



Effect of Work-Family Conflict on Career Development in Fear of Success Situation (Study on BKKBN Representative Female Employees of West Nusa Tenggara Province in Mataram City)

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Abstract

This study tested the influence of Work-Family Conflict on Career Development of female employees at BKKBN Representative of West Nusa Tenggara Province in Mataram City. Specifically, the purpose of this study was to find out the significance of the influence of Work Interference with Family (WIF) and Family Interference with Work (FIW) on Career Development, as well as to know the moderation role of fear of success variables of female employees in BKKBN Representative of West Nusa Tenggara Province in Mataram City. The population of this study was all female employees who served in the BKKBN Representative office of West Nusa Tenggara Province in Mataram City as many as 60 respondents. This study used Regression Moderating Analysis (RMA) analysis with SPSS application. The results showed that Work-Family Conflict consisting of WIF and FIW had a negative effect and but on FIW variables the influence proved significant on the Career Development Behavior of female employees at the BKKBN Representative of West Nusa Tenggara Province in Mataram City. For the effect of Fear of Success moderation, there is a pure role of moderation in which the negative influence of Work-Family Conflict is further strengthened by the behavior of career development of female employees.

Keywords: *Work-Family Conflict; Work Interference with Family; Family Interference with Work; Fear of Success; Pengembangan Karir*

Introduction

Employees or employees as one of the organizational resources must be managed well especially in times of progress that demand high organizational performance, human resource factors play an important role. An organization's ability to achieve its performance targets can come from its human resources. Therefore, the loss of competent human resources (HR) or not achieving the maximum potential of employees, will be able to affect the performance of the organization.

So important is the importance of career development for employees that employees will feel helped in working and in achieving the desired career, employees feel valued and cared for so that they will feel an integral part of the organization. The implication is that the desire to get out or the appearance of dissatisfaction in work will decrease. For this reason, career planning becomes very important, because nowadays job security is no longer measured by the number of jobs a person has, or the size of the organization in which they work, but is measured by a person's ability to be able to hire himself or herself.

A Head of Staffing and Legal Sub-Section at the BKKBN Representative Office of West Nusa Tenggara Province informed that the number of BKKBN representative employees of West Nusa Tenggara Province in Mataram City amounted to 100 personnel with the number of female employees numbering 60 people and 40 men who showed the dominance of women in hr management, especially in the BKKBN Representative of West Nusa Tenggara Province in Mataram City even though the number of personnel is dominated by female employees, but the number of female employees who have a class of office in the next level amounts to 19 people and the same number in men 19 people, in other words, the dominance of the number of female employees does not guarantee the seat of office or the advanced level of office is dominated also by female employees.

The phenomenon is quite reasonable as stated by the Head of Staffing and Legal Sub-Section at BKKBN representative offices of West Nusa Tenggara Province obtained information that female employees in BKKBN Representative of West Nusa Tenggara Province mostly refuse to develop themselves both in training, continuing formal education, following the selection of positions and assessment. Where female employees prefer to remain or not develop their careers. In line with the statement, another Sub-Section Head in the BKKBN Representative office of West Nusa Tenggara Province also argued that women prefer job positions with light to medium volume of work, which is where the position can be said to be a comfortable position in terms of time and busyness whereas if the employee has a desire to rise to a higher career level, the choice is to fill the needs in other positions by improving competence both in terms of special abilities, education and other administrative requirements.

Generally, female employees are reluctant to move to other positions and only want to work in positions that feel comfortable. Therefore they will only want to move up their career if there is an empty position that has no other option to fill the position. The reason for female employees rejecting their career increase can be expected through the results of an interview with one of the female employees in the BKKBN Representative office of West Nusa Tenggara province with the position of financial materials builder and BMN or grade 6 (Six) class. The official said women would typically prefer family as their priority.

If she receives a promotion to take it to the next level, women should be prepared to accept the volume of work and time that inevitably has to sacrifice family rights. Many considerations must be taken concerning the family (husband and child) related to the offer of promotion of office. Furthermore, it is also said that it is better to have a stagnant career as long as the family is not abandoned.

Often the female employee comes in the morning to miss the arrival but then rushes to drop off the school children, shopping at the market or supermarket, and other domestic affairs are carried out during working hours and then back to the office when the time is approaching noon. And not a few of them work while carrying their children for various reasons, among others: their children still need breast milk, if left at home no one takes care because the husband and wife also work, some after school they are picked up and taken to the office because there is no nanny at home. And the age of children brought to the office of sambal work is also diverse there are still baduta, toddlers to school age. It can be suspected that the root of wrong doing in the career development of female employees is the obstacles in female employees, namely anxiety and self-concern and the tendency of female employees to prefer families over their career advancement. Of course, this is understandable because women have a series of role

demands in their social lives. The demands of a role for a woman unconsciously create psychological barriers for female employees, especially for female employees who have entered marriage. Women's independence cannot be separated from their mother and wife roles, women are considered to be complete social and cultural beings when they have played both roles well. Working women end up having a hard time balancing their roles and responsibilities between the family and the organization they work for.

From the description above can be seen the conflict of work and family in female employees become one of the important things to be discussed, especially if the impact on the career development of employees. In recent studies, it has been found that the main impediment to a favorable disposition to careers among individuals occupying multiple roles is family work conflicts (Martins, Eddleston & Veiga, 2002). When work demands interfere with an individual's need to carry out family responsibilities, then family work conflicts occur (Spector, et al., 2007). Conversely, in a more collectivist society, work and family are perceived to be interdependent domains, i.e. work is seen as a contribution to the family, rather than competing with family (Bejanyan, et al., 2015).

From the background and problem formulation that has been described previously, the purpose of this research is to analyze and find out the significance of the influence of Work-Family Conflict on Career Development on female employees of BKKBN Representative of West Nusa Tenggara Province in Mataram City. Furthermore, this research was conducted to test the role of Fear Of Success variables in strengthening or weakening the relationship between Work-Family Conflict and Career Development in female employees of BKKBN Representative of West Nusa Tenggara Province in Mataram City.

Literature Review

Relationship between Work-Family Conflict and Career Development

Behaviors are capable of being built by a person's positive attitude. Thus, the career development behavior of employees can be influenced by the attitude of female employees in dual roles or jobs and families. Work-Family Conflict has a significant negative effect on Career Development. Nurak et al (2018) stated that Work-Family Conflict affects women's career development, although it is not significant. This is also supported by Normaida (2018) that Work-Family Conflict in female employees affects the career development of female employees themselves, where the greater the Work-Family Conflict experienced by these employees, the more difficult the employee to be able to develop his career. Based on some views and some research presented, thus Career Development as employee behavior and Work-Family Conflict as the attitude owned by the employee.

The Relationship between Work-Family Conflict and Fear of Success to Career Development

In addition to the influence of women employees' Work-Family Conflict attitudes on career development behavior, environmental roles also influence them. Environmental factors reflect the psycho-social conditions experienced by employees in their work environment. In this study, Fear of Success is positioned as an environmental factor that can strengthen or weaken the relationship of attitudes towards the career development behavior of female employees.

The research results of Citra (2017) showed that there is a significant influence of Work-Family Conflict on Fear Of Success, as well as research conducted by Daeng (2012) shows a positive relationship between double role conflict and fear of success, the higher the double role conflict the higher the fear of success. According to Ilderfer (1987), Fear Of Success has an impact on the career development of a person, especially women. In his research, Ilderfer found a significant link between Fear Of Success, sex-role and career salience. Career salience is the center of one's career. Still (1976) in Ilderfer (1987)

defines career salience as where a person is motivated to have a career, where work is important and a top priority in seeking satisfaction. Career salience is synonymous with career development. Because people with high careers want career development. Milawati (2018) stated that Fear Of Success negatively and significantly affects the career development of working women and also saw the results of research from Normaida (2018) stated Fear Of Success affects career development.

Based on the theories and results of several previous studies, Fear of Success is positioned as a moderation variable that strengthens the influence of Work-Family Conflict on Employee Career Development.

Method

In this study, the data collection method used is a census. Census method is used in this study because the population and research sample is known for sure the number and respondents are female employees of BKKBN Representative of West Nusa Tenggara Province in Mataram City with a sample of 60 female employees. The population in this study was all female employees of BKKBN Representative of West Nusa Tenggara Province in Mataram City which amounted to 60 people. This study used the analysis of moderation regression analysis equation (MRA) with SPSS application.

Result and Discussion

Data Analysis

Multicollinearity tests are used to provide proof that the free variables in the model are not strongly related to each other. Testing using VIF (Variance Inflation Factors), the results are as follows:

Table 1. VIF Test Model of Career Development of Female Employees at BKKBN Representative Office of West Nusa Tenggara Province in Mataram City

Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
X1	0.518	1.929
X2	0.678	1.475
Z	0.570	1.754

The required VIF value, where the criteria for strong relationships between free variables do not occur, if the VIF value < 10 . The fact in this finding resulted in a value of VIF < 10 , so the conclusion of this test is a variable that shapes the career development of female employees at the BKKBN Representative Office of West Nusa Tenggara Province in Mataram City is free or has a weak relationship with each other. The results of this test assure that the resulting model has criteria as the right estimator tool because each parameter has a low deviation standard. The value of the regression coefficient (b1) and other parameters will be close to the population value, so that it can be used as the basis for proper decision making or estimation of a variable formation from other appropriate variable changes.

The Heteroscedasticity test is a test to prove that the model is produced from homogeneous populations. This assumption is important to assure that the resulting model meets the criteria of consistency or is not easily changed by changes in the number of samples (observation data). Heterogeneity tests are performed by plot between the predicted Y value (Y) and the residual value ϵ , with the predicted Y position on the horizontal axis and the residual value on the vertical axis. The model is declared free of symptoms of heteroscedasticity if the resulting plot or spread does not form a

hyperbole pattern or other models that give an idea that there is a relationship between prediction Y and residual. Plots spread above and below the point of origin are otherwise not providing evidence that populations are heterogeneous or there is a guarantee that the population qualifies for homogeneity. The concept of this test is relevant to the Park test and the like, which requires that there be no relationship between the predicted Y component of the residual value.

The resulting plot is scattered above and below the point of origin, so it is concluded that the resulting model is not exposed to symptoms of heteroscedasticity or models formed from homogeneous populations. This proof assumes that the resulting model is consistent. Based on the classic assumption test conducted, it is proven that the resulting model meets the classic assumption, meaning that the normal model, between free variables, has a weak relationship, residual observation data adjacent to have no relationship and homogeneous population. Under such conditions, the model can be stated to have the best linear unbiased estimation properties. The resulting plot is as follows:

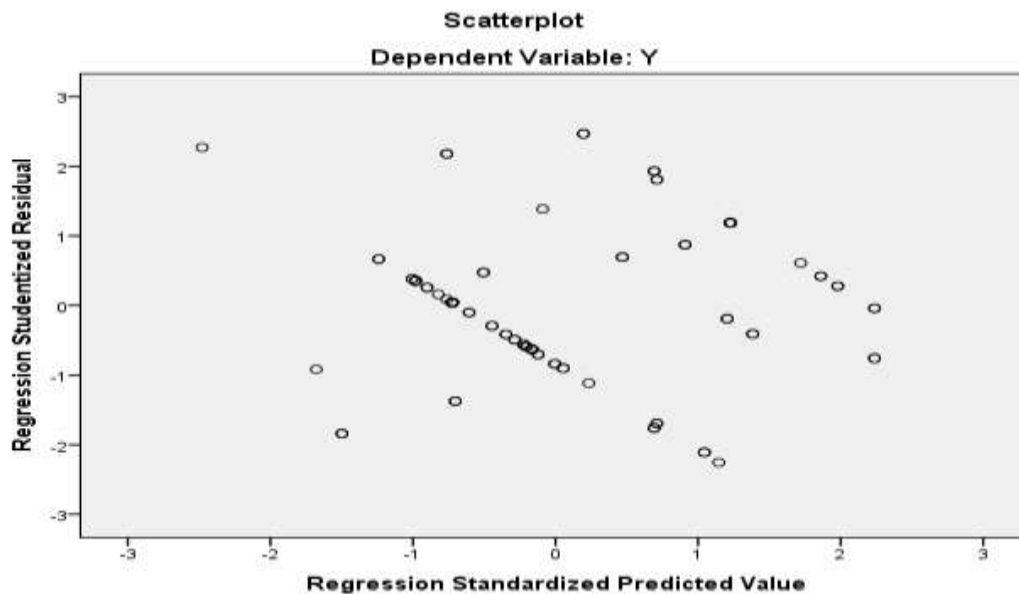


Figure 1. Plot Y Prediction with Residual on Career Development Model of Female Employees at BKKBN Representative Office of West Nusa Tenggara Province in Mataram City

Moderated Regression Analysis

Statistical analysis used is Moderating Regression Analysis (MRA) analysis as a model that predicts causal relationships of independent variables against dependent variables reinforced by moderating variables. The MRA is used to determine the interaction relationship between one or more variables.

The model produced using MRA, done with SPSS program with backward method. The process of mra analysis with backward method will result in model formation process, where the final equation is generated (only contains variables that have a partial significant effect). Unlike the enter method only the initial model is generated, without any variables excluding. In printouts with backward method will be obtained variables included in the model as well as variables issued, because it does not exert insignificant influence. The process of excluding gradually, starting from the least significant variable (alpha value of the largest resulting significance).

Table 2. Value of Regression Coefficient and t-count of Career Development Model of Female Employees BKKBN Representative Office of West Nusa Tenggara Province in Mataram City

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
(Constant)	30.233	1.280		23.617	0.000
X1	0.420	0.283	.417	1.487	0.143
X2	-1.759	0.460	-1.805	-3.825	0.000
X1.Z	-.068	0.019	-1.710	-3.498	0.001
X2.Z	0.096	0.029	2.259	3.302	0.002

Formulation of the results of mra analysis with backward method produces the following research model:

$$\text{Model : } Y = 0,417 X1 - 1,805 X2 - 1,710 Z.X1 + 2,259 Z.X2$$

Description:

Y : Career Development

X1 : Work Interfering with the Family

X2 : Family Interfering with the Work

(Z.X1) : Fear Of Success Interaction with Work Interfering with the Family

(Z.X2) : Fear Of Success Interaction with Family Interfering with the Work

The resulting model or equation needs to get tested first, to be assured that the model is a BLUE (Best Linear Unbias Estimation) model. Therefore, a classic assumption test with the concept of the model is carried out.

Findings of regression moderation analysis, by the following statistical meanings:

1. $b_1 = 0.417$ in Table 4.21 is the coefficient value for the Variable Work Interfering With The Family. This value means that the WIF condition of 1 unit score can provide a change of 0.417 unit score on employee career development. The direction of change is positive, meaning that the higher WIF in employees will increase the chances of employee career development. The opposite condition will be possible if the intensity of WIF in low employees will decrease the chances of employee career development.
2. $b_2 = -1.805$ in Table 4.21 is the coefficient for the Family Interfering With The Work variable. The coefficient value indicates that a FIW condition of 1 unit of the score will provide a change of 1,805 units of the score on employee career development. The direction of change that occurs is negative, meaning that the higher the FIW in employees will decrease the chances of employee career development. The opposite condition will be possible if the intensity of FIW in employees is low or increases the chances of employee career development.
3. $b_3 = -1,710$ in Table 4.21 is the moderation variable coefficient between Fear Of Success and Work Interfering With The Family. Fear Of Success weakened the influence of WIF on the career development behavior of female employees of BKKBN Representative of West Nusa Tenggara Province in Mataram City. Each WIF influence of 1 unit on employee career development will be weakened in the sense of being lowered in value by 1,710 by the moderation arising from Fear Of Success.
4. $b_4 = 2,259$ in Table 4.21 is the moderation variable coefficient between Fear Of Success and Family Interfering With The Work. Fear Of Success has increased influence over Family Interfering With The Work (FIW) in the career development behavior of female employees of BKKBN Representative of West Nusa Tenggara Province in Mataram City. Each FIW influence of 1 unit on

employee career development will be strengthened in the sense of being increased or increased in value by 2,259 by the moderation arising from Fear Of Success.

The meaning of each of the above parameters serves as the basis for describing the hypothesis built, especially on the conceptual design of research.

Signification test is a process of regression analysis, but also used as the basis in proving the hypothesis built, signification test consists of partial signification test with t-test and simultaneous signification test with F. test signification with t-test, means comparing t count value with t-table or by paying attention to alpha signification value with the test alpha used. The result of the output coefficient of determination (R square) is found in the following table:

Table 3. Coefficient value of Determination of Career Development Model of Female Employees BKKBN Representative Office of West Nusa Tenggara Province in Mataram City

Model	R	R Square	Adjusted R Square	d. Error of the Estimate
1	0.811 ^a	0.658	0.634	1.334

R^2 in Table 4.20 of 0.658 is the coefficient of simultaneous determination. This value means that the increase or not the career development of female employees representative of BKKBN West Nusa Tenggara Province in Mataram City by 65.80 percent due to the intensity of internal conflict in employees which in this case variable Work-Family Conflict and fear of success situation. This level of influence is quite high because it is close to the perfect influence ($R^2 = 1.00$). R^2 of 65.80 percent stated that the variable is quite capable of explaining the phenomenon of career development behavior in the BKKBN Representative of West Nusa Tenggara Province. While the remaining 34.20 percent were influenced by factors outside the model that were not studied.

Calculated F value and alpha signification resulting from F-test in RMA printout, as follows:

Table 4. Value F results and Alfa Signification on Career Development Model of Female Employees at BKKBN Representative of West Nusa Tenggara Province in Mataram City

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	188.704	4	47.176	26.509	0.000
Residual	97.879	55	1.780		
Total	286.583	59			

The calculated value of F is 26,509 on models larger than table F (2.54) or can use its alpha signification value, of 0.000, less than the test alpha used of 0.05. The results of this test showed the criteria H_a received, meaning WIF and FIW as well as stimulants from Fear of Success had a significant effect simultaneously on the Career Development of Female Employees at the BKKBN Representative of West Nusa Tenggara Province in Mataram City. This fact gives meaning to the management of free variables Work-Family Conflict consisting of Work Interference with Family (WIF) and Family Interference with Work (FIW) can affect career development with the moderation of fear of success situation.

Discussion

Testing using alpha signification values required that the resulting value be less than the alpha used, in this study of 0.05. The alpha signification obtained is greater than 0.05 in variable X1 (Work Interfering with the Family), which is precisely 0.143 (see table 2). The value of this significance is greater than the alpha requirement specified so wif directly is not significant in influencing career

development. Over this variable is treated excluding (excluding), so that a new model is produced, namely model 2. In model 2 all variables have alpha signification values smaller than 0.05, so they all have significant criteria. Variables that have a signification of influence on career development are Family Interfering With The Work (X2), Family Interfering With The Work stimulant with Fear Of Success (X2.Z), and Work Interfering With The Family stimulant with Fear Of Success (X1.Z, I'm going to need it).

Of the four hypotheses tested using MRA, only one was unproven (three hypotheses were declared accepted). The H1a hypothesis describing the influence of Work Interference with Family on Career Development has a significance value of 0.143 which is greater than the significant requirement of 5 percent, so the first hypothesis is rejected. The H1b hypothesis describing the influence of Family Interference with Work on Career Development has a significance value of 0.000 which is less than the 5 percent significant requirement so that the second hypothesis is acceptable.

Moderation effects are generally used to indicate the interaction between exogenous variables and moderator variables in influencing endogenous variables (Baron & Kenny, 1986; Henseler & Fassott, 2010). Fear of Success moderation effect analysis is done to determine the significance value of Fear of Success as a moderator variable with exogenous variables (Work-Family Conflict) against endogenous variables (Career Development). Significance can be determined through the p-Value generated using SPSS software, i.e. p-Value < 0.05.

H2a test results related to fear of success moderation effect on the influence between Work Interference with Family and Career Development has a p-Value of 0.000. That value has met the p-Value < 0.05. Therefore, Fear of Success is stated to be able to moderate the influence between Work Interference with Family on career development of female employees at BKKBN representative of West Nusa Tenggara Province in Mataram City. The moderation effect caused by Fear of Success in the influence of WIF on career development of female employees in BKKBN Representative of West Nusa Tenggara Province in Mataram City is included in the pure type of moderation. Because there is a direct influence between moderation variables on insignificant predictor variables, while the influence of moderation variable interactions with predictor variables is significant. Thus the hypotheses presented in this study can be proven and confirmed.

Furthermore, for H2b test results related to fear of success moderation effect on the influence between Family Interference with Work and Career Development has a p-Value of 0.001. That value has met the p-Value < 0.05. Therefore, Fear of Success is stated to moderate the influence between FIW on career development of female employees at BKKBN representative of West Nusa Tenggara Province in Mataram City. The moderation effect caused by Fear of Success in the influence between FIW on the Career Development of female employees at the BKKBN Representative of West Nusa Tenggara Province in Mataram City is included in the quasi-moderation type. Because there is a direct influence between moderation variables on significant predictor variables, so is the influence of moderation variable interactions with significant predictor variables. Thus the hypotheses presented in this study can be proven and confirmed.

The results of this study theoretically contributed to knowledge, where Fear of Success was shown to moderate the influence of Family Interfering with the Work on The Career Development Behavior of Female Employees. That is, the clearer the Female Employee Representative of BKKBN West Nusa Tenggara Province in Mataram City understands the fear of success, the better career development behavior, and the more balanced Family Interfering with the Work is felt in work.

This research has practical implications for parties related to BKKBN Representatives of West Nusa Tenggara Province. Especially for leaders can be a source of information and consideration to

continue to pay attention to the career development of female employees to reach the highest and best career peaks.

Conclusion

Conclusions that can be formulated in this study are Work-Family Conflict consisting of Work Interfering with Family (WIF) and Family Interfering with Work (FIW) there are different influences. Work Interference with Family (WIF) turned out to have an insignificant influence on the Career Development of female employees at the BKKBN Representative of West Nusa Tenggara Province in Mataram City. Family Interference with Work (FIW) has a significant influence on the Career Development of female employees at the BKKBN Representative of West Nusa Tenggara Province in Mataram City. In general, Work-Family Conflict has an influence on the Career Development of female employees at the BKKBN Representative of West Nusa Tenggara Province in Mataram City moderated by Fear of Success. Fear of Success can moderate the influence of Work Interference with Family (WIF) becoming weaker to the Career Development Behavior of female employees at the BKKBN Representative of West Nusa Tenggara Province in Mataram City. Fear of Success can moderate the influence of Family Interference with Work (FIW) to become stronger against the Career Development Behavior of female employees at the BKKBN Representative of West Nusa Tenggara Province in Mataram City.

Suggestions

Based on the discussions and conclusions that have been put forward previously, it can be suggested to the leaders of staff management in the BKKBN Representative of West Nusa Tenggara Province should consider the position of employee placement by paying attention to the role of the employee in addition to the worker as well as the role in his family because it turns out that based on the results of this research, the employees often refuse to seek to develop his career as a form of his concern for the consequences faced if his career develops.

The leaders of staffing management in the BKKBN Representative of West Nusa Tenggara Province to pay more attention to the proportion of the number of employees in a field or part by considering the workload in the field/part, so that there is a balance of work volume that makes the existing female employees are not charged for work, responsibility and excessive time for work that has the potential to sacrifice time for the family.

Employees who have dual roles as workers and roles in family life should be better at managing priorities according to responsibilities in each role, so as not to cause prolonged conflict themselves to divide roles, if it is experienced by many employees then it can cause the situation in the work environment that is the situation of fear of employees to succeed and the situation will make further decrease the efforts of the employees themselves to be able to develop their careers.

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