

## Fear of Success with Job Satisfaction on Bank Employees

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**Abstract.** Fear of success is a form of anxiety caused by a desire to achieve success but worrying about the consequences of their success. The tendency to fear success can harm individual employees, jobs, and companies. The research hypothesis is a relationship between loss of femininity, loss of social self-esteem, and social rejection with job satisfaction in female employees at Bank NTT. The measuring tools used in this research are the fear of success scale and the job satisfaction scale with data analysis using Spearman Rank correlation. Using stratified random and purposive sampling, the research participants were 107 female employees at Bank NTT. We found no relationship between loss of femininity and job satisfaction because of the value of sig. 0.080 and correlation value -0.170, while there is a relationship between loss of social self-esteem and job satisfaction because the value of sig. 0.000 and correlation value -0.350, and there is a relationship between social rejection and job satisfaction because the value of sig. 0.000, and the correlation value is -0.466.

**Keywords:** Bank Employees, Fear of Success, Job Satisfaction

**Abstrak.** *Fear of success* merupakan bentuk kecemasan yang timbul disebabkan oleh adanya keinginan untuk meraih kesuksesan tetapi, individu merasa cemas akan konsekuensi dari kesuksesan yang diraihinya. Kecenderungan *fear of success* dapat memberikan dampak negatif pada karyawan secara individu, pekerjaan maupun perusahaan. Hipotesis penelitian adalah terdapat hubungan antara *loss of femininity*, *loss of social self-esteem* dan *social rejection* dengan kepuasan kerja pada karyawan di Bank NTT. Partisipan penelitian merupakan karyawan Bank NTT berjumlah 107 orang diperoleh melalui *stratified random sampling* dan *purposive sampling*, dan alat ukur yang dipakai dalam penelitian ini ialah skala *fear of success* dan skala kepuasan kerja dengan analisis data menggunakan korelasi *Rank Spearman*. Hasil penelitian diketahui tidak terdapat hubungan antara *loss of femininity* dengan kepuasan kerja dikarenakan nilai sig. 0,080 dan nilai korelasi -0.170, sedangkan terdapat hubungan yang signifikan antara *loss of social self-esteem* dengan kepuasan kerja, diketahui bahwa nilai sig. 0,000 dan nilai korelasi -0,350, dan terdapat hubungan yang signifikan antara *social rejection* dengan kepuasan kerja diketahui bahwa nilai sig. 0,000 dan nilai korelasi -0,466.

**Kata kunci:** *Fear of success*, Karyawan Bank, Kepuasan Kerja

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### **Introduction**

Women used to have a role as housewives, but now women can have the role of career women. Anoraga stated that career women develop in their job, position, and career advancement, which are all necessary through hard work (Setiadi, 2007). Current economic and technological developments make it possible for women to work in accordance with their abilities and education. Career women are faced with obligations as employees and housewives. Each obligation has a different and must be fulfilled. Women as employees, were required to be able to perform and complete the duties assigned by the company, while housewives were required to take care of and serve their families (Rahmawaty, 2015).

Work can not be separated from career development, such as promotions, if someone works with good performance, the higher the achievement she achieves, the more her position will increase, but it is undeniable that not all women are willing and able to accept the consequences of success in work. This creates a conflict between wanting to succeed and fear of the consequences of success. This is called the fear of success (Pita, 2018). The tendency of fear of success can make a person feel less satisfied at work, while job satisfaction can impact work performance. So researchers are interested in examining the relationship between fear of success and job satisfaction in female employees.

The researcher conducted a preliminary review by interviewing female employees at Bank NTT about the tendency to fear success. The researcher found that the three interviewed women had different levels of fear of success. Employee E tends to fear success, as can be seen in the answers given that employee E feels worried if she is given greater responsibility or has a higher position. Employee E also worries if she is too busy at work.

Employee P has a low tendency to fear success, and it can be seen from the answer that Employee P does not feel afraid and worried when she is given greater responsibilities or higher positions. Meanwhile, employee M tends to have a moderate fear of success when compared to Employee E and Employee P, it can be

seen in the answers that Employee M has anxiety if she is seen as too ambitious in her work, and there is fear when she is given greater responsibility, but this is can be managed becomes a challenge at work.

The theoretical basis of this research is Shaw and Constanzo stated that fear of success is a form of anxiety or fear that originates from conflicts experienced by individuals, which conflicts arise because one side wants to achieve success, but on another side feels anxious about the success that will lead to undesirable consequences (Rahmawati, 2016). According to Shaw and Constanzo, fear of success consists of three aspects: loss of femininity, loss of social self-esteem, and social rejection. According to Spector, job satisfaction is a person's feelings towards the job or a related attitude towards aspects of the job (Wenno, 2018). According to Spector, there are nine aspects of job satisfaction: salary, promotion, leadership, benefits, rewards, operational procedures, co-workers, nature of work, and communication.

The objectives of this research consist of; a) Discovering tendencies to loss of femininity in female employees at Bank NTT; b) Discovering tendencies to loss of social self-esteem in female employees at Bank NTT; c) Discovering tendencies to social rejection in female employees at Bank NTT; and d) Analyzing the relationship between fear of success and job satisfaction on female employees at Bank NTT. The benefits of this research are to contribute to the development of psychology, become a reference for further research about fear of success and job satisfaction, and provide feedback, consideration, and contributions to the research sites, which are Bank NTT and Bank NTT employees to be better in the future.

The research hypothesis consists of; a) There is a relationship between loss of femininity and job satisfaction among female employees at Bank NTT; b) There is a relationship between loss of social self-esteem and job satisfaction among female employees at Bank NTT; and c) There is a relationship between social rejection and job satisfaction on employees at Bank NTT.

## **Method**

The method used in this research is quantitative, and the type of research used is correlational. The researcher uses correlational research because the researcher wants to analyze whether there is a relationship between the fear of success variable and the job satisfaction variable. The research subjects were Bank NTT female employees with a sampling technique are stratified random sampling and purposive sampling. Stratified random sampling is a method that is carried out by dividing the sample into homogeneous groups based on specific criteria, and purposive sampling is used to determine the sample with considerations based on the characteristics of the population.

Determination of the research sample size using the Slovin formula so researchers get results of the research sample size of 107 people. The characteristics of the research subject are; a) willingness to be a participant; b) female gender; c) status as a female employee at Bank NTT; and d) minimum working period of 3 years. The reasons for selecting respondents at Bank NTT; a) The dynamics of duties and responsibilities assigned are higher because they cover all branch offices in East Nusa Tenggara; b) The scope of work for employees at the head office is more significant than that for employees at branch offices; c) The career paths of employees in the company are based on promotion, and placement according to the performance appraisal of each employee, d) Employees in accordance with the researcher criteria since the research proposal's beginning.

The research consisted of a fear of success scale adapted from Setiadi (2007), based on aspects of Shaw and Constanzo, which is loss of femininity, social self-esteem, and social recognition. The job satisfaction scale is adapted from Elmi (2017); the job satisfaction scale from Spector entitled The Job Satisfaction Survey (JSS) is based on Spector's aspects; salary, promotion, leadership, benefits, awards, operational procedures, colleagues, nature of work, and communication. Data collection techniques using a Likert scale in the form of a questionnaire distributed at the research site after filtering according to the research participant criteria. The

research data analysis technique consists of validity and reliability tests, which are used to measure valid and reliable instruments to measure research items (Sugiyono, 2013). The basis for making decisions on the validity test is if the value of the  $r$  count  $>$   $r$  table, and then it can be said that the item is valid and vice versa. The basis for making decisions on the reliability test is if Cronbach's alpha value  $>$  0.80, it can be said the scale is reliable and vice versa. The validity test in this study used the Pearson bivariate on SPSS. The fear of success scale was valid and reliable for research with a total of 45 items and Cronbach's alpha value of 0.895. The job satisfaction scale is valid and reliable for research, with a total number of 26 items and Cronbach's alpha value of 0.892. The researcher categorizes data to see the distribution of subject data in the low category, medium category, and high category, in the research data category uses the data categorization formula by Azwar (Azwar, 2012);

Tabel 1.

*Categorization Formula*

<b>Category</b>	<b>Categorization Formula</b>
Low	$X < (\mu - 1\sigma)$
Medium	$(\mu - 1\sigma) \leq X < (\mu + 1\sigma)$
High	$(\mu + 1\sigma) \leq X$

The researcher conducted a normality test to find out whether the research data were normally distributed or not normally distributed (Sugiyono, 2013) in the normality test using the Kolmogorov Smirnov because the sample amounted to more than 50 samples. The basis for making decisions was the value of sig. Basis of decision making if the sig. Value  $>$  0.05, then the data is normally distributed, and vice versa. The researcher also conducted a linearity test to prove that the independent variable had a linear relationship with the dependent variable (Sahri et al., 2019). Deviation From linearity  $>$  0.05 means a linear relationship exists between the independent and dependent variables and vice versa. In this study, the researchers used the Spearman Rank correlation to analyze the relationship between the independent and dependent variables (Sugiyono, 2013). The basis for making decisions if the sig. Value  $<$  0.05, then there is a relationship between the independent and dependent variables, and vice versa.

### Result

The research data has been collected, and then the researcher categorizes the data, which consists of low, medium, and high, through the categorization formula. Based on the categorization of fear of success and job satisfaction, that from 107 female employees at Bank NTT, 82 employees (76.64%) had a fear of success in the low category and 25 employees (23.36%) in the medium category, while job satisfaction was in the high category of 94 employees (87.85%) and the medium category of 13 employees (12.15%) can be seen in table 2. After categorizing the variables, the researcher categorizes the fear of success aspect consisting of loss of femininity, loss of social self-esteem, and social rejection through the categorization formula which can be seen in Table 2.

Table 2.

*Data Categorization Results*

<b>Variable</b>	<b>Range of Values</b>	<b>Categorization</b>	<b>Frequency</b>	<b>Presentation</b>
<b>Fear of Success</b>	$X < (105)$	Low	82	76,64%
	$(105) \leq X < (165)$	Medium	25	23,36%
	$(165) \leq X$	High	-	-
<b>Total</b>			107	100%
<b>Job Satisfaction</b>	$X < (60,67)$	Low	-	-
	$(60,67) \leq X < (95,33)$	Medium	13	12,15%
	$(95,33) \leq X$	High	94	87,85%
<b>Total</b>			107	100%
<b>Aspect</b>	Range Of Values	Categorization	Frequency	Presentation
<b>Loss of Feminity</b>	$X < (32,67)$	Low	90	84,11%
	$(32,67) \leq X < (51,33)$	Medium	17	15,89%
	$(51,33) \leq X$	High	-	-
<b>Total</b>			107	100%
<b>Loss of Social Self-Esteem</b>	$X < (39,67)$	Low	44	41,12%
	$(39,67) \leq X < (62,33)$	Medium	62	57,95%
	$(62,33) \leq X$	High	1	0,93%
<b>Total</b>			107	100%
<b>Social Rejection</b>	$X < (32,67)$	Low	91	85,05%
	$(32,67) \leq X < (51,33)$	Medium	16	14,95%
	$(51,33) \leq X$	High	-	-
<b>Total</b>			107	100%

Based on Table 2, it can be concluded that the loss of femininity of Bank NTT female employees in the low category is 90 employees, and the medium category is 17 employees. In the loss of social self-esteem of Bank NTT, female employees in the low category are 44 employees, the medium category is 62 employees, and the high category is one employee. The social rejection of Bank NTT female employees in the low category was 91 employees, while the medium category was 16.

The normality test of this study used the Kolmogorov-Smirnov test, with the decision-making being the sig. Value > 0.05, then the data is normally distributed, and vice versa. Based on the normality test conducted by researchers using the SPSS program, sig. Values fear of success was  $0.017 < 0.05$ , and the sig. Value job satisfaction  $0.000 < 0.05$  shows that the fear of success and job satisfaction data are not normally distributed.

The research assumption test is a linearity test with decision-making value sig. Deviation from linearity > 0.05 means a linear relationship exists between the independent and the dependent variables and vice versa. Based on the linearity test, the following results are in Table 3.

Table 3.  
*Linearity test results*

<b>Linearity Test - Variable</b>			
<b>Variabel</b>	Linearity	Sig. Deviation from Linearity	Description
<b>JB*FOS</b>	0,000	0,090	Have a linear relationship
<b>Linearity Test - Aspect</b>			
<b>Aspect</b>	Linearity	Sig. Deviation from Linearity	Description
<b>JB*LOF</b>	0,087	0,031	Have no linear relationship
<b>JB*LOS</b>	0,000	0,183	Have a linear relationship
<b>JB*SR</b>	0,000	0,256	Have a linear relationship

Table 3 shows that the linearity test on the fear of success with job satisfaction has a linear relationship because of value sig. Deviation from linearity  $0.090 > 0.05$ . Linearity test on the aspect of fear of success with job satisfaction obtained loss of femininity with job satisfaction does not have a linear relationship because of value sig. Deviation from linearity  $0.031 < 0.05$ , while the loss of social self-esteem obtained a value sig. Deviation from linearity  $0.183 > 0.05$ , so it can be said that the loss of social self-esteem with job satisfaction has a linear relationship. The same thing with social rejection gets a value sig. Deviation from linearity  $0.256 > 0.05$ , so it can be said that social rejection and job satisfaction have a linear relationship.

The hypothesis test in this study is the Spearman Rank correlation test with decision-making is sig. Value  $< 0.05$  is a relationship between the independent and dependent variables and vice versa. Based on the correlation test, the following results are in Table 4.

Table 4.  
*Correlation test results*

<b>Variable</b>			
<b>Variable</b>	Correlation Coefficient	Sig. (2-tailed)	Description
<b>FOS-JB</b>	-0,425	0,000	Have a relationship
<b>Aspect</b>			
<b>Aspek</b>	Correlation Coefficient	Sig. (2-tailed)	Description
<b>LOF-JB</b>	-0,170	0,080	Have no relationship
<b>LOS-JB</b>	-0,350	0,000	Have a relationship
<b>SR-JB</b>	-0,466	0,000	Have a relationship

Table 4 shows that the correlation test on the fear of success with job satisfaction has a significant negative relationship due to the sig. Value  $0.000 < 0.05$  and the correlation coefficient  $-0.425$ . The correlation test on the aspect of fear of



success with job satisfaction obtained shows no relationship between loss of femininity and job satisfaction because of the sig. Value  $0.080 > 0.05$  and the correlation coefficient  $-0.170$ , while the loss of social self-esteem is sig. Value  $0.000 < 0.05$  and the correlation coefficient  $-0.350$ , so there is a significant negative relationship between loss of social self-esteem and job satisfaction. The same thing with social rejection gets a sig. Value  $0.000 < 0.05$  and the correlation coefficient  $-0.466$ , so it can be said that there is a significant negative relationship between social rejection with job satisfaction.

### **Discussion**

Based on the results of data categorization, participants tend to fear of success in the low category. Based on the categorization analysis of the fear of success aspect, which is the loss of femininity aspect of female employees at Bank NTT in the low category, it shows that female employees Bank NTT consider that the success achieved by men and women is equal, and causes low fear, negative feelings, and doubts to achieve career success. It can be said that the low fear of success in female employees is caused by there is no conflict in self, where there is a desire to succeed at work, and low anxiety over the consequences of career success at work.

The loss of social self-esteem of female employees at Bank NTT is in the medium category, indicating that their thoughts about success can make them lose related ones to them, which are friends and partners. In the aspect of social rejection of female employees, Bank NTT is in a low category, indicating the low negative reaction of female employees to career success by the social environment in the form of social rejection and lack of support from the environment.

This result complied with the research conducted by Sari Wiendy (2016) regarding the fear of success and career development of Telkom employees in the low category. Still, the loss of social self-esteem has a high category because individuals want to be successful at work but are also worried that their success can distance them from their families.

The results of the categorization of job satisfaction in the high category indicate that Bank NTT employees have positive feelings towards their work, which are indicated by their attitude during work and positively impact employees and the company. In accordance with research conducted by Maryo (2018) regarding the relationship between work-life balance and job satisfaction for employees, it was found that employee job satisfaction was in the high category.

Based on the results of hypothesis testing, there is a significant relationship between fear of success and job satisfaction among female employees at Bank NTT. The results of the hypothesis of the fear of success aspect show that there is no relationship between loss of femininity and job satisfaction among female employees at Bank NTT. Still, for loss of social self-esteem, there is a significant relationship between job satisfaction among female employees at Bank NTT and a significant relationship between social rejection and job satisfaction among female employees at Bank NTT.

A negative relationship exists between fear of success as an independent variable and the dependent variable studied by researchers at Bank NTT. This result complies with research Conducted by Wisye Ariani (2019), which is there is a significant negative relationship between social support and fear of success in employees, with a significant value of 0.000 and a Pearson correlation value of -0.652, as well as research conducted by Tri Setiadi (2007) that there is a negative relationship between fear of success and work commitment in career women with a significant value of 0.000 and a Pearson correlation value of -0.710. This complies with research conducted by researchers.

In a study conducted by Sinta Elmi (2017), that there is a significant negative relationship between job satisfaction and turnover in Bank BNI employees with a significant value of 0.000 and a Pearson correlation value of -0.713 and in research conducted by Nabella Fitri (2022) found that there was a negative relationship between work-family conflict and job satisfaction with a significant value of 0.462 and a Pearson correlation value of -0.064. This complies with research is complied with

research conducted by researchers, which is there is a negative relationship between the independent variable and job satisfaction as the dependent variable researched by researchers at Bank NTT.

### **Conclusion**

The research objectives consist of 1) Finding the tendency to loss of femininity in female employees at Bank NTT; 2) Finding the tendency to loss of social self-esteem among female employees at Bank NTT; 3) Finding the tendency of social rejection among female employees at Bank NTT; 4) Analyze the relationship between fear of success and job satisfaction on female employees at Bank NTT.

Based on the results of the study, it was concluded that there was a low tendency for loss of femininity in female employees at Bank NTT, as many as 90 employees, and loss of femininity in the medium tendency of 17 employees, and loss of social self-esteem there was a medium tendency for female employees at Bank NTT as many as 62 employees, the low tendency of 44 employees and the high tendency of loss of social self-esteem is one employee.

In social rejection, there is a low tendency for female employees at Bank NTT, as many as 91 employees, and a medium tendency for 16 employees. Based on the results of the study that there is a relationship between fear of success and job satisfaction for female employees at Bank NTT, it can be concluded that the lower fear of success, the higher job satisfaction for female employees at Bank NTT, and conversely the higher fear of success, the lower job satisfaction of the female employees at Bank NTT.

The research hypotheses consist of 1) There is a relationship between loss of femininity and job satisfaction among female employees at Bank NTT; 2) There is a relationship between loss of social self-esteem and job satisfaction among female employees at Bank NTT; 3) There is a relationship between social rejection and job satisfaction on female employees at Bank NTT.

Based on the study results, it was concluded that fear of success is directly related to the job satisfaction of female employees at Bank NTT. Regarding loss of

femininity, there is no relationship between job satisfaction on female employees at Bank NTT. In contrast, loss of social self-esteem has a relationship with job satisfaction on female employees Bank NTT, so the lower the loss of social self-esteem, the higher the job satisfaction of the employees and vice versa, if the higher the loss of social self-esteem, the lower job satisfaction on female employees at Bank NTT. In social rejection there is a relationship between social rejection and the job satisfaction of female employees at Bank NTT, so the lower social rejection, the higher job satisfaction for employees and vice versa. The higher the social rejection, the lower the job satisfaction of female employees at Bank NTT.

*Suggestion*

Researchers hope that the results of the research can provide usefully and can contributions to female employees at Bank NTT in their careers, especially in the tendency of fear of success so as to minimize the negative impact of fear of success and can have a positive impact of job satisfaction at female employee Bank NTT. Based on the research results, the researchers propose suggestions for female employees at Bank NTT. For further research, the researcher hopes that the results of this study can contribute to research on fear of success and job satisfaction.

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