
BALI WOMEN'S CAREER DEVELOPMENT: A PSYCHOLOGICAL PERSPECTIVE

Yeyen Komalasari

Dhyana Pura University, Badung

E-mail: yeyenkomalasari@gmail.com

Abstrak

The objective of this study is to determine the influence of career development and organizational culture with Virtually, here are many factors affecting the career development of women, both external and internal factors (psychological). But researchers rarely discuss about fear of success as the most influential psychological factors on women's career development. Lately there have been many women leaders who indicated that women's career development is improving. Some literature and empirical research show that the higher the fear of success the lower the female spirit to compete for achievement, thus affecting the slow development of a woman's career, but there is also an opinion that the fear of success does not affect the development of a woman's career. It can be said that this difference of opinion is important to be examined, so that it can explain the real situation that happened to a woman career in Bali. This study aims to explain the process and mechanism of fear of success as a psychological factor affecting the career of women especially in Bali. Research method used in this study was qualitative research. The practical implication is that women are able to understand themselves internally psychological, so they could have the confidence in achieving success in the development of their careers. It is expected that companies and governments understand and tolerate women from the psychological side they experience. The originality statement on that Balinese women have the fear of success but can overcome it well because they obtain support from religious teachings or beliefs which is a deeply rooted cultural reflection and support from the family.

Keywords: Fear of success, Career development, Women's career development

I. INTRODUCTION

The development of women's careers in both developed and developing countries is very dilatory. It is a universal phenomenon that may be much worse for women in developing countries because of their high cultural and community attachment structure (Ansari, 2014). Previous researches on career development are still focused on developed countries, where the main essence explains the need for organizations to provide equal career opportunities and opportunities for women. An organization that employs female workers hopes that women contribute to the success of the organization, whether they sit as policy makers or not (Adams and Ferreira, 2009, ILO, 2015). Based on the results of the study, organizations should begin to pay attention to career development for female workers, not only in developed countries but also in developing countries.

There are several factors influencing career development in organizations, such as salary, achievement, and promotion (Sturges, 1999), desire for greater challenges, status and prestige and power (Gibson 1995), employers and co-workers attitudes, education, achievement, and fate factor (Sutrisno, 2008), and the existence of career path (Ruky, 2003). Although these factors have been shown to influence career development in general, few researchers are

focused on factors that affect career development specifically for women.

Based on Super Theory (1990) career development is influenced by personal determinant, environmental determinant and situation determinant. In women's career development, the environmental determinant and the situation determinant are uncontrollable, while the personal determinant is the controllable part. Therefore the personal determinant is the part that directable so that it is easier to achieve the career development of women. The important factor of personal determinant is less attention, but greatly affects the development of a woman's career, is a psychological barrier that is owned by a woman when they start a career that is fear of success.

Fear of success is a women's obstacle to career success. Fear of success is a condition in which a person gets a distraction in the form of a fear of her ability to complete a task or a challenging job (Engle, 2003). Horner (1972) states that fear of success is the pressure of the environment on the role of gender that can cause a woman to experience lost of femininity, lost of self esteem and social rejection. The situation will cause a sense of anxiety for women if they achieve success. In particular, fear of success for women is a fear of a woman to achieve success, they are afraid to develop her career, so, even though they have

done their job well, they feel unworthy to get success (Horner, 1972).

Barnett (1991) describes fear of success as a basic condition that hinders success in a career in an organization. Matlin (1987) says competition in achievement is a masculine trait required by a woman if she wants to succeed. This is said to be contrary to his nature, which leads women to experience social rejection, thus inhibiting their aspirations, abilities and performance, which further affects the potential of women in developing careers. Society considers that a woman's success in climbing the career ladder is not a result of hard work but only a fortune, which in turn lowers women's motivation to climb the career ladder of the organization (Maltis, 1987, Unger and Crawford, 2004). The higher the orientation of women to success in their career, the greater chances they have of developing a career in higher organizational hierarchy (Andre and Metzler, 2011).

In the last few years, especially in Indonesia began to emerge women leaders who are strong and a role model and example for most women and even men, both in Bali and in other areas. The appearance of this female leader can be an indication that women's career development is increasing. This is certainly a big question later on whether the theory of fear of succes contributes to the development of a woman's career, still relevant today, especially in a career woman in Bali.

II. LITERATURE REVIEW

Women's Career Development

A career is a sequence of work-related activities, behaviors, values, and aspirations during a person's life span, so that a career from an individual perspective involves a range of choices from different occasions, but from an organizational point of view career is a new task regeneration process (Glueck, 1997; Mathis, 2006; Simamora, 2006).

Some researchers have come to understand that as we explore women's careers, there are some things to watch for, such as the stereotype of women, the barriers of women discrimination, job expectations, the phases or phases of women's lives and the psychological

development of women (Ansari, 2014; Kanter, 1977; Agars, 2005; Sullivan and Mainiero, 2008). Career for women is defined as an identity, maturity and personal strength that is formed from the ongoing process due to the attachment of female employees to others (Belt, 2002; Huang and Sverke, 2007; O'Neil and Bilimoria, 2005; Smith, 2011). Understanding the career described is a general definition of career, but there will be a significant difference when the discussion shift towards a more specific, namely the concept of a woman's career.

Gutek and Larwood (1987) argue that the traditional career model developed earlier, only appropriately applied to male career development and unsuitable for applied to the career path of women. Incompatibility of the application of male career model on this career ladder, because of several consequences that must be faced by women in pursue career, which is not faced by men. The same thing was also expressed by Gallos (1989) argued that the traditional career development model, not suitable applied to the development of a woman's career. The development of a traditional career is built on a model of male workers supported by the development of maturity, and personal empowerment, while for women, a career is an identity, maturity, and personal power formed from the ongoing process due to its attachment to others and community. This personal developmental difference is the basis for differences in the study of women's and men's careers. The statement is reinforced by Sullivan and Mainiero (2008), that women's career context is broader, because it takes into account the specific ways in which women live their lives.

Glass Ceiling Barriers is a concept that can be used to illustrate some of the obstacles that hinder the advancement of a woman's career. According to Ansari (2014) there are three barriers. First, social barriers are the lack of opportunities given to women in the workplace, such as geographical mobility opportunities, which restrict women from leaving the region or abroad, on the grounds that women can not exercise their feminine nature if they leave the family for long periods of time.

Secondly, discrimination barriers are an inferior attitude and a view of women's incapacity, so this psychologically makes the potential possessed by women in the workforce increasingly invisible. When a woman achieves a success, meaning that she can achieve her desired career goals, she rarely gets significant recognition from others and the environment in

other words faces a high fear of success, as the career success she sees is considered 'ease of circumstance' and 'assistance' provided by various parties.

Third, the government's obstacle is the existence of loopholes in government legislation on gender in the workplace, thus implicating the occurrence of bias. The existence of regulations that tend to inhibit women's opportunities or progress, as well as the lack of enforcement and enforcement that enables inequality within organizations to harm women as minorities.

Fear of Success

A woman's psychological condition can affect her career development. These conditions can lead to women eager for achievement or otherwise low performers. This psychological condition is called fear of success. Fear of success occurs because of the pressures of the social environment and gender roles prevailing in the community, which form the basis of the source of anxiety to achievement. Kurnia (2005) says that the fear of success in women is not obtained through parental care, but arises from the interaction and evaluation of the circumstances and reactions of the environment to a woman's success. Shaw and Constanzo (1982) claimed the fear of success was not realized by women and is the result of a specific socialization process in women. This socialization process leads women to anticipate the loss of femininity, to estimate the loss of social awards, and to anticipate the social rejection caused by its success. Fear of success is seen as a thing that already exists in an invisible woman, but can appear in certain situations (Basarah, 1989).

Engle (2003) reveals that fear of success is a state when a person gets a distraction in the form of a fear of his ability to complete a task or a challenging job. The next corner not only sees the fear of success alone, but exposes the negative impact that arises from the success itself. Horner (1970) says that fear of success is a fear of success especially in women in competitive competition situations that will bring unpleasant results such as loss of femininity, social rejection, and

unpopularity. Similarly revealed by Paludi (1984) who describes fear of success is a simple need to avoid success, because success will bring changes in challenges and responsibilities that will have a negative impact. Dahesihsari and Seniati (2002) reveal somewhat different things, when they begin to incorporate gender roles into the definition of fear of success. Here it is explained that the fear of success is a stable disposition in the life of a person associated with the standard of gender roles that lead to the emergence of negative consequences due to the success achieved.

Of course, these definitions must be critically reviewed as they define the concept of fear of success, especially for women. From the study of the various definitions of fear of success poured by the experts, then the definition if appropriate to describe the fear of success of women is a conflict within the self between the desire to achieve with negative consequences that will be faced, thus making women tend to avoid success. This fear of success brings a negative impact on women, hampering the ability, potential, and aspiration to achieve higher levels of organization.

Critical Study

Some empirical research conducted by experts, reveals the fact that the higher the fear of success of women in which they feel anxious with the negative consequences of a success such as loss of femininity, self-esteem, and social rejection, the lower the effort to achieve career goals in other words their career development is getting lower (Stanculescu, 2013, Horner, 1970; 1972; Maltis, 1987; Unger and Crawford, 2004).

The Crompton et al. (2005) says different things, that women are not afraid of losing their feminine nature because diverted to the figure of the husband. This is increasingly felt because based on a survey conducted by researchers from 1990-2002, that men take over domestic work or male involvement more and more in domestic life. Men take a feminine role while women are getting masculine. This happens because of the conversion of welfare policies of the state, in developed countries namely England, Norway, and the Czech Republic, where the government supports the issues of life and work balance.

This situation seems to be increasingly common in Balinese real life, that the husband performs a household role while the wife is a career. For the layman view of course this looks very taboo, but this happens because women are

easier to get a job than men. In Bali most organizations/companies are oriented towards services with core business is tourism, such as hotels, restaurants, tourist services. This requires that they recruit employees who have good hospitality and service capabilities, and women are considered very suitable for the condition. Women are known for their gentle, friendly nature, serving according to the nature of the mother in general, so that women are very easy to adjust to the demands of the company.

Women actually experience fear of success due to fear of facing the negative impact of success which one of them is they are not able to run his nature as a whole (lost of femininity), because they have to divide the time between family and work. But women still work and choose a career to meet the demands of family life. With the opening of opportunities for women to work, they not only work to meet the economic needs of the family, but women also have a career because they want to feel valued and appreciated by the environment by doing the maximum on the life of his organizational career. Although women are not successful in their feminine roles, at least they succeed in masculine roles. This gap is interesting to examine the truth in this study, against the career women in Bali.

III. FINDING AND DISCUSSION

Based on in-depth interviews conducted to 3 Balinese women are Hindus and are the leaders of a favorite hotel, restaurant and travel services in Bali. Results reveal that women in achieving career development have fear of success. However, this fear of success can be overcome by Balinese women so they are able to work maximally and achieve good career development. This gives an indication that the fear of success felt by female employees affects the development of his career.

Balinese women appear to have quite a conflict between achievement desires and the negative consequences that will be faced but so far can still be managed properly, so the category of fear of success is low. A low Fear of success will enhance the career development of women. This statement can be evidenced

by the identity data of respondents who have managerial level, which means the development of a good career. At this level, the demands of responsibility are quite large and they look ready to deal with any negative consequences that will be accepted in their work. Respondents stated that they have a long working period of 16 - 21 years. This indicates they have been able to overcome the fear of success, and have a good career progression.

The basic theories that can explain this situation are Career Anchor Theory or Theory of Career Anchor (Schein, 1996). A woman who chooses an appropriate career anchor will not give up even when faced with difficult choices in reaching her career to achieve career satisfaction (Schein, 2006). If women can overcome their fear of success then they will be confident and able to set a clear direction in their career (a clear career anchor). With clarity of career goals then they will focus work, resulting in good performance. Good performance is one of the capital to achieve career development.

Balinese women here already have anchor career, despite experiencing fear of success but they have a clear career goal is to meet personal goals and people around him. Personal Purpose is an appreciation and pride when able to show self-competence in working professionally and the purpose of happy people around by fulfilling the economic needs of the family so as to make the family and the surrounding environment become prosperous. This goal is then become the spirit, so as to beat the fear of success they face.

Based on interviews with respondents, it can be argued that Balinese women work in earnest which is one of "yadnya" or sacrifices for the good. Balinese women consider work is an obligation for family welfare. Balinese women have the support of their families and neighborhoods, as happened in Balinese history and culture, where Balinese women are tough and enterprising women. The role of Hindu women in the Vedas also confirms the same thing according to Darmayante (2012) that;

“Woman is the family inspector, she is brilliant, she organizes the others and she herself obeys to the rules, she is the family asset at the same time sustains the (welfare) of the family” (Yajurveda XIV.22)

Here it can be said culturally and Hindu belief that, family, society and environment accept Balinese Hindu women to work to

sustain family welfare. This is supported again by the holy sloka of Hindu according to Darmayante (2012) reads;

*“Socanti Jamayo Ytra,
Vinasatyacu Tatkulam, Na
Socanti Tu Yatraita, Vardhate
Taddhi Sarvad”*

Translation:

Dimana wanita hidup dalam kesedihan, keluarga itu akan cepat hancur, tetapi di mana wanita tidak menderita, keluarga itu akan selalu bahagia (Manawa Dharmasastra.III.57)

Hindus believe that by making women not suffer and being happy, it means creating a happy family. Happiness for Balinese women one of them with mempeoleh space to actualize themselves with work, psychologically this makes women able to survive in the work (fear of success is low). To further deepen the research findings, the following quote interviews with respondents SPP, CTH, and KDW.

SPP stated:

“My family both husband and in-laws are very supportive of my work, often they change my position and take over the housework. If my husband works too well ... small business at home, although my income at the hotel work much higher than my husband but I respect my husband, for me he tetep head of the family. We respect and respect each other. He who usually takes care of household work but I am off at my work trying to give the best things for family and take care of children, cooking, washing, and other household work.”

CTH conveyed:

“My parents-in-law is very modern they support their son-in-law to work both man and woman in law. My children are guarded by them because my husband also works. But yeah ... When my children get sick, I do ask

permission for leaving work, I am their mother though ... That’s what I feel, sister ... I am afraid that I couldn’t concentrate on working at the office... Anyway, my colleagues usually help me on my office work when they are available ... Yes ... we usually take turn. When their sons get sick, I help to do theirs”

KDW said:

“My husband has his own business. The matter of time, he sets it himself. So, I do not bother ... picking up and picking up schoolchildren, including feeding, he's the handle, so I can work calmly. I never cook; leave the office early in the morning, then returned home late afternoon getting tired. I only cook at the end of the weekend. All things we buy. It's more practical and my husband never complains.”

The summary of the interview results suggests that Balinese women have the full support of their families and co-workers. Therefore they do not feel the fear of success so much that their careers can thrive.

The next quote from interviews with SPP, CTH, and DKW can be disclosed as follows.

SPP says:

“Initially, I work because I feel bored at home, my husband does ... He has enough work for the needs of eating at home But I wanna work ... wanna know the outside world, bored to be a housewife whose job is never done. I think when women work she seems to be appreciated by the environment than just remaining at home as a housewife. But I do not forget. I also keep paying attention to children learn and to their social, serve the husband and care for the parents. Anyway good work is okay for helping my husband.... Make for the needs of family, children, parents. I have a diploma and good grades so I can use them...”

CTH said:

“When I first came to work, I never thought to take office ... My only goal

was to show that I could afford it. I cannot ask for money from my husband only, but I make money as well. The money can be for myself and for the children. I think I feel proud because the money is in my wallet and belongs to me, so when I want to buy anything, I can do. No need to wait for the husband's salary. In the environment, I also feel more appreciated when they know if we work, but always remember the obligations as mother and wife”

DKW said:

“I, from the first since junior high, high school, until college happy to get involved in the activities of the organization, happy to be busy ... if I stay silent, I even become stress ... My family economy is actually 'astungkare'. I get enough.... but if it can help the family more ... from my own results, why not.... though work, I also want to be a good housewife ... no doubt also believed to serve, but there are more senior ... maybe I considered very capable ya ... will so nothing like that later I still have not thought about ... just work well according to the rules.”

In the summary of the interviews with respondents, it can be stated that Balinese women work hard, they already have a career anchor or a clear career goal, which is to help the family economy and self-actualization of their abilities. Balinese women consider it work for family welfare. Balinese women can be said to have been able to overcome his fear of success.

IV. CONCLUSION AND SUGGESTION

Conclusion

Based on the exposure, it can be said that Balinese women have fear of success but able to overcome it, so it does not affect the development of his career because of the support of religious scriptures or beliefs that reflect the role of a strongly rooted culture, and family support. In general it can be said that this

study confirmed the research of Barnett (1991), Templer and Cawsey (1999) that there is no relationship between fear of success with self-esteem formed as self-identity in describing career progress, because the career development of women can occur because the woman able to adapt to changes in society, understand the nature of work and establish good relationships with colleagues and depending on the opportunities provided by the organization.

This thorough research aims to contribute to the way Balinese women look at coping with the inner conflicts they face in success or fear of success, understanding the dignity and dignity of career equality from the psychological side of being able to support their career in organizational life.

Suggestion

This study has the opportunity to increase the tolerance of the organization, the government and women themselves from the psychological side, a very rarely discussed side in the effort to develop a career.

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