impact caused by the queen bee phenomenon is that it can cause victim to be feel intimidated and stressed, the work atmosphere becomes less conducive, uncomfortable, disrupts the operations of the company. While the positive impact of the existence of the queen bee leader is the job need to be due became quicker to be completed.

### Keywords

queen bee phenomenon; Indonesia; case study

### INTRODUCTION

The company expects each employee to work together with one another so that it can encourage the creation of a positive work environment, but when the company has a queen bee phenomenon, it seems that hope cannot be made. Queen bee is a label for female leaders who often intimidate her female subordinates and tend to give preferential treatment to men (Kaiser and Spalding, 2015; Kinnear, 2016). This philosophy happened because in one honeycomb, there only have one queen. The presence of other queens is not permitted because it will threaten the old queen, so the queen bee will do anything possible to maintain her power.

In the real world, queen bee maintained her power by carrying out various forms of intimidation against her female subordinates by accusing of making mistakes that were not done, ignoring, giving a different standard of work, making his female subordinates as the subject of gossip, underestimate, and keep continuously criticizing, rebuking in front of colleagues, and embarrassing in meetings (Dill, 2014). In addition, queen bee was also reluctant to give higher career opportunities to her female subordinates. However, the company doesn't have any will to fire her because the team's performance still in normal

condition and the subordinate tend to be unwilling or afraid to fill complaints to the company regarding their queen bee leader even though they have experienced intimidation (Dill, 2014; Kets, 2016).

This queen bee phenomenon actually happened to several companies in South Africa and Europe (Faniko et al., 2017; Kinnear, 2016). Research shows that in 2016, nine out of ten female executives in companies in various industrial sectors in South Africa admitted that they intimidated subordinates of women for personal gain (Kinnear, 2016). In 2017, the majority of female European managers in Albania distance themselves from other women in the workplace and are reluctant to support quota policies for junior woman (Faniko et al, 2017).

However, most of the research related to queen bee phenomenon is carried out by researcher in Western culture (Carr and Kelan, 2016; Derks et al, 2011; Faniko et al, 2016; Faniko et al, 2017; Kaiser and Spalding, 2015; Kinnear, 2016; La Mattina et al, 2017). There has been lack of interest among scholars and managers to figure out the phenomenon of queen bee in eastern context, particularly in Indonesia. In fact, this phenomenon is predicted exist in all cultures both western and eastern.

In other side, although some scholars conducted research on the phenomenon of queen bee (see Carr and Kelan, 2016; Derks et

✉Correspondence to:  
suharnomo.undip@gmail.com

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al, 2011; Faniko et al, 2016; Faniko et al, 2017; Kaiser and Spalding, 2015; Kinnear, 2016; La Mattina et al, 2017), unfortunately none of them used a case study approach and none has discussed the positive impact caused by the queen bee phenomenon. Therefore, our study attempted to fill these gaps by conducted a case study approach to explore and describe the experiences of informants in more depth way related to the phenomenon of queen bee while at the same time trying to explore the impact of the queen bee phenomenon in Indonesia as representative of eastern culture.

## LITERATURE REVIEW

### The leadership concept

The leadership is the ability to influence the team to towards the achievement of vision or the goals that have been set (Northouse, 2013; Robbins dan Judge, 2015). A company needs a leader that can inspire all the employees. Although often used as a synonym, there are differences between managers and leaders (Wuertele, 2017). Managers are often associated with efficiency, formulation of plans, expropriation of responsibilities to supervise the operations of the company. While leaders are associated with effectiveness, creating a vision of the future, is expected to influence, guide, and inspire many people.

A leader should have good self-character so that he is able to motivate, increase optimism, and enthusiasm of employees to achieve the determined vision, create a culture of caring, can maintain trust among the employees of the company (Wuertele, 2017).

### Woman in leadership

Research said that both woman's and man's leadership are considered as effective, but will be more effective if they lead a company that is in accordance with their gender (Hoyt and Murphy, 2013). Men who are classified as masculine are more suitable to be leaders in military roles, while women are more effective in education-oriented companies.

Women generally show communal qualities that are more sympathetic, caring, sensitive to the feelings of others, while men generally show traits that tend to be dominant, aggressive, and strong (Wuertele, 2017). When becoming leaders, women tend to be placed in the field of parenting such as being a personnel manager rather than being assigned in fields that require rationalism and firmness (Wuertele,

2017). In male-dominated companies, women leaders often experience conflicts between gender roles and their leadership roles, women tend to experience less supportive environments than male leaders, sometimes people question women's competencies and abilities to lead (Wuertele, 2017). This causes female leaders to adopt an authoritarian leadership model in male-dominated companies (Kinnear, 2016).

### Queen bee phenomenon

The Phrase of queen bee was first created by researcher from Michigan Universities, namely Staines and Abramson after studying the level of promotion of women in the workplace (Mavin and Grandy, 2012). Queen bee is a concept of the bad behavior of anti-feminist female leaders, referring to the tendency to separate from fellow female colleagues, always acting negatively on their female colleagues, stinging when their power is threatened, and even failing other women's careers in the company (Mavin, 2006 ; Mavin and Grandy, 2012). Queen bee is an indication that women are the worst enemy for themselves (Ellemers, 2014).

The queen bee phenomenon is the prove that shows some female leaders are very critical to other women in the company (Derks et al, 2011; Hurst et al, 2016). Queen bee tends not want to help fellow women and make unhealthy competition because they feel they need to protect themselves and maintain their power (Hurst, 2016). Not only that, queen bee also conducts destructive behavior, manipulates, betrays, sabotages the careers of female colleagues, refuses to cooperate, spreads gossip, insults lightly, and demeans (Hurst, 2016), causing junior women in the company to be unable to achieve progress (Derks , 2011). There are several factors that cause female managers to behave in queen bee: 1) a negative relationship between women such as jealousy, competition based on age, appearance, attractiveness, clothing (Carr and Kelan, 2016; Faniko et al, 2017; Mavin, 2006); 2) career experience (Carr dan Kelan, 2016); 3) a threat of social identity (Derks et al, 2016); 4) low level of gender identification (Derks et al, 2011); 4) a worry about the risk she might get if promote other women (Carr dan Kelan, 2016).

### The characteristics of queen bee leader

According to Derks et al. (2015), Ellemers (2014), and Faniko (2017), queen bee leader has masculine behavior. Female subordinates

often expect their female leaders to be more understanding, caring, more giving and forgiving than men (Mavin 2006), but this is not what we can expect from a queen bee. A queen bee is assimilated into a male or patriarchal culture (Derks et al, 2016). Queen bee often cruelly oppresses her female coworkers, aggressive, bossy, arrogant, rude (Carr and Kelan, 2016; Hurst et al, 2016; Mavin, 2006). This masculine leadership characteristic makes queen bee dubbed an apostate woman (Mavin and Grandy, 2012).

Another characteristics of queen bee leader is usually keep distance with other female coworkers (Ellemers, 2014; Underdahl et al, 2017). A queen bee sees themselves differently from other women at work. Queen bee conducts self-groups distancing or separating themselves from women's groups so that people do not judge them as the stereotypes of their groups, namely that women are weak and unsuitable to be leaders (Derks et al, 2015; Ellemers, 2014). They also underestimate the competence and ambitions of junior women, making them reluctant to provide mentoring and career opportunities for junior women (Derks, 2011; Ellemers, 2014). Queen bee also prefers to work with men rather than women and gives preferential treatment to men (Kaiser and Spalding, 2015; Mavin, 2006). In addition there are other factors, namely because queen bee feels she has made greater sacrifices in her career and is more committed than junior women (Derks, 2011; Faniko, 2017). Queen bee does not distance herself from all women in the company. She does not keep distance between herself and senior women, but only to junior women, which she thought didn't do any sacrifices to work and having similar career experiences with her as senior.

Some references also stated that queen bee leader legitimizes the current gender hierarchy (Derks et al, 2016; Faniko, 2017). Although there were already laws on gender equality, women are still not represented in the company's leadership position (Vachon, 2014). Female leaders who have been successful in a company, are usually expected to inspire junior women to follow in their footsteps in a career, and increase opportunities for other women to occupy leadership positions (Underdahl, 2017). In fact, the leader of queen bee usually tends to oppose gender quota policies for junior women and other policies to improve gender equality in the workplace (Faniko et al, 2017). Gender quota policy is a company policy of reserving certain positions or leadership positions for women, in order to promote women in areas

where they are underrepresented and to address gender discrimination (Faniko et al, 2017). The queen bee argued that they succeeded in achieving their current position because they did it themselves and there was no gender equality policy that helped them pursue their careers, so she also felt that other women could do it just like her (Mavin, 2006). Although in reality there is discrimination in the workplace, the queen bee denies this discrimination, because it will damage their own achievements (Mavin, 2006), so queen bee does not accept the reason that women cannot progress in careers due to discrimination.

### The impact of queen bee

The threat of queen bee has caused subordinates women who become targets of intimidation to be stressed, depressed, and performance down (Hoyt and Murphy, 2015). Queen bee can also be one of the causes of female gender discrimination in the workplace (Derks et al, 2011). In addition, their careers were hampered because queen bee tended to evaluate the performance of her subordinates negatively and did not recommend a career promotion for women (Derks et al, 2015). On the other hand, queen bee can be used as a survival strategy for women leaders themselves in maintaining their careers in the company, although they must hinder the progress of other women (Derks et al, 2011).

### METHODS

This research used a qualitative method, because it is more explorative (Creswell, 2014). Explorative means that the researcher seeks to investigate, hear the opinions of the informant and build a basic understanding of what being heard or interpreted the queen bee phenomenon. 1

We used a case study approach to explore the phenomenon of queen bee and its impact on informants in Company X in Semarang, Indonesia. Case studies are one type of qualitative approach to explore the real life of individuals, groups or phenomena through in-depth data collection and involve various sources of information in contemporary settings with the aim of identifying the interactions of informants (Creswell, 2014; Starman, 2013; Yin, 2014).

The case study was chosen as the approach in this study, because this study was in accordance with the main characteristics or characteristics of the case study according to

Yin (2014): 1) the research uses the type of question "how"; 2) the researcher does not have the opportunity to control at all the events/phenomena that occur or researcher cannot manipulate this phenomenon; 3) this research focuses on contemporary/present phenomena.

The case study approach was chosen in this research because this research examines the interaction between informants to explore deeper about the different view of each informant regarding the queen bee phenomenon (Starman, 2013) or can use mutability sources (Yin, 2014). In this phenomenon, queen bee has a relationship that is interrelated both with his subordinates and colleagues, so that the case study approach aims to explore interactions among informants is considered more suitable than the other approaches. So as the results of data gained from the informants will be more objective.

#### **Data types and sources**

This study uses a type of qualitative data. Qualitative data is data obtained from a process of experience, observation, story of someone's life, observation, history, analysis of words carried out in detail according to the point of view and behavior of informants with natural settings (Sugiyono, 2009). Qualitative data can be obtained through data analysis or the information obtained is descriptive and cannot be quantified (Sekaran, 2006). The qualitative data that will be used in this research is a description of the experiences, observations, and stories of the lives of the informants.

The data source in this research was obtained from the first hand which was used in the subsequent analysis to find a solution to a problem (Sekaran, 2011). Researcher did not only use single evidence sources (Yin, 2014). The data obtained from this research comes from the results of the interview process on seven informants consists of subordinates, coworkers, and the queen bee leader. The advantage of using this multi-source evidence is to develop inquiry unity and support the process of triangulating data sources, so that the findings will be more convincing and appropriate if based on several different sources of information (Yin, 2014).

#### **Social situation**

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Qualitative research actually does not use the term population, but uses the term social situation consisting of place, actor, and activity

(Sugiyono, 2009). Sugiyono explained this because qualitative research departs from certain cases that exist in certain situations, and the results of the study will not be applied to the population, but transferred to other places that have similar social situations to the cases studied.

The location of this research is the private company X in the city of Semarang where there is a queen bee phenomenon in the company. This was chosen because qualitative research departs from inductive logic (Creswell, 2014). In the initial stage of the research, the researcher had conducted a pre-survey interview with one of the informants named A to find out the problems that occurred in the company. Based on the results of the pre-survey interview, it was found that in private company X Semarang had female leaders who like to intimidate, discriminate, and hinder the careers of female employees and tend to give preferential treatment to male employees or commonly referred to as queen bee. The focus of activity in this research is the experiences and events of the informants' daily lives.

Subjects or actors sampled in qualitative research are people who are able to provide information in accordance with research objectives (Chariri, 2016). The sample in this study is called an informant. The sample in qualitative research is not as much as the sample used in quantitative research, because qualitative research emphasizes the search for meaning in an object under study rather than focusing on testing hypotheses and if the sample is used too much, it will not be effective because it spends a lot of time (Sugiyono, 2009).

In this case study qualitative research, researcher will collect data from seven informants who have experience with the queen bee phenomenon using the snowball sampling technique. This type of sampling was chosen to find out who were the information-rich informants of the queen bee phenomenon (Creswell, 2013). Informants in this study were subordinates, coworkers, and female leaders of queen bee herself. To anticipate a variety of ethical problems, because of the sensitive topics studied, the researcher sought to protect privacy / protect and build trust with the informants of this study. Thus, all the names of the informants in this study are pseudonym

#### **Methods of collecting data**

Data collection is an attempt to limit research, gather information, and record / record

information (Creswell, 2014). The data collection method used in this study is by using qualitative interviews (Face to face interview). According to Yin (2014), interviews are an essential source of information for case studies.

The researcher will conduct an interview with the informant to obtain information about the queen bee phenomenon. The interviews were semi structured and open-ended. Semi-structured interviews are a combination of structured interviews, namely, interviews using a list of planned questions and unstructured interviews, namely, giving unplanned questions to explore more in-depth information (Sekaran, 2006). While open-ended interviews are the type of interview where the researcher asks key informants about the facts of a phenomenon besides their opinion about the phenomenon (Yin, 2014). This method was chosen so that the informants were more free to provide historical information, giving rise to various views and opinions from informants regarding the queen bee phenomenon (Creswell, 2014). When the interview process takes place, the researcher will also process the recording with audio and videotape through a cellular telephone so that it can provide a more accurate translation (Yin, 2014).

#### Validity test

The validity test in qualitative research is an assessment of the research accuracy (Creswell, 2014; Yin, 2014). Validity test in this research is using Triangulation. According to Yin (2014) the triangulation process was carried out using multi-source evidence. In this study, when the data collection process researcher conducted interviews with various different sources of data / multi-source evidence, namely subordinates, coworkers, and leaders of queen bee to establish a coherent justification of the theme or to encourage unified inquiry efforts. Thus, the findings or conclusions in this case study will be more credible and suitable (Yin, 2014).

#### Reliability test

The reliability test uses in this research is to make sure the consistency of approach used by researcher. The reliability test did to show if in gathering data for research could be interpreted with the same result (Yin, 2014). The common purpose of this reliability test is to minimize the error and deviation. According to Creswell (2014) and Yin (2014), there are

several phase of Reliability test, such as: 1) documents all the procedure or research phase; 2) check the transcription result to make sure no wrong.

## RESULTS AND DISCUSSION

### Leadership of the queen bee style

Mostly woman has communal behavior, caring, and most sympathy. At first, informant hoped if the woman that become a leader could bring a warm environment in working society so can unite all the employee in the office. Beside, the informant also expect whether the female leader can be easy to get in touch or even tell a story or discussion in working area or outside just for hangout.

But unfortunately, that was just hope for Mrs. R subordinate. Mrs. R is the Division Head A in Company X in Semarang. The queen bee labeled is suitable for her. Queen bee is the label to show the female leader which is anti-feminist, did not want to support other women in the same company to improve either to get promotion. In contrary, queen bee mostly supports man rather than woman to achieve their goals (Faniko et al, 2016; Faniko et al, 2017; Vachon, 2014; Derks, 2015). Similar with this meaning in that label, N, subordinate of Mrs. R told the experience have Mrs. R as her leader. She told the story with the upset face, like:

"As long as i was here, Mrs. R attitude was so kind and different to man rather than woman. To me, she easily to get upset, angry, but it's really different if to man. She told that if to man she is so patient, never got sting."

Implicitly, this feeling also expressed by I, the colleague of Mrs. R whose have same position level in the company:

"Because both of us entered the company at the same year, and even the same day, may be there are possibility fo getting jealous to each other, and might be not satisfied."

I expressed her feeling with the unhappy face. The experiences that was expressed by N and I are the example of competitive sense in working place that start by Mrs. R to her colleagues and her subordinate. Not just from women point of view, A, a man working in the same company, also corrects that impression. A also express his experience with Mrs. R:

".....Sometimes 'yes', when we work in the company we will be faced in the competition, I concern about it. I ever heard sometimes happened the unhealthy competition."

Based on the experience, from man point of view, A assumes if Mrs. R is really such a competitive person with other women in her working environment.

B, another man, reveal with a worry feeling regarding Mrs. R, like:

"She is kind person to a boy, but if to a girl, she is really grumpy. Just like that."

The expression of experience of some informants reveal the fact that Mrs R tends to behave competitive to person with same gender as her and act very nice to man in her workplace. In informal interview, Mrs. R ever expressed that she admitted herself tend to dominate in leadership. She said that she ever had the psychology test as the first test to apply as the division head like now. In that psycho test, She told:

"....So i can be guessed, mostly my answer said i am kind of dominant person. Wait a moment.. DISC Dominant Interpersonal.. Nah, This is pyscho test result. Nah, the result is dominant, because may be my soul just like that, yeah."

When Mrs. R explain about her soul in leadership which is dominant, her facial expression was so proud and she said it with loud voice.

### **Queen bee's attitude to other women in workplace**

The informants evaluate Mrs. R was rude person when in words, often intimidate dan dominant to her women subordinate. She seldom to care, tolerate, having sympathy, even will to guide her women subordinate. She also discriminates her subordinate. Just like what D expressed, one of Mrs. R subordinate in A division:

".... If she doesn't like me, so she will always try to look for my mistake, threatening me, like that lah...Thhe point is, she doesn't like what i did. Even in my opinion, what i did is normal. For example, us, in A division, ever heard the inappropriate words, mean fooled."

D revealed this with a sad expression on her face. The expression of D's experience stated that Mrs. R often looked for mistakes, distinguished treatment, and said harsh words that should not be said to subordinate. Besides D, N who is also one of the subordinates of Mrs. R in A division also revealed a similar experience with D :

"Once I ever made a mistake, and she said I was stupid. She talked very loud until everyone hear. This happened after service

hours. Even thought there is a friend of mine, a man, he also made the same mistake, but she is OK with him, Not as bad as angry to me. Then she made jokes with the man said everything it's ok. If i ask for help, sometimes took long time. So she was more concerned with others friend rather than me, because I am her subordinate, she didn't want to talk. Just quiet.."

That experience can interpret that even though D made a mistake, it should not be appropriate for Mrs. R to say harsh words. But more regrettable, Mrs. R acts like that not to everyone, but just for certain people and especially to women in the office. The experience of D and N shows that Mrs. R also distanced herself from subordinates of women in the workplace, which is shown by being indifferent and unwilling to talk.

B, a man, subordinate of Mrs. R confirmed what was revealed by his two female colleagues that Mrs. R did sometimes seek out for someone mistake and emit her emotion by using harsh words to her subordinates at work. B said :

"N dan girl friends are often scolded, bullied. That really happened..."

Mrs.R behaves like that not just to her subordinate women. But even I, Mrs R's female colleague which has same rank position as her, also express her bad experience working with Mrs. R with an upset face:

"She always looks for someone mistakes, which is profitable for her. What benefit her is what she will do. She will not care about her colleague neither subordinate, or she will be marked as not so good. May be it's her behavior to be 'brown noser' in front of the boss."

This experience can tell if Mrs. R agree to do something which are profitable for her. Even what she did will make bad impact to another colleagues or her subordinate. There was a case in the past, the story told by the informant if Mrs. R fired her subordinate woman without giving any career reommendation at all. Even though according to her friends, and another section head, the performance of the woman is good as others. As told by A:

".....Her name was M. So her contract with company not been extended. In order to extend the contract, you need to have permission from her boss, the queen bee. Mrs. R disagree and cut the contract...."

About discrimination and intimidation that ever experienced by female informants, of course, mostly informants have feelings that were not comfortable to work with Mrs. R in the same

office. Thus, the company's willingness to have a solid team work seem cannot be achieved. Ina expressed her feeling about the situation :

"Really uncomfortable. Why? if the person act as 'brown noser' in front of her boss, automatically she will talk bad about others." Ina told the researcher about the story with a facial expression that showed dislike and resentment. A similar feeling was also expressed by D with a sad face :

"Sometimes i felt uncomfortable. In my opinion what will make me feel cozy is a good working environment. If everyday Mrs. R behave like that, i will be stressed and will bring the matters home."

In this story, D seem to be very depressed or stress with Mrs. R's treatment to her everyday. Similar situation was revealed by N, she share her experience with her eyes glistened with tears :

"My feeling feel so sad, I mean I want to work her with comfortable and just like have a new family, but in reality what i feel now is so different."

Based on the findings, it could show the feeling of the informants especially female that they feel uncomfortable, being intimidated and discriminated by Mrs. R

#### **The attitude of the queen bee to man at work**

It is different what Mrs. R treats to her subordinates and colleagues with female gender which is competitive, discriminative even acts of intimidation, compared to what she deals to her subordinate male. There are no man with the same age as Mrs. R but she has two subordinate male, they are B and A. B told what he felt regarding Mrs. R:

"For me, she is kind and warming person. I think she is patient and not easy to get upset or snap with harsh words. She never blames us on mistake."

Almost similar to B, A that working together with Mrs. R share his experience :

"If I can say that she looks much more impartial to man than woman. She guides me well. She is more aggressive to man rather than woman. As far as i can see, she acts nice to guys."

What they share can be an evidence showing that Mrs. R is acting nicely to man. If there were any mistake, she will not blame or make fool compared what she treats to woman subordinate but she will guide and give right solution.

To justify the statement from the informants, the researcher made an interview with Mrs. R and she reveals her opinion regarding which one she prefer to have man or woman in her team :

"Boys! Men! Normal! I work more on logic rather than the feeling in the office situation. The team shouldn't all woman, better have a man in. Sometimes you need a mechanic to fix something, that's a man job."

This opinion could be interpreted if Mrs. R prefer to work together with man rather than woman because she thinks that man will work more on logic than feeling and man is good in mechanical things.

The attitude of Mrs. R that guide and kind to man subordinate made A feel happy to have her as superior. This is what he told :

"Yes, I am happy to work with her because I am a man!"

A shows the happy face when sharing this experience. But different with B, he gave another respond regarding his experience, as follow:

"Actually i feel afraid if in the future she will be mad at me. I also feel uncomfortable too."

From B expression, it can be interpreted if there were uncomfot feeling and afraid in him about Mrs. R. Even he feels that Mrs. R is kind but by seeing his women colleagues that treated unfairly and intimidated, he is afraid if one day he will face this situation. In the informal session of the interview, B revealed that he might be afraid of Mrs. R treatment to him, may be there have an axe to grind.

#### **Negative impact of queen bee leadership**

Favoritism or discrimination, intimidation, and competitiveness that Mrs. R did to her female subordinates in the workplace creates a negative impact, such as working stress or feeling depressed, afraid, trauma to subordinates of women who experience intimidation. Like what N revealed by wiping tears on her face :

"Every morning I have to cry because I am afraid to meet her."

According to N, every morning before the work start, she cries because a fear to meet Mrs. R. She feels trauma with Mrs. R's treatment to her. Similar to N, D also express that she gets stress in work until taken home. Here is D's statement :

"If every day like this, I will get stress from working time until I bring the matters home."

The statements revealed the informants could be interpreted that the leadership of Mrs. R

made a negative impact on women who had career in the company and can make them become stressful not just at office but also at home. Besides, Mrs. R gave bad assessment to her subordinate women in order to get the self benefit like what Ina already told before. Finally the career of her female subordinate becomes failed and she doesn't want to give any recommendation for the next career of her subordinate.

The Leadership of Mrs. R, which here called as queen bee, not just give negative impact to her Female subordinates but will also give bad effect to the company. The working environment become discomfort and the operational process of the company could be disturbed which finally at the end may unoptimize the employee service in Division A. Just like what Ina stated :

"There are many negative impacts. The work atmosphere become discomfort and will reduce service rate to the customer. The customer will feel distinguished because of the behavior which is consistent but not consequent."

D also revealed the same situation as Ina and stated :

"The operations? It was really disturbed because we as her subordinate been scolded in front of the customer. It is really inappropriate and as the effect, of course customer will look down at us."

Besides having negative impact on the victims, the queen bee leadership also gives bad impact to Mrs R Herself. B explain in his words :

"She has so many enemies in her working atmosphere and in her environment."

D also adds words according to her experience :

"She was bullied in her society. Jadi bahan omongan aja. The negative impact is only for herself."

In an informal interview, one of the informant who wants the identity to be kept, told the experience :

" I was asked about the TE survey but my duty is in C not A so she didn't allow me to work for long time because afraid if i heard a lot of bad issues."

Those experiences gathered from the informants could be interpreted as if the queen bee style leadership performed by Mrs. R made her as a person who easy to get bullied, had many enemies and got bad assessment in Team Engagement (TE) survey performed by the company.

### **Positive impact of queen bee leadership**

Beside the negative impacts, the queen bee leadership also had positive impact. Although not all informants agree with this statement but some of the positive thing in queen bee leadership noted from B :

"The positive effect is the service become quick. She pushes us to be faster and accurate. The customer's matters solved quickly and we go home quickly. But we go home quickly because we afraid of her."

While according to D :

"The positive impact is we went home earlier because we work faster but we dont know whether the job we did accurate or not and we also don't know whether she double checks our work."

Similar to B and D, the positive impact from N is:

"If for work, she is quite fast. She could handle many customers quickly."

Based on the experience gathered from the informants, at least Mrs. R's leadership still have positive impact that is Mrs. R is quite fast in doing her job so she could finish many tasks quickly and able to back home on time. This was needed for Division A that needs speed in duty.

### **Comparison between the result of previous research with present**

In this research, the result were obtained that besides creating a bad impact to subordinate women of queen bee as described in previous research, this queen bee leadership also inflicts negative impact into the operations process of the company that adverse impact in unoptimization service. This happened because queen bee gave different treatment and guiding to her subordinate between women and men in the service hours. Besides, it creating uncomfortable working atmosphere. Next, this phenomenon also make an adverse impact on the queen bee herself that she become the subject of gossip and bully, getting many enemies, and cause her to get bad assessment in Team Engagement Survey.

The previous research didn't describe about the positive impact of queen bee phenomenon (Faniko et al, 2017; Kinnear, 2016; Derks et al, 2011; Carr dan Kelan, 2016; La Mattina et al, 2017; Kaiser dan Spalding, 2015; Faniko et al, 2016). But in this present research could obtain the positive impact of the queen bee phenomenon which result in Faster time to

finish the task, no more overtime because the queen bee works quickly.

Some of the previous research mentioned that queen bee may not be seen as indication of competition between women in common because queen bee not distance herself or doing self group distancing with all women in the workplace but only keep distance with junior subordinate women (Faniko et al, 2016; Faniko et al 2017). This research shows us that queen bee make distance not only to Junior but also to senior who have similar level to the queen bee herself.

## CONCLUSION

The result of this research found fact that queen bee phenomenon not only exist in western culture, but also in Indonesia which has an eastern culture. Queen bee phenomenon happened not just whether it is right or wrong because according to this research, this phenomenon which happened in Company X in Semarang, not always gave negative impacts like stated in the previous research. (Faniko et al, 2017; Kinnear, 2016; Derks et al, 2011; Carr dan Kelan, 2016; La Mattina et al, 2017; Kaiser dan Spalding, 2015; Faniko et al, 2016), But this research could also reveal the positive side of the queen bee phenomenon.

But not all the women leaders act like that, only 1 out of 3 behaved and labeled as queen bee which is Mrs. R, the A Division head of private company X in Semarang. Because this phenomenon is rarely found so this research conducted using qualitative method in order to be explorative and as the result of this qualitative research will be transferred to the same case with the social situation faced in this research.

Based on the interviews conducted with seven informants worked in Private Company X in Semarang about this queen bee phenomenon, we found that the queen bee phenomenon really happened in Private Company X in Semarang which Mrs. R as A division head could be labeled as queen bee.

We also found that in private company X in Semarang city, the queen bee phenomenon creates negative impact to both of the queen bee herself and to her subordinate women who become the target of intimidation, discrimination and make the working atmosphere become inconducive and discomfort so may result in disturbance of operations in company that effect in service to customer become unoptimal.

Another interesting finding in this research is based on experienced gathered from

phenomenon also has the positive impact which with the leadership of queen bee the tasks finish quickly because the working process become faster. This finding never been discussed in previous research (Faniko et al, 2017; Kinnear, 2016; Derks et al, 2011; Carr and Kelan, 2016; La Mattina et al, 2017; Kaiser and Spalding, 2015; Faniko et al, 2016).

## Managerial implications

In the context of practical or managerial implication, this research is expected as an input and suggestion to the company to be more selective in choosing the leader candidate to not just having review from working side but also need to check on Psychological side. In the company which has the queen bee and already became the leader, it needs to take actions to intervene in order to harmonize the relationship in working atmosphere, reduce intimidation side from queen bee, and able to manage queen bee in her positive side being more accentuated and provide mentoring so the queen bee can have understanding willing to cooperate with her colleagues professionally, not just team up with certain gender.

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