Fear of Success Women Working in the Government Sector

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Abstract

Article This develop draft fear of success (Horner, 1970; 1972a) by using gender as a dimension main. Hypothesized Women who have a fear of success will cause alienation from community, loss identity and disappearance flavor own in a way whole inside culture public. Part big studies previously based in the western world research fear of success use conception objectivity about success and methodology quantitative. This research involved fifty women working in the public sector (government) as an informant. Interview qualitative used as source main collection data in effort for get understanding Which more in about construct and experience para i informant in connection with success. Majority believe they must do change great about the views to success and live that desired. Fear of success woman rooted on what which they consider as "consequence success" which is individual, successful means leave family, friends and social life. Thoughts about will lost internal connections within the family, reduced feelings belonging and being accepted in a relationship is expressed with worry Which real.

Keywords: *Fear of Success, Women, Government.*

Introduction

Draft *fear of success* (Horner, 1970; 1972a) First time scrutinized around 5 0 year Which Then when there are still many stereotypes Which make woman reluctant chase careers especially in the field medical, field Which in a way traditional oriented on men so back then it was lacking from 10% doctor is Woman (Engle, 203 CE; Granger et al., 2003) which resulted *fear of success* in women is quite high as a consequence negative on that success makes women afraid of being compared and competing with man. *F ear of success* at that time it was dominated by considerations expectation society which psychologically is barrier participation And progress woman in force Work And public (Horner, 1970; 1972a). This is considered the main cause of failure inner woman reach success on level Which The same with man in a community or society (Engle, 203 CE).

Several studies in the last ten years still use the *fear of success theory* (Horner, 1970; 1972a) as a basis for research. It was found that environmental attitudes that view women's success will actually threaten social relations because they do not match the image of eastern women who prioritize family and home over personal ambition to be successful at work (Golden, 2014) . In contrast to black women who view success as not only being monopolized by men so they have levels *fear of success* lower, as well as the

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consideration that women who do not have a partner have the potential *to fear of success* which is higher because they feel worried about negative assessments from the environment and social rejection which makes it difficult to find a partner (Puryer, 2016) . The efforts of women (especially those who are not married) to achieve success will make women lose the feminine characteristics that are embedded in the minds of the majority of society, such as being supportive, helpful and carrying out their duties as good mothers and wives (Condry & Dyer, 2016) .

Women's level *of fear of success* is also closely related to the culture in which women are raised and *the gender roles* believed in by society (Windiarti et al., 2018) . Countries where the majority of people have a traditional mindset emphasize that women must be feminine and have the obligation to take care of the family at home, while men must be outside the home to work and achieve. On the other hand, countries where the majority of people have a modern or egalitarian mindset understand that the gender roles of men and women can run simultaneously and support each other to achieve success (Blee & Tickamyer, 2015). Based on *masculinity index values* (Dumetz & Cadil, 2018). Countries where the majority of people apply traditional gender roles are masculine countries such as Slovakia, Japan and Hungary which have very clear differences in male and female gender roles. Women have duties and obligations to prioritize and take care of the home (family) so that their career opportunities become smaller, which causes a high level of fear of success.

Contextual fear of success

Success is draft multi- dimensional which can felt from various sides, such as success emotional, success academic, success financial, skill success, and various successes other life related to family, parents, children, friendships, interpersonal, And relational related to intelligence culture, beauty and n sport. F ear of success yet in a way clear inspect characteristic subjective from success (Horner, 1970; 1972a) but vice versa touch on understanding main about success which more suitable with the values of class society work-related medium professional, standard education which good, wedding, children, career development, and so on. Success own lots level complexity and can lowered from various identity, role, ownership, and/or object material (Anderson, 2011). There is a little study about afraid will success on women who work in the government sector are therefore necessary explored as a current research opportunity.

Fear of Success

Fear of success is the condition of a person who is afraid of his or her ability to complete a challenging task or job so that success is seen as having a negative effect as a result or consequence of success itself (Engle, 203 CE) . *Fear of success* in women is a fear of the turmoil of competitive achievement which will have the consequence of losing femininity (motherhood), loss of social self-esteem and social rejection because it is considered selfish to prioritize career rather than domestic roles in the family (Horner, 1970; 1972a) so that Success is considered to bring changes, challenges and responsibilities that have a negative impact (Fogel, 1984) which, if combined with gender issues, will lead to more negative consequences as a result of success (Dahesihsari & Seniati, 2002).

F ear of success for women describes the inner conflict between the desire to achieve success and the turmoil of negative consequences that will be faced, making women tend to avoid success, inhibiting their abilities, potential and aspirations to achieve higher positions in the organization. *"Fear of success is a set of realistic expectations about the negative consequences of deviance from a set of norms."* (J. Condry, 1976; JC Condry & Dyer, 2016). In the norms that apply in society, *fear of success* is a negative consequence received as a result of social interactions that women are not aware of (Shaw & Contanzo, 1982; Metzler, 200; Development & Development, 2016) .

Ear of success has important dimensions (Horner, 1970; 1972a ; Shaw & Constanzo, 1982) namely: *loss of femininity*, namely lack women's ability to show their feminine characteristics, *loss of social self-esteem* is the fear of losing social respect and losing or reducing society's appreciation for successful women because they do not display feminine characteristics (Puspita & Susanty, 2017) and *social rejection* in the form of fear of social rejection due to society's negative perspective which assesses successful women as women who often act and think like men and go against their nature and traditional roles (Crawford, & Unger, 2004).

Women with a high *need for achievement tend to experience fear of success* because success is a life goal (Midgley, 1974*;* Bélanger, 2013) . This fear arises as negative consequences such as being less appreciated, being considered selfish and unable to take care of the family (Teuscher, 1992; Miron Zuckerman & Allison, 2010; Ivers, 2012; Carsky et al., 2015) . *Ear of success* is also caused by women's low self-confidence (*imposter syndrome).* namely feelings of doubt about the ability to achieve success and feeling unable to achieve higher (Parkman, 2008).

F ear of success also originates from the environment in the form of achievement situations when the environment assesses leadership , intellectual and competitive abilities based on certain standards of excellence based on gender (Horner, 1970; 1972a ; Nauly, 2003; Ivers, 2012) . This will affect women when faced with non-competitive situations (Kimmel, 1986) where women can show higher achievements when working alone compared to when competing with men (Horner, 1970; 1972a ; Sagar et al., nd ; Atlas, 2004) . On the other hand, environmental attitudes and partner attitudes also influence *fear of success* if women have to compete together (Peplau, 1976b) . If a partner provides positive support, women are less likely to be afraid *of success* and will continue to try to achieve (Angel, 2006) .

The ear of women's success is also related to culture and the understanding of *gender roles* created and believed in by society (Holt & Ellis, 1998 ; Hofstede, nd ; Windiarti et al., 2018) . The culture in a country where the majority of people have a traditional mindset emphasizes that women must be feminine and have the responsibility to take care of the family at home, while men must be masculine and stay outside the home to work and achieve. Eastern women have higher levels of psychological dependence and domestic role demands so it is not expected to play a role in society, organizations, competition affiliation, dominance, and orientation (Paludi, 1979; Nauly, 2003; Ivers, 2012) so that women are seen as having lower qualities and abilities than men (Hurlock, 1990) . Eastern women will be more respected if they successfully carry out their roles as mothers and wives rather than competing with men in career matters (Vanucci, 1990) .

Career or household conflicts

Eastern women are better known for their role as mothers and wives who carry out domestic roles at home. As time goes by women step into various jobs outside the home (Tuwu, 2018) for the reason of helping the family economy, as a form of *me time,* achieving goals and creating work (Mayangsari & Amalia, 2018) . They break the habits and nature created by eastern society (Indonesia) because educational and employment opportunities are generally equal (Manembu, 2017). This condition has the consequence that being a career woman is required to be able to multitask in carrying out the dual role responsibilities of being a wife, mother, community member while simultaneously carrying out her roles and responsibilities at work in a balanced manner (Mayangsari & Amalia, 2018) .

The success of women in dual roles requires support and the husband's role to be neutral, not jealous and feel competitive so that cooperation, complementarity and a feeling of comfort arise for wives who play dual roles in the family and office . (Peplau, 1976a; Ward, 1978) ; Mayangsari & Amalia, 2018) . A *dual career* marriage can be said to be successful if both parties treat their partner as an equal partner, sharing income and

roles in completing household tasks (Husniyati, 2021) .

Apart from support from their husbands, women who have dual roles are required to have the ability to manage time, solve problems, and balance the roles required by their family and organization so that they need quick adaptation and multitasking abilities (Frederick TL Leong; Azy Barak, 2021) . Working women are often faced with a dilemma between each position at the same time. Sometimes they are forced to make decisions or choices about which ones are more priority to work on. This condition makes some women experience *fear of success* because they feel they have failed in determining priorities and time management and therefore choose not to have a good career.

Despite race Women are considered partners of men, but in reality women still often experience obstacles in achieving higher career levels because of work motivation women who are still influenced by socio-cultural factors (Krueger, 1984) that working women can reduce the authority of men as head of the family and breadwinner of the family so that dilemmas and conflicts arise (Frederick TL Leong; Azy Barak, 2021) . In Indonesia there is a dual attitude about the most appropriate role for women who consider the ideal role of women to be as a wife, mother and good household manager, but women are also considered as a source of human energy equal to men who are entitled to opportunities. optimal for developing talents and interests and apply their knowledge and abilities (Husniyati, 2021) .

Influence education

Improving the quality of women's resources in development has become the national development target of the Indonesian government through *sustainable development goals* (SDGs) as an effort to fulfill women's rights to realize equality and justice and strengthen gender mainstreaming. The Indonesian Central Statistics Agency noted that in 2022 the population of Indonesia ranged from 27 to 5.773 million people. Number of men 13 9 .3 88 million people and more much more than women who are only 13 6, 384 million people. The majority of Indonesia's female population falls into the productive age group with an age range of 15 to 64 years, amounting to 94,285 million people or 6.9 % of Indonesian women have a great opportunity to contribute to national development. The number of women attending school is 71.12 million, while men are only 69.97. This means that even though Indonesia's population in 2022 will have more men, there will be more women attending school.

Table 1. Comparison of Male and Female Schooling Rates in Indonesia in 2022

Gender	Elementary School	Secondary School	High School
Male	97.44	88.64	64.09
Female	98.21	91.71	68.31
Total	97.37	90.13	66.13

Source: (Central Statistics Agency, 2023)

Table 2. Comparison of Male and Female Schooling Rates in Indonesia

2021 and 2022

Year	2021			2022		
Sex (7-24 ages)	Not/Never Attended School	Attending School	Not Attending School Anymore	Not/Never Attended School	Attending School	Not Attending School Anymore
Male	0.65	69.97	29.38	0.8	69.43	29.7

| Female | 0.59 | 71.12 | 28.28 | 0.56 | 71.28 | 28.06 |

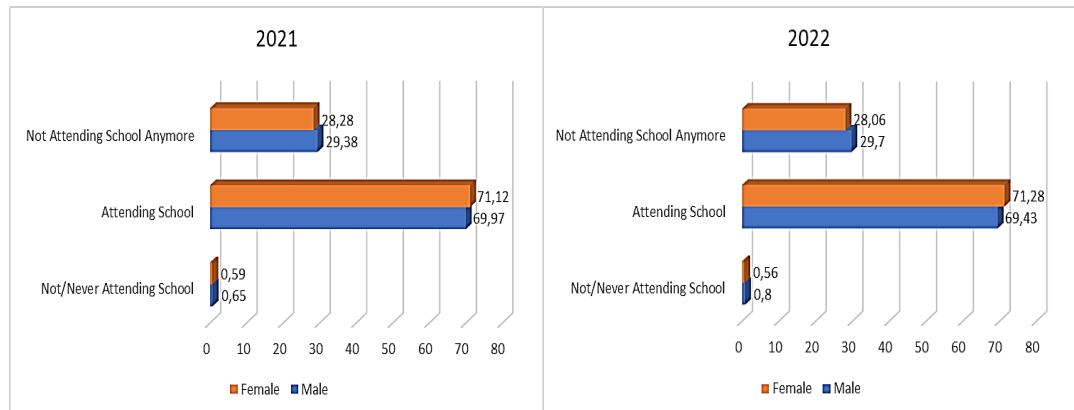Source: (Central Statistics Agency, 2023)

Figure 1. Comparison of Male and Female School Numbers in Indonesia

2021 and 2022

Source: (Central Statistics Agency, 2023)

Positive things in the education sector are also supported by the increase in the gender development index in 2021 amounting to 91.27 and increasing by 91.63 in 2022 in line with the increase in life expectancy for Indonesian women.

Table 3. Comparison of various important indicators for Indonesia's national development in 2021 and 2022 based on gender

Indicator/	Male		Female	
Year	2021	2022	2021	2022
Life expectancy	69.67%	69.93%	73.55 %	73.83%
Human Development Index	76.25	76.73	69.59	70.31
Number of professional female staff	50.01	51.35	49.99	48.65
Women's involvement in parliament	78.11	78.26	21.89	21.74

Source: (Central Statistics Agency, 2023)

Challenges of Women in Government

The phenomenon of *glass ceiling barriers* is still often faced in the career advancement of state civil servants or female employees in Indonesia. Social barriers in the form of lack of career opportunities for women in the workplace, discriminatory practices and bias in government legislation regarding gender in the workplace are still national issues that tend to hinder women's career advancement opportunities (Blee & Tickamyer, 2015 ; Chaudron, 2021; Ellis, 2019; Entwistle , 2017; Ezzedeen, 2015; Niemistö, 2021) . Several types of work and promotions at top manager level are still dominated by men. As a result, women must better prepare themselves physically, emotionally and spiritually to overcome all kinds of stereotypes, obstacles and challenges in building their careers (Aronsson, 2020; Miller, 2015; BL Oo, 2020; B Lan Oo, 2019; Scalise, 2019) . The phenomenon *of fear of success*, demands for domestic roles in the household, and the drive to minimize women's public roles in society have placed women in affiliated positions so that some women are reluctant to pursue a career or feel afraid of developing

their careers so they stop at the staff class and not at the managerial or leadership level (Horner, 1970; 1972a; Nauly, 2003).

Currently, female employees in Indonesia need attention considering that 54% of the number of employees nationally is dominated by women. The issue of gender and career development for female employees needs to be taken seriously the government remembers that the ratio of the number of male employees to female employees is only 6 %, which means that it can be said to be equal, but it does not have any implications for comparison of the number of employees who occupy top level manager positions. More than 80% of top-level managers or high leaders in government are dominated by male employees, while the remaining less than 20% are occupied by female employees. This fact confirms the *glass ceiling barriers theory* , namely that female workers' careers often stop at the general manager level (Cai, 2017; Lin, 2015; Yarnell, 2015; Yavorsky, 2015) . Gender differences are allegedly still the cause of injustice in various forms of marginalization, the process of economic impoverishment, subordination of decision making, *stereotyping ,* discrimination, negative labeling, violence and a double burden for women (Schulpen, 2017) .

Table 4. Number of Employees by Age in December 2022

Age	Male	Female	Total
18-20	478	12	604
21-30	122,914	170,485	293,399
31-40	357,793	517,992	875,785
41-50	582,183	662,719	1,244,902
51-60	730,242	713,334	1,443,576
> 60	19,837	12,476	32,313
Total	1,813,447	1,077,132	3,890,579

Source: (BKN Republic of Indonesia, 2022)

In the range of 20 3 0 to 20 40 Indonesia will face a demographic bonus with a potential number of employees which will increasingly be dominated by women. The demographic bonus will require organizations to prepare career development of female employees so they are able to synergize, contribute and support the organization. It is estimated that the number of people aged 15-64 years will reach 205 million and 2 million people of productive age will enter the job market every year. It is estimated that female employees will be dominated in the age range of 21 to 40 years in the productive age category. This condition shows that female employees will have considerable opportunities to continue the leadership and career development relay.

Table 5. Employee Work Period in December 2022

Years of service	Man	Woman
< 5 years	158,764	219,753
5-9 years	175,092	247,609
10-14 years	385,909	485,174
15-19 years old	475,061	472,416
20-24 years old	318,786	293,778
25-29 years old	286,194	260,305
> 30 years	191,724	197,553

Percentage	47.78 %	52.22 %

Source: (BKN Republic of Indonesia, 2022)

The number of female employees also has a longer working period than men. This means that women have greater career development opportunities to take part in open selection and promotions. This opportunity should be responded to with several preparatory steps that can be taken individually by increasing competence and support for the organization through preparation, balance, transparency and accountability in implementing a merit system with competency standards as a benchmark for position performance regardless of differences in employee gender status.
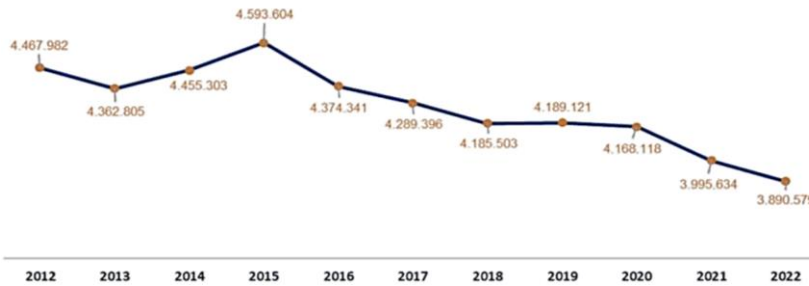

Figure 2. Growth of Indonesian Employees from 201 2 to 202 2

Source: (BKN Republic of Indonesia, 2022)

The number of Indonesian employees with active status as of December 30 2022 is 3,890,579 or has decreased in the last 7 (seven) years. This is actually inversely proportional to the number of female employees which has increased in the last 3 (three) years as an implication of changes in manual employee recruitment patterns and transformation using the CAT *(Computer Assisted Test) system* based on the formation of employee needs according to the competency areas required by the organization.

Table 6. Employee Growth Based on Gender

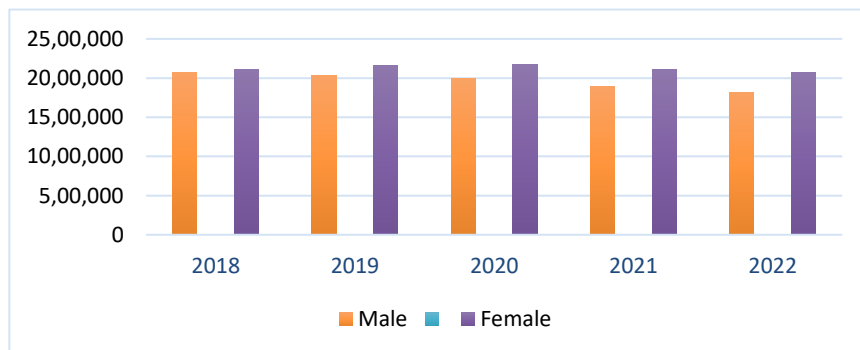| Year	Male		Female		Total
2018	2,071,310	49%	2,114,193	51%	4,185,503
2019	2,031,294	48%	2,157,827	52%	4,189,121
2020	1,991,530	48%	2,176,588	52%	4,168,118
2021	1,890,289	4 7 %	2,105,345	5 3 %	3,995,634
2022	1,813,447	4 7 %	2,077,132	5 3 %	3,890,579

Source: (BKN Republic of Indonesia, 2022)

Figure 3. Growth of Indonesian Employees Based on Gender

Source: (BKN Republic of Indonesia, 2022)

The number of women who pass the employee selection stage is greater than men, however the dominance of the number of female employees does not have implications for career opportunities and the opportunity for female employees to occupy top level manager positions so that many female employees end their careers at the middle and staff levels. Data shows that even though women have the same education in the job market, their opportunities for career development in the form of promotions are still lower than men (Dhejne, 2016; Jin, 2020) .

Table 7. Number of Employees Based on Gender and Education Level

Level of education	Male	Female	Total
Elementary School	13,875	1,240	15,115
Junior High School	379,726	183,075	562,801
High School	27,547	3,283	30,830
Diploma I	15,666	13,345	29,011
Diploma II	28,804	35,623	64,427
Diploma III	125.124	314,399	439,523
Diploma IV	32,749	45,277	78,026
Bachelor (S1)	923,273	1,271,083	2,194,356
Master (S2)	246,994	199,940	446,934
Doctor (S3)	19,689	9,867	29,556
Total	1,813,447	2,077,132	3,890,579

Source: (BKN Republic of Indonesia, 2022)

The growing number of women with higher education has great opportunities to participate, actualize themselves in the family economy, play a role in the world of work and contribute to society and the country. This condition creates women's choices to minimize fear of success. A dilemmatic condition will occur if women choose to stay at home, which means they will lose opportunities *(opportunity costs)*. if you work, whereas if women choose to leave to work, their career opportunities are still not equal. This means that whatever choice women make, they will still suffer the consequences of injustice.

Table 8. Number of Officials in Ministries and Higher Institutions in 2021

Type of Position	Male	Female	Total
Main JPT	13	2	15
JPT Intermediate	470	96	567
JPT Pratama	16,449	2,756	19,205
Percentage	86, 67 %	13, 33 %	100%

Source: (BKN Republic of Indonesia, 2022)

Despite the number of employees there are more women than the number of employees women who occupy Main High Positions and Middle High Positions are still at 13.33 %. Issues of discrimination gender should decrease as digitalization demands. Organizational restructuring takes the form of *delayering* which occurred in all Ministries in Indonesia in 2020 resulted in changes in career patterns, aspirations and managerial and professional career orientation (Martin, Riemens, & Wajcman, 2000). Vertical career development and advancement or upward mobility is still held as an individual responsibility rather than an

organizational responsibility (McDonald et al., 2005) is now changing to competency-based horizontal and diagonal careers.

Organizational restructuring has had implications for career development opportunities and fairness in organizations (Erdoğdu, 2018; Kim, 2019) . Perceived justice originates from organizational decisions that affect employees or their colleagues (Malik & Singh, 2014 ; Kang & Kaur, 2020) . Gender has an effect on perceptions of organizational justice and influences the forms of justice that employees will receive. Women and men have different responses to perceptions of fairness. Justice has a pervasive effect on men, but not on men woman. Female employees' views about organizational justice will increase commitment and reduce turnover intention (Jepsen & Rodwell, 2012) . Gender inequality is a major disruption to development and meritocracy in the female workforce (Ha, 2015; Kobayashi, 2019; Silva, 2016) .

Methodology

Approach phenomenology is used as a basis idea that experience No simply content factual but capable reflect real situation. Approach _ This used for understand the root of the problem involve commitment epistemological to validity experience life individual as truth Which correlated or no with reality world outside. Approach This No make truth ontological like Which searching for in tradition phenomenological beginning (Heidegger, 1927) and structure experience phenomenological. Phenomenological approach resonate with effort For involved with experience person (Laing, 1960) For life experience (Downes, 2003). Through a phenomenological approach, researchers can see how someone to tell story experience which is formed by norm social, outlook person other and public wide.

approach is the study of knowledge based on human consciousness to consciously study and understand events, symptoms or objects. This approach develops understanding or explains the meaning of an event experienced by a person or group (Creswell, 2018) to reveal a meaning from an event or individual experience that is contained and depends on the individual's relationship with the event experienced (Edgar & Sedgwick, 1999). The phenomenological approach is a design of qualitative research that aims to develop understanding or explain the meaning of objects, symptoms or events experienced by individuals or groups. consciously as an effort to answer the assumption that the existence of an experience that is actually lived is the basic data of reality. *Phenomenologist, . . . , are not at all in the business of trying to explain why people do what they do. Rather, they are interested in explaining how people do what they do; according to constructs they manage to organize their daily lives, especially their communications between each other* (Watt & Berg, 1995).

Phenomenology does not examine aspects causality of events but observing how people do things along with the meaning of the experience for them. Phenomenology studies the intrinsic characteristics of symptoms as they reveal themselves to consciousness (Bagus, 2002). The phenomenological approach uses descriptive methods which aim to reveal intentionality, consciousness and the life world (Kuper, 1996). Phenomenology is a unique way of thinking that is different from that of an expert in a science. If positivist scientists convince people by showing evidence, then phenomenologists show other people as if they also experienced it (Brouwer, 1984). Phenomenology is the painting of phenomena by seeing, hearing, imagining and thinking about visible objects and phenomena using language in an interview which is then connected to the philosophical principles of phenomenology.

Phenomenology explains the structure of consciousness in human experience which is expressed naturally and realistically (Creswell, 2018) . Through questions, research subjects are allowed to tell all kinds of dimensions of their experiences related to events

which aims to explore the subjects' deepest awareness regarding their experiences in an event. Phenomenology has stages: 1). seeing phenomena as essences, as pure phenomena; 2). doing reduction, abstraction, looking at something and closing your eyes to other things. The first reduction is considering phenomena as things that appear and not seeing that they already exist. The second reduction is seeing it as something common, the third reduction is that we close our eyes to things related to culture while the final reduction (transcendental reduction) is to see phenomena from a supra-individual perspective as an object for a general subject. Approach qualitative data-based phenomenology who facilitates understanding from framework reference to explore various reality informant (Blumer, 1969; Downes et al., 2006; Collican, 2004). This research uses an approach phenomenological for get outlook about understanding and experience female employee about fear of success with the interview method done during 9 (nine) months from June 2022 until March 2023.

Election sample

Effort to obtain access and determining key research informants was carried out with intensive assistance and coordination with the Head of the Civil Service Bureau of the Ministry of Home Affairs. Presentation sample Fifty female employees were taken voluntarily for participate in survey This. Use method qualitative used For choose informant For interview (Creswell, 2018; Levitt et al., 2018) using samples informant Which chosen randomly regardless of age, educational background, domicile, religion, marital status, and others. In principle If somebody with on purpose try interview a number of person Which different (age, type sex, level education, in couple/single) answer they can give voice and meaning for individual and sub population which more-wide.

Profile Informant

All informant meet the same criteria, namely gender, age range and type of organization coming from a female civil servant background aged between 25 and 56 years who live in the cities of Jakarta, Bogor, Depok, Tanggerang and Bekasi. They will be interviewed using snowball sampling to achieve the desired sample. Once potential informants were identified, they were asked to identify and invite similar individuals, increasing the total number of informants to a total of fifty. Process interviews were conducted via two stage, the first stage was carried out with several key informants who were considered more senior in terms of experience, age and position class. The second phase continued with the informant chosen randomly so possible researcher t i and informant for uk build report in full.

Interpretation data

Process phenomenological interpretation consists from reading, reflecting, writing interim results and write repeat. This possible researcher t i for change experience life become textual expression from its essence (Van Manen, 1990). Data intended to be interpreted with use version revision from strategy phenomenological explanation (Groenewald, 2004). Researchers reduce as much as possible analysis data subjectively. This is based on considerations of maintaining the integrity of the information that has been conveyed by the informants break become certain meaningful parts t i disappearance whole phenomenon a investigation constituent from a phenomenon while maintain contex whole. Process explication consists from five phases: (1) grouping, (2) describe unit meaning, (3) grouping unit meaning for forming a theme, (4) summarize, validate, and modification and (5) Extract the theme general and unique from all interview and make a summary combined.

Boundaries methodological me t from study

Wrong One limitations from study This is size sample limited (N= 50). This means that finding this research does not need generalized to other organizations or regions

not enough lucky other in Indonesia and international, however can provide base for study in period coming Which can't lead on generalization. Men were not involved in this research with the aim of focusing more on looking at the fear of success phenomenon from the perspective of female employees who work in government. Focus development entered to in research was carried out with method Which somewhat limited, with adopt various age in sample Which chosen from 25-56 year. However, for catch f actor- factor development, study longitudinal in a way optimal also done for analyzing factor- factor others who more detailed.

Analysis t the findings interview

Analysis This on initially related t an with presentation t the findings in a way phenomenological _ in voice para informant (Downes 2003a). Three t theme main _ _ appear from interview: 1). loss of femininity dimension; 2). dimensions of loss of social self-esteem and 3). d dimensions of social rejection (Horner, 1970; 1972a) .

Discussion of Research Findings

1.   Dimensions Loss of femininity (loss of femininity).

The tendency to do work supporting and helping others

Different from the results of previous *fear of success research* (Horner, 1970; 1972a) this research found that Female employees who work in government believe that the consequence of success is reduced opportunities to do work supporting and helping others outside the family and work responsibilities is a logical thing that must be faced when choosing to become a working woman. Working women will be busy dividing their roles in the family and work so that their time for socializing in the community and society will decrease. Part big informant (n= 48) believe that they will experience change life Which dramatic in a way personal nor culture such as the consequences of various forms of sacrifice connection near personal (n= 37). A number of informant consider sacrifice This as change emotional stress (Dina, age 25), depression (Wati, age 39), temporary loss of comfort zone (Yati, age 45). a number of informant use term loneliness (Maria, age 37; Yanti, age 50, Ita, age 47). Change life which significant will required for achieve it success (n=32), However change this is precisely the thing Which positives that must be faced and developed more creatively. " If you must move from comfort zone and You No will Once Have time for self Alone, family, or Friend then you have to continue to treat it as a thing or phase of life pleasant; I will love it" (Donna, age 3 2). "I must change jobs. Children must move school. Everything will become more-good" (Maria, age 3 6, Mother two child). "That will confusing, But good as a step forward " (Wilda, age 33). Change life Which "dramatic" is part of the process and consequence success: "I must change fully thinking, attitude, and method I act", success means leave lots of quality time for family, Friend, community, and culture them, but professionally we must be able to control them" (Sri, age 32).

 Carrying out her duties as a good mother and wife at home

The majority (n=36) of female employees cited their closest family and friends as their role models. Motherhood and parenting roles can be a source of successful identity in the future (O'Brien, 2005). A specific identification of the mother's role was mentioned by several informants when asked to tell stories and give examples of successful wives and mothers. "When I had children, that's when I realized that they were my investment and success" (Yani, age 43). "For me, career or work was not a priority after I gave birth to three children" (Dara, age 38).

The importance of having at least one strong figure in an individual's life to ensure healthy development, especially during adolescence and early adulthood (Gilligan, 1982; 1990). The figure of a good mother and wife at home ultimately cannot be judged

as good, not so good, very good or bad just by looking at how much time female employees spend doing domestic household work and taking care of children. "A good mother and wife can be seen from how a woman's time management and parenting patterns also influence their smoothness and balance in carrying out their dual duties and roles in family and work" (Andin, age 37; Umay, age 45, Tatik, age 50). There are many women who do not work and choose to stay at home but are not optimal in carrying out their duties as good wives and mothers. The increasing cases of violence against children and women, the high rate of stunting in Indonesia and various cases of crime are other facts that do not necessarily mean that women who do not work will be better in carrying out domestic family affairs. "By working, I can support my family financially, so that we have greater opportunities to buy healthy and nutritious food, pay for good health facilities for the family, especially children" (Lina, age 35; Febri, age 39; Wati, age 31, Lia, age 50).

Carrying out two roles at once is not an easy thing. Women who choose to continue their careers when they are married require them to be two figures who must be balanced and professional. Inability to deal with this situation can trigger stress and pressure. If a housewife who simultaneously works is unable to balance the demands of work with the demands of the household then there will be one party who will ultimately be neglected because they have to fulfill the demands of the other (Mayangsari & Amalia, 2018).

Don't dare to take risks.

The majority of female informants (n = 35) had preconceived ideas about success. Education is significantly mentioned as an indicator of success (MacLeod, 1987; Carter, 2005), lack of education is seen as an indicator of the lack of success of female employees by informants. All informants explicitly used the word "very important" when asked how important education was. "Education is very important and that is the only choice so that a woman can guarantee success" (Jihan, age 26). Education is seen as being able to provide opportunities and a sense of achievement by a number of informants. When an unmarried woman continues her education to a certain level, this is seen as courage in taking risks as well as an opportunity for success. However, the risks and consequences of success become ambiguous and dilemmatic when faced with the dilemmatic role between family and work after marriage. Based on data from the State Civil Service Agency, the number of female employees is 6% more than male. Women are 54% and men are only 46%. However, the number of women who succeed in occupying middle to top career positions is only around 13%. This is research finding that there are still many female employees who do not dare to take risks when they have to carry out more complex work tasks as organizational leaders because they have to reduce quality time for family or are afraid of being labeled as a woman who pursues an ambitious career.

A small portion of female employees (n=12) were afraid to hear opinions or comments from their peers regarding the assessment of being ambitious in pursuing a career and putting aside family. They are afraid of being seen as a woman who is "heartless, doesn't love children, is arrogant and pretends to pursue a career". The remaining informants are optimistic about seeing success as something that is worth achieving with all the consequences that must be prepared to be accepted when making a decision to strive for success.

Basically, women have the ability to multitask. Career women certainly have twice as many duties and responsibilities as women who are full-time housewives. They must be brave enough to take multiple risks because they have multiple roles. If women who in fact have the ability to multitask are supported by the ability to manage time as effectively and efficiently as possible, it will be able to reduce the mental and mental burden of a career woman. Career women must divide their children's education,

household matters and work responsibilities well. Most informants (n=37) said that the way to get around this was to plan daily activities and allocate time effectively and efficiently.

Fear of making a mistake or doing something inappropriate.

Most of the employees are women (n=37) believe that they are like ordinary women who are not free from various shortcomings and mistakes. One another _ No own similarity need and the ability to carry out dual roles in family and work. Mistakes or inappropriate things are something that happens to every woman, whether she works or not. So, the majority of informants (n=42) thought that mistakes did not need to be something to be greatly feared as the roles of female employees became more complex. "Mistakes are natural, the most important thing is how the book of Jesus rises to correct them and not repeat them" (Dina, age 38; Martha, age 28; Lia, age 35).

"Mistakes can happen to any woman, regardless of whether she is at work or just at home. Women deserve to grow and improve themselves every day" (Lia, age 47; Lina age 34; Lusia, age 26). "When I make a mistake, something that is considered inappropriate, it doesn't mean that I have lost and don't have the right to achieve success. "Nowadays women are becoming stronger and ready to compete with men" (Dian, age 40; Maria, age 32). Not a few career women are unable to balance the demands of household duties with the demands of work duties. However, there are quite a few career women who can be successful in both roles and positions. When you succeed in playing multiple roles, your success as a woman is no longer seen from just one space but from both, namely inside and outside the household.

2.   dimension (loss of social self-esteem)

Feelings of inferiority so that they are easily influenced, avoid challenges,

Education is seen as a key indicator of success by the informants. When asked to give examples or tell success stories, most informants (n=36) gave examples of educational experiences when they felt they had succeeded, such as: "When I finished my bachelor's degree" (Jecika, age 26; Lia, age 31, Dina, age 25). Other informants (n = 5) indicated personal achievements that they felt were successful, such as: "About four years ago, I managed to get this job through intense competition, I got along with everyone, I was not hostile, I had many friends and cross-relationships. organization and that is very good for my capital to achieve success" (Donna, age 27). "As a mother, when I have children, I am successful" (Maria, age 26).

These findings challenge feelings of inferiority so that they are easily influenced, avoid challenges and suggest that stereotypes of women still think traditionally and give up easily (Kohn, 1977). Thus, the desire to change and improve the self-abilities of female employees has shifted to become more logical and professional. Women show that they are individuals who quickly understand what conditions allow them to succeed and which do not, and do not want what is not available (Downes, 2004; Downes et al, 2006; Downes & Maunsell, 2007).

Blaming yourself if failure occurs

When asked to give five words that indicate failure to achieve success, the majority of female employees' responses were "poor (n=32), uneducated (n=37), dropped out of school (n=25), divorced (n=48), have no career plans (n=32)". In addition, women (n=43) in this study specifically advised their families not to commit crime and use drugs so as not to experience failure in achieving their dreams. The majority of women in this study advised themselves and their families not to be "quick to judge themselves" when they fail. Failure is seen as a natural process to achieve success that is not instant. Some of the informants saw failure as not only caused by one individual fault factor, but as a complex series that could be caused by anything beyond one's own control (n=37).

"Failure is a process towards success, failure can be influenced by many things beyond personal abilities" (Lisa, age 40; Diana, age 38; Mutia, age 37). "Failure in a career is not always our fault, there are many external factors such as leaders, co-workers, organizations and even families that make the career stop or not grow" (Ani, age 40; Jihan, age 37, Lisa, age 32). Most informants (n=35) saw failure as part of the growth process, so it was normal and nothing to be afraid of.

Set low standards for yourself.

Good educational background and skills are the main keys in determining standards for yourself. The majority of female employees (n=41) assess themselves as potential resources to support the main tasks and functions of the organization, individuals who have abilities that are worthy of competing with men and fellow women. "To be able to become a female employee in government, we go through a series of quite difficult tests. We have to compete across gender and age. "I think this is an indicator that we are able to compete, have measurable competence and are entitled to equal opportunities to receive tasks, responsibilities and rewards in organizations and career paths" (Aulia, age 38; Atikah, age 45; Jona age 50).

Difficulty doing competitive activities.

The cultural shift from traditional society to modern society in Indonesia has had an impact on opening up opportunities for women to work outside the home. The real manifestation of this situation can be felt by seeing the increasing number of women occupying strategic positions and the increasing number of female employees nationally.

"Road going to success for female employees are very open, the organization has been fair in providing opportunities for growth and building a career" (Rahajeng, age 56). Most informants understand that career growth or development is not a competition that must be contested across gender or among female employees themselves. Most of the female employees' motives for working were to help the family financially (n=38), self-actualization (n=12) and no informants were found who specifically aimed at career competency.

The increasing number of women who have become employees in the last ten years (Central Statistics Agency, 2023; BKN Republic of Indonesia, 2022) shows that women are able to carry out competitive activities. However, this competitive ability has not been consistently used by female employees to compete in top management. Only 13% of the total female employees are able to occupy managerial and top career positions.

Most informants see it as a decision (n=32) and choice (n=46). Female employees believe that there are those who deliberately slow down their steps towards the peak of their career (n=38) or some others actually don't want the peak of their career because they don't want to accept the consequences of reduced productive time dividing dual roles between family and work (n=41).

When asked: "How feeling You towards change Which bring success This?". Part from informant (n = 2 9) respond with comment positive in comparison with Which negative: " Well, it's not as bad as you imagine, but most of our time is spent managing work outside the home so we need time management, understanding of our partner if we are married and the help of a household assistant" (Rizki, age 43; Rahajeng, age 56, Endang age 55). Change _ Which felt This making most of the female employees take attitude Which more positive (n=29). "They will see my personal life more A little but That will Good For I, I will appreciated for my work achievements and not considered an ordinary woman" (Donna, age 22), "The impact of success is good For children, on the one hand they may miss time with their mother but if a mother is smart and able to manage her time there is still the opportunity to care for the family after work and on weekends. This situation makes my children more independent to

organize and take care of their needs when they reach school age". (Maria, age 26; Lin, age 45; Neneng, age 45, Nurbaya, age 31). Generally, informant consider road going to success as road Which not easy and ambivalence because in One side must move in a way social, safe in a way financial, reach dream, However, in side other, must sacrificing relationships with family and bear condition isolated Which quiet for reach success.

Consider success as luck, not because of your abilities.

On question about What Which need you are authorized to become successful, more than half of the informants (n=36) answered enthusiastically about the efforts they made to be successful, they viewed women as having the right to have equal opportunities to occupy top management. Meanwhile for the rest (n= 14) saw success as something that was a lucky fate that did not need to be pursued ambitiously. Some female employees (n=18) are reluctant to maximize their abilities at work and pursue careers ambitiously. This is because busyness in the office and difficulty in dividing time with family makes them think twice about having to increase their working time to develop skills to support their work in the office. Female employees (n=23) also feel uncomfortable if their success will cause them to lose their femininity and be rejected by their social environment, so many employees (n=36) tend to accept their situation as it is and minimize internal conflict within the family. On the other hand, there are bad habits found among female employees who prefer to expect direction from others so they are reluctant to convey creative ideas, do not want to express opinions and even tend to be passive.

3. Dimensions of Social Rejection

Avoid new situations, job changes and moves to other areas.

Not like the results of previous research (Horner, 1970; 1972a) , when asked how this change or success would impact their lives, most informants today responded positively. The majority of informants currently use the terms "great (n = 32), good or extraordinary (n = 45)" in welcoming change. However, some informants seemed more ambivalent about seeing success as having costs. "My family will be fine because they can fulfill the needs they want, so I don't need to worry too much. Children can go to good schools even though they are mostly accompanied by household assistants" (Maria, 26).

Majority (n=27) informant woman very value community place they originate and connection Which they have in inside. When asked What Which they like from community they, informants (n=31) stated: "connection, feeling have, community concern and support" temporarily informant other (n=9) appreciate aspect physique, and physical no. The importance psychological become part from community and process Which give support vital, that is identity, network social, And outlets social (Sarason, 1974; Fisher, 2002).

Most of the informant (n=36) say that they need at least one person in their life who is supportive decisions and changes they as factor Which contribute to success. "Work "The hard work that I do will not produce optimal results if it is not supported by a partner (husband) who understands the challenges I face in carrying out my role as a mother, wife and employee in the office" (Siti, age 3 6; Lina, age 50; Wati, age 40) "Practice, Work hard And mother's support is my capital to pursue a career in this organization" (Lisa, age 26), "Support family especially grandma me motivated me to become a more successful woman in my career" (Cia, age 32) . "Children are my biggest motivation to become more successful, I want to make them proud and fulfill their basic needs well without having to feel lacking" (Lia, age 38; Lina, age 50; Wati, age 37; Sri age 40).

Afraid to make decisions and give up easily.

Not like previous findings (Horner, 1970; 1972a) all informants currently think success is not something to be afraid of (n=38). Success does have social and emotional "consequences" such as lost productive time parenting, reduced connections in community, friends and family. There are even some who are willing to grow apart from their children because of the consequences of work. However, the consequences of this finding are different from previous findings (Horner, 1970; 1972a) . The consequences referred to by female employees in this research are more intrapersonal (personal) than interpersonal.

Decision making and attitude of not giving up easily are also different from previous findings (Horner, 1970; 1972a) . Female employees believe that developments in technology, social media and the development of public facilities mean that they will not lose their entire social network, namely family, friends and community. They don't need to be too afraid of it the consequences (negative impacts) of success and it is better to think about the benefits (positive impacts). will they feel at the peak of their career or success. Acute feelings of failure, disappointing those closest to you, fear of losing everything still appeared in the feelings of several informants (n=35). They fear that success will make them leave the community, lose relationships with colleagues and no longer have anything in common.

A minority of informants explicitly mentioned the loss of perceived cultural identity as their biggest fear: "Forgetting myself, fear of not fitting in, this is my biggest fear" (Laura, age 26). " I'm afraid of going beyond myself and "forgetting my roots" (Lia, age 28; Maria, age 35, Endang age 38). Another thing was discovered when the informants were asked "What if they don't succeed? Will it affect their family and friends?" Most informants said that "Nothing will change in their lives if they don't succeed, friends and family will be the same. "Success for women is a bonus that should not be pursued ambitiously" (Nana, age 38; Desi, age 34; Mareta age 41). Thus, this tolerance allows female employees to continue to exist in their comfort zone (Kohn, 1977).

However, the informants seemed to start to hesitate when asked "What do they fear most about success?" the majority of informants (n= 3 6) answered " Everyone is afraid of other changes that have never been imagined before, I am afraid that there will be losses felt as a result of success which comes at least free time and declining health (Lucey et al., 2003) ". Mostly found among older groups (age 45 - 58 years old) they seem more confused when asked how successful they are? Some of them feel anxious, worried and less ambitious about achievements and ready to accept the consequences.

Sacrifice connection near is an effect direct from success mentioned by the majority informant (n = 3 9). They assume that they No Again own similarity with Friend his peers Which result weakening connection. Two informant more take attitude positive: "I must look for Friend new" (Maria, age 26). "Friends Which I have Also will success so that they will happy for I" (Lisa, age 3 2). Some (n= 21) informant assume that "success" in a career a must paid expensive, that is and lose time. However, this assumption is inversely proportional to women's low achievement orientation and lack of ability, success is something that is difficult to achieve and is and is their goal for working, so they do not worry about success.

Rarely acts assertively in self-defense.

Alienation Which felt from community in a way special mentioned by informant, in connection with success career that brings flavor lost Which very big. When asked: "How impact change This on Friend You?" informant return mention disappearance connection with friends (n=30), temporary expected effect dramatic on life social and emotional Also mentioned (n=12). A informant more carry on articulate that success is "Change self I completely And How I with them and this for sure will difficult"

(Linda, age 27). When asked about impact success on connection they, part big informant (n= 27) use that the relationship could have been more Far or actually growing. A informant speak about pressure between task House ladder And Study: "My life and productive time have run out for me work and care _ baby me when I get home from work and at weekends. I No Have time to share experiences with friends" (Laura, age 26; Mia, age 35; Defran, age 30).

At a glance, perception informant about impact success seen positive. When asked: "How success You impact on family You?". Majority (n = 2 6) only answer "Good or great", However after pondered more carry on they become ambivalent like Which illustrated as following: "Good And bad" (Nisa, age 29; Oklin, age 38, Siti, age 50). Informant other see impact success from corner look family they: "Okay, they will happy For I. I will avoid problem. Mother I No will too worry" (Lina, age 24). Although response para informant This part big positive, apparently There is a number of ambivalence about How they will is at in situation Which "success" This. Ambivalence This A little resolved with given chance for support person Which they loving: " We 're better off Can give to family more material sufficiency Lots" (Lilis, age 42). "They will become Good Because they can obtain What Which they want, minimize worry about financial worries, go to school in school Which good, although there are things that are less enjoyable for children Because they No will use up time together I And we will separate (Maria, age 26).

Discussion

The informant's hopes, dreams and aspirations

More than half of the informants (n = 3 5) are actively pursuing or have fulfilled their "dream of success". They judge to have currently achieved or are pursuing success in educational or occupational contexts, although there is variation in achievement by traditional conventional standards; some have achieved prestigious educational qualifications (masters and doctoral) while others have recently returned to further education (bachelor's degree). After identifying informants who were conventionally successful (n= 21) or "actively pursuing success", (n= 2 4), the question was then asked: "If you had to do this (go through the process) again, would you want to?" One was sure he would do it again: "Yes, I would do it again. I love my job" (Dewi, age 3 2), "I think so. I don't know, because I'm just starting out, so I'll say that" (Mila, age 25).

informants articulated the difficulties they faced while trying to achieve their dreams, with little or no help, as illustrated in the following statement: "No, I will keep building my career and making them believe in me" (Lisa, age 26). Researchers found that women's expectations, especially in city centers Jakarta Basically it is not limited by culture and education which have been issues in women's career development. When asked, "When you were young, what dreams would you have for yourself," informants listed a series of dreams that fit their current perception of success. These responses can be categorized as reflecting their current view "success is being professional Which successful, married with happy, comfortable in a way finances, good time management and positive communication with your partner (if married)". When asked How dream they changed since they Still young, majority informant speak about How dream they Most experienced changes (at least in memory) since they Still young, although they believe that achieve it has become a struggle. Reach success proven "more difficult" than Which they estimate. "Success is a path must I take For until to the peak of his career and it turns out Far more long And more difficult than Which I imagine previously (Lisa, age 2 6; Siti, age 50; Endang, age 34). Findings This Also found the fact that the majority of informants (n=34) believed that they will reach success through Work hard and determination.

Most of the informants (n=38) hook success with Money, education, And knowledge. Connection Also is source success, especially wedding. Only a small percentage of female employee informants Which own motif For avoid that success rooted from expectation traditional society (Horner, 1970; 1972a) . Most of them (n=37) agreed that success is an equal right for female employees, as long as they have competence, career opportunities and justice in the organization they deserve to achieve success. However, success is not seen as a necessity for female employees. Most of them think that there is no need to pursue success in an ambitious way to the point of sacrificing family or uncontrolled management a good and balanced time to carry out dual roles. "Success must be fought for, but it must not be ambitious and sacrificing the family" (Lina, age 34; Dara, age 35; Yati, age 39; Rosa, age 49).

Conclusion

Basic differences between previous findings (Horner, 1970; 1972a) with this research is female employee r own desire For success without having to pursue it ambitiously and putting aside the dual role at home and office. Generally, informant consider road going to "success" as road which is nothing to be afraid of, not to the point of isolation, but is a choice Which full with complexity and must move in a way social, safe in a way financial to achieve dream However in side other must be prepared to make all forms of sacrifice, at least free time and productive time taking care of children (family). Alienation And isolation seen as consequence direct from achievement success that can be overcome by the speed of technological change which knows no boundaries, distance and time so that they can still be connected to the community and society through social media, even though not optimally.

The findings will be fear of success for female employees it is precisely their fear of forget self alone, losing identity, time for yourself and declining health. Education seen as indicator key success by para informant. They very value education and looked at him as benchmark for get What Which they want. Female employee believe the first thing to do to be successful is to improve education and improve skills that have an impact on improving their perspective towards success, widening the circle of friends and changing perspectives in solving problems. They believe that success does not come from mere luck, but is the result of struggle and sacrifice to be able to accept all the consequences and benefits of success itself.

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