



Factors Influencing Women's Career Development (A Case Study of Female Workers in Bali Province)

E. S. Ghea AMANDA S¹, Yeyen KOMALASARI², R Tri Priyono Budi SANTOSO³, I Wayan Ruspendi JUNAEDI⁴

^{1,2,3,4}Magister Management, Faculty of Business, Tourism, Education, and Humanities, Dhyana Pura University, Indonesia

Article Info:

Article History:

Received: 2023-11-29

Revised: 2023-12-20

Accepted: 2024-01-10

Keyword:

Factors, Women's Career Development, Female Workers, Bali Province, Case Study

Corresponding Author:

E. S. Ghea Amanda S

Email:

22311601017@undhirabali.ac.id

Paper Type:

Research Paper



Abstract:

Purpose:

The research objectives are to identify the factors influencing women's career development, especially in Bali, and determine which factors dominate their career development on the island.

Methodology:

This research employs a quantitative approach with a survey method to collect data from women holding high positions in companies or institutions in Bali Province. The instrument used for data collection is a questionnaire containing questions related to factors influencing women's career development. Data analysis in this study utilizes factor analysis. The research sample consists of 130 married women with at least one child holding high positions in Bali Province companies or institutions.

Findings:

The research on the factors influencing women's career development in Bali reveals three key factors. First, the Career Development factor highlights the importance of career position changes in women's careers in Bali. Second, the Career Values & Influences factor emphasizes the importance of personal compromise in women's careers. Third, the Success Perspective factor underscores the sacrifices and benefits of success in women's careers.

Implication:

The research findings indicate the need to focus on career development and understanding personal values to achieve career success for women, especially in Bali.

INTRODUCTION

Gender equality and women's empowerment are longstanding issues in many societies, including Indonesia and Bali. The patriarchal culture in Indonesia, as noted by Zuhri and Amalia (2022), often manifests as the domination of men over women, leading to the control and suppression of women. This cultural belief system dictates that men should dominate and rule over women, considering men as superior and more important, while women should be obedient to men. Similarly, Wayan and Nyoman (2020) highlighted the patriarchal culture in Bali, which is evident in the patrilineal kinship system that favors descent and inheritance through the male line. This system contradicts Hindu teachings that honor women. Traditional customs and ceremonies in Bali emphasize the traditional roles of men and women, with more ceremonies and benefits favoring men.

The term "gender" is often used to describe the sex differences. Some literature also states that gender is a capacity for roles, characters, social or cultural constructs, and behaviors that develop within a community formed through a socialization process closely related to the differences in sex between women and men (Davita & Pujiastuti, 2020; Gultom, 2021; Zuhri & Amalia, 2022). According to Dah and Fakhri (2016), gender is a grammatical classification of words and other related words that broadly relate to the existence of two sexes or neutrality.

Several factors influence gender differences, including biological, social, and cognitive factors. Current biological differences between men and women lead to social demands on how individuals should behave in society. For example, the responsibility for managing the household is often seen exclusively for women, such as wives and mothers, while men are responsible for providing for the household. Discrimination based on gender differences still occurs worldwide, especially in Indonesia and particularly in Bali.

Discrimination in the workplace often occurs in various forms, such as women being less likely to be promoted than men. Therefore, several factors, including social support, can influence a person's readiness to face discrimination. There are six dimensions of social support according to Cutrona and Russel, as cited in Suryaratri et al. (2022): attachment related to a person's emotional state, social integration that provides comfort, reassurance of worth which is recognition of a person's abilities, reliable alliance which is a relationship that can be relied upon to provide genuine assistance, guidance in the form of information, and finally, opportunity for nurturance which is a child's feelings about parental responsibility for their well-being. This social support is provided by close people such as family, friends, or relatives. This social support has beneficial effects for facing possible discrimination for people in society, especially in companies where a person works, both men and women.

Bali is an island known for its advanced and diverse tourism because it has extraordinary customs and cultures; these customs and cultures provide significant economic opportunities for its residents, but there are still several challenges related to gender equality in Bali. Gender equality is part of Human Rights. Everyone has the right, regardless of gender, to live with respect, express their opinions, be free from fear, and make their life choices. These rights apply to men and anyone, regardless of whether they are male or female. However, until now, injustices based on gender differences still often occur. In terms of inheritance of property, land in Bali still tends to favor male descendants. It can indirectly hinder women's economic progress, as women have much more limited access to economic assets that can be used as capital to advance their careers. Marriage customs in Bali also, in some cases, place women in a lower position than men, as some traditions in Bali require women to leave their jobs after marriage. This tradition is better known as "Ngayah," which emphasizes dedication to the village as part of the values of Balinese life. In this context, women are expected to focus on their roles as family and household managers after marriage, so they often have to quit their jobs, which can also hinder the advancement of women who can develop their careers as human resources.

Human Resources, also known as HR, plays a vital role in company operations. Human Resources themselves are individuals who serve as drivers of the operation of an organization, institution, or company; therefore, HR can also be called an asset of the company that needs to be considered, maintained, and developed. Superior human resources are the primary capital needed to achieve national development goals and compete in all fields globally. Besides, with superior human resources, the wheels of the economy will also experience an increase. Human Resources (HR) in the workforce are regulated by a management responsible for managing the workforce, both women and men. HR is closely related to careers because, with HR, the company can manage and regulate the development of its human resources in the workforce so that gender equality can be achieved. In the Big Indonesian Dictionary (KBBI), the word "career" is defined as a series of events or incidents that form the path or span of a person's life in a specific job or position (KBBI, 2022). According to Sari et al. (2021), Career is very urgent in a person's life. A career is created and developed by someone throughout their life; even when someone is at a young age, they start looking for types of professions that they might enter, even though it has not been made as a decision to start a career.

According to Sinambela (2021), career development is the efforts made by an organization in planning the career of its employees, which is called career management, including planning, implementing, and overseeing careers. In addition, according to Wirotomo and Pasaribu (Nizam et al., 2020), Career development is a condition that shows an increase in the status of a person in an organization in a predetermined career path within the organization concerned. Career development is a step an organization or company takes to improve its members' careers so that organizational development can occur.

A woman's career needs to be developed based on several important things, namely, to increase awareness of the importance of gender equality and that women, in general, have great potential, sufficient skills, and contributions equal to men in various fields of work. Developing women's careers provides opportunities for women also to achieve economic independence. With a solid career, women can earn and become financially independent. Successful women in their careers can also be role models for younger generations and influence society's views on women in the workforce. Developing a woman's career will significantly affect a family's financial stability in modern times.

METHODS

This research employs a quantitative research design, which collects data in the form of numbers or data that can be quantified and analyzed using statistical programs. The study focuses on the career development of women. The method used is a survey, where information is gathered through questions to women according to the predetermined research limitations. The research was conducted in Bali Province in 2023, chosen based on the gender career gap that occurs there, attributed to the low number of female managers and the solid patriarchal culture. The scope of this study includes factors that influence the career development of women in Bali Province.

This study involves women who hold high positions in a company or institution and are married with at least one child. This study's population is all Bali women who meet these criteria. The sample is 130 respondents, based on factor analysis that produces a minimum sample size of 5 times the number of variable components used. These variable components include Ideal Achievement in Balinese Women's Careers (X1), Personal Compromise in Balinese Women's Careers (X2), Creative Power Contribution in Balinese Women's Careers (X3), Career-Family Pattern Variation in Balinese Women's Careers (X4), Career Support in Balinese Women's Careers (X5), Career Obstacles in Balinese Women's Careers (X6), Career Position Changes in Balinese Women's Careers (X7), Decision Making in Balinese Women's Careers (X8), Career Identity in Balinese Women's Careers (X9), Career Maturity in Balinese Women's Careers (X10), Benefits of Success in Balinese Women's Careers (X11), Sacrifices for Success in Balinese Women's Careers (X12), and Attitudes Toward Success in Balinese Women's Careers (X13).

The method used to determine the sample is non-probability sampling with accidental sampling, which is expected to provide accurate results. The data used in this study is qualitative and quantitative, obtained from primary data sources (through surveys) and secondary sources (from journals, articles, and books).

The data collection involves open and closed questionnaires, interviews, observations, and documentation. The research instrument used is a questionnaire distributed to respondents. The data analysis technique used is factor analysis, which aims to identify groups of correlated variables, reduce the number of variables, and detect the structure of relationships between variables.

RESULTS AND DISCUSSION

Instrument Validity Testing. The validity test results based on the Pearson Product Moment correlation coefficient in SPSS showed that the results were positive and r results > 0.30 , indicating that each indicator representing statements in the questionnaire can be considered valid. The correlation of each indicator also shows positive and robust results, with Pearson Correlations exceeding 0.30, indicating that the indicators can be considered strong constructs.

Instrument Reliability Testing. The reliability test results indicate that all indicators representing statements in this study have Cronbach's Alpha values higher than 0.60, precisely 0.862, as shown in Table 1. Therefore, the research instrument is reliable and can be used as a measuring tool.

Table 1. Instrument Reliability Calculation Result

Indicator	Cronbach's Alpha if the item is deleted	Cronbach's Alpha	Information
X1	0,853	0,862	Reliable
X2	0,854		Reliable
X3	0,851		Reliable
X4	0,849		Reliable
X5	0,850		Reliable
X6	0,842		Reliable
X7	0,848		Reliable
X8	0,847		Reliable
X9	0,852		Reliable
X10	0,848		Reliable
X11	0,855		Reliable
X12	0, 872		Reliable
X13	0,863		Reliable

Source: Primary Data processed by the Author, 2024 (SPSS)

Descriptive Analysis. The purpose of descriptive analysis is to present data in an easily understandable form and provide relevant information about patterns that may emerge in the data. In this study, a Likert scale was used to measure respondents' opinions or perceptions regarding factors influencing women's career development by providing a range of responses from "strongly disagree" to "strongly agree," represented by scores from 1 to 5. The data was then calculated to obtain the average score (mean). The mean score in this study was used to determine the highest score obtained by each indicator to compare the results of the 13 indicators given to 130 respondents.

Table 2 shows that the highest mean score obtained was 4.3 for the career support for Balinese women variable. This result indicates that, on average, the 130 respondents consider this indicator to be the most influential in their career development.

Table 2. Statistical Results of Respondents' Average Answers

No	Code	Variable Indicator	Mean
1	X1	Ideal Achievement in Balinese Women's Careers	4,1
2	X2	Personal Compromise in Balinese Women's Careers	4,2
3	X3	Creative Power Contribution in Balinese Women's Careers	4,2
4	X4	Career-Family Pattern Variation in Balinese Women's Careers	4,2
5	X5	Career Support in Balinese Women's Careers	4,3
6	X6	Career Obstacles in Balinese Women's Careers	4
7	X7	Career Position Changes in Balinese Women's Careers	3,9
8	X8	Decision-Making in Balinese Women's Careers	4
9	X9	Career Identity in Balinese Women's Careers	4,1
10	X10	Career Maturity in Balinese Women's Careers	4

11	X11	Benefits of Success in Balinese Women's Careers	3,8
12	X12	Sacrifices for Success in Balinese Women's Careers	3,8
13	X13	Attitudes Toward Success in Balinese Women's Careers	3,7
Mean Score			4

Source: Primary Data processed by the Author, 2024

Analysis of Factors Affecting Women's Career Development.

1. Kaiser-Meyer-Olkin (KMO) Test and Bartlett's Test of Sphericity. The Kaiser-Meyer-Olkin (KMO) test and Bartlett's test of sphericity are statistical tests used in factor analysis. Both tests are essential initial tests in factor analysis, ensuring that the dataset is suitable for identifying factor structures. A KMO value greater than 0.5 indicates that a dataset may be suitable for factor analysis, with values approaching 0.6 - 0.7 and a significance (sig) value of not more than 0.05, generally indicating a good fit and allowing for further analysis. The results of the KMO and Bartlett's Test of Sphericity in this study can be seen in the following table.

Table 3. Results of the KMO Test and Bartlett's Test of Sphericity

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.839
Bartlett's Test of Sphericity	Approx. Chi-Square	955.661
	df	78
	Sig.	0.000

Source: Primary Data processed by the Author, 2024 (SPSS)

Table 3 shows that the Kaiser-Meyer-Olkin Measure of Sampling Adequacy is 0.839, above 0.5 and approaching 1. According to (Utama, 2018), if MSA equals 1, other variables predict the variable without error. If MSA exceeds 0.5, the variable can be predicted and analyzed further. Therefore, all variables can proceed to the following analysis.

2. Anti-Image Matrices Test. This matrix test is used in factor analysis to calculate MSA for each variable and measure how the observed factors can explain variables. The anti-image matrices test helps determine how well the variables in this study are suitable for use. In this stage, extraction is performed on the existing variables (KMO >0.5) to form one or more factors. The method used is Principal Component Analysis and factor rotation using the varimax method (Utama, 2018).

Table 4. Results of the KMO Test and Bartlett's Test of Sphericity

No	Variable Code	MSA Score
1	X1	0,840
2	X2	0,828
3	X3	0,892
4	X4	0,853

5	X5	0,874
6	X6	0,945
7	X7	0,825
8	X8	0,920
9	X9	0,882
10	X10	0,819
11	X11	0,892
12	X12	0,614
13	X13	0,640

Source: Primary Data processed by the Author, 2024 (SPSS)

Table 4 of the Anti-Image Matrices test results shows that all variables used in this study have no MSA values less than 0.5, so the results of this analysis can be further interpreted.

3. Total Variance Test. This factor analysis test determines how much information can be explained by the factors in the factor analysis model. It can also be described as factoring or factorization, which involves extracting the existing factors to form one or more factors. The method used in this test is Principal Component Analysis (PCA).

Table 5. Results of the Total Variance Test

Component	Total Variance Explained					
	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.523	42.483	42.483	5.523	42.483	42.483
2	2.282	17.553	60.035	2.282	17.553	60.035
3	1.161	8.932	68.967	1.161	8.932	68.967

Extraction Method: Principal Component Analysis.

Source: Primary Data processed by the Author, 2024 (SPSS)

Based on the analysis results in Table 5, 3 components or factors were formed from 13 variables in this study on women's career development with an initial eigenvalues cumulative % of 68.967 percent. This is because the table's components 1, 2, and 3 have a value greater than 1.

4. Determination of Factor Groups and Naming. After the factoring process has been conducted and three factors have been formed through the total variance test, the next step is determining the factor groups and naming process using factor rotation analysis. This analysis distributes the 13 variables to the three formed factors. The method used is the varimax rotation method. Factor loading is used to interpret the results by looking at the numbers indicating the strength of the relationship between each variable and the formed factors, namely factor one, factor two and factor three.

Table 6. Results of Rotated Component Matrix

Rotated Component Matrix ^a	
---------------------------------------	--

	Component		
	1	2	3
X1	0.202	0.749	0.124
X2	0.144	0.836	0.081
X3	0.335	0.708	0.109
X4	0.537	0.589	0.00
X5	0.611	0.473	-0.037
X6	0.67	0.41	0.215
X7	0.861	0.157	-0.007
X8	0.804	0.215	0.034
X9	0.637	0.206	0.178
X10	0.845	0.162	0.022
X11	0.253	0.107	0.786
X12	-0.073	0.073	0.928
X13	0.027	0.079	0.92

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.^a

a. Rotation converged in 5 iterations.

Source: Primary Data processed by the Author, 2024 (SPSS)

The results of the Rotated Component Matrix analysis that has been conducted are seen in Table 6, which shows that out of the 13 variables in this study, they have been grouped into three factors. The most significant correlation weight value in each row is used to determine that the variable belongs to the formed factor group. Next, the explanation of the factors formed through the analysis results is followed by the naming process: Career Development factor has an eigenvalue of 5.523 with a percentage variance of 42.483%, influencing the career development of women. This factor has the most variables, with six variables. Among the six variables in this factor, the variable with the highest loading value is the Career Position Change in Balinese Women (X7), with a loading value of 0.861, indicating a high correlation with the Career Development factor. The variable with the lowest loading value is the Career Support in Balinese Women (X5), with a loading value of 0.611, indicating the lowest correlation with the Career Development factor.

The second factor, Career Values and influences has an eigenvalue of 2.282 with a percentage variance of 17.553%. This factor consists of 4 variables, with the highest loading value found in the Personal Compromise in Balinese Women (X2) variable at 0.836, indicating a high correlation with the Career Values & Influences factor. The lowest loading value is found in the Career-Family Pattern Variation in Balinese Women (X4) variable at 0.589, indicating the lowest correlation with the Career Values & Influences factor.

The success Perspective factor has an eigenvalue of 1.161 with a percentage of the variance of 8.932%. This factor consists of 3 variables, with the highest loading value found in the Sacrifice for Success in Balinese Women (X12) variable at 0.928, indicating a high correlation with the Success Perspective factor. The lowest loading value is found in the Benefits of Success in Balinese Women (X11) variable at 0.786, indicating the lowest correlation with the Success Perspective factor.

5. Model Accuracy Test. This test is the final stage in factor analysis. It ensures that the model developed is appropriate for the observed data and determines the validity of the formed factors. The model's accuracy can be seen from the magnitude of residuals in the reproduced correlations column.

Table 7. Results of Rotated Component Matrix

Residual ^b	X1	-0.057	-0.186	-0.121	-0.106	-0.029	0.077
X2	-0.057		-0.113	-0.136	-0.118	-0.002	0.074
X3	-0.186	-0.113		-0.012	-0.022	-0.031	-0.047
X4	-0.121	-0.136	-0.012		0.123	-0.051	-0.096
X5	-0.106	-0.118	-0.022	0.123		-0.044	-0.05
X6	-0.029	-0.002	-0.031	-0.051	-0.044		-0.015
X7	0.077	0.074	-0.047	-0.096	-0.05	-0.015	
X8	-0.03	0.034	-0.008	0.001	-0.022	-0.034	-0.084
X9	0.039	0.005	0.077	-0.093	-0.134	-0.081	-0.12
X10	0.086	0.071	-0.031	-0.069	-0.109	-0.06	0.032
X11	0.014	0.002	-0.031	0.042	0.016	-0.042	-0.003
X12	0.003	-0.02	-0.007	-0.004	0.043	0.017	0.027
X13	-0.045	0.007	0.017	0.033	0.026	-0.036	-0.007

Extraction Method: Principal Component Analysis.

a. Reproduced communalities

b. Residuals are computed between observed and reproduced correlations. There are 28 (35.0%) nonredundant residuals with absolute values greater than 0.05.

Source: Primary Data processed by the Author, 2024 (SPSS)

The results of the factor analysis in the model accuracy test, as seen in Table 7, indicate that the developed model has a residual percentage of 28 (35.0%) nonredundant residuals with absolute values greater than 0.05. It indicates that the formed model can be trusted to the extent of 65% ($100 - 35\% = 65\%$).

The discussion aims to interpret and describe essential research findings by considering what is already known about the research problem under study and explaining any new understandings or insights arising from the research process to answer these problems. The discussion will always relate to the introduction through the research questions or hypotheses you submit and the literature you review.

CONCLUSION

This study was conducted to identify the factors influencing women's career development in Bali Province. The method used was factor analysis, aimed at grouping interrelated variables into more significant factors.

1. The results of this study identified three factors influencing women's career development in Bali: Career Development, Career Values & Influences, and Success Perspective.
 - a. Career Development consists of six variables: career support, career obstacles, career position changes, decision-making, identity, and maturity in Balinese women's careers.

- b. The second factor identified is Career Values and influences, consisting of four variables: idealistic achievement, personal compromise, creative contribution, and career-family pattern variation in Balinese women's careers.
- c. The third factor identified is the Success Perspective, which consists of three variables: the benefits of success, sacrifices for success, and attitudes toward success in Balinese women's careers.
2. The most dominant factor influencing women's career development in Bali is the Career Development factor. It is based on the Career Development factor's eigenvalue, which is the highest at 5.523, with a percentage value of 42.483% compared to the other two factors.

Based on the indicators with the lowest average scores, several recommendations are:

1. The first indicator with the lowest average score is X13, which is Attitude towards Success in Balinese Women's Careers, with a score of 3.7. Therefore, it is recommended that women in careers develop a broader knowledge and insight related to time management, prioritize their priorities, and build good relationships with their personal and work environments.
2. The second indicator with a low average score is X11 and X12, which are Benefits of Success in Balinese Women's Careers and Sacrifices for Success in Balinese Women's Careers, with a score of 3.8. Therefore, we should increase our understanding that motivation, ambition, and desire to succeed in career development are essential. There needs to be an understanding that to achieve success, and a woman must be willing to take risks, which can be done by increasing awareness and encouraging individuals to have high aspirations that everyone can achieve success.
3. The third indicator with a low average score is X7, which is Career position changes in Balinese women's careers. The recommendation is to raise awareness that career development is also influenced by a person's readiness to face shifts or promotions that may occur.

REFERENCE

- Dah, A., & Fakih, A. (2016). Decomposing Gender Wage Differentials Using Quantile Regression: Evidence from the Lebanese Banking Sector. *International Advances in Economic Research*, 22, 171-185. <https://doi.org/10.1007/s11294-016-9574-z>
- Davita, P. W. C., & Pujiastuti, H. (2020). Analisis Kemampuan Pemecahan Masalah Matematika Ditinjau dari Gender. *Kreano, Jurnal Matematika Kreatif-Inovatif*, 11(1), 110-117. <https://doi.org/10.15294/kreano.v11i1.23601>
- Gultom, M. (2021). Indikator Kesetaraan Gender dan Isu-Isu Gender di Bidang Pendidikan. *Fiat Iustitia: Jurnal Hukum*, 2(1), 1-8. <https://doi.org/10.54367/fiat.v1i2.1149>
- Kamus Besar Bahasa Indonesia (KBBI). (2022). Jakarta: Pusat Bahasa, Departemen Pendidikan Nasional
- Nizam, M. F., Mufidah, E., & Fibriyani, V. (2020). Pengaruh Orientasi Kewirausahaan Inovasi Produk dan Keunggulan Bersaing terhadap Pemasaran Umkm. *Jurnal EMA*, 5(2), 100-109. <https://doi.org/10.47335/ema.v5i2.55>
- Sari, A. K., Yusuf, A. M., Iswari, M., & Afdal, A. (2021). Analisis Teori Karir Krumboltz: Literature Review. *Jurnal Ilmiah Bimbingan Konseling Undiksha*, 12(1). <https://doi.org/10.23887/jjbk.v12i1.33429>
- Sinambela, L. P. (2021). Manajemen Sumber Daya Manusia: Membangun Tim Kerja yang Solid untuk Meningkatkan Kinerja. Bumi Aksara.
- Suryaratri, R. D., Komalasari, G., & Medellu, G. I. (2022). The Role of Academic Self-Efficacy and Social Support in Achieving Academic Flow in Online Learning. *International Journal of Technology in Education and Science*, 6(1), 164-177. <https://doi.org/10.46328/ijtes.345>



- Soantahon, S. M. (2023). Analysis of the Level of Responsiveness of Local Government Public Services through Social Media. *Integration: Journal of Social Sciences and Culture*, 1(1), 37-44. <https://doi.org/10.38142/ijssc.v1i1.53>
- Utama, R. (2018). *Statistik Penelitian Bisnis & Pariwisata*. Yogyakarta: ANDI
- Wayan, K. Y. I., & Nyoman, S. (2020). Women and Cultural Patriarchy in Politics. Budapest International Research and Critics Institute-*Journal (BIRCI-Journal)* Vol, 3(3), 2158-2164. <https://doi.org/10.33258/birci.v3i3.1148>
- Widiansyah, A. (2023). Association Situation and Educational Situation in Elementary School. *Integration: Journal of Social Sciences and Culture*, 1(1), 55-59. <https://doi.org/10.38142/ijssc.v1i1.62>
- Zuhri, S., & Amalia, D. (2022). Ketidakadilan Gender dan Budaya Patriarki di Kehidupan Masyarakat Indonesia. *Murabbi*, 5(1).