Perceptions of Female Administrative Employees on the New Career Advancement Model at Universidade Nacional Timor Lorosa'e

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Abstract: Female administrative employees at the Universidade Nacional Timor Lorosa'e (UNTL) have had the problem of decreasing the number of employees experiencing Career Advancement (CA) over the last three years. This shows that female employees have different needs with the new approach to the CA concept. Based on theory, Verma identifies new dimensions that expand the concept of CA through the lens of women's perception. The objective of this study is to test the dimensions of the new CA model, namely Future Aspiration (FA), Present Satisfaction (PS), and Career Orientation (CO) which are positively related to the career progress of female administrative employees at UNTL. A survey of female administrative employees was conducted and resulted in 140 respondents. Data were analyzed using univariate analysis and bivariate analysis using the Spearman correlation test. The results show that the three dimensions are positively related to the career progress of female administrative employees and CO has the strongest positive correlation of the three dimensions as shown in the correlation coefficient of 0.621 with a significance value of 0.000 (p<0.05).

Keywords: Career Advancement, Career Orientation, Future Aspiration, Female, Present Satisfaction

INTRODUCTION

The term Career Advancement traditionally means an increase in the position and salary of employees in the public and private sectors. Callanan & Greenhaus (1999) define career progress as an objective assessment of career movement through hierarchical or horizontal mobility. Hierarchical movement means vertical movement to a higher level and also changes in work, while horizontal mobility means movement at a certain level and does not require many changes in work. (Vardi, 1980) Apart from position, Career Advancement (CA) also refers to the nature of individual promotion to greater income in the future. (Ackah & Heaton, 2003).

The current trend of research on CA takes from a gender perspective which shifts the meaning of the concept of CA. This is because men and women have different paths, needs

and challenges for their career advancement, especially female employees who have difficulty getting promotions to the highest positions in the organizations where they work. Research conducted by Chauhan et al (2022) identified two factors that need to be considered in making employee career advancement successful, namely Perceived Organizational Support (POS), and Family Responsibilities (FR). Apart from that, other factors such as family-friendly employment practices, transparent and proactive gender policies, mentoring, and Self-Development Planning are also important factors for the career advancement of female employees. (Calinaud et al., 2021). These factors need to be implemented because women experience social structural discrimination, namely the gap in access to higher positions which are culturally given more priority to men. (Falco et al., 2023). In addition, women are more likely to feel undervalued by organizations and institutions so that they experience very high tension related to postpartum and child rearing so that many female employees report gaps such as inadequate organizational guidance, lack of opportunities to negotiate regarding their careers, and minimal Skills. (Zakaras et al., 2021). Thus, the obstacles experienced by female employees in career advancement occur at all levels, namely macro, meso and micro. (Taser-Erdogan, 2022).

This difference has given rise to the need for new dimensions in the Career Advancement (CA) concept for female employees so that organizations need to adapt in planning the career development of female employees in order to achieve equality between the careers of men and women. With that, Verma (2020) proposed a new model of Career Advancement (CA) for female employees. Verma's concept of career advancement consists of three dimensions, namely Future Aspiration (FA), Career Orientation (CO) and Present Satisfaction (PS).
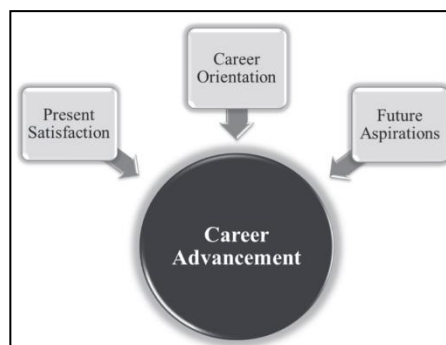

Figure 1. New Model of Career Advancement
Source: Verma (2020)

In figure 1, FA is defined as expectations regarding the career growth of employees who are part of an organization or institution. Meanwhile, CO is an employee's willingness to take opportunities, chances or possibilities that can improve their career. Then the dimension that needs to be considered is the level of employee satisfaction with the current job which is represented by the PS dimension. Therefore, the concept of CA becomes broader by referring to the level of satisfaction (PS) and expectations of FA as well as the level of dedication and willingness required to improve at work (CO).

The CA model proposed by Verma is a relevant theoretical basis for this research because there is a gap in career progress for female administrative employees at the Universidade Nacional Timor Lorosa'e (UNTL), so this concept is needed to identify these three dimensions in overcoming the problem of career progress gaps. female administrative employee at UNTL. The existing gap problem is that there is no increase in career promotion test passes for male or female administrative employees, but the comparison is that from 2021 to 2023 men will be superior in passing, thus causing minimal passes in the career progress of female administrative employees at UNTL. (see figure 2).
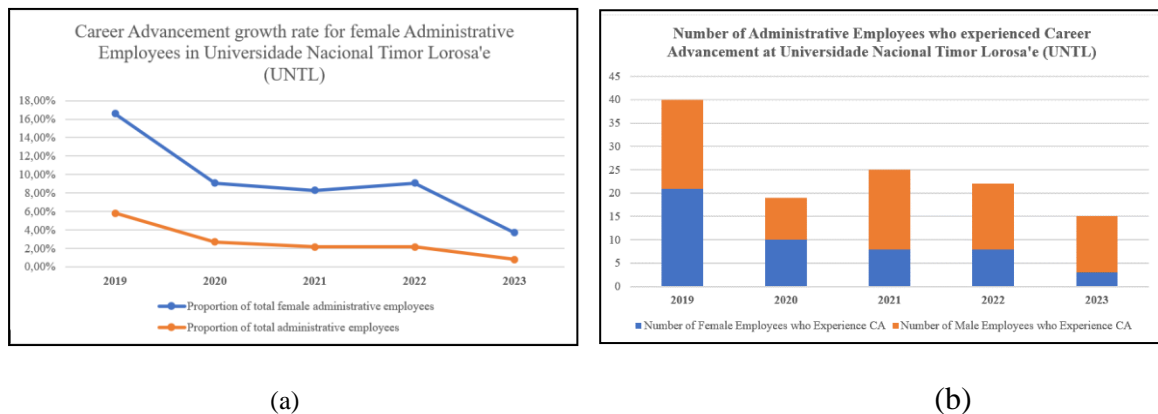
(a)   (b)

Figure 2. (a) Growth rate for female employee in UNTL (b) The comparasion between male and female who experienced CA in UNTL
Source: Internal Report UNTL (2023)

The career progress of female administrative employees was greater than that of men in 2019 and 2020 but the number of men began to dominate since 2021. Figure 2b shows the difference in proportion where the number of men is 9 ahead of people who experience CA per year in 2021 and 2023 , and 6 people will be superior in 2022. Meanwhile, the number of women graduating has not reached 9 people every year for the last three years. In fact, the number of women who graduated could reach 21 in 2019, which means there is a drastic decline whose cause needs to be identified.

This trend is also reinforced by the graph in figure 2a which shows that the growth in the number of female employees experiencing CA is decreasing, both from the comparison of the number of female employees experiencing CA with the total number of female employees. Even though there has been an increase from 2021 to 2022 of 0.79%, the overall growth rate over the last five years has decreased, namely -7.51% in 2019-2020 and -5.39% in 2022-2023. Apart from that, this decrease also occurred in the ratio of female employees who experienced CA to the total administrative employees at UNTL. The decline occurred -3.1% in 2019-2020, -0.53% in 2020-2021, and -1.37% in 2022-2023. From the two graphs in figure 2, it shows that there is a CA need for female administrative employees that organizations need to pay attention to in order to increase their career progress so that it can be balanced with the career progress of male administrative employees at the Universidade Nacional Timor Lorosa'e (UNTL). So the CA concept is not only seen from position promotion or salary but is expanded with a gender equality lens.

Based on the problems above, this research aims to test the three dimensions of the new Career Advancement model needed for the career advancement of female administrative employees at the National University of Timor Lorosa'e (UNTL). By using Verma's theory regarding the new CA model as the basis for the conceptual framework, the research hypothesis is:
H1: Individual Future Aspiration is positively related to career advancement.
H2: Individual Present Satisfaction is positively related to career advancement.
H3: Individual Career Orientation is positively related to career progress.

METHODS
This research is quantitative research with a correlational method. According to Cresswell (2016), quantitative correlational research is research using statistical methods that measure the influence between two or more variables. The problem that will be studied is related to analyzing the relationship between the dimensions of Future Aspiration (FA), Present Satisfaction (PS), and Career Orientation (CO) with Career Advancement (CA).

The sample used in this research was 140 female administrative employees at the National University of Timor Lorosa'e (UNTL) obtained from research conducted on 8 April - 8 May 2024. (see table 1)

Table 1. Number of UNTL Female Administrative Employees in 2024

Category	Professional Level	Amount
Superior Technician	A	-
	B	8
Professional Technician	C	38
	D	60
Administrative Technician	E	22
Assistant	F	8
	G	4
Total		140

Source: Processed by the Author (2024)

This research uses a questionnaire as a data collection tool. Questionnaires are used to measure the dimensions of Future Aspiration (FA), Present Satisfaction (PS), and Career Orientation (CO). The indicators in the dimensions of the new Career Advancement (CA) model were adopted from Verma's theory which was then translated from English into Indonesian in this research. This questionnaire consists of ten statements that are responded to on a Likert scale of 1-5 (from strongly disagree to strongly agree).

Table 2. Concept Operationalization

Dimensions	Item	Statement
Present Satisfaction (PS)	CA.1	I am very satisfied with my career achievements to date
	CA.2	I don't need an immediate career change
	CA.3	As an employee, I progressed gradually
Career Orientation (CO)	CA.4	I don't miss promotion or growth opportunities to maintain work-life balance
	CA.5	I am willing to move to advance my career
	CA.6	I am willing to devote whatever time necessary to speed up my work
Future Aspiration (FA)	CA.7	I am quite sure about my life goals
	CA.8	There are many opportunities for growth in my current job
	CA.9	I see a future for myself in a higher level role in this organization
	CA.10	If I work hard, I will be successful in my organization

Source: Verma (2020)

Data analysis in this study used univariate analysis and bivariate analysis. Univariate or descriptive analysis is used to see the distribution of respondent characteristics and the mean value of each dimension of Career Advancement. Thus, to find out the classification of the results of the mean calculation as follows;

$$i = \frac{5 - 1}{3} = 1{,}33$$

So the guidelines are based on the average value (mean) for each dimension which is explained in table 3.

Table 3. Classification of mean values for each dimension

Interval	Level
1,00 < x < 2,33	Low
2,33 < x < 3,66	Medium
3,66 < x < 4,99	High

Source: processed by the author (2024)

Meanwhile, the bivariate analysis used was the Spearman correlation test as hypothesis testing. Riduwan & Sunarto (2019) explain that the Spearman correlation test or multilevel correlation is measuring the level of close relationship between variables on an ordinal scale, independent of the fact that the population being investigated must be normally distributed, and the samples taken can be changed from interval data to ordinal data. The Spearman correlation test formula used is:

$$r_s = 1 - \frac{6\sum d^2}{n(n^2 - 1)}$$

To interpret the results of the Spearman correlation test, four parameters are used, namely strength of correlation, direction of correlation, p value, and clinical significance, as shown in table 4. Interpretation results are used to determine whether the research hypothesis is proven or not.

Table 4. Interpretation of Correlation Hypothesis Testing

Parameter	Value	Interpretation
Strength of Correlation	0.0 - < 0.2	Very Weak
	0.2 - < 0.4	Weak
	0.4 - < 0.6	Medium
	0.6 - < 0.8	Strong
	0.8 - < 1.00	Very Strong
Direction of Correlation	Positive	The higher the FA, PS, and/or CO dimensions, the higher the CA
	Negatif	The higher the FA, PS, and/or CO dimensions, the lower the CA
P Value	P Value >0.05	The correlation is not significant
	P Value <0.05	Significant correlation
Clinical Significance	r obtained < r minimal	The correlation is not significant
	r obtained > r minimal	Significant correlation

Source: Riduwan & Sunarto (2019)

Both research analysis techniques, both univariate analysis and bivariate analysis, were carried out using the IBM SPSS 25 application to determine the output of the research.

RESULT AND DISCUSSION
Respondent Characteristics

The characteristics of respondents in this study can be determined based on family type, age, education, marital status, length of work, and number of dependents.

Table 5. Characteristics of Research Respondents

Characteristics	Category	Total	Percentage
Family Type	Nuclear	83	59.3%
	Joint	57	40.7%
Age	17 – 29 Years Old	6	4.3%
	30 – 39 Years Old	67	47.9%
	40 – 49 Years Old	43	30.7%
	50 – 60 Years Old	21	15.0%
	> 60 Years Old	3	2.1%
Education	SD	3	2.1%

	SMP	2	1.4%
	SMA	23	16.4%
	DI – DIII	11	7.9%
	DIV	6	4.3%
	S1	93	66.4%
	S2	2	1.4%
Marital status	Married	118	84.3%
	Not Married Yet	22	15.7%
Length of Work	0 – 7 Years Old	24	17.1%
	8 – 15 Years Old	87	62.1%
	16 – 23 Years Old	19	13.6%
	> 24 years old	10	7.1%
The Number of Dependents	There isn't any	0	0.0%
	1 – 3 People	48	34.3%
	4 – 6 People	47	33.6%
	≥7 People	45	32.1%

Source: Processed by the Author (2024)

Based on the results of the analysis, it shows that the majority of respondents have a nuclear family type, namely 59.3%. According to age category, most respondents were in the age range of 30 to 39 years (47.9%) and the lowest were over 60 years of age (2.1%). The most recent level of education most respondents completed was at the bachelor's or S1 level, which was 66.4%. Based on marital status, 84.3% were married. Other characteristics are known based on length of work, where as many as 62.1% of respondents had work periods in the range of 8 to 15 years. Meanwhile, based on the number of dependents, 34.3% of respondents had 1 to 3 dependents, 33.6% had 4-6 dependents, and 32.1% had ≥7 dependents.

Descriptive Research Variables

The Future Aspiration (FA), Present Satisfaction (PS), and Career Orientation (CO) dimensions can be analyzed descriptively by dividing respondents into three categories, namely low, medium, and high which can be presented in Table 6. Based on the results of the descriptive analysis, it can be seen It is known that based on the Future Aspiration (FA) and Career Orientation (CO) dimensions, the majority of respondents fall into the high category. This shows that female employees at Universidade Nacional Timor Lorosa'e have good Future Aspiration and Career Advancement (CA). Based on the Present Satisfaction (PS) dimension, more than half of the respondents fall into the moderate category.

Table 6. Number of Respondents by Category for Each Dimension

Dimension	Frequency	Percentage
Future Aspiration		
Low	0	0.0%
Medium	34	24.3%
High	106	75.7%
Present Satisfaction		
Low	4	2.9%
Medium	72	51.4%
High	64	45.7%
Career Orientation		
Low	2	1.4%
Medium	19	13.6%
High	119	85.0%
Career Advancement		
Low	0	0.0%
Medium	31	22.1%
High	109	77.9%

Source: Processed by the Author (2024)

Hypothesis Testing

The relationship between the Future Aspiration (FA), Present Satisfaction (PS), and Career Orientation (CO) dimensions and Career Advancement (CA) can be analyzed bivariately with the Spearman test. The results of the Spearman test show that the three dimensions have a positive relationship with Career Advancement (CA). However, each dimension has different dimensional strengths which can be seen in table 7.

Table 7. Correlation between Career Advancement (CA) and Future Aspiration (FA) Dimensions, Present Satisfaction (PS), and Career Orientation (CO)

Dimension	r	p	The Power of Correlation
Future Aspiration (FA)	0.360	0.000	Weak
Present Satisfaction (PS)	0.597	0.000	Medium
Career Orientation (CO)	0.621	0.000	Strong

Source: Processed by the Author (2024)

The correlation between Career Advancement (CA) and the Future Aspiration (FA) dimension obtained a correlation coefficient of 0.360 with a significance value of 0.000 (p<0.05). This shows that Future Aspiration (FA) is positively related to Career Advancement (CA), so the first hypothesis can be accepted. The strength of the correlation between Career Advancement (CA) and the Future Aspiration (FA) dimension is in the weak category. The correlation between Career Advancement (CA) and the Present Satisfaction (PS) dimension obtained a correlation coefficient of 0.597 with a significance value of 0.000 (p<0.05). This shows that Present Satisfaction (PS) is positively related to Career Advancement (CA), so the second hypothesis can be accepted. The strength of the correlation between Career Advancement (CA) and the Future Aspiration (FA) dimension is in the medium category. The correlation between Career Advancement (CA) and the Career Orientation (CO) dimension obtained a correlation coefficient of 0.621 with a significance value of 0.000 (p<0.05). This shows that Career Orientation (CO) is positively related to Career Advancement (CA), so the third hypothesis can be accepted. The strength of the correlation between Career Advancement (CA) and the Career Orientation (CO) dimension is included in the strong category. From the results of the analysis of the three dimensions, it can be seen that the dimension that has the highest relationship with Career Advancement (CA) is Career Orientation (CO).

DISCUSSION

The aim of this research is to look at the dimensions needed for career advancement for female administrative employees at the National University of Timor Lorosa'e (UNTL) by testing Verma's theory using univariate analysis and bivariate analysis using the Spearman correlation test. Based on the results of univariate analysis, it shows that the majority of respondents answered each dimension category with a minimum mean value of medium classification, namely 75.7% of female administrative employees answered Future Aspiration (FA) with a high category mean value, 51.4% of female administrative employees answered Present Satisfaction (PS) with a value of medium category mean, 85.0% of female administrative employees answered Career Orientation (CO) with a high category mean value, and 77.9% of female administrative employees answered Career Advancement (CA) with a high category mean value. This means that female administrative employees at UNTL tend to be neutral and even strongly agree that the three dimensions are important in advancing their careers.

These results are also strengthened by bivariate analysis which shows that the three dimensions have a positive correlation with Career Advancement (CA). However, the

strength of the dimension correlation varies with Career Orientation (CO) having the strongest positive correlation. Meanwhile, Present Satisfaction (PS) has a moderate positive correlation strength, and Future Aspiration (FA) has a weak positive correlation relationship. This means that to increase career advancement for female administrative employees, organizations need to prioritize needs related to the Career Orientation (CO) dimension because they believe that Career Orientation (CO) has a close relationship with Career Advancement (CA). Apart from increasing CO, the organization continues to maintain values or programs related to FA and PS. Therefore, organizations must have different career plans for men and women, where the CA concept for female administrative employees requires three dimensions including FA, PS, and CO.

Career Orientation (CO) Has A Positive Relationship With Career Advancement

Testing the third hypothesis (H3) shows that there is a strong positive correlation between Career Orientation (CO) and Career Advancement (CA). This means that female administrative employees at UNTL have a high willingness to take opportunities, chances or possibilities that can improve their careers. The willingness referred to is taking the promotion test well as a path to increase career advancement by considering the balance of family and work, they are also willing to be transferred and/or willing to spend time working more effectively. In this case, organizations must facilitate and motivate female administrative employees to further maintain and increase their willingness to work to realize organizational goals and ultimately increase their career progress. In particular, it facilitates preparation for career promotion tests and maintains a balance between family and work because all female administrative employees have dependents who support family and work life. This is a challenge as a problem in preparing oneself to take the promotion test well. The decrease in the number of female administrative employees experiencing CA in the last three years could be caused by organizations not being able to meet individual needs for CO, while the research results show that female administrative employees at UNTL believe that fulfilling the CO aspect is needed to improve their careers.

The results of this research are in line with previous research conducted by Igbaria et al (1999) which emphasized the importance of Career Orientation (CO) on career success. This research found that individual Career Orientation (CO) needs differ based on the characteristics of respondents, including gender differences that require different career plans and paths. For example, men prioritize Career Orientation (CO) which is technical and managerial in nature, while women need to fulfill Career Orientation (CO) which is lifestyle in nature. With this, whatever the organizational culture, policies need to be considered in retaining professional and quality female employees, namely by focusing on lifestyle such as maternity leave policies, providing space for child care, and flexible working arrangements. The difference in fulfilling Career Orientation (CO) needs for women is considered relevant because 78.7% of female administrative employees at UNTL are married, which means they need to balance increasingly complex family life with their work.

Therefore, organizations need to pay attention to the process of providing career paths and planning that can motivate and retain employees, which in essence can match the needs of different individuals with the needs and goals of the organization so that their careers are more successful.

Present Satisfaction (PS) Has A Positive Relationship with Career Advancement

Testing the second hypothesis (H2) shows that there is a moderate positive correlation between Present Satisfaction (PS) and Career Advancement (CA). In the sense that the majority of female administrative employees at UNTL are satisfied with their current jobs but they still want to change their careers to a higher level immediately in terms of career advancement. Organizations need to map career paths and plans for the short, medium and

long term to meet different career advancement needs. So that organizations can maintain individual satisfaction expectations along a path that is mutually understood.

The results of this study are also in accordance with previous research conducted by Conrad & Rosser (2007) showing that the respondent group is satisfied with their current job but there are larger individual factors that cause them to want a higher career change quickly through career opportunities. others or even leave the current workplace. In this research, these individual factors are not yet known, so further research is needed to analyze the factors driving Career Advancement (CA) related to individual workers at UNTL.

Future Aspiration (Fa) Has A Positive Relationship With Career Advancement

Testing the first hypothesis (H1) shows that there is a weak positive correlation between Future Aspiration (FA) and Career Advancement (CA). This shows that female administrative employees at UNTL believe that the organization will provide opportunities for better career advancement for them, but this belief is not directly related to their Career Advancement (CA) because there are other factors or aspects that are more closely related than Futute Aspiration (FA). For this reason, further research is needed to find out this.

This research is in accordance with the theory regarding the principles of human resource development by Gilley et al (2002) which states that Future Aspiration (FA) will be stronger in relation to employee Career Advancement (CA) when through other factors or aspects such as Training and Development to improve competence, attitudes , skills and knowledge to achieve their job needs both now and in the future. In this way, Universidade Nacional Timor Lorosa'e (UNTL) takes advantage of the optimism from the high perception of female administrative employees in the Future Application (FA) by facilitating intensive training and development activities so that they have the provisions to guarantee employment in the future.

CONCLUSION

Testing Verma's theory regarding the new Career Advancement (CA) model using univariate analysis and bivariate analysis with the Spearman correlation test shows the perceptions of female administrative employees at UNTL regarding the three dimensions, namely Future Aspiration (FA), Present Satisfaction (PS), and Career Orientation (CO) has a positive relationship with CA. Of the three dimensions, CO has a strong positive correlation with CA as evidenced by the correlation coefficient of 0.621 with a significance value of 0.000 ($p<0.05$). Meanwhile, PS has a moderate positive correlation with CA (correlation coefficient = 0.597; significance value 0.000 ($p<0.05$)) and FA has a weak positive correlation with CA (correlation coefficient = 0.360; significance value 0.000 ($p<0.05$)) . These results prove that the CA concept needs to be expanded in dimensions for female employees because women and men have different needs and challenges in their career advancement. Therefore, organizations need to pay attention to policies for individuals with different COs, especially women, mapping career paths and planning for the short, medium and long term in meeting different career advancement needs to maintain employee and organizational satisfaction expectations. can also provide facilities in the form of training and development so that future competency and knowledge needs can be met to support their work.

The limitation of this research is that this research only focuses on female administrative employees so the comparison with men is not clearly described. In addition, the dimensions in the new CA model are only based on Verma's theory so that the scope of statements on each dimension is limited. Furthermore, research on each dimension of CA does not involve factors so that their direct influence on the career progress of female administrative employees at UNTL is not visible. Further research can carry out research involving male respondents to see how they compare with women, develop conceptual

dimensions that have statements or indicators that are more representative of the dimensions, and carry out regression analysis of factors that can encourage or hinder dimensions of career progress.

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