

## Fear of Success on Women's Career Development: A Research and Future Agenda

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### Abstract

Universal phenomenon of the slow women's career development often encountered in both developed and developing countries. In developing countries that still based to the system of collectivism depends on the community, so it is always concerned with the views of others, always concerned with environmental feed back on what have you done. It is psychologically affecting women in its efforts to achieve career development. There are many factors that influence career development of women, but it is rare researchers who discussed the fear of success as psychological factors that most influence on women's career development. Women's career looked subjectively, based own perspective on employment and the environment. The higher fear of success, then the lower discourage women from competing for the achievements thus affecting the women's career development. This paper aims to describe the influence of fear of success against the women's career development by proposing the concept of career success orientation to explain the process and mechanics of how fear of success to affect women's career development. This research method is a form of several empirical studies. Practical implication is that the woman is able to understand them selves internally psychologically, so it has confidence in achieving success in the development of her career. For companies and governments to make employment policy to understand and tolerate the woman against her experienced psychological barriers. Novelty statement that women have a fear of success to influence the women career development, which could be addressed through the concept of career success orientation.

**Keywords:** Career development, Women's career development, Fear of Success, Career success orientation.

### Introduction

Women's career development in both developed and developing countries is very slow, this is an universal phenomenon that might be much worse in developing countries because it has the structure of indigenous cultures and high communities attachment (Ansari, 2014). Studies on the previous career development remains focused on developed countries, where the main essence describes the need for organizations to provide opportunities and equal career opportunities for women. An organization which employs a workforce of women hope that women contribute to organizational success, both at the time they as a policymaker or not (Adams and Ferreira, 2009; ILO, 2015). Based on these results, organizations should start paying attention to career development for women workers, not only in developed countries but also in developing countries.

There are several factors that influence the career development within the organization, such as salaries, achievement, and promotion (Sturges, 1999), the desire for greater challenges, status, prestige and power (Gibson, 1995), the support of supervisor and co-workers, experience, education, achievements, and fate factors (Sutrisno, 2008), as well as their career path (Ruky, 2003). Although these factors proven to affect career development in general, but still a few researchers who are focused on the factors that affect career development especially for women.

Based on the super-theory (1990) career development influenced by personal determinants, environmental determinants and the situation determinant. In the women's career development, environmental determinants and determinants situationis a state that can not be controlled, while the personal side determinant is the part that can be controlled. Therefore the determinant of personal partis what can be directed so it is easier to achieve the career development of women. The important personal determinant factor who greatly affect women's career development, is a psychological barrier that is owned by a woman when they began a career that is fear of success.

Fear of success is a barrier towards a successful career woman. Fear of success is a condition where a person gets a disruption of fear in her ability to complete a task or job that is challenging (Engle, 2003). Horner (1972) stated that fear of success is the pressure of the environment on gender roles that may cause a woman to experience a loss of femininity, loss of self-esteem and social rejection.

These circumstances will cause a sense of anxiety for women if they are to achieve success. In particular fear of success for women is the fear of a woman to achieve success, they are afraid to pursue a career, so despite doing a good job, they feel do not deserve success (Horner, 1972).

Barnett (1991) describes the fear of success as the basic conditions that impact success in a career on the organization. Matlin (1987) say that competition in achieving a masculine trait needed by a woman if she want to succeed. It is said to be contrary to her nature, which resulted in a successful woman experiencing social

rejection, thus inhibiting aspirations, capabilities and performance, which in turn affects the potential for women to develop a career. Society considers that the success of a woman in treading the career ladder is not obtained from the result of hard work, but only a fortune, where this assumption worsened the motivation of women to climb the career ladder in the organization (Maltis, 1987; Unger and Crawford, 2004). The negative role fear of success should preferably be removed by career women, so that they have a career success orientation in the organization (Basarah, 1989; Krueger, 1984). The higher women's career success orientation, the greater chances of developing a career in the levels of the organizational hierarchy (Andre and Metzler, 2011).

In this study course is accompanied by a critical review of various associated with fear of success against women's career development. The final paper will offer a future agenda for the next researcher interested in doing research, especially in the field of women's career development and conclusion of this study.

### **Women's Career Development**

Careers is as eries or sequence of activities related to the work experience, behaviors, values, and aspirations of a person during their people life, so that career from the perspective of the individual involved a wide selection of many occasions, However from point of view organization, a career process regeneration of new assignments (Glueck, 1997; Mathis, 2006; Simamora, 2006).

Some researchers have to understand that when we explore the career woman, there are some things that must be considered such, steorotype against women, barriers of discrimination of women, job expectations, stages or phases of a woman's life and psychological development of women (Ansari, 2014; Kanter, 1977; Kottke and agars, 2005; Sullivan and Mainiero, 2008). Career for women defined as an identity, maturity and personal force formed from the on going process of engagement of women due to someone else (Belt, 2002; Huang and Sverke, 2007; O'Neil and Bilimoria, 2005; Smith, 2011). Understanding the career presented is generally accepted notion that career, but there will be a significant difference when the discussion shifted towards more specific, the concept of a career woman.

Gutek and Larwood (1987) states that traditional career models previously developed, appropriate applied only to the career development of men and not suitable to be applied to the career path of women. Incompatibility male career model application on the career path of this woman, because of the consequences that must be faced by women in pursuing a career, that is not faced by men. It also expressed by Gallos (1989) proposed that the traditional model of career development, are not suitable to be applied to the woman's development career. Developing a career is built on a traditional model of male worker supported by the development of maturity, and personal empowerment, where as for women, career is an identity, maturity and strength of personality as a result of the on going process of it attachment to others and the community. Differences in personal development is the basis that there are differences in learning careers of women and men. The statement was reinforced by Sullivan and Mainiero (2008), that the broader context of women's career, because attention to certain ways of how women live their lives.

Glass Ceiling Barriers is a concept that can be used to describe some of the obstacles that hinder women's career advancement. According to Ansari (2014) there are three obstacles. First, social barriers, namely the lack of opportunities given to women in the wor kplace, such as the opportunity of mobility geographic, which limits women to work out of area or out of the country, considering that women can not run the feminine nature if leaving the family in a time long period.

Second, the barriers of discrimination that is an inferior attitude and outlook towards women's in ability, so psychologically it makes the women potential in working world increasingly visible. When women achieve success, meaning that it can achieve a career goal desired, these women rarely get the recognition means of others and the environment in other words facing the high fear of success, because the career success achieved by women is considered as the 'ease of circumstances' and 'aid' given by various parties.

Third, the bias implications of government legislation on gender in the workplace. The existence of regulations tend to inhibit the women's advancement opportunities, as well as lack of implementation and enforcement of the equality gender laws of women workforces as the minority.

### **Fear of Success**

The psychological condition of women can influence the development of her career. This condition can lead women eager for achievement or other wise under performing. The psychological condition is called fear of success. Fear of success is due to the pressures of social and gender roles in society, which became the basis of a source of anxiety to achievement. Kurnia (2005) says that fear of success is inside a woman can not be obtained through parenting parents, but it appears by the interaction as well as an evaluation of the situation and the reaction of the environment to the success of a woman. Shaw and Constanzo (1982) expressed fear of success was not realized by women and the result of the socialization specific process to women. The socialization process is directing women towards anticipation loss of femininity, estimates loss of self-esteem, and prepared their social rejection as a result of her success. Fear of success is seen as things that already exist in the private

woman who was not visible, but can appear in certain situations (Basarah, 1989).

Engle (2003) revealed that fear of success is a condition when a person gets fear of disruption of its ability to complete a task or job that is challenging. The next corner is not only looking at the fear of success, but exposes the negative effects a rising as a result of its own success. Horner (1970) says that fear of success especially in women is situations of achievement competition that will bring unpleasant consequences such as loss of femininity, loss of social self-esteem and social rejection. The same thing then expressed by Paludi (1984) which describes the fear of success is simple needs to avoid success, because that success will bring changes to the challenges and responsibilities that will be negatively impacted. Dahesihsari and Seniati (2002) reveals a somewhat different, as they begin to enter into the definition of gender roles fear of success. Here explained that fear of success is a stable disposition of one's life with regard to standard gender roles that lead to the on set of negative consequences as a result of the success achieved.

Of course the various definitions must be reviewed critically when it will define the concept of fear of success, especially for women. From the study of the various definitions of fear of success set forth by the experts, the definition that describe the woman fear of success is an inner conflict between the desire to achieve the negative consequences to be faced, thus making women tend to avoid success. The fear of success had a negative impact on women, there by inhibiting the ability, potential and aspiration to achieve a higher level of the position in the organization.

### **Critical of the Literature**

Fear of success is internal or psychological condition of the woman, which resulted in them do not have the motivation to succeed. The researchers for this rarely directly links fear of success with women's the career development. Some researchers, among others Basarah (1989) who studied 43 female employee to the position of supervisor of at least 20-40 years old and already married, stating that fear of success is negatively related to achievement motivation. The same thing also expressed by Andre and Metzler (2011) against 409 athletes at the National Institute of Sport and Physical Education of Paris (INSEP) that fear of success negatively related to personality and goal achievement. Dahesihsari and Seniati (2002) conducted a study of female lecturers in five provinces in Indonesia, namely Jakarta, Bandung, Jogjakarta, Madiun, and Medan was found that fear of success is felt by the woman professor of cross-cultural uniformly between different ethnic groups. Some of these studies limited to just stating a negative relationship fear of success towards goal achievement, while the paper's assessment put forward their views on how the fear of success that affect achievement motivation that will have an impact on women's career development.

Research by Sahrah (2011) on 149 private sector employees, comprised of 84 women and 65 men between the ages of 20-50 years, stating that fear of success is more influenced by internal factors than external individuals. The study has not proposed solving the problem, while this study proposes that internal factors are expected to overcome fear of success by the concept of career success orientation, that will affect the women's career development.

Research Stanculescu (2013) to 197 graduates of educational psychology from the University of Bucharest Romania, consisting of 188 women and 79 men aged 19-22 years stated that fear of success negatively affect self-confidence, the success of self and a sense of optimism. Past research has not explained what would happen next, but different with this study which gives a more comprehensive view of what will happen after the fear of success resulted in behavior competed woman becomes low, thus inhibiting them achieve career success orientation to climb stairs career in the organization.

Ivers and Downes (2011) conducted a qualitative fenomenologis research method to 17 people working in the City of North Dublin, Ireland, said that success is a personal identity and everyone wishes, dreams, and aspirations for success. It is said that the perception of a successful impact on exile or loosening of friendship and family, and isolated from the community. In the study does not have how to overcome the effects of fear of success whereas this study proposed the concept that a women who want to achieve success, including obtaining career development are excellent, must have career success orientation, so willing to sacrifice a relationship or sought more leverage to overcome obstacles to achieve career goals.

The negative effect fear of success against the women's career development can be eliminated, if they want to have success in a career organization, because the higher woman career success orientation than the greater the chances of developing a career in the organizational hierarchy.

### **Future Agenda**

The study revealed that women in gaining career development has a fear of success. A women's career development able to be achieve if woman can overcome their fear of success. This study tried to offer a mechanism that occurs between the influence of fear of success against women's career development. This mechanism is a response to a gap which is the research fear of success against the career development of women. The mechanism proposed is the career success orientation. Some experts have expressed understanding

of the career success orientation. Including Sharf (2006) which states that the career success orientation is the attitude towards work shown by the workers, with the aim to achieve the satisfaction or work targets. Derr (1986) adds that the someone career success orientation is understanding the images of a person who encouraged her to do the selection of career. This understanding adds career success orientation in the form of personal encouragement that comes from individual internal factors.

Some of these definitions should be reviewed critically when it will define the concept of career success orientation in women. So far, the definition of career success orientation that used in previous studies, were able to accommodate understanding of the career success orientation in the developed countries, but in Indonesia of course not all of the components involved (women, organizations, and government) knows the importance of women have career success orientation. Women who have understood and set a goal of her career, will hit the target work and career satisfaction as expected. From the study of the various definitions of career success orientations set forth by the experts, the definition that works for describe the career success orientation for women is an attitude, knowledge and personal skills that encourage individuals to determine their career goals.

The concept of career success orientation has been a concern of any organization that wants to do its employees career development strategy (Terry et al., 2013). The concept of the career success orientation is said to be able to retain the employees, because it more accurately reflects why and how people make career choices, recognizing the dimensions of career success and satisfaction, as well as knowing or taking decisions against the idea of a career in the event of an extreme change in the nature of work, so it serves as a guide behavior in the realization of organizational careers (Hall, 2002).

The concept of the career success orientation using Career Anchor Theory by Schein (1996). This theory looked career by comparing the suitability of individual values with the working environment. This theory is able to explain the mechanism or process, until the realization of a development career. Device "Schein Career Anchors" provides guidance when a woman wants to prepare a plan for career development. Women who choose a career anchor in accordance with her wishes, will not give up even when faced with difficult choices in achieving career so as to achieve career satisfaction (Schein, 2006). Schein theory says that every person has the anchor career choice, so that they are able to identify and determine the type of work that gives the highest career satisfaction.

A woman who had a career success orientation then they will try to overcome her fear of success, thus positively considered career and has feelings love and excited about the job. This concept gives an understanding of the process how can women overcome the psychological barriers or can survive, because it already has a clear career goal, so that career development is expected to be achieved.

## Conclusion

Distrust on the ability of women and the lack of opportunity given in career development, due to fear of succes hinder women standing on top management positions as happening now. Women had adequate capability for maintained on and be given the opportunity for career development within the organization. But with psychological internal barriers due success such as loss of feminine, loss of self-esteem, and social rejection will affect her job performance. There is no doubt that the female employee is able to make a positive contribution to the organization, thus indirectly resulted in increased organizational performance.

During this time the topic of the influence of fear of succes on the women's career development through career success orientation unexplored. This research may lead to greater confidence in women psychologically, by proposing the concept and understanding of career success orientation that guides them to the organizational career development. It can be said that, if she is able to overcome the fear of success is experienced, then they have career success orientation that helps determine the choice of a career, so it will overcome the psychological barriers to improve career development.

This research generally aims to enrich the literature on the relationship of fear of success with the women's career development, it is important to know the impact fear of success to women's career development and also understand that there is a mechanism or process in place between them that we can called career success orientation. Contributes about how the perspective of looking at women dignity and status in the equality career and psychological factors of concern for an organization to accept the limitations of women and support her career in organizational life.

This study also provides insights for governments and organizations in making policies on human resources, which can understand the psychological limitations of women, so that women can obtain the better women's career development. This research may lead to greater tolerance of the organization, the government or the woman themself to various psychological barriers women-owned inreaching career development.

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