

Work Engagement for Career Women

Arif Rachman Putra, Eli Retnowati, Tri Seno Anjanarko, Jahroni, Budi Handayani

Sunan Giri University of Surabaya, Indonesia

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ABSTRACT

With the development of an increasingly advanced era, it will create business competition. Business competition does not only occur between companies but also in the labor market. Currently, career women are able to compete in the labor market. In their work, career women are faced with situations that cause conflicts in their work that come from inside and outside the office. Career women are also required to be able to take care of the household. This situation will have an impact on employee work engagement. Work engagement will have an impact on employee performance so that it affects the company. This study aims to determine the factors that encourage and support work engagement in career women who also take care of the household. Women who choose to do work outside the home mean women who are ready with the consequences to be responsible for their duties in the office and also at home. Family support for career women will affect work engagement in career women. Support work engagement in career women who also take care of the household.

INTRODUCTION

Competition in the economic field is not only faced by companies. Competition also occurs in the labor market. Currently, women have competed in the labor market. Now women are not only able to do household chores, but also can do work in companies like men in general. Many of the women are finally attached or very close to the work and feel that the work has become a part of the woman her-self. This is called work attachment or what is often known as work engagement.

Someone who has engagement will have a contribution to help efforts to achieve organizational goals. Bakker *et al.* (2003) stated that engagement leads to elements consisting of positive emotions, full involvement in work and has the characteristics of three main dimensions, namely vigor, dedication, and absorption. Thus, work engagement is an important element for personality factors that determine the contribution of human resources to organizational success (Schaufeli, 2012). However, not all workers can have work engagement and show good performance as well. This can be caused by challenges from work, individuals or the environment outside the workplace. One group of

workers who are vulnerable to this are career women who take care of the household. This happens with two causal factors. Economic demands due to being at a low-level cause there is a need to work and increase household income. In addition, for certain groups, such as the upper middle class, there is a tendency to work. These two things are the cause of the involvement of women in the labor market. The difficulty of the family's economic situation often forces several family members, especially women, to earn a living, considering that the needs of life are increasingly difficult to be met by the husband's income, so that they cannot meet the needs of their families. However, work is not necessarily aimed at earning income or is oriented towards the household economy. This can also be a manifestation of the need to fulfill self-actualization, seek self-affiliation and a forum for socialization.

Career women have conflicts that occur inside and outside the office. The pressure that career women get can interfere with their performance. Therefore, this study was conducted to determine the work engagement of career women who take care of the household.

* Corresponding author, email address: arifrachmanputra.caniago@gmail.com

Career women are adult women or adult women who are engaged or working and do work or work at home or outside the home under the pretext of wanting to achieve progress, development and position in their lives. The emergence of the term career woman in recent years is marked by the number of women (housewives) who play a role more than men's roles, for example as bureaucrats, technocrats, politicians, businessmen, statesmen, and so on. As male partners, women must be able to position themselves integrally with men so that they do not lose control, which in turn becomes housewives.

Career women are not easy jobs. Career women must focus on their work in the office and home-work. In addition, the performance of women in the office is considered to be influenced by outside the office. The purpose of women to work will also affect their performance. A woman's level of education is related to the level of conflict in carrying out multiple roles (Subashini & Gopal, 2013). Most career women have special jobs outside the home to actualize themselves and pursue certain fields (Kuyuncu & Burker, 2006). In addition, career women are women who pursue and love something or several jobs fully in a relatively long time to achieve a prosperous life. According to Grady & McCarthy (2008), career women have certain orientations, such as an effort to achieve something to a place for self-actualization in the field of work. Which is based on certain skills possessed to achieve a progress in life, work, or position. With the desire to develop their potential which is accompanied by a continuous increase in potential, it causes an increase in self-confidence and can provide meaningful meaning for women as workers. To meet the economic needs of the family and even improve the welfare of life. Career women make their family income increase so that they can enjoy a better quality of life, such as nutrition, education, housing, clothing, recognition, entertainment, health facilities and even luxury (Hakanen *et al.*, 2006).

Aspects of conflict in career women according to Grady and McCarthy (2008) are as follows: a) Child care problems; b) Help with household chores; c) Communication and interaction with family; d) Time for family; e) Priority Determination; and f) Career and family pressures.

According to Grady and McCarthy (2008), conflicts that usually arise in career women in relation to dual roles are as follows: 1) Conflicts caused by time; 2) Conflict caused by tension; 3) Conflict caused by behavior.

Work engagement is positioned to monitor the extent to which employees identify psychologically about their work. Work engagement is the extent to which employees immerse themselves in their work, invest time and energy in it, and see work as a central part of their overall life (Srivastava, 2005). An organization is faced with change, it requires psychological adaptation and involvement of all employees (Darmawan *et al.*, 2020). Thus, psychological capabilities are needed for employees so that the organization can struggle and survive, namely employee work engagement or work engagement.

The form of high commitment and good performance of employees can be seen from the level of work engagement in the company. The level of employee work engagement shows the level of employee participation in the company in order to help the company continue to grow and achieve company goals. According to Biswas (2011), employees who are able to support the success and effectiveness of the company are employees who have work engagement.

According to Bakker (2011), work engagement is the way in which employees experience and love their work. As well as stimulating the work itself and being energetic at work and workers really want to devote their time and effort and be meaningful and workers perceive that the work is enjoyable and fully concentrated on the work. Lockwood (2007) explains that work engagement is a condition in which a person is able to commit to the organization both emotionally and intellectually. Employees who have high work engagement will work with full awareness and responsibility, complete their tasks seriously, and do not consider their work as a burden (Darmawan, 2016). Work engagement in employees can be seen from how employees respond to how important the meaning of their work is and psychological engagement related to their work roles (Parasuraman & Simmers, 2001). The conclusion that can be drawn from the theoretical description above regarding work engagement is the attitude and behavior of employees at work by expressing themselves completely physically, cognitively, affectively and emotionally.

Bakker and Leiter (2010) describe three components in work engagement, namely Vigor is a strong outpouring of energy and mentality during work, the courage to try hard to complete a job, and persevere in the face of work difficulties. The second is dedication, where individuals feel very strongly involved in a job and experience a sense of meaning,

enthusiasm, pride, inspiration and challenge (Mardikaningsih & Darmawan, 2022). When an individual is working, he is always full of concentration and serious about his work.

Schaufeli and Hakanen (2012) emphasize that the nature of work engagement is a cognitive and affective state that tends to be permanent and comprehensive, which is not focused on one particular object, event, individual or behavior, so that work engagement will have an impact on individual attitudes and behavior at work. in general. Halbesleben and Bowler (2007) found that workers with high work engagement will have the ability to perform well because they can actualize their potential better in various aspects of performance.

Employee engagement can be influenced by two factors, namely internal and external factors (Sinambela, 2021). On internal factors, there are several things that can affect the level of engagement of an employee, namely biographical background, personality characteristics, employee confidence in the company, feeling proud of the company, and employees' perception that the work done is important (Werdati, 2020). They, has a purpose and has meaning for itself (Lockwood, 2007). As for external factors that can affect the level of engagement, namely: organizational culture, leadership style, senior attention, company reputation, compensation, employee career development opportunities, freedom of opinion, being given the right to make decisions, quality of communication between members of the organization. Organization, cohesiveness of the work team and mutual support, clear job descriptions, availability of resources needed by employees to support performance, and delivery of organizational values and goals to employees (Lockwood, 2007). said the driving factor of work engagement is the source of work and individuals. Job resources refer to things about all the physical, social and organizational aspects of a job. It can reduce job demands and is associated with physical and psychological impacts and has a role in achieving work goals, or encouraging self-development (Bakker & Demerouti, 2007). Bakker and Leiter (2010) concluded that the source of work is the most important factor of engagement. Because this factor will affect engagement in the future which in the end can predict organizational commitment. Bakker and Leiter (2010) also reveal that job sources, namely autonomy, social support, feedback on performance results, and psychological climate are important predictors of work engagement. Personal resources are described as positive self-evaluations related to.

The definition of gender equality refers to an equal condition between men and women in the fulfillment of rights and obligations. Where there are equal conditions for men and women to obtain opportunities and their rights as human beings, to be able to play a role and participate in political, legal, economic, socio-cultural, education and national defense and security activities as well as equality in enjoying the results of development. The following are gender equality parameters in which there are indicators related to gender equality consisting of:

- a. Access: consider how to obtain equal opportunities between men and women for every resource that will be regulated in laws and regulations, so that the legal norms formulated reflect gender justice and equality. For example, women have the same access to education as men.
- b. Participation: providing equal and equal opportunities for men and women in carrying out their rights and obligations in every policy program and development program. For example, women may participate in a political party.
- c. Control: equal provisions related to power relations between men and women to carry out their rights and obligations. For example, equal empowerment between women and men in using their rights efficiently and effectively.
- d. Benefit: ensuring that a program or policy will produce equal benefits for men and women. For example, women enjoy the benefits of their work for themselves and their families.

One way to achieve gender equality is to increase the role and quality of life of women in development. This effort can be done by reviewing gender equality and justice, namely, educational attainment, economic participation and representation in public office.

RESEARCH METHOD

This type of study is carried out with a descriptive method where this is a research method carried out to make a picture or describe a situation objectively. This study looked at female workers. There are 100 female workers in several companies in Surabaya as respondents. This study uses a structured interview method to female workers via google form. The study also uses a cross-sectional approach that only observes once and measurements are made on the subject variables at the time of the study.

RESULT AND DISCUSSION

The survey was conducted to 100 female workers in several companies in the city of Surabaya. Descriptive analysis of the results obtained after tabulating the following description data. There are four indicators that are responded by female workers.

- a. Access. Questions about obtaining opportunities in the workplace, especially those related to career development, were answered by 76% answering that there is justice for each gender. There are 21% who think that proximity is the determining factor, and 3% who think certain jobs and positions will not be left to women.
- b. b. Participation. This relates to workplace programs that do not discriminate against men. There are 85% of the opinion that there is no difference in treatment of participation in the workplace. Only 15% thought that not all female workers had the opportunity to participate in certain activities.
- c. Control. This is related to the presence of prominent leaders from among women. There were 98% who stated that there was a female leader who punched them in their workplace. Only 2% think that no leadership is held by women.
- d. Benefit. Factors of fairness in the workplace and the implementation of company policies have been carried out equally for all genders. There are 96% of respondents who think they agree with it and only 4% who say that there is no equal distribution of benefits in the workplace.

From these results, it can be seen that gender equality has existed in almost all workplaces. The opinion that there is still discrimination in the workplace only emerged from a few respondents. This is possible based on the assessment bias or the respondent's perception

Many women still do the work that is done at home. This is related to the dual role of women as mothers who are responsible for household affairs including raising children, as well as women workers. Women's participation when not only demands equality of rights, but also states that its function has meaning for development in Indonesian society. Women's participation involves traditional and transitional roles, traditional or domestic roles include women's roles as wives, mothers and household managers, while transitional roles include understanding women as workers, community members and development humans. As part of the element of human resources in every organizational and social activity, the potential of women must be involved fairly like the role of men. Efforts to include women in the development process

are not only acts of humanity, but are also efficient actions. Development without strengthening the involvement of women will only lead to waste and have a negative impact on the rate of economic growth (Sudja'i & Djaelani, 2021).

The role of women today has undergone many changes. Women's self-actualization can increase rapidly with the enactment of the government's policy of nine years of basic education in which the policy raises awareness regarding the importance of individuals receiving education. Then, as the level of education of women increases, there is an awareness that in women there is an awareness that within a woman has the potential to develop and be successful. The existence of support from family, colleagues and leaders will have an impact on women's confidence in working without neglecting their nature and duties in the family sphere.

For women who are married and continue to work as career women, this is not an easy thing to do and it is not uncommon to experience role conflicts. Career women in general experience more conflicts related to the dual roles they carry out both as mothers and career women compared to men, besides that, even though they are tired of working, career women when they return home, household tasks are still applied (Retnowati, 2020). Based on this, it is possible that career women are very vulnerable to an imbalance between family life and work.

Married couples who work together will find it more difficult to achieve work balance and in addition to having young children. In addition, career women may still experience dual role conflicts if work or family interests are not resolved properly. If a career woman prioritizes her family life compared to her work, there will be a decrease in performance (Issalillah & Khayru, 2021). Meanwhile, if career women prioritize their work, there will be conflicts in their family lives, therefore, we need a strategy that can be done by career women in balancing themselves between family life and career.

There are three categories in work and family balance, among others, there is a balance between work and family, there is no balance due to prioritizing work, and there is no balance because it prioritizes family over work interests. Therefore, the principle of Work Life Balance is a solution in solving family and work problems for the sustainability and welfare of employees. Work Life Balanced is a condition in which a person can share roles and feel satisfaction in these roles which can be seen from the low level of work family conflict and high level of work family facilitation and work family enrichment (Infante & Darmawan, 2022).

The increased participation of career women in the world of work is then accompanied by feelings of engagement, so that participation can run optimally and also provide great opportunities for the advancement of these career women in the future. Employees with high involvement have an impartial condition. They are effective and have a genuine attitude towards work. According to Robbins (2001), they are so involved in work that treating it with seriousness is effective for success. An engaged person will emotionally dedicate himself to the organization and fully participate in his work with great enthusiasm for the success of himself and their superiors (Schaufeli, 2012). Engaged human resources will provide maximum contribution to the fulfillment of organizational goals.

CONCLUSION

The existence of career women is currently increasing with the times. With higher education, women can also have careers outside the home like men. However, career women are also required to be able to share their roles in the household.

As employees, women will be required to provide good performance for the company. Therefore, employees have work engagement. Work engagement is a form of employee love for their work. By having work engagement, employees will do many ways to improve their competencies.

Factors that affect Work Engagement for career women are 1) opportunities for career paths; 2) the existence of authority in making decisions related to work, 3) providing compensation in accordance with the workload; 4) support from husband and family; 5) and leadership.

Based on the dimensions of vigor, career women show that they have an enthusiastic attitude at work and do not mix household affairs with office work. The dedication dimension shows that career women have dedication due to the support from their families. For the Absorption dimension, career women are expected to be able to provide their abilities for the advancement of the company.

Thus, career women will provide good performance for the company if they get support from their families. The goal of career women to work will also increase the work engagement of career women in the company.

Company management needs to know other factors that can reveal working women. It is necessary to do further research that can be developed regarding work engagement in working women, such as family conflicts, child-rearing patterns and how working mothers can divide their time between work and family.

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