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# Career Development Models: Overview form Work-Life Balance of Balinese Women

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**Abstract**---The purpose of this research is to find out how they can balance their personal life and work life considering that Balinese women play three roles at once, namely the household role, the economic role, and the traditional role, both in the family, banjar, and in the traditional village. This research is a type of qualitative research that, in exploring its meaning, uses semi-structured interviews to gain an understanding of Balinese women who are in different phases of career development. The informants used in this study were 3 (three) Balinese women who were in 3 different career development models: the idealistic achievement model involved women aged 24 to 35 years who were at the beginning of a career, the pragmatic endurance model involved women aged 36 to 45 years in mid-career, and the re-inventive contribution model involved women at the end of their careers, aged 46 to 60 years, who occupy structural positions in the finance section at the Denpasar City OPD with the status of those who are married or swadharma grhasta asrama respectively. The data analysis technique used in this study uses the interpretive phenomenology analysis (IPA) approach developed by Smith to explore understanding. The results of the study show that Balinese women in different phases view these careers subjectively, or based on their perspective, some do have careers to meet family needs, while others have careers to be able to socialize with friends. Work-life balance is a concept that can be interpreted in various ways for each informant depending on what condition and situation they are in. The past conditions of the informants and the existence of motivational triggers are things that can be a background for informants to undergo a work-life balance. On average, informants always complete what is their responsibility thoroughly and try to share their time both in work life, family life and in indigenous peoples. As a woman, of course, there is nothing wrong with being an independent figure when something unexpected happens, women will be ready to deal with it. All women in their life certainly have a hope to be better than the past or present time, so that in achieving this it certainly takes an effort to make it happen. Besides that, it is important to think about self-rewards, considering the many roles that Balinese women play. This can have an impact on the mental health experienced by women.

**Keywords**---Balinese women, female civil servants, qualitative research, women's career development model, work-life balance.

## Introduction

[Komalasari \(2017\)](#), states that the role of Balinese women in their daily life is to carry out value-added activities for 24 hours. They wake up early in the morning to cook, wash, clean the house, and carry out religious activities at home, in the hamlet (RT/RW) and the village. Carry out religious customary activities towards the creator, others, and the environment. The implementation of this religious custom activity is carried out from generation to generation so that it becomes a steady (sustainable) culture to this day. Many of them are not only housewives but also help the family economy by trading in traditional markets or working in the formal sector. Working in the formal sector provides difficulties for Balinese women, [Mayaswari & Yasa \(2015\)](#), it is explained that Balinese women who choose to work in the formal sector tend to face difficulties in dividing their time between traditional activities, children's affairs, and work, as a result of binding working hours. [Hairina & Fadhila \(2019\)](#), explained that work-life balance depends on the division of time between family and work, by separating work and family time while providing psychological involvement as a strategic step to create balance. Seeing the complexity of the role of Balinese women, it becomes a challenge for Balinese women to achieve a work-life balance by balancing their duties in various roles, because it is not uncommon for failures in the balance between life and work to result in failures in the household and career ([Thalita, 2010](#)). The failure to achieve a balance between life and work in a study linking work-life balance with turnover intention in Balinese women is said to be influenced by several things such as personal factors, work, incompatibility with co-workers, and social factors due to high-frequency customary activities in Bali ([Bintang & Astiti, 2016](#)). Stress arises from life and work conflicts resulting from individuals who feel they are acting out behaviors that conflict with different authorities ([Nurmayanti et al., 2018](#)). [Ria \(2020\)](#), explained that work and life conflicts can reduce the level of work-life balance which can then affect workers' life satisfaction. [Greenhaus & Beutell \(1985\)](#), explained that work-life balance can occur when there is a balance between work and life from the aspects of time, involvement, and satisfaction. Balinese women who are tough and hardworking today are made up of carvings from the past.

Talking about the role of a Balinese woman who has reached the *swadharma grhasta asrama* period, of course, there are several roles that they will assume. The role of women is to carry out several activities such as making or delivering offerings, carrying out self-help activities in the community (ngayah) at temples and mutual assistance activities (ngopin) among members of traditional villages and banjars ([Suyadnya, 2009](#)). The influence of culture is emphasized in the research of [Saskara & Maskie \(2012\)](#), where cultural factors are said to be less supportive of the work environment for Balinese women because traditional activities hinder the involvement of Balinese women, especially those working in the public sector. [Mangunsong \(2009\)](#), revealed that Balinese, Javanese, Minang, and Batak ethnic groups have different treatment given by society and customs to women. Furthermore, the preliminary study conducted by [Pucangan & Indrawati \(2020\)](#), found that high work stress in Balinese women can arise from an imbalance in roles at work with co-accommodating activities which results in individuals working under pressure. A different relationship is expressed regarding the existence of culture in Balinese women, [Lestari \(2016\)](#), states that culture does not hinder Balinese women, but can be an asset or basis for work because Balinese women can display balance and toughness in carrying out various roles at one time. Balinese women who choose a career are also referred to as tough figures because they can carry out three roles (economic, family, and traditional or religious) which in terms of time, pressure, and behavior are present at the same time as [Komalasari \(2017\)](#). Even though working Balinese women have three roles research conducted by [Rini & Indrawati \(2019\)](#), reveals that most respondents who work in the formal sector still have active involvement and tend to occupy positions in social organizations such as the PKK. One of the signs of true emancipation is the existence of a balance in managing their work life and personal life coupled with the customs that they live as Balinese women. Work-life balance is a term to balance their lives. Balinese women must have a balanced quality of life so that they can divide their time appropriately between being a wife/mother/daughter-in-law or as a worker. In carrying out their roles, if they cannot achieve a balance, it will have an impact on low job satisfaction, conflict in work life, fatigue for workers, and lastly, low happiness ([Juliantini et al., 2019](#)).

There is previous research that raises the theme of the work-life balance of female auditors in Bali conducted by [Juliantini et al. \(2019\)](#), researchers suggest that Balinese women in the auditor profession have challenges in various aspects to achieving work-life balance both in terms of their career, family, and social aspects. The biggest challenge in balancing work and real-life lies at the point when they have to deal with job mutation patterns. These conditions will require them to always be ready to face a change in work location. This also makes it difficult for them to plan their lives for the future. Another study was conducted by [Vidyantari et al. \(2022\)](#), in which researchers examined the work-life balance of female accountants in the banking sector. The researcher states that four themes emerge from the expansionist theory, namely fun, blessings, self-esteem, and time management. In this study, the researcher

explained that the resulting positive emotional state has practical implications where when Balinese women have multiple roles it is not something terrible. Women don't need to be afraid to have multiple roles in life (Beauregard & Henry, 2009; Haar et al., 2014).

Research conducted by Komalasari (2020), on the Impact of Women's Career Development Models on Career Success Orientation Behavior suggests that the career success orientation of each phase of a career woman's life is different, so in determining and choosing a career path you should consider the orientation of career success according to the phase or different stages of the life cycle of career women. Subsequent research was conducted by Komalasari et al. (2019), regarding the Accountability of Balinese Female Accountants, in this study the researchers used key informants who were in the pragmatic endurance model phase or women who were in the middle of a career who began to face commitments to maintain work professional balance, community life and personal/household life. The researcher shows the results of the study that the multi-roles of Balinese career women stem from their self-accountability (Gibson, 2004; Rath et al., 2019).

### *Literature review*

#### *Work-life balance perspective*

Work-life balance or work-life balance is the extent to which an individual is bound together in work and family and is equally satisfied with roles in work and roles in his family (Greenhaus et al., 2003). There are three components in work-life balance, namely time balance, reflecting an equal/fair amount of time spent working and family roles; engagement balance, equal levels of psychological involvement in work and family roles; and balance satisfaction that is the same level of satisfaction in work and family roles. Abubaker & Bagley (2016), found that the balance between the demands of roles in work, family, and social life is a challenging problem in modern society, especially relevant in analyzing the increasing participation of women in the workforce. This role conflict can certainly result in significant psychological stress for individuals and institutions if a woman is unable to balance her role. The number of cases that occur resulted in employees trying to achieve satisfaction and good functioning at work and home by reducing role conflict (Michel et al., 2014). This is an important factor that every married career woman needs to consider to maintain work productivity, so that with a work-life balance married career women can achieve performance and be committed to their organization (Hoffmann-Burdzińska & Rutkowska, 2015).

Singh & Koradia (2017), define work-life balance as a situation where workers feel that they can balance their work and non-work commitments that most of them do. According to Fisher et al. (2009), work-life balance is an effort made by individuals to balance the two or more roles they are currently undertaking. Work and life balance should exist when there is proper functioning at work and home with minimal role conflict. Work-life balance is a condition of balance that employees want to achieve between their work priorities and their lifestyle (Schueller-Weidekamm & Kautzky-Willer, 2012).

#### *Women's career development models*

Research conducted by O'Neil & Bilimoria (2005), cites a career that is broadly defined as a lifelong process of work-related activities that includes both objective and subjective aspects. Career development can be defined as a series of ongoing stages characterized by unique concerns, themes and assignments. In fact, from this description, it can be said that career development is something that is assessed subjectively by women because they will have a different perspective on careers and the scope of work (Bisri et al., 2022). For women, this can be described as a level of advancement in job position which is a self-identity and personal maturity that is created from a series of processes that have occurred or are occurring during the life cycle so that compatibility between roles and career plans can be seen. The difference in women's perspective on career development has an impact on the orientation of career success which varies at every age level and stage of life which is based on the model of women's career development (Komalasari, 2018; Marwansyah, 2012; Sullivan & Mainiero, 2008).

## **Methods**

Interpretative Phenomenological Analysis (IPA) is one of the best qualitative approaches and is widely used by psychologist researchers around the world (Juliantini et al., 2019). Natural science can provide an understanding of interesting phenomena and first-person perspectives and their belief in the value of subjective knowledge for psychological understanding (Vidyantari et al., 2022). The primary goal of science researchers is to investigate how individuals make sense of their experiences. It can be assumed that humans are self-interpreting beings which means that they are actively involved in interpreting the events, objects and people in their lives. Smith & Osborn (2008),

stated that natural science has three main features, namely experience, ideography, and interpretation. Experience is the subject that science aims at and is meant to understand in the concrete and meaningful context of the human world. The study of natural science concerns all life experiences, from desires, feelings, motivations, and individual belief systems to how life experiences are present in a person's behavior and actions (Horton et al., 2004; Erlingsson & Brysiewicz, 2013). Ideography is concerned with how to perceive the concrete, particular and unique while maintaining the integrity of the person. Science studies more generally use small samples so that each individual can be attended ideographically before trying comparative analysis of materials from informants. Science is an explicit interpretative effort on a hermeneutic basis.

The study of natural sciences is an explicit interpretative effort on a hermeneutic basis. Interpretation is a way of explaining the hidden meaning in the visible meaning. The analytical process in science is often described in terms of multiple hermeneutic processes or multiple interpretations because informants will first make meaning of their world after that the researcher will try to decode that meaning to understand the meaning of the informants (Pietkiewicz & Smith, 2014). In IPA hermeneutics is used to encourage researchers to take an empathic stance and imagine what it would be like to be a participant, while on the other hand, being critical of what appears to be the case and investigating meaning in a way that participants may not want. The primary interest of the IPA is in people's experiences of phenomena and the feelings they create from their experiences rather than focusing on the structure of the phenomena themselves. The researcher will imagine himself as the participant aiming to generate a rich experiential understanding of the phenomenon being investigated and stay close to the common sense of the participant. Meanwhile, a critical attitude requires researchers to set aside what they have previously received to develop narratives of meaning.

This study uses a qualitative phenomenological research design, where this design can help researchers to gain a deeper understanding of the subject's life experiences (Goulding, 2005). The qualitative nature of inquiry is appropriate where little is known about a phenomenon or where "the topic needs to be explored" (Cresswell, 2014). Some previous studies have used a phenomenological approach to study the phenomenon of work-life balance by exploring women's life experiences (Lewis, 2003; Millward, 2006; Woodward, 2007). This science data analysis technique is considered appropriate because science seeks to examine how an individual makes sense of important experiences in his life in a natural setting (Purnamasari & La Kahija, 2020). Researchers in this study wanted to know what the informants experienced and how they experienced it in terms of conditions, situations, or contexts. The researcher does not seek the essence or value of the whole experience as the transcendental phenomenological researcher does. Researchers only aim to interpret the meaning of the experiences experienced by informants; therefore, IPA is an appropriate method for researchers.

This study took 3 (three) Balinese female informants who were in different developmental phases, namely the idealistic achievement model, the pragmatic endurance model and the last, and the re-inventive contribution model. -inventive) with the criteria of Balinese women who occupy structural positions in the finance section in Denpasar City OPD with their status as married or *swadharna grhasta asrama*.

## Result and Discussion

### *Career views for women*

Along with the times, the role of women is not only confined to the home as a wife and mother. At present, women who used to only depend on their husbands to fulfil their life needs have changed and on the contrary, some wives earn more than their husbands. Today's society has opened wide opportunities for women in the line of life, one of which is by becoming a career woman (Huda, 2020). Career is a word from the Dutch language, namely carrier, which means development and progress in one's work. Career in terms of the Big Indonesian Dictionary means development and progress in one's life, work, or position, while the job in question is work that is rewarded in the form of a salary in the form of money (Sofian, 2014). Meanwhile, according to Andriyani (2014), career women are women who pursue something, or several jobs based on certain skills they must achieve progress in life, work, or position. Independent women, work to support themselves both in the public sphere and the domestic space. Followed by progress in the education level of women and the availability of wider employment opportunities for women, encouraging an increase in the participation of the female workforce in economic development from time to time, this can be seen from the increasing number of women working in the private sector and the government sector (Setyowati & Riyono, 2003).

The main problem that arises for working women is when they are women. choosing to undergo a job after marriage to make it a career woman who has three roles. Women in terms of pursuing a career are often faced with

confusing situations, they are often required to choose between a career or a family, even though this choice is an important thing in their life. In addition, society's stereotypes that women who choose to be housewives (IRT) are better than career women and the stigma that career women do not prioritize a mate or family can eliminate women's motivation to continue to achieve what they want (Prastiwi & Rahmadanik, 2020). These problems can give rise to new, more complex, and complicated problems both at work, in the household and indigenous peoples. The duties and responsibilities of women who work or have a career become more numerous because they must fulfil the demands of their obligations in the household as a mother besides that the complexity increases when they are in different career phases.

Women aged 46 to 60 years who are at the end of their careers. Women in this phase take an active stance on issues such as justice and see their careers as an opportunity to share and make it possible to do good for others. In the final phase of their career, they no longer have a target at work, choosing to spend the rest of their career benefiting other people or their juniors by sharing knowledge. The ambition to excel for career advancement is no longer in his mind. The focus is only on working well without a burden because office work has been mastered and done routinely. Now, what is being thought about is how to spend retirement in peace. However, it is not uncommon for us to find more women in this category holding more positions or more responsibilities, bearing in mind that they sometimes wish that when they retire, the rank/class they have is higher than before. We cannot equate one's age or personality with one another, this is following what the person's goals are (Sekine et al., 2009).

In each phase, women perceive their career phases differently or subjectively, based on their perspective, some have careers to meet family needs, while others have careers to be able to socialize with friends. The traditional view of women who only play the role of housewives is already obsolete, this has happened because it has been eroded by waves of discourse on change, social, political, customary and cultural in Bali (Komalasari et al., 2019). So often money, position or position, as well as facilities, are not the only goal of women in work, but a sense of appreciation for their abilities can motivate them to work hard and never give up and perform high. Apart from that, as elements of the state apparatus, public servants and state servants, of course, civil servants are required to be efficient and effective in increasing the effectiveness of their performance to support government performance and development (Sekine et al., 2006). Completion of work assignments results is not measured based on the principle of profit but based on the professional ability to complete the workload on time and obtain satisfaction from both parties between employees and the community they serve (Herawati et al., 2016).

#### *Challenges in carrying out various roles*

Achieving a work-life balance for Balinese women is certainly not an easy thing. They have passed various challenges to be able to reach this point. In Balinese society, women who are married and have a family will be faced with the choice of leaving one role to fulfil another role and some consequences must be accepted when leaving that role (Putri & Prihatmoko, 2022). Especially when you encounter difficult times at work, of course, this will have an impact on other things, for example, the family, both husband and children, so that sometimes women will give up one of them or try as much as possible to share their time.

#### *Strategies for achieving work-life balance*

According to Gerson (2016), based on expansionist theory, the dual roles played by working mothers provide many benefits for both family members, one of which is that family members become better prepared to face unexpected challenges. Hyde (2001), states that the multiple roles played by a person are beneficial for physical, mental and social health. When faced with various challenges in achieving work-life balance, informants developed various strategies that could help achieve work-life balance. According to them, the role they play is not an obstacle in achieving their career, if allowed to be able to develop their potential in a career, of course, the informants will be happy to follow it. Balinese women who work will receive consequences in the form of losing their source of income when they leave work and receive social sanctions from the *banjar* if they leave traditional activities.

#### **Conclusion**

This study aims to obtain an interpretation of the role played by Balinese women in various phases of career development (Women Career Development Models) when they are given more responsibility to occupy a structural position in government. In short, the results of interviews conducted by 3 (three) Balinese women in different phases show the subjective meaning of the career journey they are on. The first phase, namely the Idealistic Achievement Model, describes women who have the desire to be able to face challenging and high-achieving jobs. This is in line

with the statement of Mrs. Purna who was in the first phase and had high spirits when given more responsibility to hold a position in government. Even though Mrs. Purna has many roles, she still manages her time as well as possible, even for lunch for her child, Mrs. Purna can prepare it herself before carrying out her duties as a civil servant. Furthermore, the second phase, namely the Pragmatic Endurance Model, describes women who are considered to have a highly rational context and are stated to have to manage several personal and professional responsibilities. Concerning the understanding of the second phase, Mrs. Rini tends to go with the flow and is not too ambitious in achieving her career.

But still, the responsibility is carried out properly, either as a mother or a worker. The last phase is the Re-inventive Contribution Model, women in the final phase of this career have no targets at work, choosing to spend the rest of their careers benefiting other people or their juniors by sharing knowledge. Based on the reality, like Mrs. Niti, even though she is at the end of her career, she is still entrusted with holding an important position in the government. Many Balinese women are found at the end of their careers and are still entrusted with holding positions in the government, which means that they have a lot of experience, even though the various traditional activities they carry out do not rule out the possibility for them to continue their careers. In this increasingly advanced era, many women wish to progress, wish to develop themselves and wish to emancipate, trying to take advantage of the job opportunities that are provided. So that they not only work but also have a career. All women in their life certainly have a hope to be better than the past or present time, so that in achieving this it certainly takes an effort to make it happen. Often the orientation of women in careers is not because of money, position or position, or facilities, but a sense of appreciation for their abilities can motivate them to work hard, never give up and have high performance.

#### *Managerial implication*

The implications of this research refer to how Balinese women manage more than one role when they are given more responsibility to occupy a structural position in the government. It is not easy to be able to manage this role, they have used many strategies to create a work-life balance for Balinese women. Besides, women have different phases of career development, with different goals in their life. Women who are in the Idealistic Achievement Model phase will have a different orientation from those in the Pragmatic Endurance Model phase or the Re-infinite Contribution Model phase. In addition, as a researcher who is conducting research using qualitative methods for the first time, of course, this research is still far from perfect. Not many similar studies have been conducted which also pose a challenge for researchers in honing their research skills. In terms of determining informants, the informants chosen by the researcher have customs that are not too strict in their application so if similar research is carried out in the future it is hoped that it will be able to examine Balinese women who have customs that are still thick with the application of customs to be able to provide different results.

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