



## THE EFFECT OF CAREER DEVELOPMENT ON WORK LIFE BALANCE AND FEAR OF SUCCESS AND ITS IMPACT ON PERFORMANCE ON FEMALE CIVIL SERVANT EDUCATION IN JEMBER UNIVERSITY

Fifin Rachmawati\*, Dewi Prihatini & Handriyono

Economics and Business Faculty, University of Jember, Indonesia

DOI: 10.5281/zenodo.3595019

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### Abstract

Jember University's effort to improve Human Resources is to provide opportunities for all employees to develop careers for both men and women. With career development it is hoped that it can improve the work life balance for all of its employees. But career development also causes reluctance or fear for success in female employees, this phenomenon is called fear of success, this phenomenon also occurs in female civil servants (PNS) female staff at Jember University, this study aims to determine how much influence the development career towards Work life balance and fear of success and their impact on performance on female civil servant education staff in Jember University. The population of the study was 386 female employees with a sample of 148 employees as respondents. The results showed that career development had a significant positive effect on performance, career development had a significant positive effect on work life balance, career development had a significant negative effect on fear of success, work life balance had an effect Significantly positive on performance, fear of success has no effect on performance.

**Keywords:** Career development, Work life balance, fear of success, Performance.

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### Introduction

In this modern era, the position of women and men is not something that deserves to be debated anymore, the dividing line between men and women in work is increasingly thinning so that women are no longer considered as figures in charge of caring for children, husbands, and households. The role has now shifted, women now have the same rights as men to get a higher education and a career. Besides that, with the rapid economic growth, women are increasingly encouraged to work as part of meeting family needs. Career development is a formal and ongoing activity undertaken by an organization to develop and enhance its human resources by aligning the needs of employees / employees with the needs of the organization to ensure that people with the right qualifications and experience are available when needed by the organization. Career development by the organization is open and applies to all employees, both men and women. But there is a tendency that career development is a dilemma for women. Two things that are often heard are the emergence of both positive and negative consequences of the role carried. One consequence of dividing the balance of time between work and family or in psychological terms is called Work Life Balance, just as a working mother often feels guilty because she has difficulty sharing time with her child. In this situation, women who play a dual role expect a balance between work and family life.

They must take the road of success in their work, but must be successful in their family life and the fear of success in career women, especially those who are married. Career women, especially those who are married are faced with the dual role of women. He underwent his work duties and at the same time undergoing women's duties as a wife and housewife. The demands of the role of family make women have to pay more attention to children, husbands and parents. In implementing its long-term goals, Jember University will open several new Study Programs (Prodi) in addition to the current ones. The opening of new study programs and the existence of retired employees will arise the opportunity to fill positions in the position of Head of Subdivision (Kasubbag) and Head of Division (Kabag.) in the new place to carry out the process of teaching and learning activities, mentioned in Presidential Regulation Number 10 of 2016 article 43 point 1, Promotion and appreciation for educators and education personnel are carried out based on educational background, experience, abilities, and



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work performance in the field of education, so opportunities are opened for career development for all education staff both men and women.

But there are still women who are reluctant or afraid to succeed, this phenomenon is called the fear of success, this phenomenon also occurs in female civil servants (PNS) education staff at Jember University, this can be seen from the number of female employees with rank / class those who are qualified to serve and have high education are not in office. There is even a female civil servant education staff resigned from her position as Head of Subdivisions.

Table 1 Data of Jember University Education Personnel in 2017

	Total Educational staff	Total Educational staffGolIIIcnot an official	Total Educational staffGolIIIcAn Official Head of Subdivisions	Number of Head of Subdivisions. who resigned
Male	555 person	43 person	7 person	-
Woman	405 person	42 person	2 person	2 person

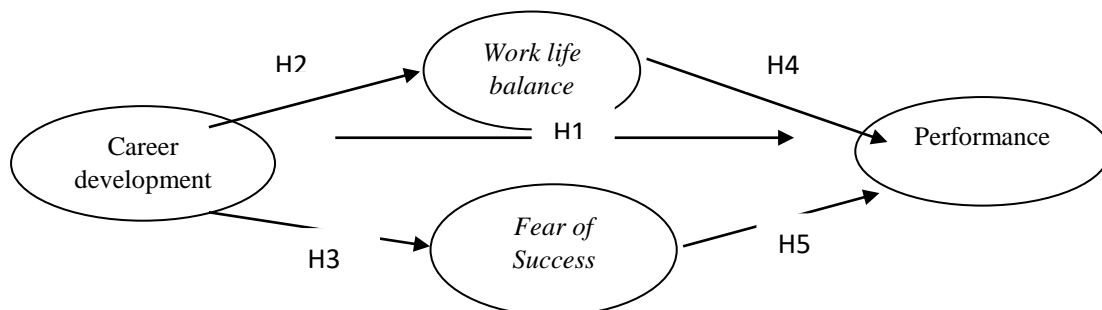
Source: Staffing Data section processed

From Table 1 it can be seen that the number of Kasubbag. lame in gender, women are far less than men, whereas in terms of competence female educational personnel are not inferior to men. There is an important aspect in achieving all the aspects mentioned above, namely the good performance of all education personnel. Not only physical preparation for the sake of good education but the important thing is the willingness of all elements in the organization to support the main goals of the institution.

The spirit to perform better must be in the hearts and minds of every education personnel who then encourage it to work optimally with use all available resources to achieve the vision and mission of Jember University. Referring to the opinion of Mangkunegara (2005) employee performance is as a result of work in quality and quantity that can be achieved by an employee in carrying out tasks in accordance with the responsibilities given to him. Employee performance can be influenced by career development, work life balance and fear of success.

Research methodology

This study aims to examine how much influence the career development of Work life balance and fear of success and its impact on performance on Female Civil Servants in Jember University. There are five influences that can be explained in the conceptual framework as follows:



This research is an explanatory quantitative research. The study population was all female education staff at Jember University totaling 236 people. The variables studied were career development (X1), work life balance (Z1), fear of success (Z2) and performance (Y1). The data analysis method used in this study is PLS (Partial Least Square) using the Smart PLS 3.0 application program. This method has its own advantages, among others, can be used to overcome the problem of relationships between complex variables but the sample size of the data



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is small. Data analysis and structural equation modeling using Smart PLS 3.0 software (Ghozali and Latan, 2015).

**Result and discussion**

Broadly speaking, this study shows that all proposed hypotheses can be accepted. Of the five hypotheses, only two hypotheses are not proven true or rejected, namely the influence of career development on the Fear of success and the influence of fear of success on performance.

No	Hipotesa	NilaiKoefisien	T Statistics	T Tabel	P Values	Keterangan
H1	P. Kair ->Kinerja	0.295	3.397	1,97	0.001	Accept
H2	P. Kair -> Work Life balane	0.236	2.771	1,97	0.006	Acept
H3	P. Kair -> Fear of Success	-0.333	4.505	1,97	0.000	rejected
H4	Work Life balane - >Kinerja	0.361	5.252	1,97	0.000	Accept
H5	Fear of Success - >Kinerja	-0.102	1.128	1,97	0.260	rejected

1. In the results of testing the first hypothesis (H1) states that career development has a significant positive effect on the performance of female civil servant education staff. A positive effect is indicated by a positive coefficient of 0.295. While the results of the t-statistic 3,397 is greater than t table 1.97 shows a significant effect. These results explain that career development facilitated by the institution has a positive impact on performance, the future hopes for holding positions can motivate female employees to work harder. This research is in line with research conducted by Caroline et. al (2014) at Jomo University Kenyata which results that the increase in career has a positive impact on improving performance.

2. In the results of the second hypothesis testing (H2) states that career development by institutions positively affects the Work Life Balance of female civil servant education staff. A positive effect is indicated by a positive coefficient of 0.236. While the results of the statistical t 2.771 greater than t table 1.97 showed a significant effect. These results explain that career development has a positive effect on Work Life Balance. This is proven even though in a busy working condition, female educational staff still have the opportunity to provide support and support to the family so that it does not appear to work family conflict and vice versa employees can do office work well despite having to divide their time with work at home.

This research is in line with research conducted by James et. al (2017) with the result that career development affects Work Life Balance and is able to mediate job satisfaction.

3. In the results of testing the third hypothesis (H3) states that career development has a significant negative effect on the Fear of Success of female civil servant education staff. The negative effect is indicated by the coefficient of negative value of -0.333. While the results of t statistic 4.505 greater than t table 1.97 show a significant effect. These results explain that career development facilitated by the institution has a negative effect on the Fear of Success, thus there is no fear of developing a career for female civil servant education staff at Jember University.

This study is in line with research conducted by Lestari (2015) which found that there were no differences in attitudes between male and female employees to develop a career.

4. In the fourth hypothesis testing (H4) states that the Work Life Balance has a significant positive effect on the performance of civil servant employees. A positive effect is indicated by the coefficient of a positive value of



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0.361. While the results of the statistical  $t$  5.252 greater than  $t$  table 1.97 showed a significant effect. These results explain that the existence of a balance between work and family will have a good impact on the performance of female civil servant staff in Jember University.

This study is in line with research conducted by Sainaet. al (2017) who got the result that Work Life Balance had a positive effect on the performance of PT PLN branch Manado employees.

5. The results of testing the fifth hypothesis (H5) state that the Fear of Success has no significant effect on the performance of civil servant employees. The negative effect is shown by the negative coefficient of -0.102. While the results of the statistical  $t$  1.128 smaller than  $t$  table 1.97 showed no significant effect. These results explain that the Fear of Success does not have an impact on the performance of Jember University civil servant education staff.

This research is in line with research conducted by Triyani et.al (2017) to get the results of the Fear of success has a positive effect on performance.

### Conclusion

From this study it can be concluded that career development has a significant positive effect on performance, career development has a significant positive effect on Work Life Balance performance, career development has a significant negative effect on fear of success, Work Llife Balance has a significant positive effect on performance, Fear of Success has no effect significant on performance.

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