

**THE BUSINESS IMPERATIVE OF NEWSROOM DIVERSITY: HOW
IDENTITIES INFLUENCE INDONESIAN WOMEN MEDIA LEADERS'
PERCEPTIONS AND IMPLEMENTATION OF NEWSROOM CHANGES AND
INNOVATION**

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THE BUSINESS IMPERATIVE OF NEWSROOM DIVERSITY: HOW IDENTITIES
INFLUENCE INDONESIAN WOMEN MEDIA LEADERS' PERCEPTIONS AND
IMPLEMENTATION OF NEWSROOM CHANGES AND INNOVATION

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ABSTRACT

News organizations tend to preserve male-dominated organizational culture and have been historically oriented to serve the male reader market. This, however, stifles innovation and fails to respond to rapid changes in the journalism industry. The situation called for change through newsroom diversity initiatives as it is essential for business success and fulfilling journalism's moral obligation of representing diverse perspectives and realities. Women and minority leaders are arguably seen as better positioned to lead newsroom diversity initiatives and thus remedy the situation. This study challenges such assumptions through in-depth interviews with 31 Indonesian women media leaders, focusing on their perspectives and experiences with diversity initiatives in the newsroom ecosystem and how such initiatives impact business and innovation. It finds that newsroom diversity cannot be accomplished solely by increasing the number of women sitting in top management positions. Only a woman leader who has a solid conviction in diversity can add value to business success. The dissertation explains how women's intersected identities and their flexibility in accessing their professional and social roles shape their various understandings of diversity. It also highlights how women with a

diversity mindset could create a democratic working environment that allows the company to adapt and change during disruptive times and obtain and explore distinct and new ideas to produce innovation.

Keywords: Identity, gender, newsroom, diversity, leadership, Indonesia

Chapter 1: Introduction

“Newsroom diversity is not just about hiring. It’s about the culture when we get there. It’s about keeping us and making us feel as though we are heard, and we are not to be feared...our voices bring something original and not monolithic. We are not representative of an entire race”

— Rebecca Carroll

Gender inequality and racism take place in many newsrooms around the world. Women are still underrepresented in most newsrooms globally, both as employees and news sources. Women's Media Centre in 2019 reported women represent only 41.7% of newsroom employees and only receive 37% of bylines and credits compared to their male counterparts in the U.S (Chancellor et al., 2019). Across Asia and Oceania, men in the media outnumber women by a 4:1 ratio (Andi et al., 2020). In a similar vein, a report indicated that in 2015 only 24% of news sources were women globally – the percentage was slightly higher than that in 1995 when 17% of women became news sources (Macharia & Burke, 2020).

The absence of women's voices in the media makes them seem insignificant in the culture and society (Guaglione, 2019). The media often present unreliable portrayals of women and endorses unfair stereotypes. News often sexualizes women and overrepresents them as victims while underrepresenting violence by women that is far more frequent in reality (Carll, 2003; Nacos, 2005; Stankiewicz & Rosselli, 2008). Those news articles enforce the gender mark suggesting women are weak and unable to defend themselves, making violence against women persist (Anderson, 2008) and influencing women to believe that it is the true depiction of themselves (Hochschild, 2012).

The lack of women representatives in the media companies also makes many women journalists struggle to fit themselves in the industry for the discrimination they encounter while doing the job, such as the pay gap, sexual harassment, and the glass ceiling (Schmidt, 2019). A study suggested that only 23% of top editor are women across the 200 major outlets in ten countries (South Africa, Hong Kong, Japan, South Korea, Finland, Germany, the United Kingdom, Mexico, the United States from North America, and Brazil) although, in some countries, women outnumber men among working journalists (Andi et al., 2020).

Similarly, news organizations in Indonesia are male-oriented workplaces. Women are still underrepresented, where women journalists only make up around 30% of the country's total journalist population. Research conducted by the Alliance of Independent Journalists (AJI) found that 85,7% of 1.256 Indonesian women journalists experienced harassment, especially body shamming (Jemadu, 2022). They also face barriers, such as socio-cultural and organizational barriers that hinder them from advancing in their career and obtaining a leadership position (Idris, 2021). The condition leads many of them to leave the profession as they do not feel confident and have enough power to make significant changes.

"Many media in Indonesia are a boy's club. Men are dominant in number and also high in decibel or loud. Every time someone points out that women should have been given the same opportunity to advance in their careers, they will dismiss it by saying women have been given the opportunity, but they do not want it. I hate to hear it. At one point, I stop reminding them as it requires so much energy" (P3).

The frustration shown by the chief editor of a well-known Indonesian news radio station with more than 16 years of journalistic experience illustrates that not many changes have occurred in a decade-long fight to diminish newsroom inequality. News

organizations prefer men to women as their news sources (Entman & Gross, 2008; Gilens, 1996) as women are considered less intelligent and lack expertise, especially in areas such as politics and economics. Women are only interviewed for 'soft' news discussing lighthearted stories such as lifestyle and fashion (Catania, 2015).

Newsroom diversity initiatives are expected to solve the problem. It aims to create a more inclusive newsroom by employing and empowering diverse journalists from various cultural backgrounds, social-economic statuses, gender, sexual orientation, and age. Newsroom efforts in maintaining diversity are essential for business success and fulfilling journalism's moral obligation. Diverse newsrooms will help news companies to develop better and more innovative content and products to reach wider, new, and younger audiences (Dedman & Doig, 2005). Diverse news contents allow the media to become relatable to various targeted communities and create products that serve everyone, increasing circulation and revenue (Li & Thorson, 2015). At the same time, newsroom diversity assists news organizations serve the public interest inclusively without excluding minorities or people from certain class statuses (Iggers, 2018). It also promotes journalism's obligation of truth-seeking, the correct representation of reality, and introducing diverse perspectives (Boesman & Costera Meijer, 2018; Schudson & Anderson, 2009; Entman, 1994).

While it remains an important issue, many newsrooms are hesitant or neglect the newsroom diversity initiative. Some news companies implemented newsroom diversity but lacked sincerity; hence, organizational culture change and true equality are not attained (Dargan, 2019; Hare, 2018). For them, representation is only about checking a quota box for the number of women or minorities employed (Shalby, 2018). Whereas

these companies are supposed to empower, mentor, and encourage minority journalists to exercise their voice and better represent their community. The newsroom's lack of diversity fosters journalists' and media's implicit biases (Rosen, 2016). Many journalists do not recognize their biases due to deep stereotypes, creating a blind spot in their worldview that may lead to either favorable or unfavorable assessments of others (Schmidt, 2019). Thus, diverse newsrooms help journalists keep their biases in check.

Purpose of the study

The dissertation explores how diversity is configured into the newsroom ecosystem of innovation from Indonesian women media leaders' perspectives and experiences. Such issue is important to investigate as the news organizations' tendency to preserve male-dominated organizational culture and orientation to serve the male reader market hinders the news organizations' effort for innovation and changes to respond to the speedy changing environment and technology. The status quo prevents a news company from obtaining novel and creative ideas because of the lack of distinct perspectives available in its newsroom (Kovac-Ashley, 2020). Therefore, they cannot develop new and better journalism products and processes to acquire distinct and wider markets that have been neglected because of the news company's inertia that leads to business failure (Arana, 2018).

Media leaders play essential roles in addressing changes and creating a more inclusive and innovative newsroom. Good management and managers who have sufficient knowledge about readers' characteristics, needs, and expectations will be able to make a sound decision about what kind of journalism products to produce (Li &

Thorson, 2015). However, only a few have an in-depth understanding of what their audiences' desire, a sensitivity to newsroom diversity, and are prone to innovation (Arana, 2018; Dedman & Doig, 2005; Levinthal & March, 1993). Many believe that leaders' characteristics and identities influence their perspectives toward newsroom diversity, providing the basis for better and strategic business choices (Hambrick, 1996). Hence, leaders with minority status might be better in implementing newsroom diversity initiatives that lead to innovation than those from a privileged upbringing.

However, it is difficult for minorities, especially women, to prove themselves worthy of a top-level media position. Many news companies expect that women are less competent than men, hiring few women in the newsroom. The media also tend to think that women are only better at easy and insignificant reporting tasks (Chancellor et al., 2019; Newton and Fitt, 1981). Hence, it makes them less desirable to be promoted to a higher position than male journalists with better skills because the media provides them with abundant opportunities to cover a wide range of topics, from politics to sport to weather (Chancellor et al., 2019).

With their status disadvantages, women can achieve high-ranking positions in male-dominated workplaces only if they have an impressive education background, tasks, and performances, come from an affluent family, or have an elite and influential network that could pull some strings (Correll & Ridgeway, 2006; McDonald et al., 2004). Even if they obtain a high position in the newsroom, women often encounter resistance and hardship in a male-dominated newsroom, such as gender bias and expectation, pay gap, accessing informal professional social networks, and lack of support system to balance their professional and domestic roles (Campuzano, 2019)

This research will increase knowledge on the business imperative of newsroom diversity as studies focusing on its implication to innovation and media business are scant. Moreover, the current research can expand the literature on gender leadership and gender expectation in the workplace. It will provide more evidence of how women leadership can be as effective or presumably better than male leaders, especially in a male-dominated industry like journalism.

This study may also benefit the literature on intersectionality as it talks about how professional identity, collective or organizational identity, and individuality intersect to achieve individual objectives. For a long time, intersectionality has focused more on the intersection of race and gender identity. In the context of Indonesia as a religious country, it may also give new knowledge of how religion intersects with other identities creating a distinct and interesting variable in the intersectionality study.

Preview of Chapters

This dissertation consists of six chapters. The first chapter includes an overview and the purpose of the study, including the research gap, the study benefits, a brief explanation of the methodology, and the study's scope. The chapter also presents each chapter's preview to help readers navigate easily through the dissertation.

Chapter 2 provides a literature review that illuminates the main concept, theoretical framework, the study context, and research questions. The chapter is broken down into six sections. The first section concentrates on previous literature about the newsroom diversity history and trends. The second section discusses gender as performative identity and intersectionality roots of the sociology of identity field, which

concerns how people actively present and perform their identity in a life-like play and how gender is one of the performative identities where the actor needs to play their gender role by conforming gender norms. The third section discusses gender expectations created and reinforced by imperialism and how it influences people's judgment toward women and men's capability, which has been institutionalized for a long time in the media industry.

The fourth section articulates the benefits and challenges of implementing newsroom diversity and creating meaningful changes in the newsroom, not only the illusion of inclusion. Therefore, changes should be articulated correctly by providing a suitable and effective organizational learning system. The fifth section explains how diversity positively affects the company's innovation effort and defines the type and direction of innovation in the news industry. The sixth section introduces how gender plays out in the Indonesian male-oriented newsrooms, where women are still underrepresented because of patriarchal ideas and dominant religious interpretation. Based on the literature, research questions are formulated to explore how diversity is configured into the newsroom ecosystem of innovation from Indonesian women media leaders' perspectives, and experiences stem from their identities.

Chapter three illustrates the research process. It elaborates on the research methodology, the participants, data collection techniques, data analysis, and validation strategies using an in-depth interview with Indonesian women newsroom leaders. The chapter also includes the sampling and data collection techniques that generate primary and secondary data. Readers could also gain insight into the researcher's reflexivity and other validation strategies.

The study results are presented in chapters four and five. These chapters answer the three research questions, respectively. Chapter four answers the first research question about women media leaders' understanding of inclusivity and newsroom diversity. Meanwhile, Chapter five will address the change process in organizational structure, routine, and products for business success led by women newsroom leaders. It will also illuminate the women leaders' strategic choice of innovation in organizational structure, routine, and products.

Chapter six discusses the main and important research findings. It will conclude the study where it highlights the theoretical and practical contributions, limitations, suggestions for future research, and recommendations.

Chapter 2: Literature Review

“The misapprehension about gender performativity is this: that gender is a choice, or that gender is a role, or that gender is a construction that one puts on, as one puts on clothes in the morning, that there is a 'one' who is prior to this gender, a one who goes to the wardrobe of gender and decides with deliberation which gender it will be today.”

— Judith Butler

This chapter presents a literature review of the newsroom diversity concept, history, challenges, and trends. It also introduces the root of the sociology of identity and its three important dimensions in studying identity: authenticity, multidimensionality, and mobility. It discusses how those dimensions are situated in gender and professional journalistic identity. The chapter also informs isomorphism, where news organizations tend to institutionalize similar and false gender expectations and stereotypes created by the patriarchal society in their newsroom. Moreover, the chapter provides insight into how gender identity may influence change processes through effective organizational learning systems in the news organizations that lead to innovation and better business performance. This chapter also introduces the journalistic system and gendered newsroom challenges in Indonesia. The chapter is concluded with research questions generated based on the problem and the theoretical frameworks.

Newsroom diversity for social change

The newsroom is a laboratory of society, where social issues and norms reflect and influence its strategic interaction and professional relationship dynamics. "Normative theories of journalism concern ideal functions of the press, what the press should do. These purposes are best understood in relation to larger claims about the good society"

(Benson, 2008, p.1). Therefore, it is not surprising to discover a paradox of inequality, especially gender, and racial bias, in the newsroom when it is supposed to implement objectivity in its journalism and business process (Carlson, 2016; Clayman, 2002). This situation calls for social change in the form of newsroom diversity.

The conversation about newsroom diversity first emerged because racial and gender inequality occurs severely in the U.S. news industry. White and male journalists dominated the newsroom, with no room for minority journalists to bring change and diverse perspectives. However, it became a heated discussion in 1967 when a long and intense racial riot arose in major U.S. cities' black and Latino neighborhoods, including Los Angeles, Chicago, Detroit, and Newark (Haberman, 2020). Under President Lyndon B. Johnson, the U.S. government issued Executive Order 11365 to investigate the causes of the uproar and created The National Advisory Commission on Civil Disorders, known as the Kerner Commission. The commission is mandated to answer three important questions: What happened? Why did it happen? What can be done to prevent it from happening again in the future? (Johnson, 1967).

After seven months of investigation, Kerner Commission released a 426-page long report and dedicated one chapter critiquing the media's crucial involvement in fueling the riot. "The press has too long basked in a white world looking out of it, if at all, with white men's eyes and white perspective" (Kerner, 1967, p. 201). In response, the commission recommended some action to remedy the situation. They wanted the media to expand coverage of the Black community and race problems by employing reporters who had access to and understand the community better. They also suggested recruiting

more Black journalists and promoting those qualified to higher positions with significant responsibility (p.10).

American Society of News Editors (ASNE), the country's news industry representative, responded to the report and recommendation by announcing the newsroom diversity pledge in 1978. The organization wished to increase newsroom diversity to match the country's population by 2000. Unfortunately, the news industry failed to fulfill the promise, resulting in them setting another deadline for 2025 (Arana, 2018). However, ASNE projects the target will not proceed as planned as the newsroom culture changes slower than expected. Fast forward, not much has changed since the Kerner Commission report. The newsroom is still dominantly white and male, and minority journalists face discrimination daily and are unable to advocate change and represent their community better (Schmidt, 2019; Grieco, 2018).

Gender inequality and racism problems are not only experienced by American newsrooms but also by the news industry in many countries. In Indonesia, women are considered a marginalized community that often faces discrimination and exclusion in society. It reflects in the Indonesian newsroom, where only 25% of journalists are women, and only a few make it to the top management level in the news company after the arduous battle against gender bias and discrimination (Adriana, 2021, Idris, 2021). Some ethnics minority in the country, such as Chinese Indonesia or ethnic groups from East Indonesia, also encounter the same problem (Hugo, 2015). Javanese as, the largest ethnic group who live on the Java Island in Indonesia, dominate the country's political and economic domain (Keller, 2009; Hugo, 2015), which then also reflect in the

Indonesian newsrooms where news from Java overshadows the frequencies and duration of news from outside the island (Heychael & Wibowo, 2014).

The colonial ideology is one of the reasons that allow the practice of cultural hierarchy and supremacy within the newsroom, hence producing an inequality of wealth and opportunity between minority journalists and those who come from a privileged upbringing (Alamo-Prastana and Hoynes, 2018). The belief system influences the newsroom hiring system as they provide less opportunity for the minority and people from marginalized community to be a journalist and create wealth.

The idea of patriarchy also contributes to creating gender inequality in the newsroom. Patriarchal ideology is responsible for the unfair and taken-for-granted perception that women's bodies and brains are inferior to men's, justifying discrimination, social control, oppression, or persecution of women (Liazos, 1972; Weitz, 1998). The ideology is also embedded deeply in many newsrooms, constraining women journalists from ascending the career ladder, receive bylines and credits, or obtain the same pay, treatment, and opportunities as their male colleagues (Chancellor et al., 2019; Schmidt, 2019). The lack of women representatives in news media brings fatal consequences to society, making women seem insignificant in the culture, and violence against women persists (Carll, 2003; Guaglione, 2019; Hochschild, 2012).

Scholars believe that newsroom diversity ideas are an instrument for social change to achieve a better journalism system and fair racial and gender representation (Campbell et al., 2013; Jenkins, 2012, Leduff, 2013; Perez and Pasque, 2015). However, many news organizations are hesitant to apply newsroom diversity, while others ignore it completely (Owen, 2021). Some news companies do not implement newsroom diversity

properly to achieve true equality. One of the constraints is the idea of capitalism which drives news organizations to focus more on profit than journalism moral obligation (Weber, 2002), making it difficult for a newsroom diversity initiative to surge hence deepening inequity. The capitalism idea also helps maintain colonialism and patriarchy by enforcing the pay gap and glass ceiling for women to keep them dependent on men (Hartmann, 1976) and make minorities powerless, hence sustaining dominant supremacy. Gans (1971) has argued that "in every hierarchical society, someone has to be at the bottom. They want to maintain status distinctions between themselves and the minorities" (p.3). Therefore, it is not surprising that minority journalists will always be the first to let go when news companies are forced to downsize their business (Barthel, 2018).

Business imperative. Newsroom diversity initiatives face a great challenge in the newsroom's power dynamics. Institutions that hold power over news organizations, such as advertisers or investors, greatly influence newsrooms' decision-making to implement newsroom diversity. As the news industry is battling to survive the competition, news companies have become increasingly business oriented. Thus, every decision should pass economic reasoning of cost and benefit, making newsrooms hesitate to implement newsroom diversity as it needs a big investment while it might not be a good business model. Hence, convincing news organizations to implement newsroom diversity by highlighting its journalism imperative will not be enough. The business argument should be used to make them participate in the program.

While the business benefit of newsroom diversity has not been fully explored, a few newsroom leaders are aware of and acknowledge newsroom diversity's financial and

business benefits (Moynihan, 2010). They believe that newsroom diversity is the key to surviving the competition, and that today's failure is the result of the lateness in responding to the changing environment where the audience is increasingly diverse, and the minority soon becomes the majority (Welcome, 2014). Some people believe that news organizations could have slowed the business decline and stayed relevant in the market by reaching a wider audience if they implemented newsroom diversity faster. "The industry failed to make changes, and now it is not reaching the audience it wanted to reach" (Fitzgerald, 2009, para. 2).

Studies have suggested that newsroom diversity should be considered a new and profitable business model to replace the failing traditional business model (Newsome, 2020; Pitre, 2019). Newsroom diversity is a smart business decision that should not be recognized as a 'side project' or 'special initiative' because diversity leads to more innovation, profitability, and products (Beaujon, 2014; Roper, 2018). For instance, it enables the media to acquire new and broader minority and marginalized audiences who are reluctant to read the news as all this time media never represents their 'tiny' voices. The media could also embrace more audiences who are interested and care about marginalized communities' problems. As Pitre (2019) has stated "publications understand that when you include the voices of marginalized people, it sells" (para. 5).

Newsroom leaders who profoundly believe in the importance of newsroom diversity for their business will embrace inclusive leadership that exhibit openness, accessibility, and availability in their interactions with all staff (Nembhard & Edmondson, 2006). They will also create policies to foster an inclusive environment and encourage greater participation and collaboration to accomplish the organization's goals

(Manning, 2019). The policy can be as big as creating a special division or position to oversee diversity or conduct diversity training and workshops. It could also be as simple as informal and straightforward rules such as friendly greetings or creating a family-like relationship.

Helgesen (2005) has pointed out that people “cannot think creatively and well if they do not feel valued, if they do not feel a sense of ownership of their work, if they do not have the freedom to give full scope to their talents” (p. 12). Such idea has made newsroom diversity becomes even more salient. Through newsroom diversity, leaders are able to promote a psychologically safe climate by nurturing individual and group development, making all newsroom members, including minority journalists, feel comfortable expressing and sharing their thoughts, views, and critiques (Hirak et al., 2012). This situation allows newsroom members to feel their talents, identity, work, and freedom respected and valued, encouraging them to throw creative and innovative ideas (Bouncken et al., 2016; Manning, 2019).

Newsroom diversity may increase the firm's absorptive capacity to increase its innovative capabilities by providing diverse expertise within the newsroom (Cohen & Levinthal, 1990). Thus, newsrooms should consider being a minority as a skill like being able to speak Spanish or understanding financial statements (Rosen, 2004b). Minority journalists have a better knowledge of sociocultural aspects that govern their represented communities. They will have better access to the community, making their reporting and writing richer and 'expensive' compared to the article written by journalists outside the community. Moreover, an inclusive newsroom will positively affect the company's innovation effort as multicultural teams have a broader source of information generated

from the team's interesting conversations and self-reflection. The situation allows them to make effective decision-making to deal with complex problems and stimulate novel ideas (Bouncken et al., 2016).

Gender as performative identity and intersectionality

Proper implementation of newsroom diversity initiatives depends on the leaders' conviction on diversity shaped and influenced by their possessed identities. The sociology of identity helps understand the phenomenon. It stems from symbolist interactionists concerned with the peculiarity and distinctiveness of the interaction between human beings (Bettie, 2000; Brekhus, 2020). They believe human beings are not only reacting to each other but also interpret and define each other's actions and associations as a mechanism to face and deal with the world. Human beings give meaning to their surroundings and interaction, use the knowledge for future actions, and shape their identity. Scholars from cognitive sociology such as Zerubavel (2013) and DiMaggio and Powell (1983) suggested that culture, sub-culture, and other social patterns influence people's individuality in terms of how they see the world: what they see, what they do not see, what they intend to see, and what they do not intend to see (Zerubavel, 2013; Brekhus & Ignatow, 2019).

With his dramaturgical theory, Goffman (1974) also gives foundation to the identity study. He suggests that people actively present and perform their identity in a life-like play where they act as actors in every stage of life. He also distinguishes between the front stage (visible actions and behaviors) and backstage (actions taken without the audience present) and how the identity plays out on each stage. Butler (2010) suggests

that gender is one of the performative acts, and the actor needs to play the role by following the ritual of gender norms, and sometimes the ritual is not a choice but forced upon them.

These theoretical frameworks suggest that the sociology of identity consists of three important dimensions: authenticity, multidimensionality, and mobility (Brekhus, 2020). These dimensions are crucial to understand “the power dimensions of identity and the role of identity construction in producing and reproducing inequalities, marginality, and privilege” (Brekhus, 2020, p 9).

Authenticity. The authenticity concept concerns how people present and perform their identity. Individuals will be perceived as highly authentic if they can carry out their identity intensely without sparing themselves. They will also feel more authentic when they perform the identity for a long time and meaningfully. They also assess the authenticity by accentuating auxiliary characteristics of the identity that is pure and untainted (Brekhus, 2020). Therefore, many women leaders try to not only succeed in their work but also do their gender right by enacting their socially constructed domestic role as a wife and mother to fulfill their need to feel and appear authentic.

In studying individual identity, people want to be authentic to be different from others (splitting). In contrast, the collective identity assumes that people assess their authenticity by being similar to a member of the same group they are affiliated with (lumping) (Zerubavel, 1996). Bordieu (1984) suggested that tastes and preferences are socially constructed. People strive to match their tastes and preference with the group they belong to or want to be associated with (Allen & Anderson, 1994). That is why as Veblen (2005) suggested, many people are engaged with conspicuous consumption

where they buy luxurious things, wear glamorous fashion, or do expensive hobbies and leisure activities. They do these to accentuate their identity as a member of the upper-class community as well as to maintain their position in the community and feel a sense of belonging (Bagwell and Bernheim, 1996). In an organization, collective identity among members is shaped by a shared identity and values that are established because of social interaction, training, and routine (Brekhus, 2020). To be authentic, they have to follow the set boundaries, and some try to accentuate their auxiliary characteristic by wearing a uniform or dress code.

In doing their job, journalists will feel authentic if they can access freedom in their writing. Rarely do people decide to be a journalist to fulfill their economic interests and pursue passion and purpose in life (Hanitzsch & Voz, 2017). Journalists want their writing to be helpful to their readers, and therefore they need the freedom to achieve it to become real journalists. At the same time, journalists are part of a professional group governed by constraints and boundaries. Therefore, journalists must perform their journalistic identity by correctly implementing the journalism ideology and values, such as objectivity, integrity, credibility, and neutrality. Moreover, journalists are members of a particular news institution with distinct rules and policies that align with the company's business vision and strategies.

Women in journalism industry are often perceived as emotional beings who are unable to exercise freedom and objectivity in their work (Hochschild, 1983). In journalism, emotion is often regarded as the opposite of professionalism, good journalism, and objectivity (Brayne, 2008; Schudson, 2001). Therefore, women journalists have to try harder to prove that they are capable of creating objective writing.

Moreover, a long history of women's suppression creates the tendency to think that women cannot exercise their sense of freedom or express their identity freely in many parts of their life, including the workplace (Hochschild, 1983), making them seem more submissive, less creative, flexible, and open-minded than their male counterparts. These characteristics are often despised in doing journalistic work (Khan, 2005).

The Self-Categorical Theory also suggested that to satisfy the need for ingroup inclusion; people alter the self to be more consistent with the group prototype or a model that exhibits desirable behaviors, talents, or characteristics (Turner, 1985); in this case, men is a prototype of a good leader. Therefore, many women leaders in journalism embrace ungendered identities to avoid discrimination. They try to be accepted in the workplace by borrowing the men's gender rituals and social codes. Women in many fields, including the news industry, are still unfairly judged on their appearance as "for many women, the appearance remains a more accessible route to power than does career success, financial independence, political achievement, and so on" (Weitz, 2001, p.683). Therefore, it is unsurprising that women put great care into their clothes, hairstyle, or behavior to defy any negative stereotypes around women and fit with the leader image (Catania, 2015).

Men can wear the same suit all year long without being noticed or commented on their looks. However, women should cosplay men leaders' appearances and characteristics to fabricate the personal front of the existing front associated with the leadership role (Goffman, 1997). Just like medical students adopt a white coat soon after becoming a doctor, women media leaders wear pants and suits to appear powerful and masculine, as fashion expresses gender and power dynamics (Jansens, 2019; Flicker,

2013). Others cut their hair short or style it in a ponytail to look fierce (Weitz, 2001) or wear heels to be perceived as intimidating and ooze confidence.

Women newsroom leaders not only fabricate the front stage with clothing, but they also fabricate their speech patterns, facial expressions, bodily gestures, or behavior to appear strong and authoritative. In some countries where smoking is seen as a male character and symbolizes masculinity (Hunt et al., 2004), women leaders adopt the behavior to gain legitimacy from their male employees. Women leaders also manage their expression and emotion not to appear or be perceived as feminine. Hochschild (1983) suggested that feelings are expressions of the individuals' emotional state that should be constantly managed to fit social norms (feeling rules).

Compared to men, women do more emotion management. Since childhood, women have been told and shaped by society to have the capacity to premeditate a sigh, have an outburst of tears, or a flight of joy as a form of "feminine wiles" (Hochschild, 1983). "The harder women try to oppose the doctrine of feeling by expressing their feeling more, the more they come to fit the image awaiting them as emotional" (p.165). Therefore, when women fail to manage their emotions and lose their temper, people consider them illogical, unreasonable, or having hormonal reactions. In contrast, when a man loses his temper, it is often seen as a normal expression of strong rationality (Hochschild, 1983). Moreover, unlike women, if men show their emotional side, people will think they are compassionate, while women who act emotionally will be perceived as weak and too sensitive. As a result, they need to pay attention to how they feel and how they ought to feel (Hochschild, 1983).

As newsroom leaders, women's feelings are doubled rules. They should put aside their feminine characteristics in the newsroom or workplace, but they should behave feminine in their social life, making them sometimes question which emotions are real. Even with those efforts to look masculine, criticism will never die out. Women leaders' appearance and performance will always be under scrutiny in the news industry compared to men leaders (Jansens, 2019). The feeling of doubled rules in journalism is salient, making women more likely to experience burnout and choose to leave the job (Catania, 2015).

Multidimensionality. Another crucial dimension of the sociology of identity is multidimensionality or intersectionality, an emerging trend in the study of social identities which gains popularity among scholars in the increasingly complex modern society within the overwhelming changes due to technological advancement (Brekhus, 2008). The concept is rooted in feminist standpoint theorists who believe that a particular group of women is better equipped with knowledge about some aspect of the world that makes them different from other women (Crenshaw, 1990). The notion aligned with Simmel's (1955) idea that people's individuality is created and shaped by multiple social categories (gender, age, education, etc.) that overlap, allowing them to have distinct identities, experiences, and worldviews. Crenshaw (1990) then picked up the idea and later popularized the concept of intersectionality that was originally intended to help explain social phenomena within the critical race theory area, such as the experience of people with multiple marginal racial statuses. Intersectionality soon became an emerging

theory in the sociology of identity, and it helps explain many aspects of social reality that feminism and race theory ignored (Nash, 2008).

Nash (2008) has argued that intersectionality should not only be used to explain people with marginal identities but also the experience of people who possess multiple privilege statuses or have both marginal and privilege statuses within them. In a similar line, Brekhus (1998) also suggested that it is time for sociologists to start paying attention to the unmarked or people who are part of politically unnoticed and taken for granted social reality (e.g., the privileged, the rich, the majority, the powerful, the white). He criticized sociologists have been drawn to studying the marked or people involved in the politically salient social phenomenon (e.g., the poor, the deviant, women, the marginal race) for so long. Therefore, Brekhus (1998) suggested three strategies to undo it by (1) reversing the social pattern; (2) marking everything where each of them shared the same degree of epistemology; and (3) developing an analytical tool that could observe the social phenomenon from multiple vantage points.

Journalists are the products of their multiple identities that intersect (e.g., age, social-economic, gender, education, religion), making them unique individuals with distinct perspectives in dealing with and seeing the world. Therefore, two reporters who report the same event may write stories from different angles because journalists access their individuality and worldviews while doing their job. Tanikawa (2009) suggested that journalists will be less likely to access their individuality when writing urgent and time-sensitive news, like plane crashes, natural disasters, or other emergencies. However, they will explore their individuality in writing news that is not time-sensitive and urgent and topical news stories that suit their interests. Journalists' individuality also determines the

source selection and type of stories to choose from. For example, male journalists tend to feature male sources as they think women's expert opinion is less valuable than their male counterparts (Amstrong, 2004). Moreover, journalists' socioeconomic status influences their journalistic gaze's ability to hold power to account (Kreiss, 2018). Research also shows that journalists are often caught in the tension of their individuality and institutional identity, making them struggle to fully fulfill their roles as a journalist (Hanitzsch & Voz, 2017). Therefore, many journalists choose to be loyal to their profession rather than the institution.

Scholars have suggested that young managers will be more likely to attempt novel and unprecedented ideas and are more risk-taking than older managers. As many believe newsroom diversity is a risky and insignificant investment where the company will not receive immediate benefit from implementing it (Owen, 2021), young newsroom leaders may be more likely to endorse the initiative for their risk-taking nature. Moreover, as newsroom diversity will allow the newsroom to acquire a diverse talent pool that may bring varied and unique ideas to boost creativity and innovation (Kovac-Ashley, 2020), it is reasonable that young newsroom leaders will support this. Young newsroom leaders are also more likely exposed to the diversity idea that is increasingly embraced by the younger generation due to their active interaction with new and emerging media that provide diverse information and perspectives, making them more welcoming to new knowledge and changes.

Long-tenured executives will also possess knowledge of internal and established work relationships that benefit firms to achieve success (Carpenter et al., 2004). However, this characteristic may be counterproductive to newsroom diversity initiatives.

Long-tenured newsroom leaders may tend to support the status quo instead of adopting newsroom diversity that could topple it. It explains why significant mainstream and legacy news organizations struggled to implement newsroom diversity and make significant changes in their newsroom culture due to the familiarity trap (Ahuja and Morris Lampert, 2001). "Until there are newsroom executives and leaders who better reflect the swiftly changing demographics of our country — ethnic, racial, linguistic, socioeconomic, you name it — mainstream news media will continue to miss the mark" (Clark, 2016a).

Furthermore, managers with a functional background and diverse professional experience will have broad perspectives and bring more changes in structure, procedures, and people than chief executives promoted within the organization (Hambrick, 2007). Therefore, they will be more likely to buy diversity initiatives to bring changes in the newsroom. Carpenter et al. (2004) in their study on top management team composition found that a manager with international experience is more conscious of global trends and markets and makes many international partnerships. Thus, it will be easier for them to make sense of newsroom diversity journalism and business imperative. Newsroom leaders with such characteristics will also have less problem working with diverse talents, as they are exposed to a multicultural environment that could open opportunities to innovate. They will also find newsroom diversity as a way to obtain wider, new, and diverse audiences.

Hambrick (2007) has maintained that leaders who have better academic credentials are more interested in bringing innovation to their firms. Therefore, they could easily accept newsroom diversity ideas and believe that the initiative will support

innovation. Moreover, their perceptions of diversity will differ depending on the academic institution where they receive academic credentials. Newsroom leaders from public universities will believe that newsroom diversity is an important issue due to their interaction with diverse students and their own experiences of inequality (Brunner, 2006; Korn, 2017). However, leaders from private universities with a homogenous student population will be more hostile to diverse ideas, leading them to neglect the business imperative of newsroom diversity to increase innovation.

Leaders' socioeconomic characteristics are also essential in looking at newsroom leaders' perception of newsroom diversity. Leaders with minority and marginality status may have better sensitivity to diversity issues due to their first-hand experience of inequality issues and the tendency to advocate for their community. Thus, they will be more likely to implement newsroom diversity initiatives than those from a privileged upbringing (Schmidt, 2018; Clark, 2016b).

When dealing with newsroom diversity and innovation, managers who work in owner-managed firms may have less freedom to apply newsroom diversity unless the owner sees this issue as important. In contrast, nonowner-managed firms provide newsroom leaders with sufficient room to implement new ideas and creativity. Therefore, journalistic actors expect entrepreneurial journalism to lead the transformation due to their freedom in doing business (Carbasse, 2015; Cohen, 2015; Vos and Singer, 2016). Entrusting traditional media to carry out changes is unfavorable as incumbents rarely pursue breakthrough inventions (Ahuja and Morris Lampert, 2001). Legacy media tend to recycle strategies that have succeeded in the past to avoid risk in an ambiguous and uncertain environment.

Mobility. The third dimension of social identity is mobility. As Goffman (1974) suggests, people actively play their roles and perform their identities. People can change their identity based on their situation. They may embrace a new identity and abandon their previous one when they get older or increase their financial and social capital. For example, people who are above the poverty line are trying to elevate their status by helping the poor, gaining social capital, and embracing a new identity (Gans, 1971). Research has shown how many journalists change their professional identity after working as a journalist for a long time (O'Donnell et al., 2016; Viererbl & Koch, 2021). With their experiences, journalists could gather social capital such as network, knowledge, and skills that can help them move to another job or climb up the social ladder to embrace different professional and social identities. Many journalists change their job to neighboring jobs such as public relations as they have good networking resources to help them excel in the new job and have a better salary (Viererbl and Koch, 2021).

Moreover, women media leaders and journalists struggle to move flexibly as they have to perform their professional and domestic roles simultaneously every day. Women are expected to be a caretaker at home (Cooper, 1997). Therefore, as women leaders, they should expect to excel at work and at home. This is however not easy to achieve, which is why women are often portrayed as less committed to their work because, at the same time, they must conform to the gender role society forces on them (Etzkowitz, 1992; Cooper, 1997). In mobility, people tend to only access their marginal identity in front of others who share the same values (Brekhus, 2020). Therefore, a woman journalist who

looks brave, strong, and intelligent while doing their job becomes warm and silly when going home to her family.

The presence of Internet has allowed people to embrace multiple identities and perform them at the same time. It helps journalists to access their multiple identities. Many women leaders and journalists often face constraints in writing articles to express their thought and ideas on gender equality. With the advancement of the Internet, they have other media platforms to voice their political stance in their social media accounts or blogs (Hedman, 2016). How does this impact them?

Gender expectation and isomorphism

Women leaders' ability and flexibility in exercising their identities are often challenged by unfair gender expectations and stereotypes that exist and persist in society. The division of labor idea has helped the gender segregation to become established. Adam Smith was the first to introduce the concept of labor division in (1776). He suggested that the division of labor is important in an organization because it boosts its efficiency (Durkheim, 2014). By dividing the task, a company could be more effective and productive to achieve common goals and objectives. It also helps the labor to gain specific skills and specialization. However, Durkheim suggested that the division of labor can be used beyond the economic interest (Durkheim, 2014). Gender division of labor believes that women have to take roles as homemakers and are responsible for domestic chores. In contrast, men were granted life outside the house to gain wealth and social status. The division is influenced by a patriarchal ideology that believes women is weaker

than man and second-class citizen (Hartmann, 1976). Hence, women should not have a position above the men and serve them, creating gender inequality.

The patriarchal ideology was popularized worldwide by imperialism (Go, 2016). The European colonialists gave the position to men in the local government and oppressed women's rights. They ignored the fact that women held an important position in society in many places long before they came. Take the tribal community in Nigeria, Igbo as an example. Before the imperialism came, women were responsible for protecting their land, but soon after the occupation of the imperialists, Igbo women were blocked from getting access to the economic activities (Go, 2016). It results, in what Gillman termed as a sexuo-economic relationship where women depend financially on men and maintain the inequality (cited in Lengermann & Niebrugge, 2006). Today, to maintain gender inequality, patriarchy uses capitalism as a tool (Hartmann, 1976). Capitalism without patriarchy will surely help to encourage gender equality as capitalism values people by their merit and skills (Weber and Kalberg, 2013). However, patriarchy is clawing capitalism so firmly to widen the gap between gender.

Patriarchy ideas also create and reinforce gender stereotypes. Lippman suggested that stereotypes are a projection of the world (cited in Hamilton & Sherman, 2014). The study of stereotypes is concerned with the ordering process to make a short-cut judgment to express values and beliefs toward certain individuals, which refer to their membership in a group. Stereotypes reinforce social roles that create the hormonal, self and social regulations which influence people's thoughts, feelings, and behavior (Macrae et al., 1993). Moreover, stereotypes influence how we expect people to behave and how they

should behave (Stangor, 1988). Therefore, it may create a false overgeneralization about a certain group by the dominant social group.

The stereotype expectancies are more likely to be influential when the information cues about a group the individual belongs to are salient or when the information about a target individual is not readily available and ambiguous (Hamilton et al., 1990). They may also make a quick assumption when the information is being sought rather than given and when there is no constraint for people to show their stereotypical behavior toward others.

Gender stereotypes have been studied extensively in the workplace. Gender stereotypes influence how people judge women and men's capability in doing their job (Bobbitt-Zeher, 2011). The Expectation States Theory suggests that the social label and widely shared beliefs in society influence organizations' expectations of people's job performance with particular social characteristics (e.g., race, gender, or age). Those expectations determine their access to participation, influence, and positive evaluation (Correll & Ridgeway, 2006). People tend to think that women are less capable than men. Hence, they tend to rule out women's accomplishments as they do not fit their gender expectations. Women's contribution to teamwork is less valued than their male counterparts (Heilman, 2012). Women are often taken less seriously than men for their perceived inferiority. Women's complaints are more likely to be ignored, and their opinions are more quickly rejected than men's (Hochschild, 1983). If we count intersectionality, women from racial minority communities may face harder criticism and rejection (Nagy, 2014). As Ro (2021) puts it "Black women are stereotyped as too abrasive, and Asian women are stereotyped as too docile to lead" (para. 17).

The gender stereotype also influences how women see themselves. Women are thought to accept the gender stereotype society imposed on them; hence, they feel uncomfortable to be competitive and ambitious, let alone picture themselves as leaders (Haines et al., 2016). Their gender expectation of caring and nurturing does not fit with the leader's characteristic of being competitive and ambitious (Ellemers, 2018; Bobbitt-Zeher, 2011; West & Zimmerman, 1987; Dewalt, 1997). Moreover, people tend to expect women to be less creative and less risk-taking than men. Hora et al. (2021) suggest that being creative refers to challenging the status quo, being open to new and unique ideas, and being a risk-taker. Those qualities are usually projected by society as positive male traits. However, it is not the case with beliefs. Studies have shown that such perceptions exist because women unconsciously embody those gender expectations. They do not think that they are creative individuals when asked to rate their creative performance, hence less likely to show their creative sides (Hora et al., 2021)

Research has also shown that those gender expectations are far from reality. Despite the doubt about women's capability in leading an organization, some studies found that women's leadership is more effective than men's, especially during a crisis (Zenger & Folkman, 2019; 2020; Bruckmüller & Branscombe, 2010). Women leaders make better decisions and conduct richer business discussions, making the organization stronger (Ely & Thomas, 2020). Campuzano (2019) also found that women leaders in the male-dominated workplace adopt organizational cultures of shared power and collaborative execution of team-centered ideas, making the company more creative and innovative.

The gender expectation would be more prevalent in the media industry for the macho and male-dominated culture in the newsroom. Being a journalist is often identified as having brave, outspoken, and rough attitudes which are not fit with women's social codes. Those perceptions make it hard for women newsroom leaders to enforce rules and gain legitimacy without putting on a "mask" of men's leadership characteristics in the workplace. Media also instill people's gender expectations through their products (Dyer, 1999). Studies show that news often portrays women as weak individuals that could easily fall victim to the criminal, while both genders, men and women, may experience the same situation. A study suggests long-term exposure to this type of news may strengthen people's stereotype expectations (Arendt & Nortup, 2015).

Moreover, previous research found that the discrimination women face because of negative gender stereotypes and expectations make women feel threatened by their social identity; hence they detach themselves from their women attributes and choose to adopt male characteristics at work, so others will not evaluate them based on their gender or de-gendering (Baykal et al., 2020; Derks et al. 2011; West & Zimmerman, 1987). The condition led to queen bee syndrome, which was first introduced by Staines et al. (1974). The concept indicates the tendency of women to be overly critical and hostile toward other women's capabilities (Ellemers et al., 2004; Staines et al., 1974). Women evaluate other women's qualifications, professional performance, and accomplishments more harshly than males because they accept existing negative gender stereotypes (Rose & Stone, 1978; Heilman & Herlihy, 1984; Paludi & Strayer, 1985; Baykhal et al., 2020). Women rate other women as less credible and committed than men, hence tend to promote men over women (Miller & Mc Reynolds, 1973; Ibarra 1992; Ellemers et al.,

2004). Therefore, not only men but women also become a significant obstacle for women to have a successful career, which may lead the company to have a higher turnover rate of women employees and a few women in the top management position (Derks et al. 2016; Betz et al., 2013). The condition replicates gender inequality in the organization and threatens diversity (Baykhal et al., 2020).

Isomorphism. Gender expectations have been institutionalized for a long time in the media industry, and therefore, women experience a similar tendency in many news organizations around the world. The institutional theory explains that organizations engage actively with their external environment, including institutionalized rules and myths (social process, obligations, and actualities) (Meyer & Rowan, 1977; Suchman, 1995). The firm's policies, procedures, and strategies are often created and shaped based on public opinion, important constituents, social prestige, and legitimate knowledge. Therefore, the theory predicts an organization's tendency to imitate other organizations' acts and behaviors within a legitimate and acceptable environment, such as customers, competitors, regulators, or other organizations within the same field (Meyer & Rowan, 1977). This process is called an isomorphism.

There are two types of isomorphism, competitive and institutional isomorphism (Meyer & Rowan, 1977). Competitive isomorphism stems from the competition, niche market, and fitness measure, while institutional isomorphism stems from institutionalized constraints, which are coercive, mimetic, and normative isomorphism. Coercive isomorphism is the organization's tendency to imitate other organizations they depend on. For example, a manufacturer purchases new pollution tools to fulfill a new environmental

regulation. In the media industry, many organizations are committed to increasing the number of women journalists working in the newsroom as they feel required fulfilling the newsroom diversity initiative that has been promoted in many countries (Arana, 2018).

Another form of isomorphism is mimetic isomorphism, which tends to mimic other players that they perceive as legitimate and thriving in the industry to respond to environmental uncertainties and ambiguous goals (Meyer & Rowan, 1977). Many traditional, big, and legacy media put the newsroom diversity initiative and gender quality commitment on the back burner for the risk of failure (Arana, 2018). Compared to the new entrant, traditional media perceive a higher cost of new ideas in the product or journalism process (Lowrey, 2012). Small news organizations imitated the decision. Hence, the organization is caught in the failure trap where they tend to ignore the long-run, larger picture and failure itself (Levinthal & March, 1993). They think that the new initiative on newsroom diversity is a bad decision that does not give them instant access to profit. Many news organizations think that the initiative is no more than altruistic action, and they forget that new ideas always reward delayed gratification. It will give the most benefit when the organization accumulates enough experience from practicing it. Newsroom diversity is also the best business strategy to expand their market by acquiring extensive women and minority customers, which has been neglected for a long time (Kovac-Ashley, 2020).

The mimetic isomorphism can also happen because of corporate actions such as mergers and other forms of collaboration. The decision allows the company to acquire more facilities, staff, and finances. It also brings changes in the organization structure. As Ferruci et al. (2017) suggested mergers affect the news process's construction. Their

study about mergers between St Louis Beacon and St Louis Public Radio found that the merger adds layers to the decision-making process as the company gets bigger.

Therefore, the journalist perceived less intervention from top managers in doing their job because they do not directly supervise them. Moreover, the merger made the work unit smaller and niche allowing journalists to focus on their specific tasks and projects and increasing creativity to speed up innovation (Gade, 2008). However, the change in ownership poses threats to conglomeration and cross-ownership that may create homogeneity of contents, hindering the implementation of the diversity of contents and ideas.

The third type of isomorphism is normative isomorphism which stems from professionalization. It has one important mechanism: filtering the staff to create homosexual reproduction management where organizations are drawn to people of a similar background (Meyer & Rowan, 1977). This tendency also creates obstacles for women to achieve higher positions. The male leader will tend to choose male workers to fill up the managerial spot as they tend to think that men are better than women at leading the team. Male editors also tend to assign male journalists to write challenging yet rewarding news while assigning women journalists soft and trivial coverage. The condition makes women journalists question their worth in the company and their decision to maintain their job. Hence, many of them decide to quit the job for getting low job satisfaction preserving a macho and male-dominated newsroom culture (Aldridge, 2001).

Individuality and organizational change process

The hierarchy of influence theory helps examine how some factors influence change in the newsroom that led to newsroom diversity and innovation. It concerns five nest influences: individual, organization, extra media, social system and ideology, and routine (Shoemaker & Reese, 2013). For this study, three influences are discussed closely: organization, routine, and individual.

Organizational influence. Shoemaker and Reese (2013) suggested that organizations influence the journalistic process and affect the journalism product to be aligned with the organization's mission and vision. The organization comprises individuals and groups who work together to achieve common and specific goals by setting up a supportive organizational structure. Organizations distinguish themselves by their roles, rules, and policies. In the media organizations, two salient roles are separated: producing and publishing content. The news organization structure has changed significantly due to economic uncertainty and technological advancement (Ferruci et al., 2017; Boyles, 2016; Gade, 2008). Economic uncertainty forces the media industry to strengthen or change its leadership and organizational culture. It also drives them to speed up innovation to beat an increasingly competitive market (Boyles, 2016).

To do that, many media companies engage in corporate transformation actions such as mergers and acquisitions (Ferruci et al., 2017; Gade, 2008). Changes in organizational structure also happen because the news industry is increasingly market-driven because of the brutal competition (Beam, 2003). The news organization has become more reader oriented and less product oriented. They strive to create products

that satisfy what the readers want and need. They also invest more in market research and consumer behavior pattern. This tendency also creates a challenge for the trivialization of news products (Beam, 2003). News companies are prone to publish trivial contents, such as entertainment and lifestyle, rather than news that are important for social development, hindering them from applying their social responsibilities. It also changes roles in the media industry as many editors engage in boundaries spanning activities. They are not only focused on ensuring the quality and quantity of the news products, but they also have a new responsibility to maintain networking with external entities to secure advertising contracts or other types of partnerships (Jenkins, 2019). The condition may create tension between the need to fulfill public interest and the demand to get more income.

Moreover, technological advancement changes organizational structure, requiring more skilled staff to deal with the new technology (Boyles, 2016). It also influences how readers consume the news which then leads to change in how the news industry creates and publishes the content. To do that, they may hire more skilled staff or train their existing staff to gain knowledge in the area. They also create new and specific divisions to accommodate the adoption of new technology. For example, news companies create a new work unit to specifically deal with social media, which was never needed before the coming of the internet. As much as the technological advancement benefits the news industry in terms of the ease of creating and publishing content, the condition also negatively impacts journalism employment as many staff loses their jobs as their tasks are replaced by nonhuman device.

However, changes in the media industry tend to be done slowly and incrementally for three important reasons (Gade, 2008). Firstly, media organizations lead by two important authorities, editor in chief and publisher. Both have different roles, responsibilities, and objectives. As such, there could be tension between the two as they have conflicting goals; hence changes are difficult to implement. Secondly, as journalism is a fast-paced and 24 hours long industry, top managers might not have sufficient time to develop new and transformative ideas, making changes done slowly. Lastly, news organizations tend to operate under an informal and loosely coupled structure where journalists are rewarded with a great sense of autonomy in their work. Therefore, they tend to believe that their work is a public good, not a marketable commodity. The condition may potentially create resistance to change.

Routine influence. A routine refers to a procedure to ensure the success of the daily operation. In the media company, the routine allows the steady production of news that follows the product quality requirement (Shoemaker & Reese, 2013). Several factors establish a routine: (1) the nature of staff, (2) profit consideration, (3) news consulting proposal, (4) technological advancement, and (5) constraint on product requirement. It is also influenced and shaped by the audience, organization, and content supplier.

The audience shapes the routine as the media market is increasingly reader oriented. The news company creates a routine that may accommodate the need to satisfy readers' needs and demands. For example, news organizations create a routine to engage and interact with the audience. They construct policies and practices for moderating comments and use the knowledge to create profitable content (Wolfgang, 2018).

Moreover, a routine that is shaped by the organization is usually in line with the organization's missions. If the company stresses the importance of profit, it will create a routine that allows them to get more income (Tuchman, 1973). For example, the news organization creates a regular meeting between the newsroom and marketing division to ensure that the news created will serve clients, shareholders, owners, investors, and stakeholders' interests (Bantz et al., 1981).

Suppliers of the content can also shape the news company's routine as they have a mutual relationship. News organizations tend to depend on suppliers of content such as government and public relations to provide news sources (Schudson, 1989). The government often becomes the center of the issue as it actively eradicates social problems, making it the best choice to garner information for news content. Similarly, public relations spoon important information to journalists. Therefore, news organizations create routines to support and maintain such relationship. For example, they may create a routine that allows them to write and verify information that comes from news releases.

However, those influences bring challenges to the news industry. Audience-shaped routine could shift the news organization's focus on creating click-inducing content that is not necessarily important to increase readers' knowledge and understanding of the world. In contrast, an organization-shaped routine could trigger tension between journalists' professional values and the organization's profit-making objective. Moreover, content suppliers could attend a threat to information subsidies (Tandoc & Oh, 2017).

Individual influence. The hierarchy of influence theory helps explain how women leaders' individuality influences changes and creates innovation in the news organization structure, routine, and products. Scholars deem critical of how journalists' individuality that shaped by their social categories (age, gender, education, etc.) and institutional membership (career, professionalism, values, etc.) reflect on news content (Shoemaker & Reese, 2013). It also illuminates how the women leaders' individuality shaped their worldview, experiences, and network, reflecting on their decisions and strategic business choices.

However, although some media have enough women and minority journalists in their newsroom, the condition only creates the illusion of inclusion. The number is increasing, but they are not fully empowered, so they cannot give their utmost potential to benefit the organization (Mills, 1993). Many women and minority journalists are unable to create change in the organization for better media representation and more creative business and product ideas. It happens because they are afraid that they will be ghettoized by writing or crying too much about their community (Black et al., 2019). People might also question their professionalism for being unable to perform the prime journalism value of objectivity by writing news where they cannot help but be partial to advocate social changes (McLeod & Hawley, 1964; Tuchman, 1972). They are also afraid that the newsroom will not see their full potential if they only write about specific issues. The condition will hinder them from gaining better journalism knowledge and skills and competing for better positions and wages with other journalists with privileged status (Breed, 1960).

Little did news organizations know that women and minority journalists potentially bring different and more interesting perspectives in writing news stories compared to male journalists (Mills, 1993). Hiring more women and minority journalists is not an altruistic decision but a good business strategy. For a long time, the news organization has been neglecting women and minority readers, as journalists actively make a mental judgment of which event interests the public, primarily their target audiences (Shoemaker & Reese, 2013). News organizations assume that most of the readers are male and that women readers are not interested in reading hard and serious news; hence, they only produce stories that interest their imaginative readers. In fact, women and minorities do not read the news because they cannot find news that portrays their community accurately (Childers, 2020). They barely find news that talks about and empower their community and provides a comprehensive view that makes them feel included (Armstrong, 2004).

Therefore, hiring more women and minorities or assigning them to a higher position in the newsroom could help the news organization to bring changes especially to expand their market by attracting more women and minority readers and making a better profit (Shoemaker & Reese, 2013; Childers, 2020). News organizations should create policies that could empower women and minority journalists at the organization, individual and routine level and end discrimination. The policy can be a positive signal for news organizations to get better recognition and reputation in the market (Fombrun & Shanley, 1990).

Signaling theory suggests that individuals and groups make a decision based on public and private information (Connelly et al., 2011). However, not all people can

access private information hence creating asymmetrical information between people who have the information and people who will make a better decision if they have it. To solve the problem, the organization signal information to its stakeholders to acquire and maintain legitimacy. The organization transmits two important signals: the signal of quality and intent. The quality signal is underlying and unobservable information that is not readily available to the public about the organization's quality. Organizations often intentionally use their prestigious board of directors and the firm's owner as an obvious signal of quality (Connelly et al., 2011).

They also use reputation to signal their product, firms, prospect, and capabilities. A reputation signal is useful for the public to make investment and career decisions as well as product choices (Fombrun & Shanley, 1990). Well-reputable organizations can acquire a competitive advantage as their reputation helps promote their product quality, is favorable for implementing premium price, and attract better applicants and investors. Reputation signals accumulate in the span of time, from piling up positive information concerning the firm's facilities, achievements, and future strategies.

However, the organization could also send an unintentional and wrong signal, creating a negative reputation. Male-dominated newsroom, inaccurate media portrayal of women, and lack of women sources and byline in the published articles, often act against the company's reputation signal. The picture assumes that news organizations ignore women and think of them as insignificant for their business and social responsibilities. The signal also makes prospective and skilled women journalists hesitate to apply for the job as they assume that journalism is a male-only profession and cannot promise a good career prospect for women.

Learning system. News organizations should create an organizational learning system to detect and correct errors in implementing the change process to attend gender equality (Levitt & March, 1988). Organizational learning facilitates behavioral change in two mechanisms: adaptive and generative learning. Adaptive learning (single-loop learning) occurs when the organization learns from recognized and unrecognized constraints that disrupt their environment and themselves. Adaptive learning can be done by exploring new possibilities (newsroom diversity), including discovery, innovation, flexibility, and exploitation of existing certainties such as efficiency, refinement, selection, and implementation (March 1991). The adaptive learning trap can be avoided if the executive creates and maintains a diverse network composed of people with different experiences and perspectives; hence, the adaptation goes smoothly (Levinthal & March, 1993).

The second mechanism is generative learning (double-loop learning), which occurs when the organization revisits and challenges its long-held assumptions about its customers, competitors, suppliers, and capabilities (Levitt & March, 1988). It requires a new way of seeing the world, which gives the organization ability to detect the underlying cause of why newsroom diversity and gender segregation remain a prominent problem. Therefore, they can unlearn their tradition and values to create a new and better environment. There are three stages of learning that should be conquered: (1) information acquisition that is concerned with how an organization acquires information to learn, which comes from direct experience, the experience of others, and organizational memory; (2) information dissemination, which concerns with how the shared interpretation is disseminated within the organization; (3) shared interpretation, which is

the consensus of meaning about the information and implementation of business. An effective organizational learning system allows the organization to have a better reputation on women's issues and gender equality, which may lead them to expand their market.

Market orientation is also a valuable learning resource as it allows the organization to gain continuous knowledge about the customers' needs and competitors' capabilities (Slater & Narver, 1995). It gives them knowledge about the consumption patterns of women and minority customers and how their competitors deal with the similar issues. That way they could always be ahead of the game and create financial sustainability.

In the pursuit of learning, the organization should create a supportive routine for gender equality, including rules, policies, and procedures disseminated through socialization, training, education, merger, acquisition, and partnership (Levitt & March, 1988). The routine should be able to respond to the trial-and-error experiment and organizational search. Routine helps retain and maintain organizational learning amid the personnel movement and the passing of time through the system of socialization and control, which may retrieve organizational memory. Therefore, the organization's new tradition of gender equality can be conserved for a long time. The organization should also possess better dynamic capabilities, which are the firms' capability to integrate, build, and reconfigure their internal and external ability to respond to the rapidly changing environment (Zollo & Winter, 2002).

Moreover, the organization should pay extra attention to the leadership roles in guarding the success of the change. Organizations in all industries may undergo

substantial changes which are influenced by customers, competition, technology, and the market (Weick & Quinn, 1999). It creates changes in the environment, performance, structure, top managers' characteristics, and strategies. Changes can be implemented smoothly if leaders revisit and challenge their assumptions and mental models. Changing in the leader's behavior will be learned and followed by their followers; hence the organizational change can be achieved (Weick & Quinn, 1999). The leader is also important in attending to the social movement. Collective action needs to frame articulators with the best experiences and knowledge to articulate problematic issues, which to blame, ways to solve them, and encourage people to act (Benford & Snow, 2000). Therefore, women leaders are favorable because they have sensitivity, knowledge, and experience about the gender equality issue compared to male leaders. Hence, the objective can be met.

There are three important mechanisms that the frame articulators could do to mobilize the collective action for advocating a social change in newsroom diversity in the media industry. The first is centrality which is concerned with articulating the importance of the issue for the target mobilization (Benford & Snow, 2000). Leaders should convince male employees to participate in advocating the issue, not the women workers. The second is experiential commensurability which denotes the ability to make the issue resonate with people's everyday life. The third is narrative fidelity which is the ability to align the issue with the people's cultural narrative. The framing process involves three steps: (1) discursive process, which concerns how to articulate an issue through speech act of written communication; (2) strategy process, which concerns how to allocate

resources to support the movement; and (3) contested frame which concerns about dealing with the counter framing by opponent or bystanders.

Individuality encourages innovation

Women media leaders with a strong conviction to diversity are expected to bring innovation to their organization; hence network is important for them to access new knowledge, market, and resources (Inkpen & Tsang, 2005). Social network theory is concerned with the strength of the network ties the leader can use to achieve their objective, which is determined by time, intensity, emotion, and reciprocal services (Granovetter, 1973). The women leaders can connect with their immediate network asking for innovative ideas or support in creating a better environment in the media industry to end gender inequality at work. Working with strong ties networks such as women journalists, other women leaders, and women activism organizations is favorable. Women use strong ties with women to seek emotional support and advice for having faced similar obstacles. These strong ties are crucial to "help women to counteract the effects of bias, gender-typed, expectations, and contested legitimacy" (Ibarra, 1997, p. 99). Therefore, having such a supportive environment will allow and increase women media leaders' confidence to lead change and innovation.

However, research suggests that women have a more heterophyllous network than men as they make connections with both genders equally (McPherson et al., 2001). Although weak ties are less advantageous for people from the marginalized community, women leaders can use them to accomplish tasks differently from men as they have better mobility in accessing information (Ibarra 1992; Lincoln & Miller, 1979; Aldrich et al.,

1989; Granovetter, 1982). Weak ties provide distinct resources to support any related initiatives, products, or projects; hence radical change can be obtained. On the other hand, strong ties consist of organizations or individuals with similar backgrounds and values (homophily); hence no new perspectives, specializations, and ideas will be acquired (Burt, 1982; McPherson et al., 2001).

A team embracing diversity in gender, skills, and culture positively affects the company's innovation effort. Multicultural teams have a broader source of information generated from the team's interesting conversations and self-reflection, allowing them to make effective decision-making in dealing with complex problems (Bouncken et al., 2016). Moreover, a very heterogeneous team could improve team cohesion, and it increases team cooperation and creates a psychologically safe climate that encourages members to throw creative and innovative ideas. Multicultural teams may face difficulty in the beginning because of cultural differences and different communication and working styles. However, the problem could be solved quickly through a faster adaptation process. Once it is achieved, multicultural teams could be a source of intercultural competencies, potentially generating innovation (Bouncken et al., 2016).

Journalism innovation. Innovation in the media industry is needed to respond to technological advancement, market opportunities, competitor and consumer behavior, company strategy, industry norms, leadership and vision, organizational structure, capacity and resources, and culture and creativity (Storsul and Krumsvik, 2013; García-Avilés, 2021). News organizations should not only speed up their innovation in terms of product quality and new digital reporting practices, but they also need to bring innovation in terms

of public engagement and new managerial processes to respond to an emerging network and mobilized environment (Harlow, 2018; Lowrey, 2011; Lowrey, 2012). Scholars suggested that innovation should be able to rupture the existing financial and technological model that may grant the company sustainability. Others suggested that innovation is defined as alternative ways of doing journalism that is not necessarily technologically driven. Readers define innovation as ways in which the news sites offer stories and voices not typically found in the mainstream media (Harlow, 2018).

Storsul and Krumsvik (2013) also suggested four dimensions of media innovation namely product, process, position, and paradigmatic. In terms of product innovation, media should offer novel media technologies and services. Process refers to innovation that allows the organization to adopt new ways of producing, packaging, or distributing their product. Position indicates innovation in the organization's new strategy concerning its position in the market, such as adopting a new brand identity or new audiences. Meanwhile, paradigm innovation implies a change in the organization's business model and orientation (Dogruel, 2013). In the news company, innovation includes the news process, audience engagement, structure, product system, and network (García-Avilés, 2021). News industries have embarked on a number of innovation projects, including restructuring newsrooms into topic teams, experimenting with multimedia and social networking, and partnering with other media (Gade, 2004; Garcia, 2008; Sterling, 2008).

Scholars also have suggested factors that allow innovation in online news companies such as newsroom autonomy, organizational culture, management roles, technological support, and skillful individuals (Steensen, 2009; Boczkowski, 2004). In a recent study conducted in journalism innovation, Belair-Gagnon and Steinke (2020) found

six mechanisms that could generate innovation in news companies. These mechanisms included participative (open, distributed, networked, and collaborative); normative (friction, resistance, and normalization); disruptive (quick, fragmented change); diversity (gender, race, disabilities, etc.); emotive (humor, fun, and play); and experimental (disruptive). In the past decades, research on news innovation has been focusing on normative, participative, experimental, and disruptive mechanisms while diversity mechanism and its ability to encourage innovation remain under-researched (Belair-Gagnon and Steinke, 2020)

Moreover, Dogruel (2013) suggested that although media innovation pursues newness, the social implication is one of the major considerations in creating change. Innovation in journalism should bring new things alive and ensure freedom, integrity, participation, and humanism. "Journalistic innovation is the process of taking new approaches to media practices and forms while maintaining a commitment to quality and high ethical standards" (Pavlik, 2013, p. 183). News companies should maintain editorial independence, social justice, honesty, and interactivity.

However, Belair-Gagnon and Steinke (2020) asserted that the news company's commitment to professional norms and practices gives them excuses for not innovating. Scholars have also suggested that news companies are often hesitant to innovate as it is entrenched with external institutions' legitimacy for the risk of the loss of traditional consumers (Lowrey, 2011). They tend to perceive uncertainty of the innovation hence clinging to familiar, available models and institutionalized routines, buffering themselves from change or mimicking organizations in the same field that leads to incremental change.

Meanwhile, new organizations lack of experience and established connections for these new kinds of production.

Gendered newsroom in Indonesia context

Indonesia's media system changes as the political system changes (Habito-Cadiz, 1996). Mancini (2020) has stated that the concept of the media system is not static, and it changes following the change in the political and economic system in the countries. In its early days, Indonesia was similar to the Mediterranean model (Hallin and Mancini, 2004), with strong government control. Being colonized for more than 300 years and operated under the tight control of the second President, Soeharto, for more than three decades after the independence was a nightmare for the country's journalism system. Censorship, banning, jailing, and death threats were regularity that the press should endure until the tyrant lost his power in 1998 (Romano, 2000; Hanitzsch, 2005; Pintak and Setiyono (2011). The new government then revoked Press Publishing Business License (Surat Ijin Usaha Penerbitan Pers/SIUPP), which had become an effective tool for the previous administrator to suppress the media (Sudibyoy et al., 2004). The government granted the Press Act that terminated state control and gave media access to most information from any state agencies.

Today's media system in Indonesia tends to be similar to the Democratic Corporatist model (Hallin and Mancini, 2004). The country has high newspaper circulation and TV viewing. The country believes that media has a significant social responsibility hence the state still intervenes with some regulations and policies to fulfill the public interest. However, the media perceives a great sense of freedom in doing their

job. Most Indonesian journalists see themselves as objective disseminators of information (Hanitzsch, 2005). They define themselves as objective journalists when they can avoid unverified content, disseminate information accurately and quickly to the public, and distance themselves from participating in political activities and writing opinionated articles (Pintak and Setiyono, 2011). However, previous research has repeatedly blamed or indicated Indonesian journalists for being partisan and politically biased, especially during the election (Rahman et al., 2018; Simarmata, 2017). Moreover, although the Indonesian journalists' underlying perception of objectivity has similarities with the western perspective, the cultural context has added differences in their understanding, making it interesting to investigate. Indonesian journalists have been referred to as timid watchdogs (Hanitzsch, 2005) because they culturally see objectivity as a way to balance their obligation to share information with the public and their responsibility to be sensitive to the people's feelings in the story (Pintak and Setiyono, 2011).

There is a tendency for the media system to be more liberal in the future as the media industry increasingly commercializes and is market oriented. Market dictates contents more than the state does, making it increasingly reader-oriented than product-oriented. The journalism system in the country encounters new forms of control ranging from media rating and advertisers to ownership. Indonesia experienced a media conglomeration with the greatest number of mergers and acquisitions in 2011, resulting in 12 major media groups dominating the media industry scene of the country, where they have 60 televisions, 317 print media, 66 radios, and nine online media (Nugroho et al., 2012). The media conglomeration process keeps increasing over time with the help of digitalization. Indonesia's larger media companies are growing and wealthier, while

smaller companies struggle to stay in business or surrender to the hand of larger companies (Tapsell, 2017). Today, Indonesia's media landscape is controlled by eight digital conglomerates led by eight powerful male politicians and businessmen: CT Corp, Global Media Com, EMTEK, Lippo, Kompas Gramedia, Bakrie Group, Jawa Pos Group, and Media Group. They own the most influential TV stations, print publications, radio, online media, and internet connections. The situation makes achieving the diversity of content and ownership more difficult.

Moreover, social media, content generators, and search engines increase the competition to receive advertisement contracts. The media rating system also encourages the media to pursue quantity over quality. This new environment abuses quality journalism in return for profit, which forces the media and journalists to violate the journalism code of ethics. As Berkowitz et al. (2004) stated, ethical decisions are largely shaped by the social or national context of news-making.

Similar to many countries, news organizations in Indonesia are male-dominated workplaces with underrepresented women journalists. It is not surprising as Indonesia is ranked 85th out of 149 countries in the 2020 Global Gender Gap rankings published by the World Economic Forum. The data shows that men dominate the labor market with 83.9 percent of the total male population compared to women, only 54.3 percent of Indonesian women. Moreover, women who participate in the labor market earn only half of the men's estimated income (Heriyanto, 2020).

A study conducted by Indris et al. (2021) portraying the challenges of women media leadership in Indonesia found that many women journalists often experience a pay gap, sexual harassment, and the glass ceiling. They also did not get their right to

menstrual leave and parenting facilities like lactation room and daycare. Men dominantly lead the Indonesian newsroom. Only a few women journalists successfully climb up the career ladder as Editor in Chief or publishers in the mainstream media (Lawi, 2020). It is discouraging as the study concluded that women in the top management level of media companies demonstrate the ability to create change to end gender bias and discrimination as they embody transformational leadership with a strong gender consciousness. Idris et al. (2021) suggested that the higher barriers women journalist experience, the higher their tendency to enacting gender conscious leadership.

However, it is never easy for women to be in the top management position in Indonesian companies where patriarchy is the dominant ideology (Idris et al., 2021). Men are expected to lead, and society writes a 'scenario' where women are almost always cast as supporting actors in the theater-like life. Moreover, journalism is still considered a male profession. It requires constant travel, long-hour assignment, high risk, high intelligence, and good networking ability, and many think that women do not have those qualities (Adriana, 2021). Hence, many news companies only hire women for specialized program or section that targets women's audience. News organizations still believe that women like food recipes and fashion articles more than typical gentleman topics like sport, politics, or automotive.

Moreover, the tendency to choose men over women as a leader is related to Indonesian religiosity (Siddiqui-Dennis, 2021). Indonesia may proclaim a democratic country, but policies are often made considering its identity as a country that comprises religiosity as the first and the most critical principle in its philosophical foundation called Pancasila, where Indonesian, without exception, are required to believe in the Almighty

God. The idea is heavily reflected in the Indonesian way of life and embedded in every level of social, economic, and political context. Gallup surveys in 114 countries in 2009 found that 99% of Indonesians answered 'yes' when asked whether religion is an important part of their daily lives (Crabtree, 2010).

Although the vast majority of Indonesians are Muslims, the government recognizes five other official religions: Catholic, Christian, Hindu, Buddha, and Kong Hu Chu (Zulian & Bachtiar, 2020). People who do not embrace any of these religions or believe in religion outside the officials may find difficulty receiving rights as a citizen, such as birth and marriage registration services and national identity card issuance (Marshall, 2008). Moreover, despite their chosen and declared religion, they are urged to follow and practice it wholeheartedly because an unreligious person may be seen as deviant (Hefner, 2013).

Many orthodox Muslim scholars suggest that women are not entitled to hold the nation's leadership or the topmost public official (Rohman, 2013). Some have more restrictive views suggesting that women are barred from key positions and men are the guardians in charge of women. However, many have challenged the validity of the views and quoted Quran verses and *hadith* that have been used to support it. The views remain prevalent among Indonesian Muslims, making it difficult for women to lead in social or private settings, especially women from minority religious communities. Indonesians have a strong kinship where people are reluctant to be led by someone who has a different religion. Therefore, most politicians and top officials are Muslims. Moreover, inter-religious conflicts are inevitable in the country.

Culture also contributed to a robust patriarchal system. Indonesia is also known as a multiethnic country where it consists of 1,340 ethnic groups that spread across some of the world's largest islands, such as Sumatra, Java, Kalimantan (Borneo), Sulawesi (Celebes), Halmahera, and Papua, and in the thousands of smaller islands. Java is the most populous Island where many Indonesian leaders and politicians originate (Tapsell, 2017). Most ethnic groups strongly believe that men are granted more power than women in society. However, Indonesia is also home to the world's largest matrilineal society, the Minangkabau. They take a unique concept of gender equality, where men and women share power and authority in their community (Lam, 2016; Shapiro, 2017). Minangnese women bear an auspicious position in their society compared to women who live in patriarchal societies. Minangnese will pass down property, land, and family name to a woman in the family. The Minangnese is not the only one, a much small community, Ngada in Flores also holds on to the matrilineal marriage system where women have a right to manage an inheritance, and the children born in this marriage will follow the lineage of the mother (Wati & Hoban, 2021).

Moreover, Indonesia's ethnic groups have strong kinship groupings that create stereotypes of people based on ethnicity and feelings of localism that often turn into inter-ethnic conflicts over land, right, and authenticity or calls for separatism (Mangundjaya, 2013). Ethnic stereotypes impact people's behavior toward a particular ethnic group. For example, many Indonesians believe Chinese Indonesians are hardworking and industrious but frugal, exclusive, lack of nationalistic spirit, and have an apolitical attitude (Kuntjara and Hoon, 2020); hence they rarely hold a position in the government. The stereotypes also induce discrimination, hate, and a series of violent acts toward them, such as attacks

on property, killings, and assaults in 1998. Although political breakthroughs have changed the air and stopped violent acts, the stereotype remains the same today and has passed along through generations (Kuntjara and Hoon, 2020)

Culture also plays an important role in explaining why neutrality is rarely achieved in the Indonesian news industry scene. It can be seen in the practice of 'envelopes', where sources will hand money wrapped in envelopes after an interview or news conference to the journalist (Eriyanto, 2002; Christianty, 2001; Romano, 2000). Journalists from different ethnic groups have different perceptions of bribery or other journalism practices (Eriyanto, 2002). For example, a journalist who lives in the Java region, where the people culturally believe that everyone should be displaying a friendly and pleasant manner. In this case some journalists accept 'envelopes' so not to hurt the feelings of the person offering the bribe, and they can maintain a good relationship with the source (Hanitzsch, 2005).

Research questions. Drawing on the body of literature, the study explores how diversity is configured into the newsroom ecosystem of innovation from Indonesian women media leaders' perspectives and experiences stem from their identities. Therefore, the study will answer three research questions concerning women newsroom leaders' identities and how these identities influence their understanding of diversity, change process, and innovation:

RQ1: How do Indonesian women media leaders understand equality and newsroom diversity?

RQ2: How do Indonesian women media leaders' perceptions of equality and newsroom diversity influence the organizational change processes for business success?

RQ3: How do Indonesian women media leaders' perceptions of equality and newsroom diversity impact innovation strategies in the news organization?

Summary

Women media leaders are expected to bring changes to the male-dominated newsroom. In Indonesia, women media leaders are hoped to end discrimination against women in the news industry and bring a correct representation of marginalized and minority communities in the country. It is assumed that having a marginalized gender identity and the ability to perform their identity authentically will allow them to sympathize with inequality and better understand diversity than men. However, the degree to which women think gender inequality and diversity issues are crucial to address depends on other identities that complement and intersect, shaping unique perspectives and worldviews. It also depends on how free and mobile they are in exercising those identities in society and the workplace. Therefore, being a woman alone does not guarantee they have gender perspectives because they will constantly conform to the gender norms, hindering them from ensuring the appropriate implementation of newsroom diversity.

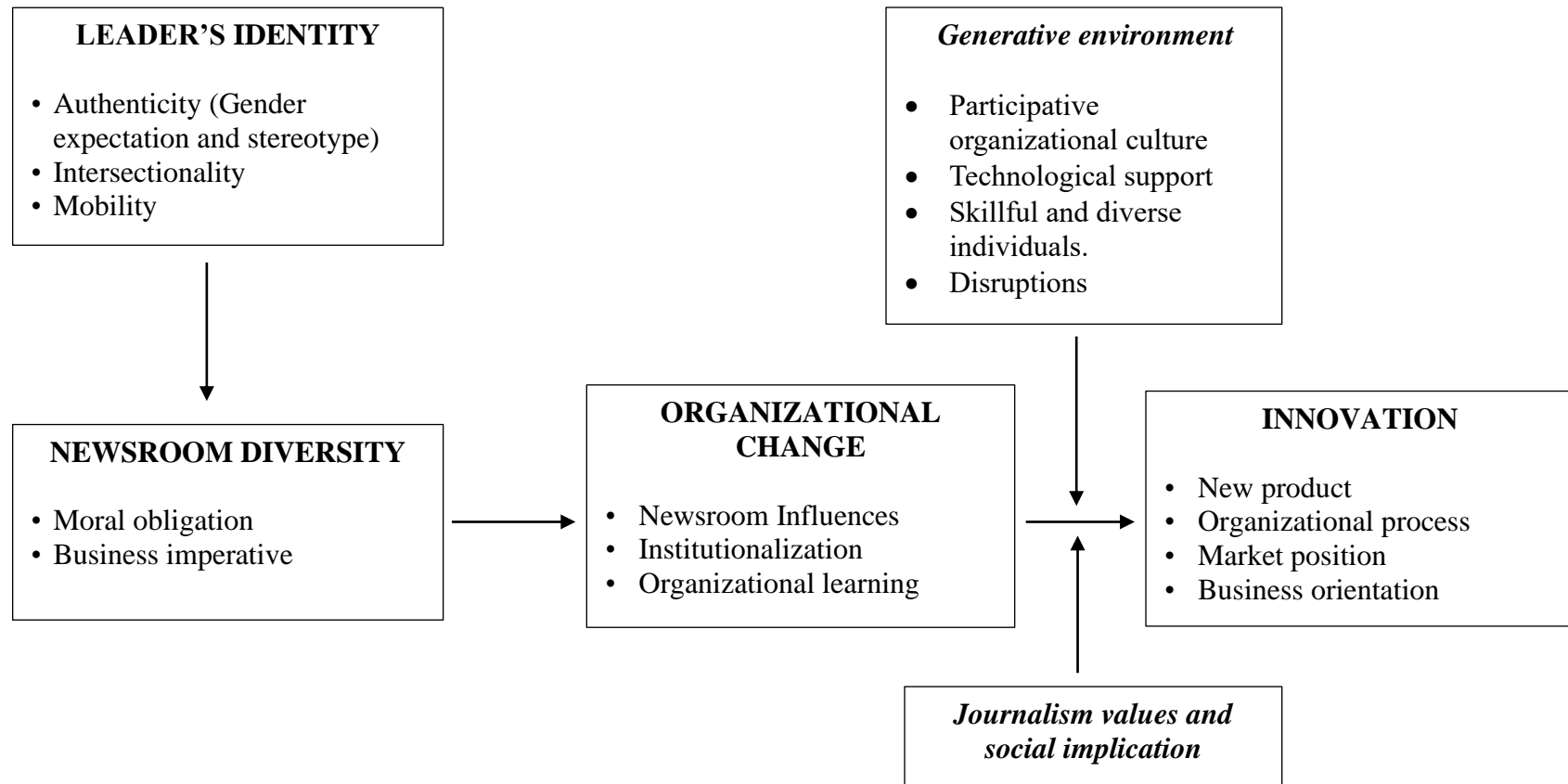
Scholars believe that newsroom diversity is important to end gender inequality and positively transform the news company business. However, few studies have investigated the business imperative of newsroom diversity. Therefore, this study attempts to fill this research gap. Economic uncertainty forces the media industry to strengthen or change its leadership and organizational culture to speed up innovation and deal with the increasingly competitive market. Women media leaders are believed to be able to dismiss resistance to change and create a supportive and adaptive working environment that allows the organization to explore and exploit distinct and novel ideas resulting in journalism innovation to reach a wider market. The innovation should pursue

newness in the product, organizational processes, and business practices that are profitable to achieve business sustainability without undermining journalism values.

Figure 1 summarizes the research questions and theoretical frameworks in the study.

Figure 1.

Theoretical Foundation and Conceptual Frameworks Summary.



Chapter 3: Methodology

“The way we imagine discrimination or disempowerment often is more complicated for people who are subjected to multiple forms of exclusion. The good news is that intersectionality provides us a way to see it.”

– Kimberle Williams Crenshaw

This chapter explains the research design using in-depth interviews with Indonesian women newsroom leaders who were chosen using maximum variation sampling and snowball sampling. Pilot interviews were provided to test and review the interview protocol. The researcher also generated secondary data from trade journal articles, news articles, organization documents, books, and personal blogs. The chapter also presents strategies to validate the study, such as triangulation, reflexivity, and thick description. Data analysis strategies are also informed where the study will mostly use meaning analysis to interpret primary and secondary data.

Research Design

Qualitative research was conducted by using in-depth interviews. Qualitative research is the most appropriate way to describe the social process that involves the interaction, relationship, and experience of the research respondent (Allan, 1991). Qualitative research aims “to use informants' own understandings of events in analyzing social settings” (Allan, 1991, p.180). It also attempts to understand a person's values, beliefs, and perspectives regarding some social contexts (Frankfort-Nachmias &

Nachmias, 2007). Moreover, qualitative research can be very relevant and useful to study the change in international business contexts (Garcia and Gluesing, 2013, p.435).

In-depth Interview. The interview is defined as a verbal interchange for a specific purpose about a specific content area. It strives to elicit information about people's social actions and experiences as all voice is credible (Mishler 1991, Atkinson and Silverman, 1997). It gives access to the interviewee's personal and private information, just like gazing at someone else's soul. It is a powerful tool to understand fellow human beings and know key events and influences on their social world (Fontana & Frey, 2005). It will give the researcher a thick description of the participants' experiences and worldviews related to diversity, the journalism industry, their identity, and leadership, which cannot be investigated using survey or quantitative research.

Interviews can be examined from various conceptions. The neo-positivist framework suggests that qualitative interviews are unable to give objective data. It believes in a single reality and strives to obtain generalization. Therefore, interviews using this framework are structured and have rigid procedures (Pawson, 1996). Unlike neo positivists, romanticists use the interview to gain subjective data as they believe in multiple realities. Therefore, the interview tends to be unstructured, and they are concerned with establishing rapport between the researchers and interviewee to gain mutual understanding and rich information. Meanwhile, constructionists positioned interviews in the middle along the unstructured and structured interviews continuum, introducing semi-structured interviews (Qu & Dumay, 2011). Like an unstructured interview, the interview is open for improvisation. It allows researchers to ride the

interviewee information wave. At the same time, it also gives the researcher sufficient control, so the interview will not go far from the research objective and design. Social researchers often use semi-structured interviews to give more flexibility and data credibility (Pawson, 1996), which is also used in this study.

In this study, the interview was conducted remotely as video and phone interviews with synchronous approaches (real-time) using audio and video conferencing tools such as Zoom, Google Meet, and WhatsApp. The pandemic hinders the researcher from doing face-to-face interviews. Video and phone interviews offer flexibility and convenient conditions for participants to participate in the study and increase participation (Janghorban et al., 2014). The remote interview answers the researcher's time and budget constraints and avoid the potential danger of transmitting diseases between the researcher and participants (Krouwel et al., 2019).

Although the in-person interview is superior to video and phone interviews, audio and video conferencing tools enable the researcher and participants' interaction to be comparable to the onsite interview as nonverbal (e.g., gestures, intonation, pitch, pauses, and silence), emotion, and social cues are observable, allowing researchers to evaluate the impression management process (Janghorban et al., 2014; Sullivan, 2012). Nonverbal cues help the researcher dig deeper into the interview questions or identify problems and change how the interview should be conducted. In doing the online interview, the researcher should consider developing a social presence in written, audio, or visual communications mediums (Salmons, 2012; 2014). Self-disclosed some personal information and shared photos portraying experiences outside of their official role in

informal postures or settings will help the researcher build trust or rapport with the interviewer.

The researcher built a good rapport with respondents through online presence during the study. The interviewer set a good and representable profile picture, updated social media page (e.g., Instagram, LinkedIn, and updated profile on the university website). By doing so, the participants can easily look up the researcher's profile and background and let them know that the interviewer can be trusted. The researcher also disabled the virtual background on the video conferencing app to give a sense of closeness and vulnerability. Given the participants' access to the researcher's personal space, it will give them a sense of friendliness and humility, so they can answer the questions comfortably. Moreover, being a woman and having an experience as a professional journalist let the researcher gain access to the participants and their stories as the participants and researcher shared some common experiences, hence building a sense of proximity and comradery.

The interview was conducted using the native language, Bahasa Indonesia, as all participants and the researcher are Indonesian citizens. The native language helped participants better articulate their idea and emotion and assisted the researcher in identifying and having a better understanding of the nuance and cultural context to produce a good quality interview. Kvale and Brinkman (2009) suggested that a good quality interview generates spontaneous and rich information. The participant should give long answers to the short question, and the extent of interpretation should be done throughout the interview. The data should also be self-communication without needing

additional explanation and description. The researcher clarifies the meaning of interviewee answers and interpretation and verifies their interpretation of the data.

Pilot Interviews. Before conducting a full-scale study, the researcher conducted a pilot and small study. This was needed to help the researcher measure whether the study was visible to proceed or not. It is also important to improve the quality and efficiency of the main study, increase the researchers' and participant experience during the study, and assess the safety of the study to the participants' well-being (In, 2017; Morin, 2013). The initial interview for the pilot data collection was conducted with two participants outside the list of participants included in the study. Both participants were women who work for an online news website as editors. Although they are not in top-level management, their experiences in leading a team of reporters may illuminate some important contexts for this study. The interviews were conducted remotely using the WhatsApp call service, with each interview lasting for approximately 1 hour. The data gathered in the pilot study were excluded from the dissertation data and analysis; hence Institutional Review Board (IRB) approval is not required (*see appendix for detailed interview results*).

From the pilot run, the researcher found that identity was not an easy topic for some people as they could not define identities that shape their understanding of diversity. Therefore, the researcher avoided asking direct questions intended to get a straight answer. The researcher often threw follow-up questions to elaborate on the previous information given by the participant and probe questions or unintended and important questions that were not included in the interview guide but came up during the conversation. Asking indirect questions were found to be effective especially when

asking about sensitive topics. Interpreting questions to clarify the participant's answer or the interviewer's interpretation was also necessary to obtain validity.

Conducting the pilot run allowed the researcher to conclude that remote and in-depth phone interviews were possible. Although the researcher was unable to visually observe the nonverbal and social cues, the researcher noticed changes in the mood and emotion of participants through the voice pitch, intonation, silence, and pauses. The limitation to seeing their nonverbal and social cues allowed the researcher to be more attentive in listening to the conversation and obtain mutual understanding by actively confirming the interpretation of the participant's ideas and facts. Therefore, the researcher adjusted the interview questions and how the interview was conducted from the pilot run, as seen in table 1.

Table 1

Initial and Revised In-depth Interview Questions

Central Concept	Main Questions to Address Concept	
	Initial Questions	Revised Questions
<i>RQ1: How do women media leaders understand inclusivity and newsroom diversity?</i>		
Authenticity	Describe how you identify yourself? How do people perceive your identity? What do you think of people with similar and different identities?	Describe all social identities you possess and carry in your everyday life. For example, as a woman, a mother, someone from a particular ethnicity, religious community, or social status. How do you exercise and accentuate your identities in the workplace and other social settings? How do people perceive your identity?
Multidimensionality	How do your gender and other identities play out in your social and work life? How do your identities intersect with each other?	Scholars suggested that multiple identities someone has will intersect each other and create distinct worldviews and experiences in every individual; hence although you and I are both women, we may have a different way of seeing things, such as gender inequality, because of other identities that shape us. Do you notice that it happens to yourself? Could you give me an example of how those mixed identities play out in a particular area in your life?
Mobility	What factors hinder you from exercising your identity? Where, with whom, and in what condition do you find yourself able to fully immerse with your identity?	Some people find it difficult to exercise their identities in the workplace or other social settings. For example, the LGBT community could not boldly show their identity in the society. How free are you in exercising your identities in the workplace and other social settings, and what strategy do you use to keep your identity salient? Where, with whom, and in what condition do you find yourself able to fully immerse with your identity?
Newsroom Diversity	What do you think about newsroom diversity?	How do you treat and think of people with similar and different identities? How important is diversity in the newsroom, and why? What do you think about the implementation of newsroom diversity in the journalism industry?
<i>RQ2: How do Indonesian women media leaders' perceptions of equality and newsroom diversity influence the organizational change processes for business success?</i>		
Institutionalization	What changes would you seek to make in your organization and the journalism industry? Why are changes necessary? How would newsroom diversity change the news organization?	Scholars suggested that a diverse workplace is important for business success; how do you think about it? Could you identify any diversity problems in your organization and how it persists? As a leader, are there any other problems you want to solve in your organization, and how may your identity help you create changes?
Organizational Learning	How would you motivate others to make changes? What obstacles do you face in making changes? How do your identities help	Creating change is not easy as you may face resistance, so could you identify obstacles you encounter in making changes? How do your identities help you in

	influence your decision-making to create changes in the organization?	designing strategies to solve the problem of attending to change? What changes can be brought into organizational structure, routine, and products for business success?
<i>RQ3: How do Indonesian women media leaders' perceptions of equality and newsroom diversity impact innovation strategies in the news organization?</i>		
Business orientation	How would newsroom diversity help the organization to innovate? What are the challenges you find in bringing innovation to the organization?	Innovation can produce changes to the way business is done and to the companies' products and services. What structural challenges do you encounter in bringing innovation to the organization? How would newsroom diversity help the organization to innovate? What kind of innovation can be brought to the organizational structure?
Organizational process	How do you improve the team's creativity, innovation, and problem-solving skills? What are the most important skills and resources needed for working innovation?	How do you improve teamwork and business process to increase creativity and innovative ideas? How do your identities help you in creating a new and innovative routine that may encourage innovation?
Products	What kind of innovation does the journalism industry need today? How do your identities help you in creating innovation in the workplace or journalism industry?	What kind of innovation does the journalism industry need today? How do your identities or other news practitioners' identities contribute to creating innovation in the workplace or journalism industry?

Sampling dan Data Collection

Primary data. In the interview study, many scholars depend on purposive sampling to select units of analysis (e.g., people, organizations, events, pieces of data) by relying on their judgment (Ferrucci, 2018; Goyanes & Gentile, 2018). Purposive sampling has a wide range of sampling techniques such as maximum variation sampling, homogeneous sampling, typical case sampling, extreme (or deviant) case sampling, critical case sampling, total population sampling, and expert sampling (Etikan, 2016). However, the current research used maximum variation sampling in recruiting participants (Patton, 1990, 2002; Kuzel, 1999) as it allowed the researcher to get the information, they wanted within the time constraint. The maximum variation sampling fit the study design as it enabled the researcher to select participants with various backgrounds and experiences. This sampling technique lets the researcher capture and understand how a social phenomenon is seen and understood among different people (Elmusharaf, 2016). Moreover, the researcher can spot a common pattern across variations in various circumstances (Mugo, 2002). In addition to purposive sampling, the researcher used snowball sampling to locate new and more prospective participants to gain more meaningful data.

In this study, in-depth interviews were conducted with 31 participants from January to February 2022. The participants were Indonesian women media leaders who sit on the top management position in the news organization and is assumed to have the most authority in the organization's decision-making, such as the chief editor, publisher, executive director, broadcasting director, executive editor, deputy chief editor,

commissioner, and CEO. Although the chief editor and deputy chief editor are not directly involved in the company's business, they perform boundary-spanning leadership that bridges boundaries between the editorial team and the company's vision, mission, or goals (Ernst & Yip, 2009). Journalistic actors have created a set of boundaries that hinder them from doing something beyond the normative standards while doing their job. The boundary work framework in journalism includes how journalists seek to delimit themselves from involving in business to avoid conflict of interest (Carlson, 2015). Therefore, the position often deals with conflicting values between the editorial team and the business division. They may be pulled to one side more than another (Ernst & Yip, 2009), but generally, the chief editor and deputy chief editor strives to find common ground and help both conflicted groups achieve their objectives.

The study participants work for traditional (print, television, and radio) and new media platforms (online news websites). They also work for news organizations that produce journalistic products published and circulated on national and local scenes. Moreover, the study included participants who led the legacy and start-up media or young company in its early stage with no older than 3-5 years of operation (Baldrige and Curry, 2021). These variations are needed so the researchers can obtain diverse perspectives of how respondents perceive challenges in expressing their identities and their understanding of diversity. Differences might occur because respondents who work for different types of media platforms, media businesses, and circulations have different experiences with distinct organizational structures, policies, operational systems, and organizational cultures.

The participants also worked in the media, which targets both male and women audiences. Women media leaders' who lead a dedicated media for women audiences were excluded from the study. It is assumed that news organizations targeting general audiences tend to employ heterogeneous workers or create a male-dominated workplace under a robust patriarchal system.

Among the participants, 13 people lead online news websites; ten work for print media, five lead television stations, and one from the radio station. Moreover, 15 names lead national media, and 16 people work for local media. Three people lead start-up media, two participants work for government media, two from non-governmental organizations, and 24 participants lead private media. One respondent serves both as CEO and the chief editor; one works as broadcasting director, one as executive director, one as a publisher, and one as a commissioner. However, all five have experienced working as a journalist and chief editor at one point in their career; hence they are articulated with journalism values and practices. Two respondents are the deputy chief editor and the rest, 24 respondents, are chief editors. All of the participants have journalistic experience ranging from 7 to 37 years.

The interviews were challenging for the different time zones between Indonesia and the U.S. Since the researcher was also interviewing participants from the local media who reside outside the capital city, the researcher should mind their time zone as Indonesia has three different time zones. The time difference between Columbia, Missouri, with the west part of Indonesia is 13 hours in winter. It was 14 and 15 hours different from the center and east part of Indonesia, respectively. The interview lasted ranging from 1 hour to 1 hour 58 minutes. Table 2 provides the respondent's profile and

when and how long the interview was conducted. The table excludes identifiable information such as their name and the news organization.

Table 2*Research Participants*

Respondent No.	Position	Industry Experiences	Years Leading	Establish	Platform	Circulation	Business Ownership	Location	Interview Dates	Duration
1	Commissioner	28 y	12 y	2001	Print	Local	Private Corporation	Kalimantan	Wed, Jan 12, 8 AM	1h 33m 52s
2	Chief of Editor	30 y	5 y	1987	Television	National	Private Corporation	DKI Jakarta	Thurs, Jan 27, 1 AM	1h 15m 33s
3	Chief of Editor	16 y	7 y 4 m	1999	Radio	National	Private Corporation	DKI Jakarta	Fri, Jan 14, 6 AM	1hr 27m 10s
4	Chief of Editor	26 y	2 y	2019	Online	Local	Private Corporation	Sumatera	Wed, Jan 12, 9 PM	1hr 18m 27s
5	Chief of Editor	29 y	5 y	1962	Television	National	Government	DKI Jakarta	Sun, Feb 6, 9.30 PM	1hr 37m 32s
6	Executive Director	20 y	3 y 10 m	2021	Online	National	Entrepreneurship	DKI Jakarta	Mon, Jan 17, 8 PM	1hr 49m 13s
7	Chief of Editor	14 y	3 y	2018	Online	Local	Private Corporation	Sulawesi	Mon, Jan 31, 6 PM	1hr 05m 35s
8	Chief of Editor	22 y	7 y	2015	Online	National	NGO	DKI Jakarta	Wed, Jan 19, 7.30 PM	1hr 31m 56s
9	Chief of Editor	28y	22y	2004	Print	Local	Entrepreneurship	East Nusa Tenggara	Wed, Feb 2, 9.30 PM	1hr 18m 25s
10	Deputy Chief of Editor	16 y 11 m	2 y	2005	Print	National	Private Corporation	DKI Jakarta	Thurs, Jan 27, 8 PM	1hr 18m 20s
11	Chief of Editor and Executive Editor	28 y	10 y 4 m	1971	Print	National	Private Corporation	DKI Jakarta	Fri, Feb 4, 7 AM	1hr 47m 28s
12	Chief of Editor	22 y	2 y	1999	Print	Local	Private Corporation	Java	Tue, Jan 25, 9 PM	1hr 27m 51s
13	Chief of Editor	23 y	7 y	2017	Online	Local	Private Ownership	Maluku	Sun, Jan 23, 7 PM	1hr 55m 30s
14	Chief of Editor	23 y	3 y	1996	Online	National	Private Corporation	DKI Jakarta	Tue, Feb 1, 9 PM	1hr 19m 50s
15	Chief of Editor	15 y	2 y 2 m	1985	Print	National	Private Corporation	DKI Jakarta	Sat, Jan 15, 9 PM	1hr 30m 26s

Respondent No.	Position	Industry Experiences	Years Leading	Establish	Platform	Circulation	Business Ownership	Location	Interview Dates	Duration
16	Chief of Editor and Senior Editor	37 y 9 m	2 y 5 m	1965	Print	National	Private Corporation	DKI Jakarta	Wed, Feb 2, 6 AM	1hr 58m 07s
17	Chief of Editor	18 y	2 y	2020	Online	Local	Private Corporation	Maluku	Fri, Jan 28, 7 PM	1hr 53m 49s
18	Chief of Editor	22 y	7 y	2015	Online	Local	NGO	Sumatera	Fri, Jan 28, 7 AM	1hr 03m 06s
19	Deputy Chief of Editor	18 y 2 m	2 y	2007	Online	National	Private Corporation	DKI Jakarta	Thurs, Jan 27, 6.30 AM	1hr 14m 51s
20	Chief of Editor	24 y	8 y	1962	Television	Local	Government	Kalimantan	Tue, Feb 1, 6 AM	1hr 29m 54s
21	Chief of Editor/Publisher	25 y	9 y	1997	Online	National	Private Corporation	DKI Jakarta	Sat, Jan 15, 7 AM	1hr 31m 43s
22	Chief of Editor	13 y 8 m	6 y	2000	Print	Local	Private Corporation	Java	Sun, Jan 30, 9 PM	1hr 31m 43s
23	Broadcasting Director	7 y 2 m	2 y 2 m	2020	Television	Local	Entrepreneurship	Kalimantan	Fri, Jan 21, 10 PM	1hr 41m 20s
24	Chief of Editor	25 y	2 y	1997	Print	Local	Private Corporation	Java	Fri, Jan 21, 8 AM	1hr 27m 23s
25	Chief of Editor	17 y	1 y	1999	Online	Local	Private Corporation	Maluku	Sat, Jan 22, 11 PM	1hr 07m 16s
26	Chief of Editor	25 y 3 m	8 y 4 m	2008	Print	Local	Private Corporation	Sulawesi	Sun, Jan 23, 7 AM	1hr
27	Chief of Editor	17 y	1 y	2005	Television	Local	Private Corporation	Sumatera	Fri, Jan 14, 9 AM	1hr 50m 53s
28	CEO and Chief of Editor	28 y	1 y	2015	Television	National	Private Corporation	DKI Jakarta	Mon, Jan 24, 5 AM	1hr 51m 18s
29	Chief of Editor	33 y	10 y	2012	Online	Local	Private Corporation	Sumatera	Tue, Jan 11, 7 AM	1hr 56m 03s
30	Chief of Editor	24 y 1 m	4 y 6 m	2009	Television	National	Private Corporation	DKI Jakarta	Thurs, Jan 20, 7 PM	1hr 11m 44s
31	Chief of Editor	33 y	18 y	2014	Online	National	Private Corporation	DKI Jakarta	Tue, Jan 18, 7 PM	1hr 38m 09s

Secondary data. The study also gathered 99 documents of secondary data to complement the primary data of in-depth interviews concerning the respondent's background and context. The researcher examined the leaders' aspirations toward newsroom diversity, newsroom management, newsroom innovation, and gender issues and how their identity shapes their opinion through participants' communicative repertoires circulating online. It illuminates how leaders' identities play out in the online setting and how respondents relate their online and offline selves as respondents may enact dramatically diverge social performances from their offline personas (Varis, 2016). The repertoire is looked upon in digital communication environments, such as blogs and online forums where participants actively engage. It is important because "like any other data source, social networking websites should be treated in a nuanced or layered fashion. When considered alongside other data (e.g., interviewing), the sites can provide unique, in-depth autobiographical accounts of scenes and respondents" (Murthy, 2012). However, the researcher considered the possibility of missing the digital communications context of what is 'public' and what is 'private' information.

The blog provided crucial data about the respondents. It helps tear down the unequal power relationship between the researcher and respondents during the interview process (Atkinson and Silverman, 1997). It exercises some of the respondents' ownership of their emotional and discursive share in the study. Moreover, the researcher gathered the company's documents or publications concerning their diversity initiative, statement, and policy, such as books, conference modules, workshop papers, job advertisements, and regulation.

The researcher also collected data from trade publications and news articles about the firm changes process and the leaders' personal stories and achievements. Scholars often use the data-gathering technique in organizational changes study. For example, Tushman and Rosenkopf (1996) analyzed the major industry publication, Aviation Daily, to study competitive moves by 32 major airlines from the post-deregulation years of 1979 to 1986. Hambrick (1996) collected data from trade publications about the birth of the 59 firms in the cement industry until the firm ceased producing cement, was sold, merged, or went bankrupt, or until the end of the data collection period from the beginning of 1918.

The data included articles, podcasts, or video interviews published at least five years before all respondents claimed their position and two years after they claimed it, assuming that some respondents have not been in the position for a long time. The researcher chose information about the company product, partnership, ideology, or policies and how it differs before and after the women leaders claim the position. The researcher looked at how their identity plays out in creating changes in those four areas. The sample was also collected by filtering articles and videos from search engines using respondents' and the news companies' names and the focus area to collect the data.

Data Analysis and Interpretation

During the study, the researcher kept the record of research material safe, complete, and in good condition, making it easier to transcribe and analyze the data. All interview transcripts were translated into English by the researcher since they are fluent in both Indonesian and English; hence, the translation should not reduce or change the meaning of the information. However, the researcher analyzed the Indonesian language

transcription documents to have a correct interpretation as the document has more nuances than the English translation.

To analyze the data, the researcher use meaning analysis, which has three processes: (1) meaning coding or labeling text and information that is important to revisit during the analysis, (2) meaning condensation: trying to compress long answer or information into a brief and more meaningful data, (3) meaning interpretation: dig deeper on the readily available text as it may have a hidden meaning or can be interpreted in better and a more creative way (Kvake & Brinkman, 2009).

The coding process used the color-coded method. It identified 'open code' or text phrases/segments/sentences that stood out or seemed relevant that might not be captured in the initial codes list. The researcher then proceeded to organizing data into categories to generate themes by identifying similarities in the tags/text segments and combining weaker categories to create strong categories that become themes. The researcher also captured nuance outside the generated themes to give comprehensive views on the social phenomena. The coding process is captured in the table 3.

To maintain interview data quality, the researcher needs to ensure that the interview is credible, thorough, and valid (Rubin and Rubin, 2005; Hammersley & Atkinson, 2019). The interview data should be assessed in three ways: (1) plausible or the claim is true based on the existing knowledge; (2) credible or the claim is accurate based on the social phenomena and the researcher's characteristics; and (3) evidence based, or if the plausibility and credibility are not readily available, they need evidence to prove it (Hammersley & Atkinson, 2019).

From the analysis, the study identified seven prevalent themes: authenticity, multidimensionality, mobility, newsroom diversity, institutionalization, organizational learning, and innovation. The authenticity category examines the respondent's effort and struggles to be authentic as a woman, journalist, and leader in a male-dominated field like journalism. Multidimensionality investigates how multiple and intersecting identities such as religion, culture, education, places, organizational identity, socioeconomic status, and professional affiliations influence women leaders' understanding of diversity and perception of inequality. The mobility category explains how women leaders can navigate those identities actively, allowing them to understand diversity with a proper support system better.

Moreover, newsroom diversity suggests the women leaders' initiatives toward newsroom diversity differ according to how their identities play. The institutionalization category explains systems institutionalized in the news company and disruptions faced by the institution, which women leaders try to change or respond to. The organizational learning category talks about how respondents encourage organizational learning to newsroom diversity. Lastly, innovation explains how women leaders push innovation as processes geared toward digital technology disruption and professional journalistic control, which implement in the product, routine, and organizational structure.

Table 3

Coding Process



Authenticity	<ul style="list-style-type: none"> • Statements indicating masculinity traits when leading. • Statements indicating feminine approaches in leading. • Statement concerning professional identity as a journalist; objectives, and actions. • Statement about gender social construction. 	<ul style="list-style-type: none"> • Normative masculinity • Feminine expectation • Professional identity 	Identities and diversity
Multidimensionality	<ul style="list-style-type: none"> • Statements indicating religiosity, • Statements concerning cultural values. • Statements about upbringing and socio-economic status. • Statements explaining organizational values. • Statements about education and professional training, • Statements concerning ideology. 	<ul style="list-style-type: none"> • Religious identity • Cultural identity • Education • Places • Organizational status • Professional affiliations 	
Mobility	<ul style="list-style-type: none"> • Statements concerning social roles. • Statements indicating professional roles. • Statements concerning flexibility in exercising roles and identities. • Statements about support systems, such as family, organization, friends, and partner. 	<ul style="list-style-type: none"> • Domestic roles • Professional roles • Identity currencies • Roles' flexibility 	Diversity and organizational changes
Newsroom diversity initiatives	<ul style="list-style-type: none"> • Statements indicating the hiring process and affirmative action. • Statements concerning gender representation and sensitivity on the news. • Statements explaining opportunities and treatments at work. • Statements concerning meritocracy. • Statements about diverse talents. • Statements concerning policy and initiatives for diversity. • Statement concerning benefits and challenges to newsroom diversity. 	<ul style="list-style-type: none"> • Affirmative actions • Assertive implementation of newsroom diversity • Believe that no newsroom diversity is needed 	
Institutionalization	<ul style="list-style-type: none"> • Statements concerning patriarchal society and social restrictions on women. • Statements about conventional journalism practices and problems. • Statements indicating media digitalization and industry competition. 	<ul style="list-style-type: none"> • Disrupting the status quo 	
Organizational learning	<ul style="list-style-type: none"> • Statements concerning women leaders' self-development process. • Statements about the working environment. • Statements indicating education training. • Statements about exploring and exploitation of ideas. • Statements about the dissemination of information and the creation of shared values. 	<ul style="list-style-type: none"> • Revolutionary change approach. • Transformational change approach 	Diversity and journalism innovation
Innovation	<ul style="list-style-type: none"> • Statements concerning changes in organizational structures to accommodate digitalization and the new business model. • Statements about new routines and workflow in response to changes. • Statements explaining new products and services to address new customer habits and demand. • Statements indicating ethical issues on journalism innovation. 	<ul style="list-style-type: none"> • Organizational structure innovation • Routine innovation • Products innovation • Ethical standard 	

Validity and reflexivity

Ethical consideration

In doing this research, the researcher was aware of the imbalanced power relation between the researcher and the participants, especially in gender research. Interviews are often identified as masculine activity as it gives access to power to the researcher (Atkinson & Silverman, 1997). Therefore, there are many occasions when the interview is conducted between male interviewers and women participants; the result often comes back with overly partial findings. Therefore, the researchers should understand how their gender may influence the participant's attitude and behavior toward the interview. It is an advantage that the researcher is a woman. Participants often find women researchers unthreatening and almost invisible hence it is easier to build rapport. In this study, the researchers and interviewees are both women who may have shared experiences that make the conversation more open. Court and Abbas's (2013) research shows that their experiences as a woman and wives help them get close to the Druze women, although they come from different cultural backgrounds.

While qualitative research on newsroom diversity does not risk physical harm to participants or researchers, it is not risk-free as it can be a sensitive issue for journalists and news organizations. Research participants are in a position of situational vulnerability as their job may be threatened to criticize the company's practice and disclose confidential information. Therefore, they may hesitate or reject to sit in the interview or agree to be interviewed but do not give a transparent answer; hence, it is difficult to obtain a clear picture of the actual condition. Moreover, news organizations are reluctant to provide truthful knowledge about their effort to diminish newsroom diversity

problems. Any flaw that emerges during the study may tarnish their reputation among readers.

Therefore, the researcher protected the participant's anonymity and confidentiality from dealing with these dilemmas during the study. "Confidentiality and anonymity are vital to ensure that the participant feels safe in revealing what is often personal information" (Benson & Brand, 2013, p.20). The practice gives a win to both participants and researchers. Participants could feel safe responding to the interview questions. They may also pour their emotion freely into something they may hide and suppress all along concerning the studied issue. At the same time, the researcher could obtain rich data for the success of the research. However, protecting participant confidentiality and anonymity is not an easy task. Researchers should find ways to ensure that no one could identify the participant, and pseudonyms do not guarantee anonymity. Surmiak (2018) suggested there are two ways to anonymize: (1) changing key characteristics of the participant without altering the data integrity, (2) not publishing data at any expense if hiding participant identity is impossible. Therefore, researchers should understand the nature of their research before offering confidentiality and anonymity to participants, as each aspect could be a subject of negotiation. "In certain circumstances, revealing the identity of the participants may have a strengthening and empowering effect, especially in the case of marginalized or vulnerable people whose voice has not yet been heard" (Surmiak, 2018, p.2). In this study, the researcher applied confidentiality and anonymity by not publishing any identifiable data, such as name, company name, or the city where the news company is located to anonymize.

The researcher prepared informed consent to avoid a breach of the research agreements between researchers and participants, which may negatively affect the study. Informed consent clarifies the nature and objective of the study and the participants' and interviewer's roles. It also provides information about the researcher and the financing body and how the study will be presented, published, and used (Sanjari et al. 1, 2014).

Summary

This study used Indonesia as a context to explore the business imperative of newsroom diversity. In-depth interviews with Indonesian women newsroom leaders who were chosen using maximum variation sampling and snowball sampling helped shed light on how their identities influence their understanding of newsroom diversity and how their perspectives reflected their business decisions and strategies.

The interview investigates how participants exercise and accentuate their possessed identities in the workplace and other social settings. Their views about how their multiple identities intersected and created distinct worldviews and experiences were also present, as well as how free they were in exercising their identities. The interview also examined the participants' perceptions of newsroom diversity. Moreover, it discussed how their perspective on diversity translates into their decision to create a supportive working environment for organizational change that led to innovation and business success.

The researcher also generated secondary data from trade journal articles, news articles, organization documents, books, and personal blogs to complement the data and increase the study's validity. The researcher also informed their past experiences, biases, prejudices, and orientations that may impact their interpretation of the data to present a

reliable study. The detailed and rich description of the data and the analytical process will help readers to determine whether the research can be used to illuminate a similar problem in another context and setting (Erlandson, 1993; Merriam, 1988).

Chapter 4: Identities and Diversity

“Diversity is essential to the success of the news industry, and journalists must include diverse voices in their coverage in order to reach a broader audience. We have stories to tell, but many in our audience have stopped listening because they can tell that we’re not talking about them.”

— Gwen Ifill

This chapter presents the first half of the findings, answering the first research question about women media leaders' understanding of inclusivity and newsroom diversity through three lenses: authenticity, multidimensionality, and mobility. It exhibits an in-depth interpretation of how the respondents' identities and their ability to navigate those identities influence their understanding of diversity and inequality. The current chapter also reveals how women leaders' initiatives toward newsroom diversity can differ according to how they play their identities.

In presenting the findings, the respondents were numbered sequentially based on their names' alphabetical order, which is not disclosed in the report. For a citing purpose, the respondents are labelled with the letter ‘P’, which means ‘Participant’ (e.g., P1: Participant number 1). Similarly, the secondary data is also numbered sequentially based on the researcher's newest and latest data collected and labelled with the letters "SD," which means "Secondary Data" (e.g., SD25: Secondary Data number 25). The researcher also uses "them/their/they" as gender-neutral pronouns instead of "feminine" (her/she/hers) and "masculine" (he/his/him) pronouns to avoid the mistake of labeling the respondent's gender preferences.

Being authentic: to be, or not to be

Women leaders never thought that journalism was a difficult and masculine profession when they first began their careers and acted their single lives. Although they knew that only a few women were brave enough to be in the profession, they did not fear being ghettoized for being a woman. Some respondents suggested that they did not feel uncomfortable or not confident being in a male-dominated field. They never thought they were different from their male counterparts because their upbringing taught them to be on par as men. Some respondents revealed they were called tomboys since childhood making them not notice the difference between male and women characteristics (P23, P24, P29), as shared by the chief editor of a prominent local newspaper with 25 years of journalism experience:

“When I was a child, I always had short hair. I climbed and fought like a boy. My parents enrolled me in a dance class, hoping to make me more lady-like and feminine, like how Javanese women should behave. But it never worked out. I did not fear being the only woman in a group of men” (P24).

Apparent from their statement was how society reinforced the gender norm for people from a young age. Similar to the findings of previous studies (e.g., Weitz, 2001; Catania, 2015; Dewalt, 1997), being authentic means conforming to gender norms that provide them guidance on how gender should behave in public. A woman should appear calm and avoid activities that risk injury, like climbing or fighting. They should also accentuate their auxiliary characteristics and appearance to be called a woman by having long hair. However, some women try to deny the social expectation and are true to themselves, being different from other women and feeling unintimidated by men.

Born and raised in a family with male brothers with equal treatment regardless of gender, some participants did not find difficulty leading an overwhelming number of

male coworkers or staff in the news company (P11, P16, P30). Other participants think that being a woman did not hinder them from working as journalists. It required more than physical ability but critical thinking and creativity in doing good journalism (P22, P16). They were not even afraid of working in a company that focuses on economic, political, or criminal news, which were usually identical with male journalists (P15).

However, respondents began noticing significant differences between men and women as they progressed in their jobs. The job was becoming physically demanding and time-consuming. They were aware that being a journalist requires high stamina. They should be able to immediately respond whenever newsworthy events happened, while women's bodies may hinder them from doing it, especially when they get pregnant or menstruation (P30). Respondents acknowledged that women have a limitation at work, so they should find ways to survive in the industry. It was even more physically draining when they should lead the newsroom where having better skills, and a higher level of thinking alone is not enough (P12, P31). One respondent who has been in the industry for 33 years and has led the newsroom of many well-known prints, online, and broadcasting media recalled her experience: "I learned during my tenure that to be a good leader was to be physically present. Therefore, I should take care of my body to constantly be in good shape" (P31).

As society portrays women as weak in the field, women journalists gain privilege from their coworkers and sources as they felt they should protect women (P13, P9, P4). For example, a chief editor who led her own local online news and has worked as a TV journalist for 23 years in a conflict area, shared:

"Working as a journalist in the conflict area was not easy and unsafe. However, when I was in the field, people pitied me because I was a woman journalist who

was also a videographer bringing a big and heavy camera by myself. Therefore, people and male journalists felt the need to protect me. People gave me access to the information or reminded me to be careful reporting in certain areas as it was unsafe. They even suggested the best spot to take the video and worried that I might be scrutinized for capturing sensitive images. They did not threaten male journalists, like how they treat or threaten? me. Because they thought male journalists can protect themselves” (P13).

The situation shows how gender expectation is rooted deeply in society. For the sake of protecting, the media assign women journalists to cover less risky events or events in dangerous areas or at night. Although the tendency to protect women seems like a good call, in many cases, it ended up limiting women from gaining valuable experience as a journalist (P16). One respondent who is a former chief editor of the most well-known and legacy newspaper in Indonesia with around 37 years of journalistic experience suggested that by doing so, the media hinder women journalists from having their careers develop:

“I recall when I was still a junior journalist, my editor did not give me permission to cover the Borneo expedition. He said it was too dangerous for women and asked a male journalist to go there instead. He might not mean to discriminate against me but protecting. After returning from the expedition, the male journalist told me that the Borneo rivers were so dangerous, lucky that I did not go there. However, although the decision, in the end, spared me from danger, as a journalist, I felt disappointed because I did not get to experience covering the expedition that would be an exciting and challenging highlight of my journalistic career” (P16).

Moreover, Indonesian women are prone to be labeled negatively when they go home late at night or talk in a closed space with the opposite sex. A chief editor of the local newspaper with 13 years of journalistic experience asserted: “male journalists have more flexibility in working overtime and doing private interviews as they are not socially restricted, but as a woman, I cannot afford to get people’s negative side. My family might get hurt by it” (P22). However, respondents suggested that they cannot avoid it as a

journalist. Hence, they choose to play safe to dismiss the negative remarks by asking their team members to accompany them to the interview at night (P22). Some of them will choose not to accept a promotion at their newspaper to higher-level positions, especially if they work for a newspaper, as they will not be able to go home early until they finish monitoring and all pages are ready to publish (P4). Therefore, some respondents thought that working as a journalist and leader in online media was more reasonable for men as they were more flexible in terms of time and social life (P4, P19).

The participants also started to witness gender inequality when they got married and had children – their life as a journalist was no longer as simple as before (P24). While a married male journalist did not need to face a dilemma between working and family, the case was totally different for Indonesian career women (P30). The conflict arises as they are forced to juggle work and domestic roles as wives or mothers. Time is becoming scarcer and unmanageable while they strive to do an excellent job in both roles like society wants them to be. Both role objectives are not always achievable. At one point, women journalists should choose between being good in their career or in their families. Not all women can get it all. As mentioned by two chief editors of local media with 26 years and 22 years of journalistic experience:

“As a journalist, we need to sacrifice time and energy. We need to be 24 hours ready. To do that, women journalists should make sure that their family understands their working conditions. Moreover, although most male journalists will be good to women journalists, they often throw sexist jokes when talking in a group dominated by men. That is how they are. They do not think that is wrong. So, as a woman, they should be strong mentally” (P4).

“I have recruited many women journalists so far. They have good journalism skills, but they never stay for long in the profession because they do not have passion and are not mentally strong. They cannot tolerate low salary, high risk, and long hours working environment (P12).”

The quotes suggest some women leaders believed that journalism was a masculine profession where women were unlikely to survive and became great at it unless they have passion, extraordinary skills, great mentality, and persistence (P4, P7, P30, P31, SD22). Therefore, naturally, male journalists dominated the newsroom, for women journalists chose to quit their profession when things get heavy, and support systems are not present (P4, P7, P11). One respondent who is an executive Director of their own news website and a former chief editor in a famous Indonesian-English newspaper with 20 years of journalistic experience asserted frustration in response to this phenomenon:

“Advantageous of being a woman journalist? Advantageous?! Does it really exist? Show me if it is!” (P6).

Normative masculinity. Leading a male-dominated workplace is even more challenging for women. Some respondents tried to deny gender differences and gender stereotypes by acting more masculine to be included and belong. They learned the strategy from their previous male boss (P1, P25). Some respondents chose to appear fierce, firm, assertive, and strong to claim the power within the newsroom (P1, P11, P22, P25, P28, P30). A chief editor of a local newspaper with 13 years of journalistic experience shared their thought: "Just like dog and wolf theory. I want to show them who the alpha is" (P22). However, they never meant to be a difficult person or tried to look down on their staff, but it was just a way to survive (P1). Unlike their male counterpart, this approach came with consequences for women leaders as their subordinates and coworkers thought they were being mean and labelled them with a harsh nickname such as *Mak Tiri* (The Stepmother), *Ratu Kematian* (The Death Queen), or *Dewi Kematian* (The Goddess of Death) (P1, P11, P28, P30). Women leaders would shrug off any

negative remarks at work that discriminate against their gender to survive and avoid mental health issues as long as their subordinates did the work as instructed (P11, P14, P22). "Unless the comment comes from my boss, I do not care what they think because nothing can be done. They only want to hear what they want to believe" (P22).

They also kept being professional and managed their emotions to appear logical, objective, and rational when making decisions like what people expect from a male boss (P1, P2, P24, P30). They used data to support and made the decision in a relatively short amount of time and an effective strategy to deal with resistance as no decision could accommodate all positions and interests (P24). Moreover, they used data to diminish the possibility of people confirming their gender expectation of women being indecisive and emotional (P2, P30). However, a chief editor of a local online website with 26 years of journalistic experience believes the gender expectations were not wrong: "I do agree, I am like that too. I think this is why women should not become a leader because they are full of consideration to the point are perceive indecisive" (P4). The quote indicated that some women believed that gender norm was inherent; hence women should accept them. Therefore, they believed that adopting masculine traits while serving the male-dominated workplaces was right as women's characteristics would not match the environment.

Women leaders also try to prove themselves better than or as capable as men. As a journalist and a leader, a woman should work two times harder than a man to prove themselves worthy in this field (SD30). The company sometimes applied different standards and pressure women leaders to gain a better performance. However, the same expectation did not apply when the leaders are men (P13). Women leaders were also accustomed to male coworkers or sources who did not appreciate and underestimated their capability

and psychological strength, making them sometimes doubted themselves, and hence they were eager to prove them wrong (P14, P18, P25, SD16). A co-founder and chief editor of an online news website with 30 years of journalistic experience described how people always tried to find ways to underestimate women:

“If we get sick, including when we get sick when we become a mother, it opens the door for people to underestimate our capability. They will talk bad about how troublesome women could be. They said that it would be difficult to send women journalists to the field as they complain about anything, are not flexible sleeping anywhere, and other negative assumptions. Therefore, many news companies were reluctant to send women journalists to cover news in a difficult field, including involving them in investigative reporting” (SD11).

The quote shows how the unfavorable treatment they might get making women try to avoid asking for treatments that could be perceived as special to show that they were also competent and competitive (P1, P5, P9, P20, P22, P27, P28 P29, P30).

Respondents expressed how their early days as journalists informed their decision in maintaining masculine norms when they led:

"I was taught harshly when I was a young journalist. They did not spare me just because I am a woman. Once you decide to become a journalist, you have to be all out. Because journalists work for 24 hours, that is how it is!" (P1).

"My mentor always taught me that I should never be a crybaby as a journalist. I was pregnant when they asked me to cover a story in Borneo" (P28).

"I always come to work the earliest. I never take year-end holiday leave. People could always find me in the office anytime. So, the company always assigned me to cover urgent cases at one point. They also allow me to write a cover story" (P31).

"I strive to increase my journalism skills and knowledge about sport so others will not undermine my capability. I never complain and leave early from work because I am afraid that my coworkers will see it as a woman's weakness if I do otherwise. I also expand my network to show them that women are reliable and more socially flexible than men (P9)."

Those quotes show how eager they were in proving that they were as capable as men. They also felt proud that they could do what men could and even beat them in many aspects at work (P5, P20). Hence, they detested other women who regularly whined about their job and ask for special treatment (P4, P11, P29). They believe that women journalists should not be spoiled (SD29, P31): “Is there anyone who agrees with the policy to decrease women’s working hours? I disagree! I will support women who keep working and being productive while they are having babies and breastfeeding. I created a lactation room in my company for them. But, with a side note, women, do not be spoiled!” (P31).

Some respondents also thought that they put more effort than other women to increase their skills, were more passionate about their job, or had distinct abilities that made them different and outstanding (P4, P11, P20, P22, P31). Unlike other women, they thought they exhibited different traits opposite to gender stereotypes, such as emotional or weak (P4, P5, P20, P23, P31). A chief editor of a local government television station with 24 years of experience recalled her experience:

“Women like to chat. They can finish their job early if they do not chat during working hours. That is what is lacking from women. But I am not like them; that is why I can be in this position. I can manage my time well for my family, graduate study, and job. Most women in my company do not have many responsibilities like mine. They can go back home early after work without worrying about school. So, they have a lot of time. But they do not use it wisely. That is why they are stuck in their career” (P20).

The findings was similar to those of some previous studies (e.g., Ellemers, 2004; Baykal, 2020), suggesting that women internalize gender stereotypes, creating a tendency for queen bee syndrome where they think they are better than most women. They also became more critical of women subordinates as they perceived them to be less committed

to their careers. They believed that other women should have the same qualities as them to have a better career (P20, P21).

Moreover, women leaders denied gender stereotypes by avoiding unproductive actions such as complaining and getting angry at work (P16, P27). One respondent recalled their experience of not being taken seriously by the company when they tried to speak their mind: “I was once asked to build a new branch of a news company, but they did not give me the resources I needed. But I could not complain because when I did, they dismissed it, telling me that I was whining and that I was supposed to show them the result before asking more. They did not believe in my capability because I am a woman” (P13).

As suggested by Hochschild (2012), unlike male leaders, being angry will be contra-productive for women leaders as it tarnishes their image at work and may confirm the gender stereotype of women being overly emotional. Therefore, some women leaders chose to detach themselves from their subordinates and managed their emotions when things went wrong as they found that male and women communication patterns were different (P18, SD11). A chief editor of a local news website funded by a Non-Governmental Organization who has 22 years of journalistic experience shared how difficult it was when she started her position:

“It was hard for me to adapt to the position where I should lead all-male subordinates. It made me so careful as I was afraid, they might not like how I communicated and behaved toward them. I was always debating the option: should I be hard on them or be more caring. So, I tried every communication model that might work until I finally found one. Now I choose to detach emotionally from them” (P18).

Moreover, some respondents kept calm and cool during a heated debate, choosing to take a detour to voice their points rather than pushing hard on their opinion (P16). They also

chose to use the insinuation strategy to avoid conflict with men which might lead to violence (P27).

Feminine expectation. Instead of adopting masculine values, some women leaders chose to be authentic by embracing their femininity or gender expectations and using them as advantages. They believed women possessed certain characteristics and stereotypes that could help them advance their careers, such as being nurturing, caring, patient, and empathetic (P2, P8, P14, P15, P21, P22, P23, P31). Some respondents suggested that when they led, they tried to be a mother and friend figure to their staff, which they thought was a quality that only women could do (P2, P5, P19). A chief editor of a national governmental television with 29 years of experience asserted: "Women are destined to be a mother who should have a big heart and mind to take care of everyone at work like their own children" (P5). Some of them are called *Bunda* (Mother) or *Ibu Peri* (fairy godmother) by their subordinates as they were protective and warm (P5, P31).

When dealing with conflict, women leaders were open to discussions, and they approached people involved in the problem personally to share their opinion. They tried not to take sides so they could come up with the best solution for all of them, just like a mother dealing with a fight between siblings (P23). Some respondents also cared for their staff, even for the smallest detail. They believed that caring was a natural quality in women (P31). For example, one respondent maintained: "I am not only giving them new clothes and food when I visited women journalists who reported Tsunamis for months with bad condition. I also provided them with menstruation pads. The male boss would never think about buying them such things" (P31).

Some respondents also felt the need to know the staff and their personal lives and problems to help them (P1, P4). They needed to understand their staff's personality and habits, allowing them to give special or different treatment if needed to get the best of them (P20). They were also willing to motivate their staff to work harder and gave them advice if they think about quitting (P14, P23). A chief editor of a famous online news website with 23 years of experience recalled their experience:

“I have a journalist with a disability who wants to quit because of his family. I talked to him and finally found out that he wanted to quit because he did not believe in himself and was embarrassed about his condition. I then told him that he had potential and his limitations should not make him feel small. I am grateful he decided to stay after our meeting” (P14).

Similar to the findings of the previous studies (e.g., Hirak et al., 2012; Helgesen, 2005), the quote showed how women media leaders' caring characteristics enabled them to create a psychologically safe climate for the minority to work as they felt comfortable voicing their thoughts. The women leaders also made them feel included and valued.

Moreover, some respondents looked after their appearance at work to build close relationships with their co-workers and subordinates (P2, P23, P29). A chief editor of a national television station who was once a famous news anchor with 30 years of journalistic experience said that they use sneakers and casual outfits at work to create a friendly atmosphere (P2):

“When I was still active reporting cases in the field, I wore comfortable clothing every time as wearing heels or skirt were unpractical. Moreover, journalists have an unspoken rule that the more badly they dress, the better their skills. Now, as I have many young millennial subordinates, I mimic their sense of fashion by wearing sneakers, jeans, and a casual shirt at least every Friday. By doing so, they can see me as an approachable person, although we have a big age difference. However, as a leader, I should wear a proper outfit on formal occasions or on invitations as I represent the company. I should look good to protect the company's image” (P2).

The response shows similarity with the findings of previous research (e.g., Jansens, 2019; Weitz, 2001), stating that the appearance remains an accessible route for many women to have successful careers as they will constantly scrutinize how well they dress.

Some respondents also preferred having informal, interpersonal communication and persuasive conversation over a coffee or personal meetings to discuss problems and find the solutions (P1, P5, P19). Respondents thought that women leaders preferred a personal approach rather than frontally told someone when they were wrong (P20). A publisher of a national male audience targeted political newspaper who was also the chief editor of the publication with 25 years of journalistic experience recalled their experience dealing with resistance: "I had an editor who hated me very much. But I tried not to get angry, although his actions and words annoyed me. I called him over a coffee one day. We talked about his life and personal matters until he opened up to me and told me the reason why he hated me. I believe that communication is key. Sometimes staff just want to be listened to (P21)."

Some women leaders were democratic, compassionate, compromising, and willing to give a second chance because they did not want to lead with fear as what they had experienced before under male supervisors (P4, P17, P21). Even if they must fire their staff, they tried to be respectful and reasonable so the decision would not hurt them even more (P21, P4). Nevertheless, they kept being professional and follow the organizational rules and system in carrying out their daily responsibilities as leaders and journalists, which conform to gender expectations that women were more obedient than their male counterparts (P25, P12, P14). They knew when to be firm and soft as they

copied some traits from their previous male boss by being assertive and strict but keeping a woman approach to care for and nurture their staff (P21, P28). A CEO and chief editor of a digital free-to-air and cable television news channel under the U.S. news channel license suggested that:

"A leader should be a role model. I want to be a boss that the staff can respect. I learned from my previous boss, male or women. Take the unappropriated past action and adopt their good approach. I also learn from staff what they despise and what qualities they want to see from their boss" (P28).

Some respondents conformed to gender stereotypes thinking that women have qualities men do not have at work, such as multitasking and detail oriented (P11, P5). They believed that a media leader must have multitasking skills as they should excel in many ways, good in journalism, managerial, and networking (P11). Moreover, as a journalist, women can write better news articles with detailed and clear explanations, unordinary and interesting reporting angles, and humanistic perspectives (P9, P19, P28). One respondent asserted: "Women journalists can better connect with the sources as they tend to be empathetic. Hence, they could come out with powerful articles full of dynamics" (P13).

They also believed that women were persistent and enduring as they had been trained to have such qualities since childhood, different from men who were trained to be more active. Therefore, in the changing journalism into digitalization, some respondents believed women were the best fit for the job as they could be very patient and endure long working hours in front of the laptop than men (P14). One respondent suggested: "I will not be surprised if in the near future more women stand out in this industry as the changes call for it" (P14). Another respondent who was a chief editor of famous news and weekly political magazine with 28 years of journalistic experience believed that

women have better endurance as they were born special with a body that could endure difficult things like giving birth and having menstruation: "In doing investigative reporting, we need a reporter who can be patient and endure the uncomfortable condition where they should wait for sources for hours" (P11). However, they believed that the newsroom needs both genders, as they agree with stereotypes stating men have some qualities of being bold, risk-taker, and sharp, which could help dig and cover difficult cases (P19, P23, P28).

However, most respondents were not getting the position because they wanted or pursued it (P14, P31, P 11, P2, P25, P9). They got it because they were on the career path or accidentally chosen because the company needed to replace the previous leaders who turned in a sudden resignation because of death, illness, or getting another job. Some got the leadership position as a reward for their loyalty working in the company for a long time (P16, P11). Such condition shows the glass cliff phenomenon where the company tends to choose women as a leader only when they do not have choices in a difficult situation. Similar findings were echoed in several previous studies (e.g., Hall & Donaghue, 2013; Ryan & Haslam, 2007).

Meanwhile, a woman leader who actively pursued a higher position or outwardly stated that they wanted such a position were often criticized for being too ambitious (P6). However, another media leader believed that women should not be afraid to be seen as ambitious as it was not a negative trait, although it defied the gender norms: "As Winston Churchill said, "You have enemies? Good! That means you have stood up for something sometime in your life". So do not give up" (SD3).

Some women leaders did not accept the offer of the position right away, instead they initially rejected it as they believed that they were incapable (P6, P25, P16, P17). Some respondents acknowledged that sometimes women sabotaged their own careers because they were not confident to take on more and higher responsibilities at work (P26, P27, P25). They would take the opportunity only when they were ready (P16, P9). Some respondents took the responsibility because they wanted to inspire other women (P16, P15, P24). For example, one respondent shares their story:

"Physically, I do not have the strength to lead. I am too old for it. I retired two years after they appointed me as chief editor. But I decided to take the offer because I would be the first women chief editor in a famous newspaper. I want my experience to inspire other women that they can also aim higher in their careers and that their gender will not hinder them from achieving more. They can because I can. So, they should not be afraid to show off their capabilities. But, of course, when I took over the position, I was afraid because 800 people who worked for the company would depend their lives on me. Therefore, I should be cautious in making decisions" (P16).

When they got into the position, these women leaders showed their humility by wanting support and collaboration from their team as they knew that they were socially disadvantaged and thus felt inadequate as a leader (P25, P27, P17, P16, P6, P27, P29).

One respondent commented:

"Although people expect me to be detail-oriented like how people perceive women, I am not the same. Luckily, I got a lot of help from my male coworkers who are more detail and systematic than I am so he can remind me if I am getting too passionate about something that may make me off track" (P22).

Some respondents believed that being the only woman in a place dominated by men brought advantages to women leaders as they could stand out in the crowd (P17, P23, P31). One respondent asserted: "they recognized us right away in the meeting with the journalists' association. Soon, they could learn our talent and skill, make us stand out

and get more attention which is good for our career development"(P31). Some respondents firmly believed that sometimes being a woman and appearing like how people think they should appear, beautiful and calm, benefited them in carrying out the job when interviewing with sources who were mostly men for the law of opposite attraction (P17, P23). However, they should still be careful as male sources might have different and negative objectives toward them that lead to sexual harassment (P8, P14).

Some respondents also believed that being a woman was an advantage as they potentially avoided conflict and violence. They believed that men should not use violence against them no matter how mad they were, so they were confident in dealing with hostile sources or stakeholders (P2, P9). A chief editor of a famous local newspaper with 33 years of experience recalled their experience:

"A tug came to the office very angry. Upon seeing me, he was surprised. He thought a chief editor was a man. He then softened his tone a little bit because I am a woman. I talked to him in a firm tone to make him not look down on me. It worked; he got my message and left. We have had a good relationship ever since" (P29).

Professional identity. As journalists, women leaders wanted to stay true to their profession by appropriately implementing journalism ideology, ethics, and values (P8, P7, P16, P12, P13, P17, P24, P23, P27, P31, P29, SD8). Some respondents mentioned that women were more assertive and idealist than men. They believed as long as they do not have a conflict of interest, they would be able to be fair and impartial (P29). They could be bold in their decision and implemented journalism values more rigorously as they believed that men are the breadwinner as socially constructed. When the breadwinner, their husband, can fulfill their need, they can keep their job for personal development rather than only aiming for the monthly paycheck (P28). "I do not fear when

people threaten me to terminate my working contract if I write something that criticizes them because I have a husband to support me financially" (P7). In contrast, they believed men tended to be more lenient after marriage as they become the head of the family (P8).

Dealing with a boundary-spanning position as a journalist and a leader of an organization who needs to understand the business side of the news company has indeed made them in a constant dilemma. They must uphold journalism values, but at the same time, they must accommodate the business interests of owners, founders, or advertisers. Some respondents suggested that they strived to be independent in their decisions and did not want to be dictated by money by actively implementing firewalls (P3, P7, P31, P17, P13, P29). If they thought it was impossible, they would choose to join a new media company that heavily relied on donors to gain more freedom in applying journalist values (P8, P18). They also created their own business to have full control over the business without anyone questioning their capacity as a leader and a woman (P13, P23, P6).

The respondents were also true to their profession by rejecting bribery and inspiring their staff to do the same even though money was needed to fund company operations or for themselves to compensate for journalists' low salaries (P7, P17, P8, P24, P10). A chief editor of an online news website funded by a Non-Governmental Organization (NGO) who was also a deputy chief editor in a famous newspaper with 22 years of journalistic experience shared: "I am proud knowing that my journalists stay true in their profession by not being easily bought by sources or people with interest" (P8). Another respondent who was a chief editor of a local newspaper that they helped built said that they tried to be objective even though it could hurt their relationship with people close to them: "my friend dealt with a corruption case, and I refused to fulfill their request

to not publishing the news. Until now they did not want to talk to me" (P10). They tried their best to maintain neutrality in the newsroom to produce objective news (P16).

Women leaders also strived to make their media objective by avoiding overly critical articles and being unconsciously played by people involved in a case (P21). Moreover, some respondents suggested they did not hold back when giving constructive criticism to do social control (P17, P23).

Some respondents understood that their profession might either help or harm people. So, they reminded themselves to always be responsible in performing their job (SD27). They saw their profession helping people and encouraging others to support social changes (P6). One respondent recalled their experience: "I once hurt by my male coworkers who said that I was less of a journalist than them and more like an activist, while what I did was simply the minimum thing that the journalist could do in performing their profession: going to the field and writing facts correctly" (P6).

Another respondent suggested that the ability to help the public allowed them to stay in the profession (P28). Women leaders showed compassion and believed that they could not help people with money, instead they believed they could donate their writing skills to help people in need (P27, P13). A chief editor of a local television station with 17 years of experience recalled their experience:

"I once helped a woman who was depressed after losing her husband, who died because of an occupational accident. The company threatens the woman, not to mention the case. I helped her by publishing news about the accident. With my media, I can also publish public interest issues, for example about a flood so the readers can avoid the dangerous area and remind the government to solve the problem actively and proactively overcome the recurring disaster" (P27).

The quote shows that women leaders' gender identity, which was performed by conforming to gender norms, was in line with their professional identity and journalism'

helpfulness value. It was a proof that journalism was not a profession only for men.

Women were also welcome in the journalism profession with their caring and nurturing qualities, allowing them to immerse in the journalistic value of helpfulness fully.

Some respondents believed that the profession has trained them to be more grounded as they connected and dealt with people with diverse backgrounds, elites, and those who were below them socioeconomically. One respondent shared: “We learn to empty half of our glass so we can keep learning, gain knowledge, and avoid judgment while doing this job” (P11). They wanted to voice the voiceless and dismissed people who tried to gain benefits from them (P13). They were frustrated when they could not make changes in their writing (P13). They were so passionate about their job that they would pour all their soul into it (P12, P31). A chief editor of a local newspaper with 22 years of experience recalled their experience: “I do not take a day off even on the weekend or holiday because I really like and am devoted to my job. I am always ready” (P12).

Ways of seeing through multidimensionality

The study has shown how women newsroom leaders exercise multiple identities that intersect with each other and shape them into a unique individual and have distinct way of thinking. Those identities also build their perspective about equality and diversity. accentuates stigma, evokes hidden privilege, or shapes cognitive position (Brekhus, 2020). Having a marginal gender identity alone does not allow them to understand diverse issues. In this study some identities that influence respondents the most are

religion, culture, education, places, organizational identity, socioeconomic status, and professional affiliations.

Religion. Some respondents mentioned religious identity influenced their ways of thinking about work and diversity. They believed that God helps them lift the barrier they face at work because of their gender identity (P25). They also asserted that religion reassures them to take more responsibility as a leader as God will give them confidence and help and protect them in difficult situations (P25, P12, P9). A chief editor of a local newspaper with 17 years of experience believed: "God knows what is best for me. They have blessed me with this responsibility, so I should do it diligently" (P25). Moreover, religion gave them guidance in doing the job so they would not use the power they gain from being journalists and leaders to harm people (P12, P27). One respondent shared their story:

“When I first decided to be a journalist, I consulted with a cleric whom I always admired about what should do (halal) and should not do (haram) as I proceed in this profession. For example, in Islam, we should not do *Ghibah* or tell others’ bad demeanor, but we should expose it as a journalist. *Alhamdulillah*, with his guidance, I know that I should not worry about it as I work for the public interest and that the company should take responsibility for whatever I do for the job. For me, religion helps me to surf in this profession bravely and safely” (P12).

The quote shows how religiosity was an integral part of Indonesian women leaders. Religiosity helped shape their perception of their profession and guided them in making business decisions. They would not choose decisions that contradict their religious values. By embracing religious identity, they also became more aware of the importance of diversity and equality. Women leaders who identify as Muslim believed that women should be brave and independent. One respondent suggested: "I am inspired

by a Muslim saint and Sufi mystic Rabi'a al-Adawiyya" (P12). The life of Rabi'a al-Adawiyya contributes to the Islamic feminism that teaches Muslim women to counter the dominant society's negative perception of women and unequal relationships between genders. The finding contradicts some previous studies (e.g., Siddiqui-Dennis, 2021), stating that religiosity is contra-productive to gender equality.

Their religion has also taught them to love everyone and respect people with different backgrounds (P9, P12). "Islam teaches diversity and a harmonious life between different religious communities. My religion teaches me that everyone is entitled to their own choices, and we should not bother each other with whichever ways of life they choose" (P12). Another respondent with a different religion also shared a similar belief: "I grew up in a devoted Christian family who would go to church every Sunday. I am manifesting Jesus' attitude to be empathetic to every human being by announcing kindness and truth. My belief taught me to become a pluralist, which I then translated to my work as a journalist. Therefore, as a journalist, I serve everyone regardless of their religion" (P9).

Moreover, some women leaders were either born and raised by parents who had different beliefs and religion, married to people with different religion, or chose to change their religion, making them aware of the diversity that everyone is entitled to their own choice and people should respect them (P10, P7, P9, P24, P29). One respondent recalled their experience:

"I learn diversity from my parents. My parents had a different religion when they got married. My father was a catholic before becoming a Muslim when I was in the university. Therefore, I grew up witnessing how my parents, despite their difference, were able to maintain a harmonious relationship. Every Sunday, my mother and I would send my father to church, and every year my family got hampers for Christmas and Eid Fitr. When I was a child, I thought the situation

was normal, that everyone had similar experiences. I could not fathom why religious conflict often happened in the country while my father and mother never got into arguments about each other's beliefs. I noticed that my family situation was more distinct than any other household after I got into high school. My friends started to tease me because I have a parent with different religions. They said I was an illegitimate child because the state did not allow interfaith marriages. That was when I realized that diversity was a big issue, and it still is. I am lucky that I grew up in a family where I can learn about diversity and tolerance" (P24).

The quote shows how important it was to teach people about diversity from a young age, influencing their understanding of diversity and inequality issues. Moreover, living in Indonesia, with its national motto, *Bhinneka Tunggal Ika*, which translates to unity in diversity, taught them the importance of diversity as they live among people with different religion and culture, even though some communities did not embody such value which led to ethnicities or religious conflicts (P27).

Cultural identity. Cultural identity also impacts respondents' understanding of diversity at work. Some respondents were raised in a culture that believes in matrilineal lineages, such as Flores and West Sumatra (P15, P11, P2). Growing up in a community with prevalent matrilineal culture has taught them that women should be given equal opportunity and has an important role in society, unlike common gender expectation (P15, P11). A chief editor of a famous business newspaper with 15 years of journalistic experience shared her story:

"I was born in *Ngada* tribe, one of the two Indonesian tribes that believe women voices should be respected as they are a backbone who will protect the family. I learned how my mother performs the role, which I then also implemented in my workplace. As a leader, I have a strong sense of belonging and responsibility to protect the company and its values" (P15).

The cultural values were internalized within them, so they did not feel awkward taking the responsibility to lead an organization even though they were women.

In contrast, women from cultural communities that hold patriarchal values learned discrimination since childhood, such as boys getting to eat first at the dining table and then girls (P26). Respondents from Java believed that they should follow a patriarchal idea of 3M (Masak, Macak, Manak) which suggests that women should be able to cook, groom, and get pregnant (P23). They believed that women should not have careers or education better than their husbands. So, they would reject any offer that allows them to have better credentials (P23). Another women leader came from the Arabic Indonesian community, making them think that women should obey and ask their husbands' permission before work (P13). The experience allowed them to normalize discrimination and gender stereotypes (P26). Only after they learn that a condition was a form of gender inequality could they have a good gender perspective at work and in life (P26). One respondent recalled their experiences:

“Before, I was not sensitive to gender issues. But after I joined many gender classes, I began to understand and recognize gender discrimination which I never realized existed before. I once experienced a source who looked down on me because I am a woman. He thought that I was not smart enough, so he did not answer my question seriously. His behavior changed when male journalists interviewed him. He became more welcoming in answering questions. Not to mention sexist jokes I often heard from male sources and journalists when I reported news in the field. Before, I thought such jokes were normal because I understood that journalism is somewhat a masculine profession. So, I just let it pass when I heard it. But now I realized that the jokes are actually a form of sexual harassment against women. Many women journalists gave up this profession because those treatments make them uncomfortable” (P18).

The quote shows how important gender education is for journalists, so they can recognize gender discrimination and know how to react to it. A chief editor of a local

newspaper with around 25 years of journalistic experience suggested that gender education should not only be provided for women but also for men: "It is important for women and men to have the same level of understanding about the issue and act together to end the discrimination" (P26). Another chief editor of a local online news website with 14 years of journalistic experience also maintained that because not all journalists had gender perspectives, only a few of them were able to write a good article about gender issues:

"In my company, I was the only one who took gender writing workshop. So, I know the standard writing. Hence, every time a gender issue comes up, I will always edit the news article so it will be correctly written. It will be better if all journalists in my company have the same skill" (P7).

Moreover, some respondents implied that cultural value impacted how they carried out their job as a leader. A deputy chief editor of a prominent online news website with around 18 years of experience suggested that they believed in a Javanese philosophy in enacting their responsibilities as a leader and journalist: "the value is *Sugih Tanpa Bandha, Digdaya Tanpa Aji, Nglurug Tanpa Bala, Menang Tanpa Ngasorake*" (P19). It teaches them that money should not be the only objective in doing their job. Leaders should build a good image by overseeing their actions and words to be respected. They should be responsible and brave, although they make unpopular decisions for the greater good. Leaders should also be able to manage conflict and create a win-win solution (P19).

Culture also influences their communication style with their coworkers. Some cultures use straightforward styles in communication; others teach a more circling way of presenting their point (P16). Some respondents also believed that people from a particular cultural community were more loyal than others (P11). With the differences, some

respondents suggested that working with people from the same cultural identity was easier and more comfortable as they upheld the same values and work ethics (P8, P16). One respondent recalled their experience: "I work in a newspaper that hires many people from outside Java, such as from Manado or North Sumatera. Our culture was very different. They were very straightforward and loud. It was hard for a Javanese woman like me to adapt and manage them" (P8). Some respondents suggested that they would not survive working in an organization where fewer people have the same ethnicity; hence, they choose to work in a company where its value is in line with their cultural values (P16, P11).

Moreover, some respondents suggested that being born and raised by parents of different ethnicities and married to a husband with different ethnicities made them tolerant of people who have different backgrounds at work (P19, P29). Some respondents came from ethnic minorities, making them aware of inequality (P6, P15). One Chinese Indonesian respondent who experienced exclusion for being an ethnic minority shared how their cultural background shaped her perception of inequality in her blog post (SD9):

"I am a Chinese Indonesian, a member of the minority. But on top of that, I am an Indonesian. I am proud to be one despite the rampant corruption that has tainted the nation's image. For a person of Chinese descent like me, however, having the word Indonesian attached to my identity is not a matter of birthright. My family had to struggle to obtain our Indonesian status. I am telling you: as a group, we Chinese Indonesians have collectively done a lot, given our limitations as a minority. We want a peaceful multicultural country where we can be equal Indonesians, and we have been working on it. We have hunkered down for years. It is time for the minority to stand up and tell the government and the majority: we have done our part. And we want you to do yours" (SD9).

The quote shows the frustration of being a minority and experiencing inequality in a multicultural country like Indonesia. The experience deepened their awareness of diversity issues and shaped their professional journalism identity. It gave them a purpose to end the discrimination at work and in public through their journalism work.

Education. Education also shapes their identity and their understanding of inequality. Some Muslim respondents who graduated from Catholic schools tended to have a better understanding of diversity than people who graduated from general high school as they experienced being a minority since a young age while living in a Muslim majority country. This experience then became a valuable lesson for them as a journalist (P3, P2, P29, P24). One respondent recalled their experience:

"My parents sent me to study in a catholic school while I am a Muslim. Every week I visited the church as part of the school program. But I did not mind. Instead, I think that was a valuable experience because I can accept people who have divergent backgrounds than most people in Indonesia who tend to be hostile toward diversity. The experience of being a Muslim minority in a school full of a Catholic majority shaped my positive attitude toward the religious minority community within this Muslim majority country. The experience also shaped my identity as a journalist" (P3).

Some respondents had previous formal or informal education about gender, and it made them have a gender perspective which influenced their journalism products and decisions they make as a leader (P16, P24, P3, P18, P13). One respondent suggested that: "I took a post-graduate degree in women's studies at the university. I use gender analytical perspective in looking at systematic inequality issues in public and in my company (P16)."

Having training abroad also raises their awareness of diversity (P13, P30, P1, P31, P3). Some women leaders were lucky enough to experience living in other countries

where gender and diversity issues are prevalent, such as the United States and Australia. The awareness helped them identify a similar problem in Indonesia. For example, a deputy chief editor of a prominent newspaper, a seasoned sports journalist with 17 years of journalistic experience, recalled their experiences:

"I got to learn how diversity issues are prevalent in the U.S. media company during my internship. They have a strict diversity policy. They should fulfill minimum requirements of the percentage of minorities, such as African America, Hispanics, and Asian American journalists hired in the newsroom. Therefore, although there is no specific diversity policy in the company I lead, I create an informal policy to attend a safe workplace for diverse staff" (P10).

A founder of an omnichannel news and media company with around 21 years of journalistic experience also recalled a story about how an abroad training gives their opportunity to learn diversity:

"I am lucky that when I was 16 years old, I got a student exchange scholarship in a small town in the U.S. During my scholarship program, I lived with a very devoted roman catholic host family who always went to a church every Sunday without fail. I learned to be a tolerant person from them. During Ramadhan, when a Muslim like me should be fasting, my U.S. stepmother always woke up before dawn to prepare *Suhoor* food for me. When it was time to celebrate Eid Al-Fitr, my stepfather, who was a doctor, drove me for three hours to the nearest mosque so I could celebrate it with a Muslim community. Moreover, because I am the only Muslim in the city, the school asked me to share a story about Muslims and Indonesia with some people who had never left their town or their country in their entire life. So, since I was 16 years old, I have known how to be a minority. And people who experience living as a minority usually are more tolerant of diversity. Because they understand the feeling of being a few within the many (SD35)

The quote shows how valuable experience as a minority shaped their perception of diversity and reflected on their decision-making process as leaders and journalists.

Socioeconomic. Women leaders' socioeconomic status and upbringing also give them an understanding of diversity. One respondent was lucky enough to have a parent

who worked as a medical professional and NGOs staff (P3). It gave them a glimpse of inclusivity issues appearing in public:

"When I was young, my mom and dad worked in an NGO focusing on public health. One of the initiatives was to promote an HIV Aids prevention program in the area well-known for having a large transgender community by distributing condoms. At the time, such a program was seen as a rare sight and controversial in the Muslim majority country like Indonesia. Therefore, it often faced resistance and criticism. My parents' job contributed to my understanding and interest in issues related to gender and sexuality when I became a journalist and now a leader" (P3).

Another women leader equipped with guts and a sense of justice because of her father's job as a judge: "I learned about integrity. Seeing so many judges arrested for receiving money (illegally) reminded me of my father who had a 26-year career and could barely afford a house and a car" (SD32).

Another women leader was a daughter of high-ranking government officials who taught them discipline and never pampered them with wealth growing up (P16). Unlike some rich people who tended to be careless about others' misfortune, their high socioeconomic status and upbringing make them aware that not everyone was living an easy life and it helped them realize that inequality exists (P16). They recalled:

"Although my parents have a car, they always asked me to go to school and come home by bus. During my commute, I realized that many people lived different lives than I do. When I ate in a food stall while waiting for the bus, I saw a mother and her daughter begging for money to fight hunger. I vividly remember how I felt when looking at them. I was burning with anger. That was when I was first aware that inequality exists, and I wanted to do something to end it. I carry the objective into my profession as a journalist and leader" (P16).

Another respondent had a firsthand experience of being someone who grew up in a middle-class family, unlike their other friends:

"I am a Chinese Indonesian who lives in Bandung. But unlike other Chinese Indonesia who are well-known for having high social-economic status, I can say I was just lucky to get into a favorite school where many rich kids studied. I was

one of five students in my class who went to the school by public transportation, while everyone else was sent to school by their parents in expensive cars. My friends got a lot of pocket money from their parents, while I did not. My mother took a loan to pay my school fees. My father's business went under several times. I also went to a public university with a diverse population, unlike many Chinese Indonesians who study abroad or enrolled in private and expensive universities. With this experience, I understand inequality and diversity better than most people" (P6).

Places. The city where they live and work shapes their identity and influences their perspective toward diversity. Some respondents working in a city where ethnic and religious conflicts are prevalent make them understand the importance of diversity (P13, P25, P9). For example, one respondent recited their experience:

"I work in Ambon and get to cover religious conflicts between Muslim and Christian communities in 2000. The conflict was severe and forced me to take off my headscarf, which I have used since childhood and has become part of my identity. By doing that, I hope people from the Christian community will not recognize my identity as a Muslim when I reported the news for two years. Christian communities were willing to do the interview and share their perspectives of the conflict with me safely "(P13).

Although the conflict has been resolved, working as a journalist in the city is not always easy. The conflict may arise at any time, so they should report news that promotes peace and reconciliation and talk about what matters for both conflicted communities, which is about surviving economically (P13, P25, P7). Respondents also said that people in the conflict area had become more aware of the reporter, so they were eager to talk with them about their hardship; hence empathy was needed, and women journalists were the best bet to carry the weight (P13). In exchange, some people in the area gave them protection to freely exercise their personal and professional identity (P13, P9).

Some respondents from a marginal area in the east of Indonesia experience firsthand inequality, which makes them so determined to promote diversity and equality

in their work (P15, P11). One respondent gave sufficient attention to the news story from east of Indonesia because many news articles published in the national media tended to be Jakarta (Indonesia's capital city) centric: "When I become a chief editor, I have sensitivity to event and issues happening in the east of Indonesia that has been long ignored by national media that only care about issues happening in the capital city or Java. Therefore, I can represent the marginal community from that area as they have been neglected all along" (P15).

Moreover, living in a big city with a diverse population makes some women leaders better understand the importance of having diverse talent and perspectives in their company (P6, P31, P29, P24). "I grew up believing in a multicultural Indonesia. I believe in kind-hearted people who work at respecting differences. Spending my university years in Yogyakarta, an exemplary home to multiculturalism, only confirmed my belief" (SD9).

Organizational identity. Some women leaders work in companies that have a strong value on gender equality, fairness, unity, togetherness, democratic environment, and diversity (P3, P8, P11, P9, SD15, P25, P16, SD30, P2, P19). The company believes in the importance of voicing minority and marginal communities' ideas (P6, SD8, P18). For example, one respondent recalled her experience:

"My newspaper fight for gender equality, pluralism, and the rights of religious and ethnic minorities, including the Chinese Indonesian. I heard how their journalists impartially covered the conflict in Aceh and East Timor when I was in college. I heard that the newspaper was the only one who still dared to prioritize the government and telling the truth because it published news in English, so it escaped the government's attention. During 1996 and 1997, the newspaper was popular among activists as it was able to obtain uncensored information. The newspaper was very progressive and courageous compared to other national

newspapers at the time. Therefore, I was hurt when one of my colleagues called me an activist and less of a journalist than them, while they were the one who were impartial when it came to supporting a particular charismatic political figure. In my job promotion pitch, I said to my boss that I am a home ground, and he knew me from the beginning. I have a high awareness of equality and diversity because the newspaper educates me. I saw my seniors fight for minorities, and people never called them activists. But just because I have a different view toward political figures and defending the poor, they call me an activist. I was hurt" (P6).

The quote shows how organizational value heavily influenced the respondent's journalistic identity and gave them a sense of purpose and objective in doing their job. It also shows how the respondent matched their values with the organizational value in deciding where to work. Some respondents, for example, chose to work in a company that strived to create a work environment and allow its staff to be more assertive and expressive in talking about their ideas and rationale (P25). Some others settled in the organization that provided equal opportunities and treatments women need at work, such as menstruation leave which, although it has been stipulated in Indonesia labor law, women often have difficulty accessing (P24, P8, P10, P16, P15, P20, P27, P28, P30). Although their companies did not have enough women mentors as role models, these companies have male mentors who are open-minded and have good gender perspectives that can teach women that they could do anything in life different from what patriarchal society projected to them (P6, P8, P31, P28, P16, P9). One respondent asserted:

"I am lucky that my company is owned by a male boss aware of diversity. Unlike other newspapers, the writing style that is used in every article is not uniform; hence journalists can freely express their storytelling style, and the audience can easily notice who writes what article. My boss always encourages women journalists to develop themselves. He encouraged my friend and me to create a dedicated section for women which focuses on women empowerment. Although the project fell apart, the gender perspective then applied in every article the newspaper published now" (P16).

Another chief editor also suggested: "There are many cool men around us who can take care of multiple roles. They can be good team players who can walk side by side together. They can be a captain who can take the initiative to walk first. Or they can be a player who is ready to substitute others" (SD3).

Working for television, print, or online media has given the respondents different experiences and perspectives about diversity. Some respondents who work for television stations tend not to have firsthand experience of gender inequality at work, nor do their organizations pay extra attention to diversity issues (P30, SD3). Some respondents maintained that it was difficult to find male reporters to work on the television (P10, P30). A woman leader recalled their experience:

"I think challenges that women should face in the journalism industry are similar elsewhere. Oftentimes, they cannot have equal opportunities as their male counterpart. Although, I have never experienced such a condition. When I still worked as a journalist at a television station, the company never hesitated to send women to cover news in the war zone. Gender has never been a problem in deciding who should cover conflict or disaster news. But just because I never experienced it, the problem does not exist. In many companies, women are underestimated and are not strong enough, so the company puts boundaries and limitations for them to grow. My experience of getting equal treatment in my previous workplace helped me to create a similar condition when I built my own media company now" (SD3).

Obtaining equal opportunities is possible in the television station because television news program generally targets women's audience; hence, naturally, many women are hired in high-level positions because of the business consideration to understand their customers (P30, P28, P2). Therefore, women in television have many women role models who help them navigate their profession as journalists and leaders. They teach respondents to be brave and assertive and continuously increase their journalistic skills, so they can be competitive and will not belittle and lose to their male counterparts (P28, P11).

Some respondents who work for digital native websites had similar experiences to those working in a television station (P4, P19). Online media tends to be more open to women's leadership as the platform allows flexible working hours for women as they do not need to stay until late at night at the company to make sure the deadline is fulfilled (P4, P29). They can do their job remotely, which allows them to take care of their domestic life. One respondent compared their experience working for online and printed media:

"Working for printed media was physically demanding compared to online. I need to stay at the office until midnight to monitor all pages ready to publish for tomorrow in the print media. Therefore, for women, it would be very exhausting. While in the online media, I do not need to work until late in the office. That is why I agree to be a chief editor, as I think I am capable physically. However, online media demands continuous attention as we need to update the news every minute, especially if a big case is going on. We need to monitor the follow-up news all the time" (P4).

A chief editor of a commercial television network with 24 years of journalistic experience asserted that, unlike television, printed media tended to be masculine; hence having a woman chief editor was a rare sight and should be celebrated:

"My guess would be this condition happen because print media in Indonesia have a strong patriarchal system and have so many men sitting in their editorial board. Big mainstream newspapers are reluctant to assign women the top management position. Only a few women made it. But their leading period tends to be short. Either they pension a few years after they were elected or leave the job because of the organizational tension. After they leave, the newspaper again chooses men as a successor" (P30).

Another respondent thought that newspapers rarely had women at their top management level because they have had more men in their organization since the beginning; hence, it was difficult to choose a competent woman among a few than a competent man among many (P11).

Professional affiliations. Some respondents identify themselves as activists or members of an organization that is concerned with inequality and diversity issues (P8, P12, P26). The affiliation increases their understanding and sensitivity to such issues. One respondent recalled their experience: "I was an activist while in the university. The experience helped me grow into a person who is not afraid to talk about sensitive issues and correct what is wrong" (P8). Moreover, being in a journalist association or women's organization increases their knowledge about diversity, gender inequality, and a good journalism practice (P13, P11, P26, P7). "As a member of the Indonesian Journalists Association (AJI), I get a lot of opportunities to join and learn about gender issues and diversity. The association always tries to include women journalists in their program and decision-making process. They encourage women to lead internally" (P18). Their political view also influences their perspective. One respondent identified herself as a socialist who was concerned with inequality issues (P6).

Women as chameleons and identity currencies exchangers

It is more difficult for women to choose between work and family in Indonesia as it follows patriarchal ideas. Due to women's double roles in the society, companies often perceived women having insufficient capability, time, and strength to become a leader (SD11). The study shows that while respondents were setting a higher priority on family, they were also trying hard to be good in both roles (P13, P15, P17). They should embrace both roles, commuting from their professional role to domestic role as a daughter, wife, mother, or all roles just like a chameleon. However, juggling between those roles was not easy. They sometimes should sacrifice one after the other (SD7). Some respondents chose

to stay single to prioritize their occupation as they believed that they were a journalist first then a person, and the public came first then partners and children (P29, P30, P12, P24, P27, P31, P11). One respondent recalled her experience on that part:

"I started my career as a journalist in the era where journalists were taught extremely harsh. They taught us that you are a journalist first then a person, regardless you are a man or woman. This means that as a journalist, I should not let my personal life hinder my profession. Therefore, if a journalist got married, their domestic role should not be a priority" (P30).

Another respondent had similar conviction by looking at how difficult it was for journalists to keep their marriage life harmonious while at the same time doing this demanding profession: "the likelihood women journalists or journalists, in general, to get a divorce because of their work is very high" (P24).

As a result, some respondents chose to quit the profession to find a better job or take a year's gap to take care of their family and become stay-at-home mothers before going back to work (SD7, P24, P31 P28). One respondent recalled her decision to temporarily quit their job to devote their time to their family:

"I worked in the online media, but after two years, I decided to quit because I got married to my fellow coworker. The company did not allow their coworkers to have romantic relationships, so either my husband or I should leave the company. As a woman, I must give up and let my husband stay. My women mentor was disappointed with my decision as she believed that women should work to give them the independence they needed. After I resigned from the company, I focused on my pregnancy and child-rearing. After one and a half years, I decided to go back to the industry. Luckily, I made a network in my previous job, so it was not hard for me to get another job as a journalist" (P28).

Their decision to leave the job instead of their husband shows how women should conform to gender norms when working.

Some respondents sometimes saw the tendency of women to sabotage their own careers by not wanting to take important assignments because of family reasons (P20,

P24). One respondent recalled their conversation with a woman journalist when they encouraged them to take part in a fit and proper test to search for a managing editor position:

"I recommended a woman journalist with a very good track record and skills. But after she knew that she was being nominated for the job, she called me at night worriedly. She said she wanted to participate in the test, but her husband said otherwise. I told her to keep participating just to measure her capability compared to other male candidates. She asked me again: what if she passed the test and got the position while her husband was not supporting it. I said she could always negotiate it with her husband, who would take care of the children and any other domestic chores if she got the job. After the conversation, she decided to try. Although, in the end, she got second place in the test among all candidates and did not get the job. But at least now she knows her capability, which should make her more confident at work. She was not the only one; during my tenure as a leader, I met a lot of women who do not have confidence in themselves" (P24).

The story shows how hard it was for a company or women leaders to increase the number of women sitting in a strategic position in their organization as many women prioritized their family over work. Some respondents hesitated to take higher responsibility at work, as long working hours may create tension with their role in the family (P18). Others took the opportunity after their children were old enough to understand their work and when they no longer needed constant and delicate care (P16, P4, P5, P2). Two respondents recalled their experience:

"In my personal experience, the difficult challenge was juggling between my family and career, especially after my son in 2013. Once a woman journalist decided to have a child, her career would be put on hold for a long time. It is not the same case at all for men" (SD9).

"I got a chance to invest in my career after my kids grow up fully. Before, I did my work after midnight when my children sleep, and I woke up early to cook and clean the house. Sometimes, I got calls from my children asking about their homework during work. I want them to know that I am there for them although I am very busy" (P5).

The company sometimes tried hard to keep women journalists in her place but failed miserably because they chose to fulfill their husband's or parent's wish to work in a different field (P1, P18). Therefore, some women leaders often asked men and women journalists whether they had discussed their decision to become a journalist with their parents or partner in the recruitment stage (P24, P4).

Some respondents chose to be in the profession and performed their domestic roles at the same time. However, it was only possible if the company and family provided a proper support system because busy and long working hours might hinder them from doing both roles simultaneously. The company should support them by allowing them to negotiate workload to fully immerse themselves in their role as a mother (P16, P22, P6, SD8). They needed flexible working hours and conditions to take care of their family (SD30).

One respondent preferred to work for a weekly or monthly publication with loose deadlines but might support their career or upgrade their skills, so they could have more time for their family (SD7, P6). Others negotiated to get an exemption to the night reporting and do not take reporting assignments in a different city because they needed more energy to commute between home and office (SD7, P21, P16, P31). One respondent negotiated the meeting time, so they can get home early:

"I was the only woman among the editor team before. The editing process usually took too long, and after that, we would have a meeting to plan tomorrow's publication. Hence, I always went home around midnight. I then talked to my chief editor and said that I could not go home at midnight all the time. My husband was not home because he got a scholarship to study outside the city. So, only me and my children were at home. If I kept coming home at midnight, people would think that I was having an affair. Luckily, he understood and pushed the meeting time a few hours earlier so I could go home one hour before midnight at the latest" (P22).

The story shows how a leader has a definitive role to play in attending supportive working environment for their employees. Another respondent also recalled their experience:

"My media is a safe place for women journalists, although it would be really wonderful if they had a daycare. I was lucky to work in a newsroom where most of my colleagues and bosses have a good understanding, and some even champion gender equality. But the news media industry in general, even in the United States, has been dominated by men, and the glass ceiling for women is real and thick. Even The New York Times had its first women Executive Editor, Jill Abramson, after 160 years" (SD9).

The quote shows how a leader who understands diversity and gender equality is needed so they can tailor a policy that fits the employee's need to work effectively.

Some respondents did not mind being placed in a lower-level position to focus on giving birth and child-rearing (P6, P4). One respondent asserted: "I agreed to move from newsroom to advertisement and business division so I could get home early to take care of my kids. I could go to work after sending them to school and pick them up from school. I wouldn't not be able to do it if I was still working in the newspaper as the earliest time I could go home was one hour before midnight when my children are vast asleep" (P4).

Some companies allowed their journalists to bring their children to work to perform their domestic and professional roles simultaneously, especially on weekends (P26, P16). One respondent recalled their experience:

"When I was a junior journalist, my kids would come with me to the office every Saturday. I even put a small bed below my desk for them to nap. They sometimes spend time in the library where the company has a lot of books that kids can read" (P16).

The company also gives so much understanding by giving them three months' leave with full salary when conceived and going back to their old position afterward (SD7).

However, they still experience discrimination and labeling at work for the seemingly special treatments they got from the company as a woman (SD14, P16). One respondent recalled their experience:

"There are always people talking bad about the company's treatment toward me because I am a mother. But I kept my ear shut. As long as it was not an official complaint, I do not care. Because I know I work really well despite all this, and I can always finish my work within the deadline. Therefore, because of the support I got from my husband and the company, I can do well at work and at home" (P16).

Another respondent dismissed the negative remark from a coworker by trying harder to work while serving their role as a mother: "I still went to the field to help with distribution by folding newspaper at 3 AM while I was pregnant" (P13).

Because having a good support system will be difficult for people who are not financially strong to hire helpers, they need to do everything by themselves (P12). Some respondents sought support from their immediate family, such as parents, husbands, and siblings (P16, P25). They had immediate family who lives close by, so they have trusted people to rear their children. Having an immediate family who could share some responsibilities helped them focus on their work without domestic business interfering with professional life (P20). Some respondents were lucky enough to have a husband who also worked in the same industry or was very supportive and trusting - they were willing to take turns taking care of their kids. They understood how demanding the journalist work was and permitted them to work overtime or have out of town duty and helped face difficult decision and situation at work (P6, P1, P7, P14, P31, P8, P13, P20, P17, P22, P16, SD14, P21). Some other respondents had the financial ability to hire expensive babysitters (P31, P28, P19). Not all respondents had such luck with their partners. As one respondent asserted:

"Although my husband works in the same industry, I was born and raised in an Indonesian Arabic culture with a very thick patriarchal system, where women should always follow what husbands say. I should deal with an argument before he can permit me to go to another city to work. On top of that, I need to do every household chore by myself. Dealing with this thing is more stressful than reporting bloody conflicts. Therefore, women journalists and leaders should have a partner who is really understanding and unselfish" (P13).

Another respondent suggested that by having a supportive husband, it seems women's success is determined by men: "But we cannot deny it. Alternatively, they can choose not to have family, which is a difficult and unpopular decision for many women" (P8).

To do both roles simultaneously, women leaders should also manage their time well (SD17, P15, P14, P19). With so little time, they aim for quality time rather than quantity with their family (P15). One respondent recalled their experience: "When my children were still two years old, I should cross the raging ocean at night just to make sure that I would be at her birthday party the next day. I had a reporting assignment in a different island at the time" (P13). They also try to allocate time for supportive friends and hobbies to keep being motivated, creative, and productive (SD28, P22, P30). Moreover, some women leaders should juggle other roles outside the house and work, such as members of women's associations or other organizations and communities (P29, P23, P18, P26, P31). One respondent asserted: "women should take better control of their life with all their responsibilities" (P31).

The difficulty they have in keeping mobile between their roles made some respondents sympathize with fellow women workers' needs and problems in their domestic roles (P26, P14, P28). Male bosses with gender perspectives might support a policy to let women journalists perform their domestic roles (P30). Having a supportive women mentor or boss, according to some respondents, would be better as they had the

same experience; hence the support would be right on target (P28). One respondent recalled their experience:

"I join a WhatsApp group whose members are women who lead national and mainstream media. The group is very important because I can get the immense support that I need in dealing with the challenges I face at work. Every time I have a problem, I can come to them to talk it through and ask for their advice and suggestions. And I do not need to explain my problems in detail because we tend to experience similar difficulties, so they can understand the context right away. Of course, some male coworkers and bosses can help me. They might show empathy for my problems as a woman and leader, but they do not experience similar problems because they get privilege from their gender identity as a man. So, the support will not be as big as what women coworkers and bosses can offer" (P30).

Similar to a previous study (e.g., Ibarra, 1992), this finding suggested that women should nurture their strong ties with other women to gain advice and support in making changes to end gender inequality and unfair gender expectations. Some respondents also maintained their connection with women subordinates because having more women staff will boost their leadership confidence as these staff would understand their decision (P18). Therefore, some respondents facilitate women staff to serve their domestic role best, such as providing them with lactation room, menstruation leave, and maternity leaves, and giving less work to pregnant women (P24, P26, P28, P30). One respondent suggested that they also made male employees understand women staff needs: "Male coworkers should understand that women have some needs to fulfill. It is the same thing with giving male workers time to smoke or doing Friday prayer. They should understand each other to keep the workplace harmonious" (P19). Some respondents created an organizational culture that allows the staff to balance their domestic and working roles (P15, P16). They also easily permitted the staff who need to take care of their family matters (P14, P15). Moreover, respondents gave women who wanted to quit the

profession a piece of advice because they had similar experiences (P14, P30). They motivated their subordinate not to think that they were lower than men and that they should not underestimate themselves as performing roles as a career woman, leader, and mother was not easy (P25).

However, some respondents normalized the fact that women should find their own way to navigate both professional and domestic roles. One respondent asserted a banal jargon that women often tell other women about their roles: "If I can do it, you can do it" (P3). Some respondents thought that the response ignored the existence of different contexts and settings that make the outcome dissimilar from woman to woman. Therefore, like a previous study (e.g., Etzkowitz, 1992; Cooper, 1997), when they saw a woman journalist struggle to keep both roles intact, some respondents perceived them incompetent and uncommitted to their profession (P4).

Moreover, being a woman and having other marginal identities might give currency to them in doing their job. Women leaders who came from Chinese Indonesian or East Indonesian communities might find their identity accentuate when reporting about their community (P15, P6, P11). Their identity could also be used as currency to exchange more information and share sensitivity to inequality which others with different identities might not have such privilege (P15, P6, P11). Therefore, they could create a good journalism product with a true representation of reality. One respondent who is Chinese Indonesia put their ethnic identity tag when dealing with cases involving people in their community:

"I remember there was a riot involving Chinese Indonesian. It was triggered by a car crash caused by a Chinese Indonesian whose victim was a poor native Indonesian. After the accident happened, every Chinese Indonesian who lived in the city were blocked by a group of people who asked them to sing the Indonesian

anthem. A news contributor wrote the news by quoting a scholar from the local university who said that Chinese Indonesians are settlers and live exclusively, so they do not really care about their surroundings. It got published in my newspaper. Upon reading it, I was shocked as such racist comments managed to be printed in my media that valued diversity. Then I learned that both editor and the reporter were not meant to discriminate against Chinese Indonesians. But their implicit bias allows them to write such articles unconsciously " (P6).

The quote shows the importance of diversity because there would be some biased perspectives that the newsroom people might unknowingly possess. Therefore, having many perspectives in an organization helped challenge false ideas. However, at the same time, the respondent believed that the minority identity tag should not cloud their judgment in dealing with fraud involving people similar to them: "As I am a minority, I can be prone to turn my eyes blind when people in my community do something wrong. However, having multicultural experiences should help me be impartial in seeing the phenomenon" (P6).

Newsroom diversity initiatives

Depending on women leaders' understanding of diversity and gender equality, the degree of newsroom diversity commitment implemented by the women leaders would be different.

Aggressive: The need for affirmative actions. This study found that women leaders who stayed true to their gender identity, had more intersect marginal identities, and embraced more roles in life would implement newsroom diversity by creating affirmative action such as hiring more minorities in the newsroom. Some respondents thought that the news company should increase their women journalists and leaders to

bring changes in the heavily patriarchal newsroom full of men (P6, P3). One respondent suggested:

"The simple answer will be when you have more men in journalism than women; you will see many sexist journalisms works. However, I am not sure if women outnumber men; the media will see no sexist articles anymore. Patriarchy has been deeply embedded in our society in the world. I think men and women, journalists or otherwise, must work together to uproot patriarchy. But I have to say, in Indonesia's case, at this moment, women are the ones who must work harder to tackle gender bias. But I have hope because I have more and more brilliant women as colleagues and friends in journalism" (P6).

The quote shows how women's participation was crucial to end gender bias in the workplace and encourage better representation of marginalized communities in the news media. Some respondents believed that women have the capacity to become a motor of the media organization (P21, P16, P6). One respondent suggested:

"I have very reliable women leaders serve in the top management position as chief editor, deputy chief editor, and executive editor. Those three individuals play a vital role in my media. They give distinct colors to the editorial. For example, the deputy chief editor has a vast network. The executive editor is very detail and deadline-oriented. She is also a very caring individual, so journalists call her a fairy godmother as she is always willing to hear the staff's stories and complaints. Men will never be able to play such a role" (P21).

Respondents who believe in the importance of affirmative action are interested and highly sensitive to inequality issues in society (P27, SD6, P6, P22, P23, P25). One respondent asserted: "Inequality is everywhere. It is a global issue. And I believe that the press should be active in narrowing the inequality" (P6). One respondent strived to change the direction of pages that did not have gender perspectives that used vulgar words and pictures, although most of their media audiences are men (P21). Some respondents wrote articles that picture women as a human who deserved to be admired, having a strong agency in life, not just an object (P21, P8). Another respondent suggested

that ever since they became a chief editor, they forbid their journalists to write a title that could evoke gender bias, such as the title that includes 'beautiful women' or 'handsome men' (P14).

They also tried to be more in-depth in writing news about women, especially on rape and sexual harassment cases (P20, P27, P29). One respondent recalled their experience in writing about such issues:

"To talk with the victim, a journalist should have empathy. They should go the extra mile to understand the victim. Because if they do not have the right perspective, the journalist will not have the patience to really listen to their story. Male journalists tend to do a victim-blaming while the victim is in a complex psychological condition as they struggle to deal with the uncomfortable memory" (P6).

Some respondents also believed that women leaders at the top management level were needed to dismiss sexist remarks, while male leaders did not understand how a remark is sexist or not (P28, P18, P9).

Moreover, some respondents maintained that women leaders gave new colors to the editorial by paying great attention to humanistic issues and gravitating toward small everyday issues that require immediate response (P27, SD6, P6). One respondent recalled their experience:

"I am a type of person who easily feels triggered by inhuman and unjust problems in everyday life. I do not particularly appreciate seeing people being wronged. For example, when I was diagnosed with Covid and went to the nearest public health facility, I found a strange situation where no health official was available to serve patients because they went to their superior house to mourn the loss of a family member. It was disappointing because the public needs them more than their boss, especially in the pandemic. I then called my media and asked my reporter to run the issue. The news went viral, and I got so many threatening calls to stop the news. But I did not care. I am not afraid of them because I know what is right. I want my story to encourage change, and I want everyone to join hands to make it happen" (P27).

They also believed that women leaders helped the gender perspective become mainstream in their media. One respondent recalled their experience of having some people insulted them because they were vocal about gender issues in the newsroom:

"Back when I was an editor, every time I proposed to write an issue concerning women, my male co-workers would look at me and tease me for being feminist. But I never responded to them by being angry. I did not want to confirm their gender bias, assuming women are emotional and temperament. Especially, they already had bad perceptions about my strong attitude at work and called me Grumpy 2. The Grumpy 1 is my women co-worker who was also vocal about the gender issue. Luckily, in recent years gender issues are becoming more prevalent globally. World leaders increasingly believe that gender issues should be addressed as it is important to economic development. Now they understand why my co-worker and I are very vocal on such issues, not just because we are women. Now gender perspective is becoming an important value in every news article we create. It is even prevalent when I am a chief editor. I will make sure that all articles we published correctly capture gender problems in society" (P16).

The quote shows how promoting gender equality was not an easy call. Women leaders should be very strong-minded and vocal to create change. Having a support from outside the organization would help them to accelerate the process. Some respondents also believed that the change they created in their organization would end gender inequality internally and might bring a greater change in the society (SD11, P16). This condition is possible as previous research (e.g., Meyer & Rowan, 1977) has found that companies in the same industry tend to mimic each other's policy, especially a big and prominent company's policy in responding to the uncertainty. Therefore, the value will easily be institutionalized within the industry.

Furthermore, some respondents maintained that women were more inclined to give voice to minorities by increasing women sources and sources from other minority groups (P26, P9, P15, P17, P24, P21, P25). They also strived to have staff representing

the society they serve which is diverse in ethnicity, religion, and other marginal communities (P15, P18, P24, P25, P28). One respondent recalled their experience:

"My company has a diverse talent. You can say that the organization looks like a mini-Indonesia as we have staff from Indonesia's northernmost to the easternmost territory. The staff is also diverse in terms of religion. We also do not limit ourselves to accepting applicants only from a few good universities. We welcome everyone from every university to apply" (P15).

A chief editor of the local newspaper with 17 years of experience suggested that their company believed in a motto of unity and comradeship; hence the company hires people from diverse background: "We want to present not only one color but many colors in our media. We want to publish news with many perspectives about diverse communities. To achieve it, we need to hire diverse staff in our editorial team" (P25).

Some respondents asserted that they tried not only to favor one community to reach a larger and more diverse audience and maintain freedom of the press (P25, SD31, P31, P24).

"After I got into the position, I am cutting down dedicated rubric for Muslim community because it is a general newspaper. When I was an editor, a Christian hospital stopped its subscription because they felt underrepresented by the newspaper because of those pages. But I cannot totally remove it because I do not want to hurt and lose Muslim subscribers who are quite conservative and loyal. So, I decided to cut the number of pages and move the rubric from the front page. Therefore, I could keep existing readers and engage the new readers. Of course, I received complaints because of that, but they accepted the change after two weeks. To show how serious we are with diversity issues, we also create initiative by designing and publishing diversity module and socialize it in some local schools to diminish religious radicalism" (P24).

A chief editor of a national terrestrial private news television network owned and named after a prominent and legacy newspaper with 24 years of journalistic experience came up with a different strategy to implement gender equality. They changed the

position title from cameramen to camera person to allow more women in the position (SD1):

"This is a basic way to show that we value diversity and equality. Because there are many positions in the editorial team held by men, by changing the position title, women do not hesitate to try the position as long as they can do so. We also think that all people in the newsroom should have a uniform understanding of gender inequality. All camera persons and editors should know how to record and choose image wisely and ethically so it will not hurt sexual harassment victims or minorities" (SD1).

Some respondents also ensured that women and the marginal community's perspectives that the mainstream media had long forgotten were included in every news article published, even though it means they might experience resistance in society (P16, P15, P11). They believed that media and journalists should build trust among minority groups (SD25, P18). Some respondents were not afraid to bring up issues about LGBT in their reporting, which was very sensitive, especially in religious countries like Indonesia (P26, P6, P24, P3). One respondent recalled their experience:

"We are never afraid of writing about sensitive topics like LGBT or Ahmadiyya (controversial Islamic branch in Indonesia). Someone sent us a book bomb because of that. But we consider that as a reminder to protect diversity in this country" (P3).

Another respondent also recalled a similar experience when they should deal with the religious majority community after releasing news about the LGBT community:

"We wrote a news article about the transgender community who took part in the Indonesian Independence Day celebration in the city. It was a unique occasion that triggered resistance from a group who called themselves young Muslim preachers. despite a complaint from the group, we released the news while other local media did not" (P26).

Some respondents realized that the agenda of having more women journalists and placing them in strategic and leading positions without pushing the company would never be achieved (P6, P3). They encouraged minorities to apply to their company, including

people with disability and from other marginal communities, such as Chinese Indonesia (SD6, P6, P14). One respondent asserted that having more minorities in their newsroom allows them to learn different perspectives and experiences:

"We also opened job vacancies for people outside Java. Obviously, it is not easy because there is a skill gap between journalists who live in Java and outside the area. However, we need to keep searching as their perspective is very important. In my previous media, we open recruitment for people from east Indonesia to fill the decision-making position to get a better perspective into East Indonesia that have long been neglected" (P6).

Some respondents allowed local journalists to report problems in their area as they better understand the issue and the place (P28, P18). Another respondent also asserted that having local staff would be a lot easier for the media because many journalists were reluctant to move, especially to a remote area:

"We give opportunity for local young people to be a journalist in our media. Especially because they know their area better, and we have many journalists who are too old to do fieldwork in a challenging area. Moreover, as our media focus on reporting news from remote areas where sometimes there is no electricity, water, or internet connection, not everyone is up for the challenge. Therefore, having local people as a journalist is a practical option" (P18).

Moreover, some respondents believed that generic growth would never happen because it was difficult to make women stay in the profession, not because they lacked of skill, but because women faced a double burden in society for serving domestic roles (P6, P3). Therefore, there was an imbalanced composition between women and male journalists in the first place at the media company; hence a few women could achieve higher positions (P11). Another respondent thought that the company should have a plan and system to keep women journalists in their profession to have more seeds for women leaders:

"Women journalists face discrimination and sexual harassment daily. Hence, they always think about quitting. The company can create a standard operating system

that can protect women journalists from discrimination and make no decisions that differ between men and women. Sometimes, a company gives a better salary to men just because they think that men need it more as they are socially constructed as a breadwinner. If the company gives equal treatments, opportunities, and facilities, the chance for women to stay in this profession increases" (P18).

Some respondents maintained that women leaders played an important role in stopping women journalists from quitting because they had similar experiences that could motivate women journalists to keep going and give solutions to solve problems they had at work (P14, P21, P6, P28, P24). Some respondents also felt responsible for encouraging other women to take up their seats in the top-level management (P16, P24, P28).

"I work so hard to support women in my newspaper so they can have an opportunity to lead. I will always choose a woman journalist to lead over a male journalist if they are at the same level of skill. Men can always get their turn later. For example, if there is a special edition, I will recommend women to take the lead or co-lead the project. My decision might be unpopular, but I believe that women the company should give the same opportunity to women, especially the percentage of women journalists in my newspaper, only 30%" (P16).

Some respondents also experienced a significant change in the number of women appointed to fill the important position after women took the lead (P20, P8).

Some respondents created policies to promote equal opportunities for all. They thought the notion that anyone can lead if they are capable was not enough. They believed that meritocracy would not solve inequality in the newsroom (P6, P3). One respondent asserted that:

"Meritocracy does not work because men and women do not have the same start. Women have a lot of roles to play in society, as a daughter, mother, daughter in law where all roles are demanding and pressuring. Even single women have more burdens than men. That is why if the company does not weigh women's burden in society, gender equality will not be happening. The company said they are open to women if they are capable. I hate it so much" (P6).

The quote suggests that meritocracy, in the end, was just a tool the media used as an excuse not to hire more women in their company. Hence, affirmative action was needed to push the company to achieve gender equality.

However, respondents were worried that women were chosen only to fulfill affirmative political ideas and the moral obligation to involve more people in public (SD11). A woman leader suggested that the increased number of women at the top management level in media companies should be celebrated, even though they were "worried that those women leaders were nothing less than a pawn in a politic of affirmative only to fulfil their responsibility to involve more women in the industry" (SD11).

The policy was also needed because having a diverse team did not mean gender issues could be easily communicated (P3). Moreover, the policy would ensure transparent leadership and make all people in the organization have the same understanding of the importance of diversity. It allowed the news company to identify news products that might hurt a particular community (P8, P24). One respondent suggested:

"The policy is needed to preserve the diverse culture for a long time. So not only the leader who has a gender perspective but all the people in the organization. My media is serious about this and accommodates diversity issues in our newly released collective labor agreement. Therefore, everyone will have the same level of understanding about diversity, and we may create a safe environment for diverse staffs" (P3).

Women leaders also encouraged the company to write guidance to report sexual assault news respectfully and did not victimize the victim (P16, P3).

Some respondents believed that homogeneity would not allow the media to create news with better angles, accurate representation, and comprehensive analysis (P29, P30). Diversity would prevent the media from publishing ignorant articles which do not picture

the actual reality, missing important context, and bias. One respondent responded:

"change should be made, or else the media will be a bunch of morons who are pretentiously talking about good journalism" (P6). Some respondents also maintained that the media should be careful in publishing news about marginal communities so it would not hurt them and, at the same time, not make the dominant group angry (P24). One respondent recalled their experiences on that:

"When writing about a sensitive issue, the media need to be very careful. One time we ran a story about people from the LGBT community who participated in a recent Asian Games event. We also write a focused story about one LGBT athlete. Not long after the news article was released, we got a complaint letter and got raided by a religious community. They were disappointed because the media they thought valued similar principles with them ran such a story. However, we cannot just apologize because it may hurt the LGBT community" (P24).

Since then, the media has tried to ensure that they weigh both majority and minority community opinions before covering sensitive issues, so it appears objective and neutral without the tendency to support either community. They also asked staff to be careful in discussing diversity on their social media to avoid conflict and unnecessary attention that may hurt the company's reputation (P24).

However, some respondents asserted that policy should be communicated carefully and effectively to avoid a tendency to imply it was unsupportive of gender equality (P3, P28). One respondent recalled their story about it:

"One time, we created a policy for all staff to get home early before 10 PM. We had a male leader who communicated the policy in the meeting. Unexpectedly, women felt offended and thought that the policy discriminates against women, while it was created to ensure the staffs' safety regardless the gender. We learned from the experience, so next time we have the same policy, we should communicate it better, so no one misunderstood" (P3).

Although some respondents were confident that affirmative action was needed, many factors hindered them from implementing it, such as the company's financial inability to recruit more journalists. One respondent agreed that affirmative action needed a big financial resource, but the company should also think about the long-term benefits: "Affirmative action of newsroom diversity is a big investment and media usually do not bother to do it. But it should be done because with the investment we can do better journalism" (P6).

Their effort to end gender inequality was also facing a great challenge if the majority of the media company's owners or CEOs were male. Especially when they did not have a gender perspective, women leaders would be forced to accommodate patriarchal ideas (SD11). One respondent warned women leaders keen to create changes: "Women leaders should be brave and ready with all consequences in the fight against inequality. They can replace or force them to quit. The owner can do anything. They do not need a reason to replace us as they do not need a reason to place in the chief editor position" (P6).

Respondents believed that women should have built the spirit of sisterhood with women and men, so when the women were under attack for voicing their rights, men can help them keep going (P10, SD8, P6). "I think the concept of 'He for She' is important" (P10). Another respondent also agreed with the strategy: "Women may be labelled negatively when they are being outspoken about gender issues. But the response would be different if the men talked about gender and diversity issues as people will tend to see it positively for being objective. Therefore, men's role in promoting gender quality is needed" (P3).

They also suggested women to support each other and create a solid group to make their voices loud enough to be heard (SD11). One respondent suggested:

"As women, we know that we are a minority. Therefore, we need to talk about inequality together. We all should talk loudly when we see sexual abuse and find news articles that corner women, such as in the prostitution case involving a famous actress last year" (P6).

Another women leader shared similar thought: "Women should support each other. If there is a successful woman, other women should not be jealous. Instead, we need to change our mindset. "If she can do it, I can do it too." Do not let others' success make you not confident with yourself, hence become an obstacle to your success. There are many opportunities that may lead you to success as they are" (SD3).

Moreover, some respondents believed that affirmative actions can be taken only if the company highly valued diversity and inclusivity (P6, P3). Therefore, if the company did not have a good intention and the same perspective to achieve diversity and end the inequality, some women leaders would choose to leave the company (P6). They would create their own company to exercise their beliefs that women can be an added value to the company: "Now, I appointed an all-women board of directors in my own company. The number of male and women staffs are also balanced, both 50% respectively. I will not say that my policy is a form of affirmative action, but something that I must do because women are better at doing certain things than men, and it can be an added value for the company. If I need to choose between women and men who have the same capabilities and skills, I will choose women without sacrificing quality" (SD3).

Assertive: Equal opportunities for all. Women leaders with sound understanding of diversity but did not have a first-person experience of inequality tended

to think that while newsroom diversity was important, affirmative actions were quite unnecessary. They suggested that money was not a problem for hiring more minority staff because the cost would be the same. After all, male and women journalists should be trained (P30). Some respondents found that affirmative action was a dilemma because they hired based on needs, they could not recruit women or people from marginal communities to achieve diversity without thinking about merit within the recruitment time constraint (P28, P30). Moreover, some respondents believed that quantity was not the only important thing in making changes, instead they should increase their skills to be heard:

"For a decision-making process, yes, the number is important, but it is not everything. Numbers will not guarantee our voice will be heard. Although we only have one or two women, it will succeed as long as we have the bravery to defeat a thousand voices. Although a company has a woman leader, they do not have a gender perspective; nothing will change. Therefore, women journalists should increase their quality because their voices will be heard if they have the same capability as male journalists. If you think that your works are being undervalued because you are a woman, you should fight for it and show them your worth" (SD2).

The respondents were aware the importance of diversity. However, there were factors preventing them from applying it:

"I know diversity is important, but newsroom is like any other work which believes in the supply and demand idea. We find it difficult to find a journalist who fits the profile, while we must fill the position as soon as possible. We cannot delay the process until we find diverse talent. So, we ended up choosing whatever human resource was available and accessible. We also want to try harder to create a diverse workforce. But it is easier said than done" (P30).

They maintained that if education was able to produce journalists with the same standard and quality across Indonesia, it would be easier to create diversity (P30).

Therefore, although no affirmative action was taken, they tried to ensure that diversity was implemented within the organization without formal policy. For example,

they were committed to reflecting every religious voice without having staff with diverse religions (P12, P7). Because women leaders believe that a journalist should be open to diverse perspectives when writing news, their media published news articles without only favoring one community (P21, P27). One respondent stated: "My old boss told me that our perspective is not necessarily correct and true. We need to leave small space in our minds and hearts for different perspectives to see a problem impartially with Helicopter view to see it from multiple angles" (P21). They believed that different perspectives allowed different ways of seeing a phenomenon and brought divergent ideas, creating a more effective publication to target a specific or wider audience (P10, P28). Hence, the media could understand what the audiences' wants and needs and create effective products that sell well (P22, P24).

Newsroom diversity could be implemented by giving equal opportunities and treatments to all journalists regardless of gender as long as they could work together to help the media thrive (P17, P30, P10, P4). They believed that meritocracy could achieve a good result at work based on their skills and interests. It was applied since the recruitment stage as they did not consider gender when hiring (P11, P5). Some respondents ensured that diversity was upheld by asking about reporters' perspectives on diversity in the recruitment stage (P29, P3). One respondent explained their recruitment process:

"Since the beginning, we told the prospective journalists in the interview process that our media is not to serve particular community's interests. For example, I ask them if someday we assign them to cover the news in the church, temple, or any other religious buildings while they have different beliefs, will they do it? If they do not agree or do not have the same understanding about the concept of diversity, we will surely reject their application" (P29).

From the question, they were able to select journalists who would bring unique perspectives to the newsroom, although they might not come from marginalized communities (P29, P3).

Moreover, some respondents let anyone write and report whatever topic interests them, assigned tasks fairly, and put diverse people in one team (P16, P15, P19, P10). Therefore, women could be placed on the difficult news desk, such as politics or economics, while men were assigned to seemingly easy news desks like lifestyle or entertainment (P15, P14). For example, one respondent shared: "In my media, the managing editor for business and technology rubric is a woman, whereas the segment identical to men. Meanwhile, the managing editor for lifestyle is a man while it always associated with women editor and audience" (P14). Some respondents also ask journalists concerned about a certain topic to write articles regardless of gender because men may talk about gender better than women (P19, P15).

Passive: Belief in the survival of the fittest. Having women leaders did not guarantee a better newsroom if they still used their standards to evaluate others or achieve higher positions by accommodating masculine ideas or having a strong paternalism mindset (P6, P8). They became masculine as they entered the occupation and conquered the masculine world (P5, P8). They were unaware that gender inequality was real, hence intentionally supporting the patriarchal system (P4, P23). One respondent recalled their experience:

"Not all women leaders have a good gender perspective because I was like that too. In the beginning, I thought that inequality did not exist because I could compete with other men and conquer the masculine environment as a woman. Hence, without realizing it, I adapted to patriarchal ideas. In the beginning, I

could be so angry if a journalist asked permission to take care of their domestic issues, such as taking care of their children while their partner was away. But now, as I progress in this position, I understand that I should provide a safe work environment for journalists to act in their domestic roles as it will positively influence their performance at work" (P8).

Some respondents suggested that the number of women leaders in the media was increasing - something that should be celebrated. However, only a few among them had a gender perspective (P3). One respondent shared: "When women leaders gather, I cannot help but feel annoyed when some identify women with certain qualities, such as detail and discipline. I can tell that they do not actually understand gender issues. A Virgo is disciplined and detailed, not a woman" (P3). They thought that the labeling or the belief that women should behave a certain way only limited the women's opportunity to progress in their careers. When people believed that women were only better at being disciplined and detailed, they would hinder women from doing something else requiring other qualities (P3). For example, many women edited or reported for feminine pages, while men did otherwise because of the gender stereotype (SD1).

They believed that women and male journalists' and leaders' composition built naturally as they believed in the law of survival of the fittest because of meritocracy (P12, P5, P4, P19, P28). Some respondents thought women journalists decided to stay because they had a passion and they had to fulfill their needs (P4, P5). They usually did not last because they got married or fell in love with the male staff at the same company (P4). One respondent asserted that: "When confronted with information about how hard it is to become a journalist in the recruitment stage, it is a lot easier for men to decide to take the offer, but most women will think twice to take it as they tend to be more interested in a

job that offers stability especially if later, they got married during their tenure as a journalist" (P11).

Some respondents also think meritocracy was important because some women use their physical advantages to cease work (P24). Hence, they tended to think that women did not fit for the job and chose men over women journalists to be recruited unless they were extraordinary, skillful, mentally strong, and available at any time (P4, P5). One respondent confessed:

"If I must choose between men and women who have the same skills and capabilities, I will give a chance to men instead of women. Because based on my experience, I find it difficult to deal with women journalists. They have too many excuses, especially when I ask them to report an event far away at night. If they have a family, it would be even harder for them to work effectively. While with male journalists, I can ask them to report anything anywhere. It is also hard to find a reliable women journalist, only a few who are good with their work" (P4).

The quote confirmed the tendency toward queen bee syndrome of how some women believed in gender expectation that women were less committed to their work (Ellemers, 2004). It also showed how meritocracy without a gender perspective failed to provide a supportive and equitable working environment for women. The condition reproduced inequality, so affirmative action was needed to push the company to provide a psychological safety environment for women to improve their careers.

Moreover, although a woman leads the newsroom, women's sources were not a priority. They weighed the decision based on whether the sources were competent, which usually made the media end up using the same male sources for convenience reasons (P19, P21). Some respondents also noticed that not all women leaders cared about issues concerning gender inequality but paid more attention to political news (P14). They thought it was important to strip identities, including gender identity, before entering the

editorial office to be objective and neutral (SD22, P13). One respondent suggested that they did their job as a professional not because of their religious background as a Muslim or her area of origin (P13).

Some respondents believed women in leadership positions were important, but they did not agree that affirmative action was needed to increase their number. Some respondents maintained that only extremely competent women could achieve top-level managers. One respondent suggested: "I said yes if the women are competent. But do not force to assign women into leadership positions if they are not competent. Placing women who are not competent will only make people generalize how incompetent women are. People will keep seeing women with one eye and confirm their gender bias" (P5).

Some respondents also thought that many women did not bring changes they were expected to bring. One respondent asserted: "It is quite ironic. When women get into the leading position, they should have brought hope and different color to the organization in terms of context and policies. They should also inspire change and give more room for women to grow. But many do not" (P8). Therefore, some respondents asserted that a woman leaders should finish with their own selves before having the ability to help other women. They could not make a difference if they still felt competitive, insecure, and threatened toward other women insecure staff's success (P6, P2).

Summary

The chapter has illuminated some important findings concerning women leaders' identities that shape their understanding of newsroom diversity, answering the first research questions. The study found that most women leaders were unaware of gender inequality until they wet their feet in the journalism profession. It became even more real when they got married and had children as life as a journalist was no longer as simple as before. The profession tested their time and energy. Women media leaders and journalists faced a dilemma between work and family. Being in a constant battle with gender expectations prevalent in a male-dominated workplace was even more challenging for women.

In leading male-dominated workplaces, some respondents tried to deny gender differences and gender stereotypes by acting more masculine to be included and belong. They also kept being professional, work harder, and manage their emotion to appear logical, objective, and rational in making decisions and dealing with problems like what people expect from a male boss. However, some women leaders embraced their femininity or gender expectations and use them as advantages. They adopted certain gender characteristics and stereotypes projected to them, such as being nurturing, compassionate, caring, and patient, and create a democratic working environment. The study also shows how gender identity influenced women's professional identity for women media leaders and journalists being true to their profession equal to conform to gender norm of being helpful, caring, and empathetic.

The study has found that having a marginal gender identity alone did not allow them to understand diversity issues but having multiple complement identities might

shape their understanding of such issues. In this study, some identities that influence respondents the most were religion, culture, education, places, organizational identity, socioeconomic status, and professional affiliations. Furthermore, the study has shown how women leaders' struggle in performing professional and domestic roles simultaneously shaped their understanding of diversity.

Women leaders with a strong conviction of diversity wanted affirmative action to hire more minorities implemented in the newsroom. Meanwhile, some women leaders chose to be practical and base their decision on the cost and benefit. They did not think affirmative action was a necessary and an effective business model. Nevertheless, they would ensure that everyone gets equal treatment and opportunities. Some women leaders showed no benefit to newsroom diversity. To them, diversity occurred naturally in the newsroom because of meritocracy. However, meritocracy without a gender perspective will only reproduce inequality.

Chapter 5: Change, Learning Process, and Innovation

Diversity drives innovation – when we limit who can contribute, we in turn limit what problems we can solve.

—Telle Whitney

Women leaders' perceptions of diversity and equality mindset bring change to the organization using different organizational learning tactics which they see fit with their own beliefs. Therefore, this chapter addressed the change process of conventional and institutionalized ideas led by women newsroom leaders. It illuminates the women leaders' strategic choice of innovation in organizational structure, routine, and products.

Disrupting the status quo

Some respondents suggested that they strived to change the status quo that the company had long institutionalized. They wanted to disrupt the news company's patriarchal ideas and masculine environments to become more friendly for women and minority groups. In Indonesia, women faced discrimination and stereotypes in the society – these were reflected in the work environment in the media company. It was hard for women to advance in their careers because the society justified women's domestication ideas (SD30, P31). The society prescribed how life should be for women - that they had a low level of education and kids rearing responsibility and that they should get married faster to get a good life (P12, P1). One respondent recalled her experience: "I detest the idea. After I graduated from college, my mother asked me to go home and get married. But I did not want to. I took any journalism job I found at the time, so my parents could not force me to get married" (P12).

Even if they landed a job, women would still face discrimination, especially if they worked in a masculine workplace environment like journalism. Many women journalists experienced sexual harassment and other discrimination, but the office did not have standard operating procedures to solve the problem (P18, P8, P14). They would constantly be in danger as women were often seen as weak individuals, making them vulnerable if they should go home late at night compared to men, while as a journalist, they needed to be ready 24 hours for breaking news (SD7, P16 SD31, P31, SD6). One respondent recalled their experience of being criticized and negatively labeled by people around for doing it:

"I remember what my mother said when I decided to work for a magazine after I graduated from college. She asked me: "Should you work as a journalist? Journalists do not have fixed office hours. They are always home at night, and you many more men in the profession than women." The security in my housing complex also commented on my job for always being home late at night every time he opens the gate for me after 10 PM" (SD31).

Another respondent suggested: "I am not the type of person who cares about what people think about me. I am lucky enough that their family and neighbors understand my long working hours" (P27).

Their fellow journalists and sources for gender stereotypes often undermined their capability, saying that they were overly emotional, mentally and intellectually weaker, and psychologically vulnerable (P9, P18, P22, P13, P14, P25, SD16). Therefore, they should constantly work hard to prove themselves worthy and capable better than their male counterparts (P18, P9, P12). One respondent recalled how hard they learned and educated themselves to be a good journalist:

"I always asked the editor why my article was not published. What were the weaknesses so I could fix them? I also compare my article with other journalists to see what I lack. I also test my ability by joining journalism writing

competitions. All the efforts were worth it. The company sees my ability and promotes me to a higher position" (P12).

Gender stereotypes got in the way of the recruitment process because of their limitation, such as their nature of getting pregnant, and as a result only a few women were able to reach the important position (P18, P24, P26, SD11, P8, P16). One respondent recalled her experience: "Women journalists who worked in my company were well-known for being assertive. Until one day in the editorial meeting, my male boss said that we should choose male journalists next time we hired a journalist" (P8).

Another respondent is dealing with the same problem:

"When I was a junior editor, at one editorial meeting, a managing editor suddenly told us not to recruit women journalists as they only created a loss to the company because women could not be assigned to cover news anywhere, especially when they get pregnant, he said, it took nine months for them to be effectively working. I got very angry with the comment, but other editors laughed at it. After the meeting, I confronted him. I said I was silent at the meeting not because I agreed with him but because I was upset. I told him I did not expect him to speak that way. I know that women had limitations physically but being able to get pregnant shows women were strong, and it was not something to be ashamed of. I also said to him that I could guarantee women journalists had the same ability as men because I knew several male journalists in my office did not have good writing skills. Therefore, I believe that women may have some limitations, but they excel in many ways. Upon hearing that he was upset. He was not even listening. He said, if women wanted to be treated equally, let us start by stopping the pickup bus for women employees, and he did stop it" (P16).

The quote shows how the patriarchal system was deeply rooted in the media that reasoned conversation was sometimes unable to fix the systematic problem. Men were often defensive when women expressed their voices about inequality, and assertive women were seen as unfavorable in a company full of men. The finding resonates that of the previous research (e.g., Lengermann & Niebrugge, 2006), where the patriarchal system maintained a sexuo-economic relationship by not giving the same opportunity to

women in the workplace so men could reap benefit from gender inequality for a longer time.

Moreover, gender stereotypes created a glass ceiling for women to advance their careers and achieve a higher position in the media. One respondent asserted:

"Many media are a boy's club. Men are dominant in number and also high in decibel or loud. Every time someone points out that women should have been given the same opportunity to advance in their career, they will dismiss it by saying we have given the opportunity to them, but women who do not want it. I hate to hear it. At one point, I stop reminding them as it requires so much energy" (P3).

Women leaders should work extra hard to become on the top management level as they not only competed in terms of skills and leadership but also needed to ward off negative stigma against them (SD14). Some men were worried that women would take over the privilege that their gender provided all along (P14). One respondent recalled their experiences: "A male friend was jealous because I got promotion faster than him. One day we got into an argument, and he blatantly said, lucky that you were women" (P20). Another respondent was getting accused of having an affair with the male boss as she was single (P1). Another respondent was being told by their male boss to tone down her ambitiousness and assertive sides and show a more lady-like attitude of being friendly and gracious (P6).

The perceptions of the women body as an object also influenced the newsroom. Women presenters have always been told to mind their appearance and eating patterns (SD14). It then also reflects on their product as the media sexualized women's bodies (SD16). Women leaders were aware that many people were reluctant to hire women journalists as their productivity would be lower after having a family compared to when they were single (SD7, P16, P4). However, not all women realized there was a problem

with gender equality as it had been normalized for so long (SD24, P16). At the same time, patriarchal ideas were so strong that some women could not show their power to encourage changes. Making them compromise many things and afraid of taking risks (P8).

Some respondents also suggested that Indonesia had anti-diversity problems (SD22, P13). A respondent experienced how a staff discriminated against the sexual minority community in public (P3). They recalled their experience: "A music director was discriminated against for being gay in a meeting. I could not believe it happened in front of me while the company and I strived to create a diverse and tolerant culture at work" (P3). Meanwhile, many media did not have the will, drive, and bravery to talk vocally about sensitive issues such as LGBT and human rights to having banter by dominant cultural, political, or religious groups (P6). Some respondents felt hopeless as the government did little to create a peaceful multicultural country (SD9, P6, P11).

Another conventional idea that women leaders were keen to disrupt was the news company business process so to allow smooth adaptation of digitalism and a diverse market – something that many Indonesian news companies had not fully committed to. Some respondents dealt with the resistance to change as digitalization disrupted journalism practices and values (P1, P3). One respondent shared their experience dealing with resistance to change in their company:

"In 2010, I got a chance to get a training in the U.S. I saw the increase of internet and social media activity toward media convergence. At the time, I believed that the industry would change dramatically in the future. I discussed what I saw with my boss, but they did not believe that it would happen. Now the thing that I am afraid of has become real. No one would expect that the change happened sooner" (P1).

However, until now, some Indonesian media still believed conventional media will not die, and changes in the media industry would happen very slowly in the country as conventional media was still used heavily by the policymaker to obtain information (P1).

Some respondents believed the resistance to change happened because online media was considered bad journalism, and online journalists were considered as second-class journalists. Online journalists were also seen as less prestigious than the conventional media journalists who took journalism values as a top priority (P8). The finding is similar to the previous study (e.g., Lowrey, 2011), confirming the news media company's hesitance toward change as they were afraid of losing traditional consumers. One respondent who worked as a print journalist for a long time suggested that they were also firm believers that quality journalism, including investigative reporting, was best showcased in print (SD6). However, their mindset changes after getting an internship at the Washington Post, where they learned how the famous media transformed its business to digital without sacrificing journalism values and ethics: "The Washington Post did not compromise on quality. Clearly, digital was the future" (SD6).

Women leaders also strived to create more desirable working conditions for journalists, which have long been defined as unsafe, precarious, risky, and old. Some respondents paid attention to the journalists' safety and created a working environment free from outside intervention to ensure that diversity and journalism values were upheld. The media business constantly dealt with power struggles and was lacking understanding of the importance of providing journalists with training and guaranteeing safety (SD22, P13, P23, P27). For example, women leaders cared about how doxing might affect the journalists' family members: "We have reported the unlawful publication of our

journalist's personal information to the police] This report was a way to fight against intimidation toward journalists" (SD21). Another respondent suggested that after they claimed the leadership position, they quickly helped a journalist who was dealing with legal issues concerning their writing that was seen as problematic: "Previous chief of editor did not care about their journalists' safety and let them deal with problems in reporting alone. When I claimed power, the first thing I did was to make sure that the company was helping him. I would not leave them alone" (P27).

They also changed the deadline so the journalists could go home faster to reduce the possibility of them getting robbed or killed at night (P29, P3). One respondent recalled their traumatic experience regarding this issue:

"It was a traumatic event when I heard that one of the journalists died after getting robbed at 11 PM after work. Since then, I have created a rule so journalists can go home at 10 PM at the latest. I do not want to lose any more staff. Because of digitalization, it is even more possible to finish work before 10 PM. I believe safety is the top priority" (P29).

They also created safety procedures in reporting so the journalist would not get unfavorable treatment during work (P3).

Moreover, as newsrooms would slowly become old organizations, hiring younger journalists, and placing young people in leadership was required (P15, P31). One respondent shared their experiences: "I am the youngest chief editor ever hired in the legacy media, which was a courageous move. Since then, other media have started to think of hiring a young chief editor. Especially because audiences have become younger, the younger chief editor will be able to oversee the trend and changes in the future" (P15).

Overcoming resistance to change

Organizational learning was needed to overcome resistance to change. It was rather difficult for women leaders because of their minority status, but their diversity and gender equality mindset determined how they led the team. Women leaders used two approaches to bring change in the organization (1) revolutionary change and (2) transformational change.

Revolutionary change approach. Women leaders with low understanding on diversity and equality forced people to follow what they wanted without weighing others' opinions. They fired or gave a disposition to people who do not have the same ideas, standards, or getting their way (P1, P4). One respondent confessed: "I can throw a harsh comment to my staff. If they did something not in line with what I wanted or questioned my decision, I would ask them to quit. I do not like people gossiping at work. There are many people that I fired because I do not like them. But as I got older, I slowly changed how I lead" (P1). Another respondent suggested that they moved a woman journalist to an unimportant position or coverage area so she would not bother the team dynamic:

"I do not keep women, journalists, especially when they have a family in the fast-paced news coverage area as she will slow down team productivity. I asked one woman journalist to move to cover news in her hometown so she could be close to her family and because I think she was not performing well. Once I moved her there, I did not care whether she could perform well or not, as long as I did not need to deal with her anymore. I only keep male journalists to cover news in the big city where our HQ is situated because it is easy to work with men as I can dispatch them anywhere than women. It is hard to find young women journalists who are resilient like women journalists in my era" (P4).

The quotes show how critical some women leaders could be to their women subordinates. It might happen because some respondents experienced harsh training in

the past; hence they set the same standard for others without weighing their different contexts and problems. They reminisce about the past learning experience and thought it was the best way to create a better journalist even though it did not fit the new generation and era (P29, P11, P25, P4). One respondent asserted: "We were taught hardly back then; new journalists should have been given the same treatment. I told them, do not come back to the office if they do not get the news, I want them to cover" (P29). They believed the harsh training would help the journalist to be more resilient and reliable in the future.

Transformational change approach. Women leaders with good diversity and gender equality mindset believed that having good teamwork with diverse members was important to increase creativity. They taught by example, increased self-development, and walked the talk (SD3, SD17, P15, P8, P5, P11, P20, P31, P28, P29). They taught by example to show how well they could lead the team and gain trust and loyalty (P8, P5, P11, P20, P31, P28, P29, P9, SD15). One respondent recalled their experience:

"When I led, I routinely wrote news analysis every two weeks to show my journalists that I have driven to learn to understand the context behind any social problems. So, they know that I am not a person who only gives commands without knowing anything; hence they also get a sense that they cannot lie to me because I will know what exactly happened in the field" (P8).

Some respondents also did not limit themselves in learning. They should be the first to show their employees the importance of learning consistently to try new things as the industry changed incredibly quickly (SD3, SD17, P15). One respondent suggested: "I do not want to leave behind young people. I learn how to create a vlog as youngsters do. Therefore, I know the trend and challenges in the industry. More importantly, young staff will not be able to fool me as I can catch up with how they live their lives. I keep learning

although I am getting old" (P29). Another respondent spared one day every week to improve their ability and knowledge: "Thursday is a dedicated day for me to learn anything. I can go to any seminars I am interested in" (P31). Another respondent also increased their skill by taking workshops on the latest trend in the industry:

"When I knew that podcasts are increasingly popular among youngsters, I immediately enrolled in a podcast workshop. I was the oldest one in the room, while the others were young and digital natives. As a result, I was the one who asked so many questions because I know nothing, unlike the younger ones. I was very curious about the podcast production and revenue model. After the workshop, I attempted to create a podcast program on Spotify. At the time, we are the only and the first local newspaper to produce podcasts (P22).

The quote shows how age did not limit women leaders from improving their knowledge and desire to follow industry trends. Some respondents also did not limit themselves from learning from other sources, staff, and even their own children (SD17, P15, P30, P28, P29, P5). Some respondents learned from their gen Z children about trends and often got a good idea for business from interaction with their children (P29, P5). One respondent recalled their experience: "One day, my son who is in college came to me and said that the name of the program I was working on is so old-fashioned to engage younger audiences. They then gave me some ideas, so now the program title sounds modern and youthful" (P5).

Because they had a high motivation to improve themselves, some women leaders also encouraged their staff to also do self-development by attending seminars or any event that could boost their confidence and increase their knowledge (P31, P14). Another respondent also encouraged their staff to expose themselves by reading good books and news articles to be able to create a good journalism product:

"Today's media is full of clickbait to trap audience. But one thing we should not forget is that the audience stays with the media for good quality content, just like a customer buying red pepper in a stall at the market. They will return to the stall to repurchase it if they know that the stall is selling good-quality pepper. Therefore, we need to make sure that young journalists can compose high-quality news content, making the audience come back to us every time they want to read the news because the human brain enjoys reading nice news" (P11).

One respondent also delegated their staff to attend some important events to meet people and learn about the industry:

"I want to give all staff the same opportunity to grow, so everyone can excel and stand out in a certain area. I want this media to be recognized not only because of a particular person who stands out in the industry but is well known as an organization full of potential with talented individuals. Therefore, every time I get an invitation from outside organizations to join a conference, seminar, workshop, or networking event, I will delegate it to staff interested in that particular event to explore their competency. I will not take all the offers by myself. Instead, I want to give my subordinates a room to grow" (P14).

Their improvement can be a source of recognition that may increase media reputation in the future.

Some respondents are also taking a different approach to solve the resistance to change conflict. One respondent believed that changes should be communicated actively, openly, and effectively and should also be executed structurally: "Every change made must trigger resistance. Therefore, I must be open about why a decision should be made. What are the considerations, so people can support it? Of course, there are always people who will reject it. Some others will be careless. They do not care about what the company is up to. They just care about work and achieving target" (P14).

Some respondents believed that educating and informing people of the trend and challenges ahead were important so they could accept the changes, and the company would not be trapped in familiarity that could cause inertia (P5, P1, P3, P16, P6). These

findings are similar to the previous study (e.g., Ahuja and Morris Lampert, 2001), stating that news organizations were often unable to make significant and immediate changes in their newsroom culture due to the familiarity trap. One respondent suggested that:

"I must be very patient in making some senior staff understand that new technology is important to create a better product in the television I lead. At first, the staff resisted the idea that new technology such as portable cameras is unnecessary and will not give as good quality as the big and fixed camera can do in the studio. They were very adamant about their opinion; hence I did not have a choice but showing them what a small and portable camera could do and how it was a game-changer in the industry. I challenge senior staff to produce a product using the old camera and junior staff to use the new camera. They then could see how the new camera can produce a good quality image and increase staff mobility to produce a better story anywhere at any time without much preparation needed like the old camera does" (P5).

The quote shows how the company should deal with resistance by keeping the old way intact before replacing it with new approaches completely. They thought that the resistance to change should be solved gradually so the company could run faster, otherwise it might get stuck into a stagnancy. Moreover, similar to the previous study's findings, technological change should be responded to by changing the organizational structure as it requires more skilled staff to deal with the new technology (Boyles, 2016).

Some respondents also believed that learning should be done by trial and error (SD3). They encouraged staff to speak their minds and ideas, trying new things to create original, different, and attractive content (SD3). The finding is in line with a previous study (e.g., March 1991) concerning adaptive learning. Women leaders were not afraid of taking exploration strategy of the new possibilities that possibly gave desirable outcomes. They encouraged debate and discussion as they believed no ideas were small enough to be voiced and silenced (SD4). They created a friendly environment and informal

discussion to allow creativity to emerge (P22, P5). They focused on building trust both externally with partners and internally within their own team (SD18, P3).

Women leaders taught diversity to staff by creating discussions, especially when most of them were men or people from a privileged society (P26, P8). One respondent recalled their experience: "It was not easy to change the mindset. I was caught in a long and daunting debate to make journalists and editors on the sports desk who were dominantly male understand that they should not use a sexy women's picture on the automotive story pages. They felt that what they did was normal as many sports readers were male. Therefore, a story that included women's pictures would certainly catch their attention. They did not realize what they did objectified and degraded women" (P8).

Some respondents also facilitated learning and encouraged personal development for all staff. They motivated staff to increase knowledge and skill through local or international workshops (P22, SD3). They also created regular internal workshops for staff, especially young journalists, about advanced journalism skills and good journalism practice (P16, P17). One respondent recalled their experiences:

"I created ethic codes for writing sexual violence to be taught to a young journalist at my company so they can be responsible in covering sensitive issues. For example, suppose they write news about a mother who kills her children. In that case, the journalist should use gender perspective, so they will not only explore the fact but be able to see the context behind the event, such as where her husband was when the gruesome action took place, what she was going through that make her decides to kill herself and her children" (P16).

Women leaders also tried to increase young journalists' motivation and confidence so they could do the interview with ease and write great news stories (P4).

Some respondents enhanced their staff's understanding of media business and important issues such as diversity and gender inequality (SD1, SD33). In the workshop,

they invited people from minority communities to give a clear picture of the social problems (P19, P26). One respondent suggested:

"We routinely organize an editorial discussion that invited sources with different backgrounds from most journalists in my company. For example, we invited a priest while most of the staff were Muslim. We heard him talking about their position concerning the church construction boycott. The discussion allows them to understand that there is a minority group that needs their help" (P26).

The company gave training about gender to staff, so they could have a relatively good understanding of gender issues and how to present such information. They also provided the staff with leadership skills so they could manage their own team and make crucial decisions on behalf of their organization (SD12). Some respondents also believed that managerial knowledge should be increased at every level of the organization, so they were able to handle problems on their end (P14).

Moreover, women leaders educated staff outside the editorial team so the understanding of such issues could be spread evenly throughout the company (P3). One respondent shared their story on this:

"If in another office, menstruation leave is an alien. In my company, it is something usual. We educate people in the human resources department to know and understand that such leave is stipulated by law and should be given to women who need it. But it takes time. Before, it was easy to find a human resources department staff who thought that menstruation leaves were just another form of inequality as women get an extra day off every month. We need to straighten up that kind of thinking" (P3).

The quote shows the importance of shared understanding within the organization, which is in line with the generative learning process (e.g., March, 1991) to disseminate information and achieve the consensus of meaning in the editorial team and in other divisions. Some respondents educated the sales team on diversity and gender inequality issues to have the proper perspective and knowledge of the editorial products they try to

sell to the market (P3). It was not an easy course as sales and HR teams had a higher turnover than editorial teams. People come and go, so the value cannot sit well and root. Therefore, when new people came to replace the old ones, they needed to educate them all over again from the beginning (P3).

Instead of cutting them loose, women leaders gave extra attention to staff who fell short in capability than others to increase their capacity and loyalty (P14), especially with journalists who came from outside Java. While their perspectives were important to better represent reality to the public, their journalism skills and understanding of complex issues fell short of journalists trained in the big cities. One respondent suggested: "Once we found them, we needed to be super patient as we had to make extra effort to mentor them so they can be as reliable as journalists in Java" (P6).

Diversity and Innovation

Women leaders' diversity and gender equality mindset influence the kind of innovation they create and how big the innovation will be for the organization or the industry due to the change process and organizational learning. It shows how their identity helps the media better navigate identity and inequality issues, but their presence brings new financially beneficial ideas for the company. This study explains two types of innovation (1) incremental innovation and (2) disruptive innovation.

Incremental innovation. Women leaders with a good understanding of diversity would bring incremental innovation to the organization, such as more news on minorities, paying extra attention to diversity or gender inequality issues, or bringing gender perspective in every news they publish regardless of the topics (P16). This was the least

change women leaders could bring to their media organization. Once they were in power, they did whatever they thought was right. They changed pages that they perceived as contra-productive with their calling to make a change in terms of diversity issues in their news company (P21, P22). They were correcting women audiences' dedicated pages, such as lifestyle or weekend editions, so it used gender perspective to highlight women's accomplishments rather than women's beauty (P22). They also changed the direction of male audiences' dedicated pages to be more respectful of women in terms of writing and picture published (P21, P8). They created products with a more humanistic approach and used more elegant language to deliver their position instead of using blatant and rude critical words (P21, P28).

The awareness of diversity allowed them to create distinct products that reach a diverse audience and broader market (P27, P15, P28). Some respondents presented more women politicians or other competent women in the media while the majority of its readers were men to increase male readers while attracting more women readers and making more room for women's voices (P21). One respondent recalled their experience: "We came up with an idea to create a dedicated website where journalists could access women sources contact because many journalists were lazy to diversify their sources and keep contacting the same sources who were mostly men" (P8).

Some respondents also attracted donors to help the media survive during pandemics financially with the diversity program they create (P24). One respondent shared their story: "We created a podcast program focus on the LGBT community. However, it was not easy to find a sponsor for this content. We created it not only for profit but also for a greater purpose to support marginal and minority communities. So,

we tried to find a donor to finance the production, because it was almost impossible to ask a "ramen" company to give us money to produce it" (P3).

These women leaders created initiatives and activism to fight inequality (SD8, P6, SD15, P9). One respondent created a diversity forum for young people to show them the beauty of tolerance in the connection between diverse communities:

"I am an active moderator for a discussion held by a young activist school. There have been eight batches in the school so far, and the members come from diverse backgrounds. For me, this activity is important as an embryo of a future harmonious and tolerant society. We taught and discussed sensitive topics such as gender, human rights, reproduction health, and sexual abuse" (P9).

Another respondent created alternative media to communicate problems faced by women, women journalists, and marginal groups (SD11).

Disruptive Innovation. Women leaders bring disruptive innovation to organizational structure, routine, and product. Similar to previous studies (e.g., Storsul and Krumsvik, 2013; Dogruel, 2013; García-Avilés, 2021) on journalism innovation, women leaders build innovation that defines newness and feasibility in a wider market, increase profitability, and social implication. It also shows that women leaders with a good diversity mindset are open and do not afraid to explore new ideas and take risks to innovate, unlike gender expectations that believe women are less creative and innovative than men. The finding is similar to Hora et al.'s (2021) study of gender differences in creative performance.

Organizational Structure. Some respondents would take things to another level with their higher understanding and commitment to diversity. They hired more people

from minority communities or people with good gender equality and diverse perspectives to the organization to create more impact and long-lasting benefits, not only to present better gender representation. They believed that the bigger the number of minority representatives, the better the voice, and the bigger the innovation and impact made (P3, P8, P6). They placed women in important positions in the organizational structure, giving them a new perspective on gender and inequality (P14, P5, P16, P21). They also established better connections and improve networks with diverse stakeholders to increase the media reputation, such as local governments, universities, and local companies (P17, P31, P4, P23, P12).

They also expanded the diversity concept to include diverse perspectives and skills to address the digitalization trend by changing organizational structure. Some women leaders were a motor to implement convergence and digitalization programs in their media. This implementation was not easy to do as they needed to change organizational structure and routine that had been established and rooted for a long time (P6, P16). They changed the organizational structure, so it was full of diverse talent, perspectives, and skills, which was crucial in ensuring digital transition success. One respondent shared how they maximized human resources by integrating the reporters who were previously segregated into print and online teams and creating new and effective flowcharts to support the new business model (SD6). Another respondent recalled their similar experiences:

"We have two types of digital platforms, an online news website, and an e-paper website. E-paper websites only publish news released in the print media for online audiences without changing anything. However, online news websites have different rules. It publishes different stories that are papered in different formats. To support different types of products, we also change the organizational structure to fit the business model. We separate online from print media, so online media

has the autonomy to develop and grow itself. It has a distinct structure from print media. In the print media, the publisher and deputy publisher oversee the chief editor and business director, where the editorial and business team are separated and rarely have a collaborative project. However, in online media, there is no publisher. The chief editor is responsible for overseeing the editorial team and the business team. Therefore, besides reporters and editors, the online chief editor also supervises multimedia and social media and content marketing staff" (P16).

Some respondents also included both people who have specific necessary abilities and those who understand the system in the digital quest (SD18, P3). They created new positions to accommodate changes, such as having a social media admin and reliable IT person who should stand by 24 hours and ensure no glitches and technical issues happen, affecting the user experiences in using the platform (P4).

Some respondents were open to new ideas to change organizational structures to support the digitalization trend with collaborative and convergence strategies, changing the way the media ran their business (P26). Local media collaborated with national media to increase the quality of information and join hands with citizen journalists, minority communities, universities, and village officials to increase news supply and diminish hoaxes (P7, P25, P26). One media even created a community in 24 provinces with 150.000 members to encourage action: "We believe that as a media we should not only produce content but also encourage social changes in the society" (SD13).

Some respondents reorganized organizational structure so staff could experience other divisions and different tasks to gain more experience and better perspectives at work and understand their potential (P27). Moreover, they changed the command system between divisions to encourage newsroom and promotional or business team collaboration in creating distinct and profitable products (P1). Some respondents collaborate with content producer companies to create a new business and support the

company's operations (P22). They were creating other businesses to support the print publication when changes are really happening and disrupt its business (P1).

Routine. Women leaders brought a change in routine to build a sound system that might be used for a long time in the organization as a legacy (P22). They created policies and SOP to ensure diversity was embodied in the routine. The company also created evaluation procedures to avoid publishing news reports that are not gender conscious (P18). They were finding new ways to get people to work effectively based on their identity (P10, P7). One respondent shared how they are doing it:

"We purposely create a team with diverse members, so it is easier for us to assign tasks, especially when the religious holiday is coming. A Muslim member can back up the task that is supposed to be handled by Christian staff during Christmas or Easter holiday. Conversely, Christians can help cover the Muslim staff task when celebrating Eid Fitr. But this is just an informal policy that we create, not a formal rule created by the company and applied to every division" (P10).

Another respondent also applied a similar strategy:

"A woman journalist who needs to take care of their domestic life, such as taking care of their sick children, can take leave of absence with others to take over their task. But later they should handle the replacement job if they cannot come to the office in the future. As long as they communicate effectively and are responsible for taking over each other's tasks whenever they are unavailable, I do not see any problem" (P7).

These examples showed how communication was a key to effective and successful teamwork. The diverse team should be tolerant toward one another to create a healthy, harmonious relationship and teamwork and achieve common objectives.

Moreover, some respondents changed routines to address digitalization. One thing that changes was the evaluation system in the digital era, which was now heavily based

on quantity over quality (P9, P4, P16). One respondent recalled their experience: "Back in the old days, newspaper editors should only edit 4 to 5 running news each day, but now each editor should at least upload 25-30 news a day. We need to create many articles while having limited human resources. This change is important so the search engine can recommend our website to readers" (P4).

They changed how the deadline works to fit the digitalization era by implementing a shifting system (P6, P16, P24, SD23). Some respondents explained that newspaper editors usually came to the office at 2 PM, a few hours before deadlines, finish their work at 12 or 1 AM, and had a break on weekends or holidays (P6, P16). Now they could have multiple deadlines a day and should be available at any time (P6, P16). One respondent shared their story about how they created change on this:

"Before I changed it, our online division was neglected. Good articles were kept for print publication, and our website was filled with translated stories or supplied from other news outlets. No in-depth reporting or quality writing was encouraged. Local contributors choose to supply news to newspapers rather than online as they only receive one-third of the fee they can get from print articles than for online news. I then created a system to solve the problem, and the system is still in use by the company until now, although at the beginning I should face a strong resistance" (P6).

Another respondent also applied a similar strategy:

"Digital transformation is difficult, especially in the print media. It was hard to encourage journalists to adapt to the digital world as the routine is totally different from print. In print media, the routine is straightforward. The editorial team only has one deadline a day, and the newspaper will not publish on the weekend or on holidays. However, online media is different. It is open 24 hours a day, seven days a week, and 365 days a year. I set three deadlines to keep the website running with at least 400 news a day. Of course, I experience resistance when announcing the new routine, so the changes do not happen immediately. It took months for everyone in the editorial team to adapt to the news workflow. I had to convince them so many times until they understood why changes should be made. We also create multiple workshops, so both editorial and business team accustomed to the new routine" (P16).

Digitalization was increasingly important as the pandemic changes the newsroom routine (P14, P29). They found new ways to work effectively in the economic pressing time. The pandemic forced the media to shift their work remotely, allowing them to embrace a new routine of content production (P3, SD19, P14). Budget meetings and interviews with sources should be done online via zoom (P20, P21, P29). At first, journalists were resistant to the work from home idea because they had so many distractions to complete the work, but after two years, they got used to it and wanted it to be continued as they thought it was more effective (P14). Broadcast journalists did not need to come to the office to record and edit their work as they can do it anywhere with a reliable editing program and cloud storage system (P30).

Products. Different perspectives were important so the company could develop distinct products that beat the competitors' products (P19, P26). One respondent shared a prominent news product that they have published, which created a buzz in the industry and was imitated by many media companies: "I created the first political talk show in Indonesia when no other television created one" (P31). Some respondents also believed that innovation should be able to answer audiences' needs and wants and created based on the market segmentation (P19, P24). Innovation was a reaction to changes in consumer habits and technology changes (P30). Women leaders suggested that releasing revolutionary and trendy programs targeting younger audiences was an important strategy for today's media as their number increases, they will become future audiences (P5, P30, P28). One respondent also suggested: "Many people identified my media as an old-fashioned media with a small number of young audiences. Therefore, I focused on

creating programs that targeted them when I claimed the position. We chose topics that would interest young audiences and publish them considering their lifestyle pattern" (P5). Some respondents also created a new and fresh look to attract youngsters and be different from competitors by changing visuals, color, and logo, helping the company rebrand (P14, P31, P4, P27, P23, P2). They changed how they presented the news using data visualization, including tables, pictures, infographics, and striking illustrations (P8).

Digitalization also forced some respondents to create products based on the characteristics of each platform (P30, P29, P15, P16). They believed that digitalization was not only about moving print products online without making them suitable for the platform (P21, P20, P25). They also adopted social media styles to publish stories on such platforms (P30, P1). One respondent shared their story: "Back in the old day, television news used formal way of speaking, but now as the story may also be uploaded in social media such as Tik Tok, Instagram, or YouTube, they adopt video log (vlog) style to present their audiovisual product" (P30).

They facilitated staff to be creative in producing content and products on whatever platform they desired as long as they follow the rules and would not hurt the company's reputation (P15, P22). One respondent suggested:

"Radio is a sunset industry, but we have a promising digital world. Therefore, we want to showcase our love of audio and our strength in quality journalism through digital platforms. So, we started producing podcasts in 2018. However, introducing podcasts to radio listeners in Indonesia was quite challenging. In February 2020, we got an exclusive contract with Spotify. Pitching content for a platform like Spotify means striking a balance between an organization's traditional style of content and the goals/target audience of said platform. We also needed to be very creative and use cross-platform promotion between the radio network and Spotify. For instance, we work with Spotify music to reach non-podcast listeners by partnering with artists and experimenting by giving our podcast a unique social media identity" (SD18).

Moreover, some respondents changed user experiences by allowing the audience to access their product using streaming websites, smartphone applications, or aggregator websites like Babe, Line, and UC News (P5, P9), so they could also reach a larger audience.

Some respondents created new revenue streams to support the old business model. They built innovative products with references from media companies in other countries (P16, P1). One respondent asserted: "We adopt New York Times partnership strategy with Netflix and General Electric. So, the media can create good reporting while allowing advertisers to advertise their brands. This is not easy because we have been taught that news articles and advertisements should be separated clearly by a firewall for a long time. But the practice should be compromised, or else we will not be able to survive this challenging situation" (P16). They were finding ways to attract advertisement by not only providing banner or placement ads but also doing activation (P22, P24). For example, to cover a story about a newly launched toll road, a respondent made creative and interesting news content showing their journalists exploring the whole road with cars in five days (P15). Another respondent created historical news content by exploring interesting places along a historical road for two days, getting a good response from their audiences (P22).

The pandemic also forced the media to create innovative events, as offline events were impossible because of the social distancing regulation (P28, P29). They created a large-scale webinar or virtual festival that invited mayors and governors from many places to discuss pressing issues because of the Covid-19 outbreak (P29). One respondent suggested: "Before the pandemic, we never imagined creating online events such as

webinars or virtual exhibitions. But we still needed to be innovative to fulfill revenue target" (P28).

Women leaders anticipated digital trends that might happen in the near future. For example, one respondent asserted that media leaders should start to think about how the media could transform and change to follow the trend, like Metaverse: "The media should at least forecast changes 5 to 10 years from now. We see that the industry trend shifts so fast. Even now, people consider Facebook and Twitter to be old-fashioned. When we just learned how to use Instagram, suddenly TikTok came, and the media should embrace it too. Recently, everyone predicted Metaverse would be the future of the media industry. The media should adopt strategies to anticipate how the business and products will change. Will the newspaper survive? If yes, how it will change" (P16). Therefore, to prepare themselves for the future trend and challenges, some respondents regularly created discussions and consultations with readers and experts to gain new ideas for their products to be relevant and oversee changes in the media industry outside the country (P19, P16).

Technology is just a tool; journalism should be the same.

Respondents believed journalism ethics and values should be preserved no matter what in the industry. However, unlike previous studies (e.g., Belair-Gagnon and Steink, 2020), respondents thought upholding journalism values should not become an excuse for not innovating. Some respondents asserted that the media might be tempted to undermine journalism values often because the content did not always translate to more traffic, and business was difficult as they must compete with content creators and other digital

platforms to get advertisements (P12, SD20, P3). The media should respond to digitalization by increasing accuracy and avoiding hoaxes, so the media would not be instigated and get harsh punishment from netizens to keep its reputation intact (P14, P21, P23, P25, SD23, P16). Some respondents forbid their staff to use a clickbait title that was gender unconscious and promoted ethnic discord in articles published on their website (SD1, P3). One respondent shared their experience: "I would call the journalist or editor who created a bombastic article with click-baiting title to get viral on the internet but undermined the media credibility" (P15). Therefore, one respondent felt the need to educate young and digital native journalists so they could uphold journalism values and ethics properly: "Now we have a lot of digital native staff who are very good with technology. They can adjust to technological advancement very quickly. We do not need to teach them. However, they know and understand less about journalism ethics and values. Thus, we should teach them verification discipline and ask them to go to the field and dig dippers on the news. If we do not teach them that skill, they will be no different from content creators that we see today" (P30).

Some respondents asserted that the media could change their journalism products' packaging, but it should do it without compromising journalism ethics and good journalism conduct (P15, P8). They believed that the media should respond to digitalization without discounting journalism values. It should follow its initial objective to build integrity and voice the voiceless (P12). Some respondents believed that good journalism was still a good investment, as people would need a vitamin to cure after consuming trashy content for a long time (P3, P11). One respondent shared their opinion on these matters:

"I am still optimistic that at one point people will be fed up with free and unhealthy information and subscribe to better and good quality information published on the legitimate news website. It may not happen quickly, but the media should be prepared. So, when the time comes, they are ready to provide audiences with good articles. Now we see an increase in subscribers in some big media companies. I do not want to pay to read the news before, but as time goes by, I realize that I am willing to pay for a good journalism product" (P8).

They also suggested that a new policy was needed to ensure it happens and protect media from digital platforms such as Google, YouTube, and Facebook, to bring financial justice and create a healthy and profitable industry to produce better journalism products in the future (P14, P16). Such a policy has been implemented in Australia and was a success; respondents hoped the Indonesian government could also take action to support a good journalism practice, although it may take a long time. "Australia needs ten years for it to apply, but we just started to initiate it. So, the result may not be happening in my era, but hopefully what we fight for now will be helpful for the future generation" (P14).

Women leaders who felt unable to achieve ideal conditions in this disruption era chose to create independent media to disrupt the status quo in Indonesian journalism, which had served the elites more than the general public and male audience than minorities with Jakarta-centric articles (SD10, P6). They moved or stayed in the public media funded by donors to present objective news. Unlike commercial media, which advertisers constantly budge, their media had a financial freedom (P20, P18, P23). A broadcast director of local news streaming television with seven years of experience obtaining freedom after creating their own media: "I worked for local television funded by local government. The government interfered with the news product, which annoyed me until I decided to leave the organization. I then built my own media that ensured

journalists had the freedom to exercise their journalism values without being controlled by internal or external entities. So, they can serve their purpose to the public" (P23).

Another chief editor shared their experience: "Media industry is very dynamic. For 19 years, I witnessed how the media roles and challenges change. After I built my own media, I faced incredible challenges. The industry is the same, but the condition is different. And it is interesting. But I still believe in the media's power to influence people so they can make a decision concerning a social issue. The media should provide them with the context to choose to act or not to act. I believe in the power of the media for the future generation, not only for people who exist today" (SD3).

Summary

The chapter has revealed some important findings concerning how leaders' perceptions of diversity and inclusivity influence their business decisions to create changes and innovations in the media company, as inquired in research questions 2 and 3. The study has shown that women leaders strive to change the status quo institutionalized in their media company: patriarchal ideas and masculine environments, conventional business process and model, and unsafe journalism working environment.

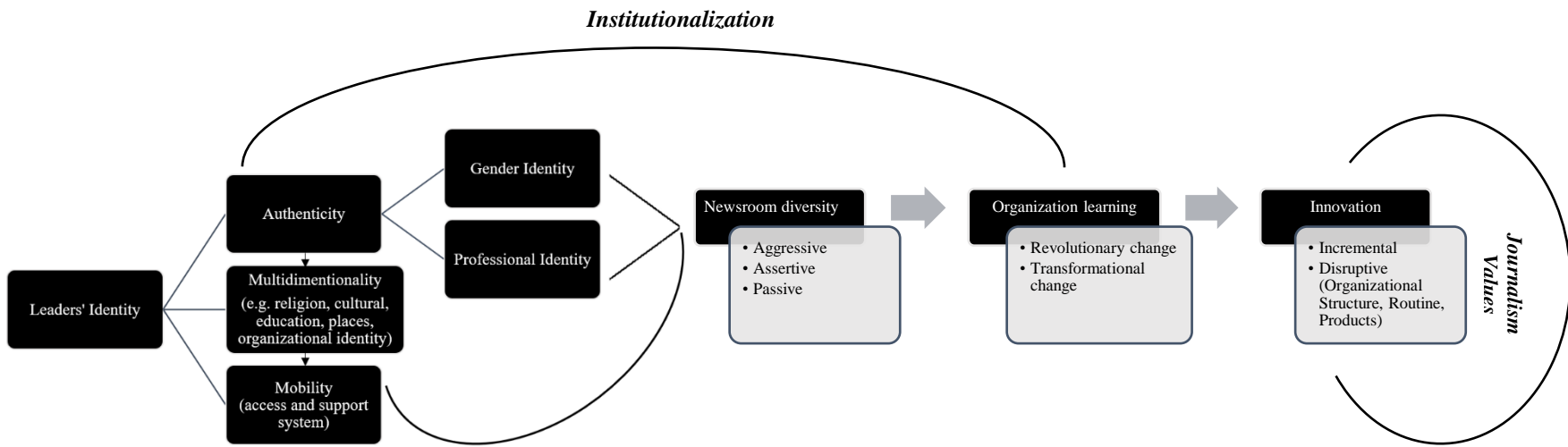
To do that, women leaders engaged in organizational learning to create change. Women leaders used two approaches to bring change in the organization: an evolutionary change or transformational change, depending on how well their understanding of diversity was and how they translated it into their business decisions. Women leaders with low understanding in diversity and gender equality would use forces to achieve what they wanted, including firing and giving a disposition to staff if objectives are not being made. However, women leaders with good diversity and gender equality mindset believed in the democratic learning experience that was effective and participative hence allowing the company to obtain and explore new and diverse ideas with trial and errors method that leads to innovation. They also approached resistance to change by communicating actively, openly, and effectively, so it can be executed structurally.

Moreover, women leaders' diversity and gender equality mindset influenced the kind of innovation they create and how big the innovation will be for the organization or the industry due to the change process and organizational learning. Therefore, women leaders may encourage two types of innovation, incremental and disruptive innovation. Incremental innovation was the least change the women leaders could create just by

having a good diversity mindset, such as increasing news about minorities and paying extra attention to diversity or gender inequality issues. However, women leaders with a good conviction to diversity brought disruptive innovation beyond news articles. The study found that they offered innovation at least in three aspects of the news business: organizational structure, routine, and product. They innovated organizational structures and routine that had been used for ages so they could respond to the digitalization era. They also came up with distinct products and business models. Furthermore, although women leaders agreed that innovation is important, they believed journalism values should not be undermined and should become a core consideration of every business decision. Figure 4 sums up the findings from Chapters 4 and 5.

Figure 3

Findings Summary



Chapter 6: Discussion and Conclusion

“Diversity is always a business imperative. If you don’t have diversity in your staff, the chance is you’re not going to succeed”

— *Raju Narisetti*

This chapter summarizes the results of the research conducted to uncover the participants' thoughts and perceptions regarding how their identities influence their understanding and perceptions of equality and newsroom diversity and how those perceptions influence change processes and innovation strategies in organizations for business success. Conclusions are then drawn to suggest the implication for theory and practice. Finally, the chapter presents the study limitations and provides suggestions for future research.

Summary of Major Findings

This dissertation explored how diversity was configured into the newsroom ecosystem of innovation from Indonesian women media leaders' perspectives and experiences. The issue was necessary to investigate as the news organizations' tendency to preserve male-dominated organizational culture and orientation to serve the male reader market hinders the news organizations' effort for innovation and changes to respond to the speedy changing environment and technology. Therefore, media leaders played essential roles in attending to changes in creating a more inclusive and innovative newsroom. Many believe that leaders' characteristics and identities influence their perspective toward newsroom diversity, providing the basis for better strategic business choices (Hambrick, 1996). Hence, leaders with minority status may better implement

newsroom diversity initiatives that lead to innovation than those from a privileged upbringing. However, it was difficult for minorities, especially women, to prove themselves worthy of a top-level media position. Even if they got into a leadership role, women leaders experienced challenges where they should conform to their gender identity. Moreover, being a minority did not mean one could create change to fight inequality.

The study used the sociology of identity as the primary theoretical framework using three important dimensions in studying identity: authenticity, multidimensionality, and mobility, and it discussed how those dimensions were situated in gender and professional journalistic identity. The study was also informed by the management theory of institutional theory, especially in relation to isomorphism, where news organizations tend to institutionalize similar and false gender expectations and stereotypes created by the patriarchal society in their newsroom. Moreover, the study provided insight into how gender identity might influence changes processes through effective organizational learning systems in news organizations that lead to innovation and better business performance.

Qualitative research was conducted using in-person and online in-depth interviews with 31 Indonesian women media leaders. The study answered three research questions concerning women newsroom leaders' identities and how they influence their understanding of diversity, change process, and innovation. The results were grouped into clusters according to the research questions and analyzed for patterns and emergent themes. The key findings and their relevance to the research literature are discussed below.

Identities and diversity. The first research question explored how women leaders' identities play important roles in producing and reproducing inequalities and marginality, and privilege in the newsroom. Identity was analyzed with three major concepts: authenticity, multidimensionality, and mobility (Brekhus, 2020). Data showed that respondents strived to be authentic in two areas of collective identities, as a woman and journalist. However, being authentic or inauthentic as a woman and journalist could not determine whether they had a good understanding of diversity, instead having more unmarked and marked identities did. Their perceptions of diversity were also shaped by how easy it was for them to move from one identity to another. Specific findings for each concept are further discussed.

Women leadership and expectation. The results showed that women leaders in a male-dominated field like journalism struggled to achieve a sense of being true women, journalists, and leaders. Research has shown that to be authentic; a leader should have deep internal thoughts, personal values, self-awareness, and internal ideas of what kind of leader they want to be which congruence with their external behaviors (Ilies et al., 2005; Gardner et al., 2011; Liu et al., 2015). At the same time, gender authenticity means expressing personal identity and orientation without being forced to follow what society expects them to be (Butler, 1998). Therefore, in line with performativity theory (Butler, 1988), to be an authentic leader and a woman, they may choose whether or not to conform to gender norms and expectations. They could choose whether to take a masculine approach in leading male majority employees, such as becoming more authoritative, competitive, assertive, and task-based behaviors (West & Zimmerman,

1987), or being an authentic leader that matches the gender stereotype that the society constructed who is relationship-oriented and democratic.

The findings show that the majority of respondents took on a more interpersonal leadership style. It supports previous research (e.g., Dewalt, 2017) suggesting that doing authenticity meant doing gender in line with stereotypes of being a woman who should be nurturing, caring, outgoing and communal. Instead of adopting masculine values, they embraced their femininity or gender expectations and use them as advantages and privileges to help them survive and advance in their careers. Therefore, women leaders must be democratic, compassionate, humble, compromising, helpful, empathetic, friendly, and motivating. They also embodied women myths such as being better at multitasking, detail, persistence, and enduring than men. They projected such beliefs as a consideration when hiring women employees.

However, the findings show that gender authenticity was difficult to achieve when they were still starting their careers as journalists. This finding is also consistent with prior research that suggested women needed to prove themselves as good or even better than men earlier in their career (Dewalt, 2017). Hence, they adopted masculine stereotypes of bold, brave, independent, strong, active, and decisive. Some respondents still chose to reinforce masculine stereotypes to be authentic leaders even after. They believed in the 'think manager, think man' paradigm, suggesting men are a prototype of a good leader. Hence, they adopt desirable behaviors, talents, or characteristics of the prototype (Turner, 1985). They managed their emotions to appear logical, objective, decisive, and rational in making decisions, which they learned from their male predecessors as gender-appropriate roles. Some respondents believed adopting male

characteristics was the right and effective strategy to lead a news organization and to de-gendering or eliminate gender references (Holmes, 2006). The belief undermined the likelihood of women being selected as leaders, making them underrepresented in the top managerial positions (Shein, 1975).

The choice to adopt male leadership characteristics led women leaders' to be called fake or inauthentic. After all, being authentic was not about their personal belief but what others approve of to be authentic; it is constantly produced and regulated through repeated practice in line with social norms and conventions (Butler, 1993). Therefore, women leaders might struggle to achieve authenticity regardless of the work setting, even though they lead a company full of women. Moreover, gender as performance is something they do rather than have (Dewalt, 2017).

Real authenticity would also be hard to achieve because leaders did not have total freedom to exercise their personal belief and thought as they should pursue the goals and values of a group they represent; hence being authentic may hurt their career (Eagly, 2005). With the inability to truly show their identity, being a woman did not guarantee that women leaders better understand diversity and gender equality. They either must follow gender expectations or embrace masculine traits. Whichever options they chose, women's agency is restricted in a male-dominated organization. Women might respond to the situation in different ways; they could feel hopeless or eager to fight for diversity and gender inequality or do not feel that inequality exists in the first place.

Another interesting finding was how gender identity influence women's professional identity. For women media leaders and journalists, being true to their profession equals to conform gender norms of being helpful, caring, and empathetic.

Some respondents tended to think that women leaders and journalists are more assertive, idealist, and impartial than their male counterparts. They were more likely free from conflict of interest as the society does not instill the role of a breadwinner of a family to them but their husband. When the breadwinner could fulfill their need, women could keep their job free from intervention. However, dealing with a boundary-spanning position as a journalist and a leader of the organization challenged their idealism.

Women media leaders also struggled to be authentic as they claimed a boundary-spanning position as journalists and as leaders who needed to understand the business side of the news company, which makes them in a constant power struggle. As a journalist, being authentic means being objective, accurate, and helpful (Hanitzsch & Voz, 2017; Hochschild, 1983; Brayne, 2008; Schudson, 2001). However, as leaders they need to adopt a business mindset of profit and loss, which was not always in line with journalism ideology, ethics, and values. Therefore, although they wanted inequality to disappear, the ability to make a change was low as they might face a wall in terms of business. Hence, respondents were caught in the tension of their individuality and institutional identity, making them struggle to fully fulfill their roles and expectations as minority leaders.

Conferring Marginality. The study showed that gender perspective was not readily available; it should be shaped and reshaped and needs to be learned through the years. Therefore, having a marginal gender identity alone did not automatically allow a leader to understand diversity issues. Although, usually, women had real and mental experience making them more perceptive to gender equality issues. However, people had

different experiences in their stage of life, and other identities complement their gender identity creating a unique self.

The study found that women leaders' sensitivity to gender issues and diversity was influenced more by multiple intersected identities (e.g., religion, culture, organizational identity, socioeconomic status). When their gender identity intersected with other marginal identities (marked), they perceived inequality better. Having multiple minority statuses, for example, a newsroom leader who is a woman, Chinese Indonesian, part of the religious minority community, comes from a low-income family, and graduated from a state university, makes them extremely aware of inequality and strives to end it which usually leading to affirmative actions taken. However, suppose a leader has combined characteristics that contradict each other, for example, being young, having high socioeconomic status, coming from an ethnic majority community, and having global working experience. Their position on newsroom diversity depends on which characteristic influences them the most.

Respondents with marginalizing attributes used authenticity, multidimensionality, and mobility to navigate and internalize these attributes. This finding was in line with prior work that suggested that instead of wanting to be part of the dominant culture setting, members of marginal and minority communities took pride and dignity in those attributes and created alternative cultural capital and identity currencies (Brekhus, 2020). They created a social movement of identity politics by doing transformative actions. They also tried to obtain public attention and legitimacy in society by uniting women leaders and journalists. Moreover, they provided community membership by providing women journalists with facilities and policies to help them flourish. They also

encouraged those marginal identities to play within the organization, making the company embrace a new identity and change the brand. Organizations became aware of diversity, created initiatives and products on diversity and later recognize having an interest in such areas, giving them a new image and reputation.

From the study, some prevalent factors shaped the Indonesian women media leader's perception of diversity and inequality issues, such as religion, culture, upbringing, experience as a minority, organizational values, places, and membership in professional affiliations:

Religion. Religion was one of the interesting identities to discuss, among other identities that intersect within the women leader's individuality. Religiosity was an integral part of Indonesian women leaders that shaped their perception of their profession and guided them in making business decisions. They tended to choose decisions that contradict their religious values. Being a part of the majority religious community did not always give them a sense of privilege for having a better position than others. The study showed that religion was a complex identity. Their understanding of diversity and inequality was different depending on how they interpret and practice their religion. Some people who practiced their religion conservatively would tend to have a narrow interpretation of diversity as they felt that their religion was superior and other practices were wrong. However, people who knew their religion better would be more tolerant of differences as all religions teach them tolerance and strive to create a harmonious connection with other human beings.

Culture. Culture was a prevalent factor influencing women leaders' perceptions of diversity and inequality in the multicultural country like Indonesia. As cultural values instilled in their everyday lives, some patriarchal system embedded in the particular culture could shape their perception of gender power relations. Although a few Indonesian valued matrilineal lineage, their beliefs in women's significant roles in the family and society clashed with the dominant patriarchal idea of men's supremacy. Therefore, that little voice could only be heard in a very small cluster of organizations or societies. Unless women with matrilineal values claimed a top position in the organization, the beliefs could be voiced, transferred, disseminated, and form a share interpretation.

Upbringing. Their upbringing shaped individual identity. What they saw, heard, and thought of during their childhood helped them to make sense of and identify inequality issues. They learned from how their parents perform their personal and professional identities, which instilled values in their brains about what matters in life and at work.

Majority as a minority. The study showed that people who experienced being a minority tended to understand diversity and inequality better, although they were part of the majority community. They may gain experiences through a short getaway period to a culturally different country, snatching their majority status to be a minority. They may also experience it in their own country by engaging with a minority community for a

while. The experience was valuable and could shape their perceptions of diversity, reflecting on their decision-making process as a leader and a journalist.

Organizational values. The research also showed that working for a company with a strong interest in diversity increased their understanding of such issues. The values repeatedly performed and embodied to their employees follow with sanction when it does not perform properly. By following the rules and values, they are distancing themselves from being impostors as it is a part of the membership affirmation ritual (Brekhus, 2020). An interesting finding of this study suggested that the perceptions of diversity and equality varied depending on what platform the women leaders spend most of their journalism experiences on. Women journalists who worked for television and online media were relatively unbothered by the inequality as they experienced subtle to no gender inequality at work. Gender equality was possible in television stations as it targeted women audiences; hence having more women on the editorial team or at the top management level was not something weird. A similar tendency happens in online media as the workflow gave women flexibility in performing their professional and domestic roles. However, women in newspapers suffered the most inequality because the patriarchal system was rooted deeply in the organization, as the editorial routine limited women's ability to perform their roles because the long working hours were physically demanding and socially restricted.

Places. Women leaders' perspectives on diversity and inequality also differed depending on where they live and work. People who worked in areas where ethnicities, racial, or religious conflict and tension happen frequently tended to have more interest in

diversity issues. A similar outcome was also experienced by people who lived in marginal areas where the government often ignored them; hence inequality issues were an everyday talk that they wanted to change. Moreover, living in a city with a diverse population allowed women leaders to understand the importance of diversity issues better to be addressed.

Professional affiliations. Respondents' affiliation to a particular ideology and political views and their membership in professional organizations (e.g., journalist associations, women's organizations) helped them navigate diversity and gender inequality issues. It increased their knowledge and sensitivity to such issues as they get many opportunities to join discussions about it, helping them to identify and strategize when facing such problems during their tenure as a leader. They took pride in their membership and affiliation, hence implementing its values and missions at work.

Mobility. Another important finding was that having the ability to navigate their identities actively helped them understand diversity better. A strong support system from family and the company was needed to do that. A supportive environment would help them to express their identities properly. However, it was not always available in a male-dominated workplace. When the support is not readily available, or they should acquire it with difficulty, they better understand inequality, making them more empathetic toward people with the same background. Moreover, their marginal identities gave them good currency that they could translate into their work as it gave them access to the community they represented and helped them to drive social change.

Reproducing inequality. In contrast, a newsroom leader who was a woman coming from an ethnic majority community, lived in a relatively homogenous neighborhood, was a member of a religious majority community, and worked in a company where many women held important position would be unaware of inequality issues. They believed that newsroom diversity should be created naturally with meritocracy.

However, from the study, some women leaders believed that meritocracy without a gender perspective failed to create safe working environments for minority people. It would only reproduce inequality, as gender expectations often get in the way when evaluating the performance of men and women who have similar skills and capabilities. Meritocracy unintentionally restricted women from achieving a better position in the company as the practice does not consider women's double burden in society. The concept could also be used inappropriately to confirm gender expectations and stereotypes and as an excuse not to hire more women in the company.

Another interesting finding showed how some respondents unconsciously reproduced privilege. Some respondents showed aggression towards other women indicating the Queen Bee phenomenon exists in the Indonesian media industry, similar to Idris et al. (2021) study finding. The research shows that the phenomena happened because of the frequent gender discrimination from their co-workers, superiors, subordinates, and news sources. However, unlike prior study that suggested women leaders who experience barriers in their career will have higher tendency to enacting gender conscious leadership is not always true (Idris et al., 2021). Some who experienced immense social pressure support the masculine system and paternalistic nature. The

gender bias created a tendency for women leaders to detach themselves from other women and adopt male characteristics. They identified themselves as more skillful, smarter, diligent, and persistent than other women, striving for de-gendering, so people evaluate them by their merit instead of gender. The tendency allowed them to be more critical of women subordinates' work performance. Hence unconsciously restricted others' full inclusion and access to resources for applying their standard to others (Brekhus, 2020). Those conditions replicated gender inequality and hinder newsroom diversity from achieving.

It was also worth noting that most respondents were not getting the position because they wanted or pursued it as a company often disliked women who appeared assertive, ambitious, or competitive like a man. Most of them got it because the company faced difficulties such as conflict, financial distress, a power vacuum, and a new business model. Especially in the period of change from print to online, which often evoked conflict, appointing women to ride the raging wave seemed like a reasonable business strategy. The condition was in line with prior research concerning the glass cliff phenomenon where the company tended to put women in the leadership position in the time of crisis, but in the normal time, promotion was unlikely (Hall and Donaghue, 2013; Ryan and Haslam, 2007). It gave a double burden for women leaders; not only do they have to fulfill the gender expectation, but they also proved they were capable of leading. However, leading at the time of crisis was much more difficult and precarious than when everything was going well. Therefore, women's leadership tended to be criticized, leading to the generalization of women's capability in leading the organization.

The study also showed that Indonesian women often brought up conversations about female physical differences, such as being pregnant and having menstruation, which are seen as limitations. The situation happened because society does not normalize the conversation concerning how the differences should not be perceived as limitations that hinder women from actively participating in society. The belief makes the discussion and effort to achieve gender inequality difficult. It hits a wall before it begins to set off to even meaningful conversation and create effective strategies to remedy the situation, hence allowing gender inequality to persist and reproduce.

Identity disruption. Although the media industry was still seen as a male-dominated profession, digitalization slowly disrupted the system. Digitalization changed how the industry works and requires specific human resources characteristics. The industry increasingly needed people with characteristics such as multitasking and detail, often identified as women's qualities. Moreover, as people were increasingly critical of less sensitive online articles, the industry needed a more feminine approach with empathy. Therefore, diversity is needed more than ever, and inequality should be diminished.

Mimicry and transformational changes. The second and third research questions investigated how women leaders' perceptions of equality and newsroom diversity influence organizational change processes for business success and impact innovation strategies in the news organization. From the study, it was worth noting that there was a tendency for the media organization to mimic what the legacy media did. The

finding was consistent with the previous study that suggested that mimicry is not uncommon in the journalism industry as the news organization tends to mimic competitors or legacy media policies and products rather than base their business strategy on cost-benefit analysis (Lowrey, 2012). The news stations mimic each other and have the same hiring and promotion practices. After the legacy and big media gave their highest position to women, the media industry started to understand the importance of having minority leaders, especially in the newspaper. Newspapers were seen as masculine institutions more than conventional media like radio and television or digital native media. Although television or online media did not necessarily implement a feminine approach and gender perspective, people who worked in media platforms did not feel a strong restriction in their career as many women have been given a chance to lead the organization.

Another interesting finding was that the individual level, which often sits in the last row of the hierarchy of influence models, could significantly change the media industry. Women leaders with a strong conviction toward diversity encourage organizational learning that goes through generative learning (double-loop learning), which occurs when the organization revisits and challenges its long-held assumptions about its customers (Levitt & March, 1988; Slater & Narver, 1995). Before, the media tended to believe that their audience and readers mainly were men. Now, it increasingly thinks of the need to acquire more women audiences (Childers, 2020). Hence, they hope women leaders may help them to achieve those objectives. They acquire information from women leaders' direct experiences and disseminate the information within the organization. Women leaders used a democratic approach to organizational learning to

encourage transformational change and achieve shared interpretation and consensus meaning on diversity. They then reflect the value in their business decision with supporting policy.

Women leaders with a good mindset of diversity and gender equality would carry change more smoothly and created significant and relevant innovation with the most years of journalistic experience. Having more years in the position and profession leveraged their bargaining position in the organization and allowed them to achieve their objective easier without conflict. The finding challenged a previous study that suggested that long-tenured leaders may be counterproductive with new ideas as they tend to support the status quo (Carpenter et al., 2004). It shows how their gender identity is salient in encouraging them to attend social changes. Women who led a big and legacy news company was also expected to create trend and encourage change outside the company.

Diversity generates innovation. The transformational changes in the organization lead to new practices and product innovation. The study showed otherwise which consistent with the prior study about women and creativity (Hora et al., 2021). Unlike gender expectations which believed that women were risk avoidance and less creative than men. Women leaders took changes seriously and decisively, leading their organizations to pass through any disruption and bring innovation the organization desired.

One interesting finding was that when women leaders were authentic by conforming to their gender identity, they would have a better chance to bring changes and

innovation within the organization. Women's leadership style tended to be democratic and encourages openness, participation, and empathy. Women leaders gave team members feedback, decision-making authority, and shared credit for success. Therefore, they created a safe environment for the staff, especially minorities, to speak their mind and ideas, encourage debate and discussion, try new things to create original, different, and attractive content. It allows creativity to overflow from diverse individuals with different backgrounds; hence, new perspectives and ideas would be acquired and explored, resulting in distinctive innovation. The finding was consistent with prior work on how a team consisting of diverse talents will benefit the company's innovation effort from the number of novel ideas generated and more effective decision-making (Bouncken et al., 2016).

Another finding worth mentioning concerned women leaders' networking ability, which helped them bring in innovation. Using social networking theory to unfold gender experience in the network structure, the study suggested that women nurture their strong ties with other women to gain advice and support for having similar experiences to counteract gender bias and discrimination. At the same time, women use weak ties with men to advance in their careers, accomplish tasks, and obtain information. The finding was in line with prior work that suggested that women have a more heterophyllous network than men as they were connected with both men and women (Ibarra, 1992; McPherson et al., 2001). Hence, they should be more aware of the importance of diversity to reap benefits from both genders.

Some respondents believed that being women in an organization full of men allows them to stand out and have opportunities to prove themselves. When they received

attention, respondents immediately prove themselves worthy of better treatment and position in the organization. Because although women got into a male workplace with the same test, men did not immediately assume that women are competent (Fitt and Newton, 1981; Hamilton & Sherman, 2014).

It is also important to note that women leaders push innovation as processes geared toward digital technology disruption and professional journalistic control, similar to previous studies' findings on journalism innovation (Evans 2018; Lowrey 2011; Nelson 2018). They implemented new ideas in the product, routine, and organizational structure. However, women leaders believed that innovation should not undermine journalism ethics and values. The media should keep their initial focus intact to attend to accuracy, and objectivity, voice the voiceless (helpfulness) and provide good quality information to accommodate diversity (Hochschild, 1983; Brayne, 2008; Schudson, 2001).

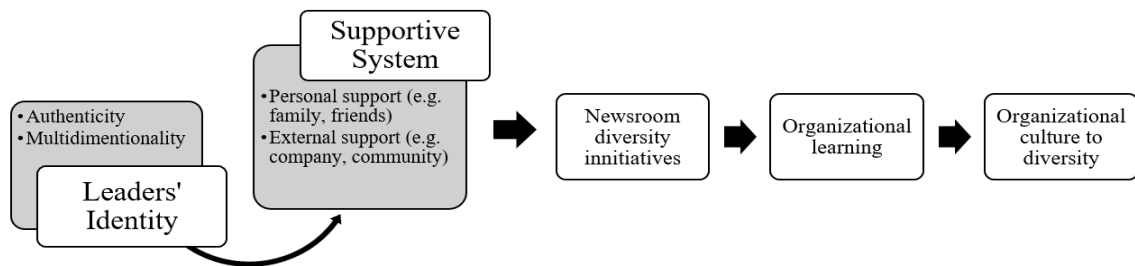
Implication for theory and practice

Attending newsroom diversity. The result concluded that newsroom diversity could not be executed only by increasing the number of minorities sitting in top management positions. Because having a marginal identity as a woman alone would not make them aware of the inequality and have a good understanding of diversity issues. It should be complemented with other identities such as religion, culture, education, places, organizational identity, socioeconomic status, and professional affiliations to increase awareness of such problems. Even after the company finds someone who understands diverse issues, they cannot immediately create a transformational change without a proper supporting system such as family, company, friends, and community. With a

robust support system, they could freely express their identity and thoughts, which helped them figure out the best action to deliver newsroom diversity ideas. They might take transformative actions by doing affirmative actions, such as increasing the number of minority staff or creating a diversity policy. Alternatively, they could take more decisive actions by giving equal access and treatment to diverse talents without having to create dedicated policies to stipulate it. However, a generative learning process should have followed the action to ensure that newsroom diversity becomes an organizational culture that persists through time. Figure 5 sums up the strategy to implement newsroom diversity effectively.

Figure 4

Implementing Newsroom Diversity Strategy Summary

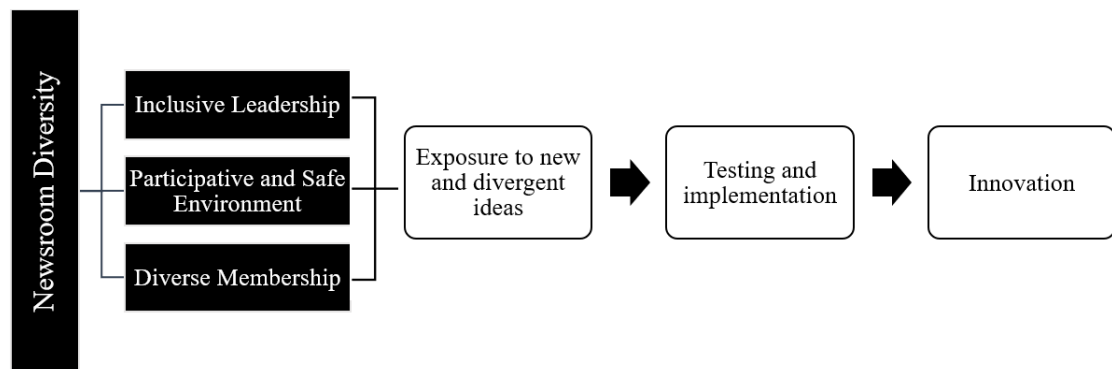


Translating diversity into innovation. The research also showed what the news organization needs to translate newsroom diversity to innovation. Inclusive leadership is still needed, ideally by having a leader with the minority status. The study showed that a woman leader was reliable and added value to business success if they have a good

conviction in diversity and gender equality. They could encourage a transformational change by creating organizational learning that allows the company to adapt during disruptions. Women leaders should build an environment to make diverse individuals feel safe and secure to voice their ideas and thoughts without being afraid of being ghettoized, feel belong, and have good faith in contributing to the organization's success. It should also be an environment where feedback is encouraged. The supportive environment should be followed by hiring more diverse members and empowering them. These three factors: inclusive leadership, a supportive environment, and diverse talents, allow the company to have exposure to new and divergent ideas to be explored with a chance of being exploited as a good and distinct innovation. Figure 6 sums up the strategy for translating newsroom diversity into innovation.

Figure 5

Translating Newsroom Diversity into Innovation Strategy Summary



Limitation and going forward

The study may possess limitations as it only looked at Indonesia's specific context. However, the study can clarify and contribute to the newsroom diversity study in another country as it has unfolded a general condition of how newsroom diversity can be effectively implemented and bring change and innovation to the organization. Moreover, the study only focused on looking at diversity through the lenses of gender inequality. Hence, future research can be conducted by looking at other contexts where power dynamics exist, such as age, ethnicity, professional experiences, socioeconomic status, and race.

Furthermore, the research only investigates the business imperative of newsroom diversity from the women leaders' perspective. Therefore, it would be interesting to compare their perspective to male leaders. A comparative study will also be useful to explore the historical change in the newsroom by comparing men's and women's leadership styles of the same news company and how their leadership benefits the business's success. It can also compare how different male and women leaders lead the business performance of various news companies.

All interviews were conducted remotely due to the pandemic that led to the travel restriction. Although remote interviews serve the study objective, the study may miss aspects that cannot be observed immediately and can only be identified during a face-to-face interview, limiting the interpretation. Therefore, with the pandemic coming to an end, future research could do face-to-face interviews, so it is easier for the researcher to build a rapport with respondents, increasing the data collection and more detailed data can be acquired.

Moreover, field observation to observe participants' day-to-day activity at work will be useful to obtain additional meaningful information. The technique allows the researchers to know the participants' actual attitude and behavior toward their role as a leader, their professional and gender identity, their interaction with others, and their surrounding environment, which may give a clue of how they perceived their identity and business objective. The observation can be conducted during the editorial meeting and other networking events such as the issue-launch parties, company award ceremonies, and the company birthday celebration to see the social dynamic of the organization and how diversity values implement in their daily interactions.

Final recommendations

The researcher offers the following recommendations to journalism educators, news outlets, women leaders, and journalists based on the research. First, the sensitivity toward diversity and inequality issues should be the objective of every skill-based journalism course. Journalism educators embed concepts and examples concerning diversity and inequality issues in their class plan as not all students have inequality experiences for being a minority, encountering diversity problems, or having met people with diverse backgrounds. Therefore, the class can help increase their awareness so, in the future, they can be responsible journalists when it comes to covering and writing issues relating to diversity. Teaching diversity and inequality to students, especially women, help prepare them for challenges they could meet as journalists, so they can recognize gender discrimination and equip them with strategies to overcome it. However, gender and diversity training should be important for women and men and other people

who possess privileged identities to achieve the same level of understanding of such issues. Although men are less likely to experience discrimination at work, they could also feel the pressure of gender expectations. Therefore, journalism educators should remind male students that having a gender perspective helps them empathize with inequality problems women encounter and could also help them survive the demanding professional and social roles.

The media company should also facilitate their employees with diversity training and workshops as journalism is an open profession where everyone with a different education background can apply. Therefore, effective organizational learning is needed so diversity and gender perspectives can be integrated into all aspects of the organization. The values should not only be internalized in the editorial team but also in other divisions, such as the marketing or human resource department. The diversity pledge should be recited by all organization members from the top to bottom rank, hence creating a shared interpretation that reflects on their journalism products.

A policy is also needed to regulate the implementation of diversity values and initiatives and solve diversity problems. A diversity audit is also important to identify, map, and understand the demographics and cultural dynamic of the workforce so the company can create relevant policies and strategies which serve the business objectives and goals. Moreover, the company should monitor the implementation of diversity programs and the emergent diversity problems in their organizations to take immediate action if something goes wrong. The news company can also encourage readers to contribute to ensuring every news written will not hurt minorities and shatter the diversity initiative.

Furthermore, the news company must create supportive and safe working environments to attract, maintain, and increase the number of minority employees and leaders by giving them equal opportunities and treatment. The media should also provide a support system for women and minorities to exercise their identity and increase work satisfaction fully. For example, the company can facilitate women staff with lactation room, menstruation leave, maternity leaves, daycare, or the opportunity to negotiate workload while pregnant or child-rearing, to serve best in their domestic role. Moreover, a fair performance evaluation with a gender perspective allows minorities to advance their careers.

Mentoring program is also needed to support minority employees. Although the company lacks women mentors, it can assign male mentors who possess gender perspectives to motivate and lead women journalists to reach their potential abilities. However, having a woman mentor will be a game-changer as they share a common experience with women journalists. Therefore, they can better empathize with women journalists' problems, giving them appropriate suggestions and strategies developed from their experiences.

A safe, democratic, and supportive working environment is also important to encourage creativity, generating more innovation to beat the competition. The company should also oversee the trend and challenges in the future to keep being relevant in the fast-changing industry. Regular discussions and consultations with readers and experts will help the company to keep up with changes happening locally and globally. However, the company should follow trends without sacrificing journalism values and ethics.

Lastly, women leaders and journalists should not be discouraged by the patriarchal system that existed and persisted in the media industry. They must have energy and a strong will to break the glass ceiling. They can obtain motivation by creating a community and maintaining supportive relationships so they can solve inequality problems. To do so, women should avoid seeing other women as a competitor instead as an alliance to achieve common goals and as a motivation to be better at their careers. Women should also build the spirit of sisterhood with men, so they can support them to eliminate gender discrimination and support diversity.

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APPENDIX

1. Initial In-Depth Interview Protocol

Institutions: _____

Interviewee (Title and Name): _____

Interviewee Background

1. How long have you been:
_____ in your present position?
_____ at this institution?
_____ as a journalist?
2. What _____ is _____ your _____ highest _____ degree?
3. What is your field of study?

Social Identity and intersectionality

1. How do you identify yourself?
2. How do you describe your upbringing?
3. How do you describe your journalistic identity?
4. How is your gender identity influence your social and work life?
5. How do your other identities play out in your social and work life?
6. How do your identities intersect with each other?
7. Have you found difficulties in expressing your identity?
8. What factors hinder you from exercising your identity?
9. Where do you find yourself able to fully immerse with your identity?
10. In what condition do you find yourself able to fully immerse with your identity?
11. With whom do you find yourself able to fully immerse with your identity?
12. How do you think people perceived your identity?
13. What do you think of people with similar identity to you?

Journalistic Experiences and Identity

1. Why did you choose to be a journalist?
2. How do you stay motivated at work?
3. What are the roles of a journalist?
4. Do you find this job interesting or exhausting? Why?
5. Do you prefer to do this job for a long time? Why?
6. What is the most challenging experience in your journalistic experience? How did you handle it?
7. What is your greatest accomplishment as a journalist?
8. What kind of journalist are you?

9. What makes you unique as a journalist?
10. How do your identities influence your journalistic work?
11. Do your gender and other identities hinder you in leading the organization?
12. How do you think women journalists are different from a male journalists in doing the work?
13. How free are you to exercise your identities while doing journalistic work?
14. How do people perceive your identity while doing this job?
15. What is your definition of success as a journalist?
16. What are the qualities that a journalist should poses to be effective?
17. Describe your daily routine as a journalist
18. What skills do you employ when interviewing individuals for stories?
19. What kind of strategies and mindset are required for this role? Explain with example.
20. Describe a time you failed in this role and the lesson you learned
21. What is the biggest challenge that you foresee in this job?
22. How does newsroom diversity help the journalism industry?

Leadership Experiences

1. Briefly describe your role as it relates to the company operation.
2. What kind of strategies and mindset are required for this role?
3. How would you describe your leadership style?
4. How do your identities influence your leadership style?
5. How would your colleagues describe your leadership style?
6. What kind of leader do people expect you to be?
7. Do your gender and other identities hinder you in leading the organization?
8. What are the main obstacles as a leader? And how did you overcome it?
9. What is your definition of success as a leader?
10. What are the unique qualities you bring to the table as a leader?
11. What strengths would you bring to this particular job?
12. How free are you in exercising your identities while leading the organization?
13. How do you monitor the performance of the people that you have to lead?
14. Are you able to delegate responsibilities efficiently?
15. What steps do you take to make sure that projects are completed on time, on budget, and to the proper standard?
16. What can you do to motivate a team?
17. What values are most important to you as a leader?
18. How do you handle disagreements with co-workers?
19. How do you respond to criticism?
20. Tell me about the hardest decision you've ever made as a leader. How did you decide which course of action was best?
21. Can you tell me about a time when you solved a problem for your employees/employer?
22. How do you measure your own performance at work?
23. What is the prevalent business strategy implemented in the company?
24. Is it working – why or why not?

25. What resources are available to support the business?
26. What is your greatest accomplishment as a leader?
27. Which supporting skills do you think are most important when it comes to leadership?
28. Are there any leaders that inspire you?
29. What do you think is most important in creating a positive culture?
30. How do you manage a diverse organization member?

Perceive Social Change

1. What changes would you seek to make as a leader in the organization?
2. What changes would you seek to make as a journalist in the journalism industry?
3. Why are changes necessary?
4. How would you motivate others to make changes?
5. What obstacles do you face in making changes?
6. What strengths would you bring to create changes?
7. How positive are you in bringing changes?
8. How far are you from your goals for a change?
9. What changes have you accomplished during your time as a leader?
10. How would newsroom diversity change the news organization?
11. How do your identities help create changes in the organization?

Innovation

1. Are you able to collaborate with others and accept new ideas?
2. How do you encourage your team to come up with creative and innovative ideas?
3. How do you define innovation in the journalism industry?
4. What kind of innovation journalism industry need today?
5. In your opinion, what's the greatest innovation in the journalism industry?
6. What kind of innovation have you accomplished during your time as a leader?
7. Tell me about a time when you took an innovative approach to solve a problem.
8. Tell me about a time when you thought of a better way to do something.
9. What is an innovation project that you have worked on in the past?
10. Through your innovation, what problems do you want to solve?
11. What are the most important skills needed for working innovation?
12. What are your biggest strengths and weaknesses regarding innovation?
13. What resources do you refer to when you need inspiration for new innovations?
14. What do you think about the role that innovation plays in business?
15. When do your best innovative ideas come to you?
16. What do you do to improve your and your team's creativity, innovation, and problem-solving skills?
17. How do your identities help you in bringing innovation in the workplace or journalism industry?
18. What are the challenges you find in bringing innovation to the organization?
19. How would newsroom diversity help the organization to innovate?
20. What are the factors to ensure the successful implementation of innovation?

2. Pilot interview results and reflexivity

**The participant's name for the pilot run is presented using the pseudonym.*

Interview	Result and Reflexivity
<p>Participants: Diana</p> <p>Duration: 1 h 22 m</p>	<p>Diana has worked as a journalist for 12 years, and she currently serves as an editor on a news website established in 2000 by one of the major conglomerate news organizations in Indonesia. She leads a team of contributors who resides in many provinces in Indonesia. Although she is dealing with journalists from different cultures and gender, talking about identity with her is rather challenging. Diana grew up and was raised in a family that values Minang custom. Minang is an ethnic group that resides in West Sumatra, Indonesia. It is the only matrilineal society in Indonesia and the largest in the world, which believes that women and men play equally important roles in the community. Therefore, Diana believes that gender inequality is not a prevalent problem as she never experiences gender pressure in her family. She believes that women and men have the same opportunities to achieve the desired outcome in life as long as they are capable and possess the required skills regardless of gender. She also believes that she has never been in a position where her gender hinders her from achieving a better position in the workplace and that the company fairly judges her competence. She also did not notice any discrimination at work because a woman leads her newsroom, and many other women are in decision-making positions at her organization. However, she did not think that the phenomenon would result from changes brought by women to the organization. Instead, the company is always a true capitalist company that values merit over gender.</p> <p>With such conviction, the researcher should create a more flexible interview question to dig deeper into her experiences in exercising her identity. A lot of time, Diana did not realize that what she experienced was the result of gender implicit bias. For example, in her previous company, her male boss was not sensitive to her needs as a breastfeeding mom. However, she thought that the treatment happened not because of discrimination against women but because the boss was single and did not know how women worked. Therefore, giving her a straightforward question about how her gender identity hinders her work will not sit well with her.</p> <p>Moreover, from the interview, I found that it may be difficult for Indonesian women participants to answer questions on how she identifies themselves. Although Diana grew up in a matrilineal family, she spends her education and works in a big city like Jakarta with a different culture that is more patriarchal. Therefore, although she believes women and men should be equal, she somehow internalizes unfair gender expectations of women. She expresses that she is uncomfortable talking about herself, for women are expected to be humble. Therefore, general interview questions should be changed to more contextual questions like</p>

	<p>what kind of mother you are, what kind of journalist you are, or your personality. She also believes in the expectation that women are good at detail. Therefore, she strongly believes that women are an asset for a company to create good quality products to benefit the media business. During the interview, I also noticed a form of identity that I did not consider when I designed the interview questions: the respondent's domestic identity as a mother and wife. Being a mother and wife adds different experiences to their multidimensionality aspect. She suggested that being a mother influenced her decision to create journalistic products or manage reporters. She said that she would treat a fellow mother journalist differently as she knows how it is like to be a mother and journalist. So, she does not put much pressure on deadlines on them compared to male journalists.</p>
<p>Participant: Alisa</p> <p>Duration: 1 h 34 m</p>	<p>Alisa works as an editor in an online news website with around seven years of journalistic experience. Although Alisa has the same gender as Diana, they possess significantly different identities and experiences. Alisa grew up and was raised in a family with a strong Betawi custom. Compared to Minang, Betawi is an ethnic group native to the city of Jakarta that holds patriarchal values and often strongly emphasizes their Islamic identity. At the same time, she is a wife of a U.S. citizen who has a different culture and comes from a country where gender equality and diversity are highly discussed. Her background allows her to have high sensitivity and awareness of gender inequality and diversity issues at work. She noticed that no women held top-level management in her company, which she figured because of the male-oriented organizational culture. She has also identified some gender discrimination she experienced at work. From the interview, the researcher learned that cultural identity should be accentuated in the interview as it significantly influences participants' worldviews and illuminates' intersectionality issues.</p>

3. Revised In-depth Interview Protocol after Pilot Run

Interview Protocol Form

Institutions: _____
Interviewee (Title and Name): _____

IDENTITY AND NEWSROOM DIVERSITY

Authenticity

Describe all social identities you possess and carry around in your everyday life. For example, as a woman, a mother, someone from a particular ethnicity, religious community, or social status.

1. How long have you worked in the journalism industry?
2. How long have you worked for your current company? How many different roles have you been in with your current company? Briefly describe your role as it relates to the company operation.
3. What is your highest educational degree?
4. Are you single or married? Do you have children?
5. Where are you originally from/family life, and your ethnicity?
6. What is the religion you grow up with?
7. How do you describe your upbringing (*i.e., the treatment and instruction received by a child from its parents throughout its childhood*)?
8. How do you exercise and accentuate your possessed identities in the workplace and other social setting?
9. How do people perceive your identity?

Multidimensionality

Scholars suggested that multiple identities someone has will intersect each other and create distinct worldviews and experiences in every individual; hence although you and I are both women, we may have a different way of seeing things such as gender inequality because of other identities that shape us.

1. Do you notice that it happens to yourself, and could you give me an example of how those mixed identities play out in a particular area in your life?
2. Why did you choose to be a journalist, and how do you stay motivated at work?
3. How do your identities influence your understanding of your journalistic roles?
4. What kind of journalist are you, and what makes you unique from other journalists?
5. Does your gender or other identities hinder you in doing this job? How did you handle it?
6. What are the unique qualities you bring to the table as a leader?
7. How would you describe your leadership style, and how do your identities shape it?

8. What kind of leader do people expect you to be?
9. Do your gender and other identities hinder you in leading the organization? How do you overcome it?
10. What values are most important to you as a leader? Are there any leaders that inspire you?
11. Tell me about the hardest decision you've ever made as a leader. How did you decide which course of action was best?
12. How do you handle disagreements, respond to criticism, and solve a problem for your employees/employer?

Mobility

Some people find it difficult to exercise their identities in the workplace or other social settings. For example, the LGBT community could not boldly show their identity in society.

1. How free are you in exercising your identities in the workplace and other social setting?
2. Where, with whom, and in what condition do you find yourself able to fully immerse with your identity?
3. What factors hinder you from exercising your identity?
4. What strategy do you use to keep your identity salient?

Newsroom Diversity

As different identities shape people, cries for more diversity in companies are increasingly demanding.

1. How important is diversity in the newsroom, and why?
2. How do you treat and think of people with similar and different identities?
3. What do you think about the implementation of newsroom diversity in the journalism industry so far?

CHANGES PROCESS

Institutionalization

Scholars suggest that a diverse workplace is important for business success.

1. What do you think about it?
2. Could you identify any diversity problems in your organization and how it persists?
3. How would newsroom diversity change the news organization?
4. As a leader, are there any other problems you want to solve in your organization, and how may your identity help you create changes?

Organizational learning

To reap a full benefit from a diverse workforce, companies should not implement diversity halfheartedly by only recruiting and retaining more people from underrepresented “identity groups” but also by learning from their distinct experiences and knowledge.

1. What are your strategies to fully benefit from the knowledge and experiences of a diverse workforce?
2. How do your identities help you design learning strategies to solve the problem, and how positive are you in bringing changes?
3. Creating change is not easy as you may face resistance, so could you identify obstacles you encounter in making changes?
4. What changes have you accomplished during your time as a leader?
5. What changes can be brought into organizational structure, routine, and products for business success?

INNOVATION

Organizational structure

Innovation can produce changes to the way business is done and the products and services made by the companies. multicultural teams could be a source of intercultural competencies for the company, potentially generating innovation

1. What do you think about the role that innovation plays in business?
2. What are the structural challenges you encounter in bringing innovation to the organization?
3. How do you collaborate with others and accept new ideas?
4. How would newsroom diversity help the organization to innovate?
5. What kind of innovation can be brought to the organizational structure?

Routine

In the pursuit of learning, the organization should create a supportive routine for diversity, including rules, policies, and procedures.

1. How do your identities help you in creating a new and innovative routine that may encourage diversity?
2. How do you improve teamwork and business process to increase creativity and innovative ideas?
3. What are the factors to ensure the successful implementation of innovation?

Products

Innovation is important for a media business to survive brutal competition in the digital age.

1. How do you define innovation in the journalism industry?
1. What kind of innovation does the journalism industry need today?
2. In your opinion, what’s the greatest innovation in the journalism industry?

3. How do your identities or other news practitioners' identities contribute to creating innovation in the workplace or journalism industry?
4. What kind of innovation have you accomplished during your time as a leader?
5. Through your innovation, what problems do you want to solve?

4. Email Recruitment in English

Dear Prospective Participants,

My name is Fitria Andayani, and I am a Doctoral Candidate at the School of Journalism, University of Missouri. I am writing to invite you to participate in my research title: The Business Imperative of Newsroom Diversity: How Women Media Leaders Encourage Newsroom Changes and Innovation.

You are eligible to be in this study because your background fits with the study's subject matter, that is Indonesian women media leader who claim top management position in the news organization as chief of editor, managing editor, or publisher who has the most authority in the organization and product decision making. Study participants work for traditional (print, television, and radio) and new media platforms (online news websites). They also work for news organizations that produce journalistic products to be published and circulated on national and local scenes. Moreover, the study included participants who led the legacy and start-up media or young company in its early stage with no older than 3-5 years of operation (Baldrige and Curry, 2021).

Your participation will be beneficial for the success of the project and ultimately increase knowledge around the business imperative of newsroom diversity as research focusing on newsroom diversity's implication for innovation and media business is lacking. Moreover, your participation will help strive for more representation of women and minorities in the top-level management of news organizations.

Your participation is completely voluntary. You can choose to be in the study or not. If you would like to participate or have any questions and would like additional information about this study, please email or contact me at faqt8@mail.missouri.edu. Thank you for your consideration.

Sincerely,
Fitria Andayani

5. Email Recruitment in Indonesian

Calon peserta penelitian yang terhormat,

Nama saya Fitria Andayani, Doktor Kandidat pada School of Journalism, University of Missouri, Amerika Serikat. Saya bermaksud mengundang Anda untuk berpartisipasi dalam penelitian disertasi saya yang berjudul: *The Business Imperative of Newsroom Diversity: How Women Media Leaders Encourage Newsroom Changes and Innovation* atau Manfaat Bisnis Diversitas di Ruang Redaksi: Pengaruh Keberadaan Pemimpin Media Perempuan dalam membawa perubahan dan inovasi di ruang redaksi.

Anda memenuhi syarat untuk mengikuti penelitian ini karena latar belakang Anda sesuai dengan subjek penelitian yang diinginkan yaitu pemimpin media wanita Indonesia. Pemimpin media didefinisikan sebagai wanita yang mendapuk posisi manajemen puncak di perusahaan media sebagai pemimpin redaksi atau penerbit yang diasumsikan memiliki otoritas paling tinggi dalam pengambilan keputusan terhadap organisasi dan produk jurnalistik. Peserta studi bekerja untuk platform media tradisional (media cetak, televisi, dan radio) dan media baru atau digital (situs berita online). Mereka juga bekerja untuk perusahaan media yang menghasilkan produk jurnalistik untuk dipublikasikan dan diedarkan bagi pembaca, pendengar, atau penonton nasional dan lokal. Selain itu, penelitian ini melibatkan peserta yang memimpin media yang telah lama berdiri maupun perusahaan start-up pada tahap awal operasi tidak lebih dari 3-5 tahun.

Saya percaya bahwa partisipasi Anda akan bermanfaat bagi keberhasilan proyek ini. Anda pun berkontribusi untuk meningkatkan pengetahuan seputar pentingnya diversitas di ruang redaksi terhadap inovasi dan bisnis media. Selain itu, partisipasi Anda akan membantu memperjuangkan lebih banyak representasi perempuan dan minoritas dalam memimpin perusahaan berita.

Partisipasi Anda sepenuhnya bersifat sukarela. Anda bisa memilih untuk mengikuti atau menolak berpartisipasi dalam penelitian itu. Jika Anda ingin berpartisipasi atau memiliki pertanyaan dan menginginkan informasi tambahan tentang penelitian ini, silahkan hubungi saya di faqt8@mail.missouri.edu. Terima kasih atas pertimbangan Anda.

Salam Hormat,
Fitria Andayani

6. Study Consent Form in English

CONSENT FORM

Project Title: The Business Imperative of Newsroom Diversity: How Women Media Leaders Encourage Newsroom Changes and Innovation

Principal Investigator: Fitria Andayani, Doctoral Candidate, Missouri School of Journalism.

INTRODUCTION

This project explores how diversity is configured into the newsroom ecosystem of innovation from Indonesian women media leaders' perspectives and experiences. Your participation will be beneficial for the success of the project and ultimately increase knowledge around the business imperative of newsroom diversity as research focusing on newsroom diversity's implication for innovation and media business is lacking. Moreover, your participation will help strive for more representation of women and minorities in the top-level management of news organizations.

WHAT AM I BEING ASKED TO DO?

You will be asked to participate in a semi-structured, in-depth video or audio interview.

HOW LONG WILL I BE IN THE STUDY?

This interview will last for approximately one hour. The study will start from January 2022 to March 2022. The total duration of the interviewees' participation during the entire period will be a maximum of 3 hours (from consent to the accuracy check).

HOW MANY PEOPLE WILL BE IN THE STUDY?

At least 30 people will take part in this study.

WHAT ARE THE RISKS OF BEING IN THE STUDY?

There is no more than minimal risk for participants in this study.

CONFIDENTIALITY

Information contained in your records will not be given to anyone unaffiliated with the study in a form that could identify you without your written consent.

WHO DO I CONTACT IF I HAVE QUESTIONS, CONCERNS, OR COMPLAINTS?

If you have any questions regarding the research, please contact the principal investigator, Fitria Andayani, at faqt8@umsystem.edu. If you have any questions concerning your rights as a participant, you may contact the Campus Institutional Review Board at (573) 882-9585 or umcresearchcirb@missouri.edu. A copy of this Informed Consent form will be given to you before you participate in the research.

SIGNATURES

I have read this consent form and my questions have been answered. My signature below means that I do want to be in the study. I know that I can remove myself from the study at any time without any problems.

Your Signature

Date

7. Study Consent Form in Indonesian

Surat Persetujuan Keikutsertaan Penelitian

Judul Penelitian: Manfaat Bisnis Diversitas di Ruang Redaksi: Pengaruh Keberadaan Pemimpin Media Perempuan dalam membawa perubahan dan inovasi di ruang redaksi.

Peneliti Utama: Fitria Andayani, Doktor Kandidat, Missouri School of Journalism, AS
Pengantar

Proyek penelitian ini bertujuan untuk mengeksplor pengaruh diversitas pada inovasi di ruang redaksi melalui perspektif dan pengalaman pemimpin media perempuan. Penelitian ini berkontribusi untuk meningkatkan pengetahuan tentang manfaat bisnis dari iniatif meningkatkan keragaman ruang redaksi yang pada akhirnya dapat meningkatkan inovasi. Penelitian ini bermanfaat untuk membuktikan bahwa meningkatkan representasi perempuan maupun minoritas di ruang redaksi bukan hanya langkah altruisme semata namun dapat dimonetisasi. Penelitian ini juga menawarkan manfaat dalam menambah pengetahuan tentang interseksionalitas, kepemimpinan berbasis gender, dan ekspektasi gender di dunia kerja.

Apa yang akan saya lakukan bila berpartisipasi di dalam penelitian?

Anda akan diwawancara secara mendalam tentang sejumlah hal terkait penelitian. Wawancara tersebut akan didokumentasikan dalam bentuk audio.

Berapa lama saya akan diwawancara

Wawancara mendalam akan berjalan sekitar satu jam. Penelitian dimulai pada Januari 2022 hingga Maret 2022. Wawancara lanjutan akan dilakukan bila dibutuhkan untuk mengecek dan meningkatkan akurasi data.

Berapa banyak orang yang akan berpartisipasi di dalam penelitian?

Setidaknya ada 30 orang yang akan berpartisipasi di dalam penelitian ini.

Adakah resiko yang mungkin dihadapi oleh partisipan?

Tidak ada

Kerahasiaan

Informasi personal peserta penelitian akan dijaga kerahasiaannya terkecuali peserta mengizinkan untuk mempublikasikan identitasnya untuk keperluan studi.

Siapa yang harus saya kontak bila memiliki pertanyaan ataupun masalah terkait pelaksanaan penelitian?

Anda dapat melayangkan pertanyaan pada peneliti utama, Fitria Andayani melalui email faqt8@umsystem.edu. Bila Anda memiliki pertanyaan tentang hak partisipan, Anda dapat menghubungi Institutional Review Board Universitas Missouri melalui nomor telepon (573) 882-9585 atau email ke umcresearchcibr@missouri.edu. Anda akan mendapatkan salinan dokumen persetujuan penelitian ini sebelum berpartisipasi.

Persetujuan

Saya telah membaca dokumen persetujuan penelitian dan semua pertanyaan saya tentang penelitian ini telah terjawab. Tanda tangan di bawah ini menyatakan bahwa saya bersedia berpartisipasi di dalam penelitian. Saya paham atas hak saya untuk menolak mengikuti penelitian kapanpun saya mau tanpa masalah.

Tanda Tangan Peserta

Tanggal

VITA

Fitria Andayani (she/her/hers) is a Fulbright scholar from Indonesia who currently works as a Full-Time Lecturer in Communication Department at Pertamina University, Indonesia. She has five years of professional experience in teaching journalism theories and practice as well as media and communication studies in Indonesia and the U.S. classroom. Her research and teaching interests are media studies, journalism studies, media management, and media sociology. She is also frequently invited to give journalism lectures and writing workshops for professionals from various Indonesian companies or general audiences.

She was a former professional journalist and editor with six years of experience in several news companies, writing and editing mostly economic and business news articles. She earned a bachelor's degree in Journalism from the top journalism school in Indonesia, Universitas Padjadjaran, in 2009. She then received a well-known and very competitive scholarship from the Indonesian Endowment Fund for Education in 2013 to undertake a master's degree in a reputable Media and Journalism program in the United Kingdom (U.K.) at Newcastle University.