

Unraveling the Interaction of Work Environment, Work-Life Balance, Perceived Organizational Support, and Career Anxiety among Female Workers

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Abstract

Women play a crucial role in workforce growth and can contribute to identifying and addressing gender inequality in the workplace. Women play a crucial role in workforce growth and can contribute to identifying and addressing gender inequality in the workplace. Women play a crucial role in workforce growth and can contribute to identifying and addressing gender inequality in the workplace. However, they also face significant challenges in balancing work and personal life. This study utilized a causal approach and collected data through questionnaires. The study utilized SPSS software for analysis and the Hayes model 65 process macro to evaluate the proposed hypotheses. The results indicate a positive and significant influence of work environment on both individual performance and work-life balance, as well as a positive and significant influence of work-life balance on individual performance. Additionally, Perceived Organizational Support enhances the connection between the work environment and work-life balance, as well as individual performance. Moreover, this study demonstrates that career anxiety undermines the relationship between work-life balance and individual performance.

Introduction

The growth of the workforce has led to significant changes in the work environment, particularly for female employees. Currently, women are contributing to sectors that have traditionally been male-dominated. According to Hadad (2021), businesses managed by women have recorded a 68% higher development rate compared to those managed by men, which only recorded a 52% rate. Although there has been an increase in women's participation in the workforce, achieving work-life balance remains a significant challenge for many women, as noted by Rahmayati (2021). In the modern era, work-life balance is becoming increasingly crucial due to changing social norms and complex work demands that put pressure on female workers. These challenges can significantly impact individual performance and, by extension, organisational productivity. According to data from the Central Bureau of Statistics (BPS), the female labour force participation rate in Sidoarjo Regency for the period of 2018-2022 is as follows:

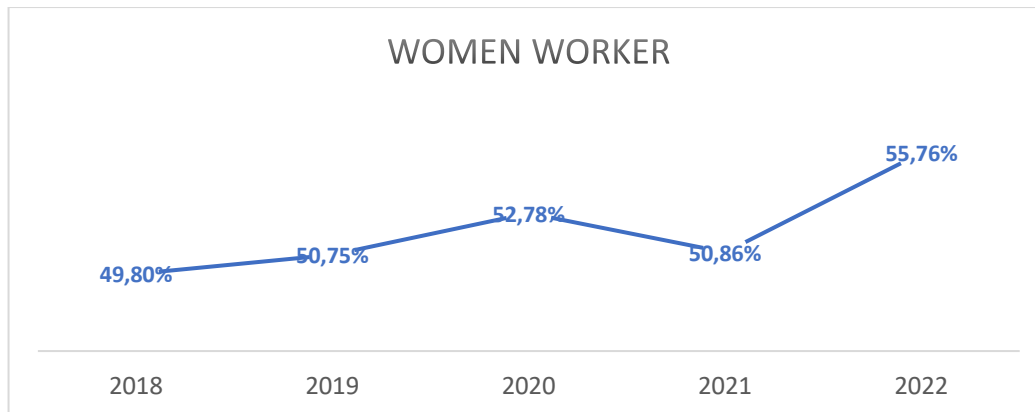


Figure 1. Women Worker Central Bureau Of Statistics (BPS)

Based on this data, there has been a significant increase in the proportion of female workers from 49.80% in 2018 to 55.76% in 2022, indicating a positive trend towards the empowerment of women in the labour market. This shift reflects a changing social paradigm and the evolving role of women in the workforce. Blossfeld (2019) argues that the increasing participation of women in the workforce requires greater consideration of workplace wellbeing and work-life balance, particularly given the dual roles often undertaken by female employees.

This research focuses on female workers because women's presence in the workplace has become an important topic of discussion in the current era. Many organisations are seeking ways to increase women's participation and empowerment in the workplace (Babic & Hansez, 2021; Christopherson et al., 2022). Additionally, women workers can help identify and address gender inequalities that exist in the workplace (Stamarski & Son Hing, 2015; Ryan, 2023). By understanding the factors that influence work culture, and organisational support or other issues that female employees may face, companies can take the necessary steps to create a more inclusive and equitable performance for all its employees.

Research conducted by Yusnita (2023) found that the work environment has a direct positive effect on the performance of women workers. Hailemariam & Yang (2023) found that the work environment has a positive and statistically significant impact on performance. Setyawati et al. (2023) found that a discriminatory work environment negatively and significantly impacts performance. Therefore, the impact of the work environment on individual performance may vary depending on specific factors within the work environment. Furthermore, regarding work-life balance and its impact on individual performance, some studies have found a positive effect (Isa & Indrayati, 2023; Laititi, 2023), while others have found a negative effect (Kurniasari & Dewi, 2023).

This research employs the social exchange theory (SET) approach, as described by Blau (2017), which posits that individuals and organizations establish and maintain relationships with the expectation that the benefits of interaction will outweigh the costs. When these expectations are fulfilled, the exchange is likely to be repeated, resulting in greater trust, commitment, and the establishment of norms for relational exchange.

This research makes a practical contribution to the context of female employees at PT Mega Akbar Superindo Sidoarjo. The company provides employee procurement and labour provider services. The issue of women workers is complex and dynamic. Furthermore, this research contributes to SET theory and deepens theoretical studies, particularly in the context of outsourcing companies. Based on empirical and theoretical considerations, as well as recommendations from previous research, this study aims to investigate the relationship between work environment, work-life balance, and individual performance in female workers.

The study also considers the moderating effects of perceived organizational support and career anxiety to provide research novelty and deepen the understanding of individual performance.

Literature Review and Hypothesis Development

Work Environment to individual performance

According to Edward & Purba (2020), the work environment refers to the place where workers carry out their assigned tasks and everything around them that can affect their work. Naji et al. (2022) further explain that the work environment can have both positive and negative impacts on employees' ability to achieve their goals. According to Nisa & Pujianto (2023), a positive work environment has a significant impact on job continuity, whereas a negative work environment can be detrimental. They suggest that a supportive work environment can enhance employee performance and work quality, while an unsatisfactory work environment can diminish it.

Dingel & Maffett (2023) and Kirani & Rahmadani (2023) found that work environment has a strong positive influence on individual performance. It is important to create a pleasant work environment that encourages productivity through good cooperation between employees and supervisors. Laraswati & Oktafien (2020) assert that the work environment significantly influences individual performance. However, this contradicts the findings of EkaWati et al. (2021) and Fathoni & Pujianto (2024), who claim that the work environment has no positive impact on individual performance. Björk-Fant et al. (2023) and Chen et al. (2020) conducted investigations that revealed a positive correlation between work environment and work-life balance. They found that work-life balance improves with flexible work arrangements.

Hypothesis 1: work environment is positively associated individual performance

Hypothesis 2: work environment is positively associated work-life balance

Work-Life Balance to individual performance and mediation affect

Rashmi & Kataria (2021) state that Work-Life Balance (WLB) is a holistic concept that encompasses various important roles in a person's life. Its main achievements are on values, goals, and ambitions in one's personal life, taking into account the surrounding social environment. In other words, work-life balance can be achieved when individuals successfully integrate and achieve these things in a balanced manner. Wood et al. (2020) said that employees' work or workplace environment can greatly affect their life situations outside of work, and vice versa, which is often referred to as "work-tofamily interference" or "family-to-work interference". This reflects the interconnectedness of work and personal life that emphasises the importance of achieving work-life balance, so that both areas can go hand in hand and support each other.

Sudhindra et al. (2020) suggest that work-life balance can be measured using various factors, including work-life impact, life-work influence, job hindrance due to personal matters, professional challenges in personal life, work-prioritised neglect of personal needs, missed routine activities due to work, and struggling with work-life balance and exhaustion impacting work effectiveness. Previous studies have explored the impact of work-life balance on individual performance. For instance, Kurnia & Widigdo (2021) research indicates that work-life balance has a significant positive effect on individual performance. This suggests that the company's work-life balance programme can enhance employees' work enthusiasm and their commitment to fulfilling their duties and obligations to the company. Similarly, Wolor et al. (2020) and Paraswati & Pujianto (2024) It has been revealed that maintaining a healthy work-life balance has a direct positive impact on an individual's performance. Mahmoud et al. (2022) and Aisyah et al. (2023) found that work-life balance has a significant positive effect on

individual performance. Work-life balance refers to an individual's involvement and satisfaction with their role in both personal life and work, without causing conflict between the two.

Hypothesis 3: States that work-life balance is positively associated with individual performance.

Moderation role of Perceived Organization Support

Zurriyati et al. (2020) perceived organizational support (POS) can be defined as the beliefs of employees about how the organisation values all their contributions and welfare. An increase in perceived organisational support (POS) can give employees a sense of responsibility to contribute and care about the well-being and goals of the organisation. Rhoades & Eisenberger (2002) argue that employees form general beliefs about the extent to which the organization values their contributions and cares about their well-being in order to assess the extent to which the organization is willing to reward increased work effort and meet social and emotional needs. Eisenberger et al. (2020) defined POS as employees' perception that their contributions are valued and their well-being is cared for by the organization.

According to Ferreira & Gomes (2023), POS has a positive and significant impact on the balance between professional and personal life. The correlation between work environment and work-life balance is strengthened by providing employees with necessary resources and assistance to competently manage their professional and personal obligations (Sheikh, 2023). When employees perceive high levels of organisational support, they are more likely to experience an improved work-life balance (Al Fathoni & Pujianto, 2024). This is because it empowers them to navigate the problems and demands of their professional and personal responsibilities (Xu & Yang, 2021). Such assistance can include customisable work arrangements and a supportive professional culture that values work-life balance (Eisenberger et al., 2020). Overall, perceived organizational support (POS) plays a crucial role in promoting work-life balance and creating a positive professional environment for employees. Moreover, research has shown that POS mediates the relationship between work environment and performance (Harris & Kacmar, 2018). This suggests that when employees perceive a high level of support from their organization, they are more likely to perform well in their roles.

Hypothesis 4a: POS strengthen the relation between work environment and work-life balance

Hypothesis 4b: POS strengthen the relation between work environment and individual performance

Hypothesis 4c: POS strengthen the relation between work-life balance and individual performance

Moderation role of Career Anxiety

Career-related anxiety is defined as anxiety or discomfort related to the failure of career development targets (Jia et al., 2022). Anxiety can be experienced as a trait or a temporary state, both of which respond to stressful conditions but differ in intensity, duration, and context. The distinction lies in the fact that anxiety as a trait reflects the degree of anxiety and the inclination to be an anxious individual, whereas anxiety as a state is a sensation of anxiety that is not constant, but frequently emerges in response to specific threats or stressors (Berenskötter, 2020).

In terms of career, anxiety as a state is a stronger predictor than anxiety as a trait. This is because anxiety as a feeling that occurs in the moment is more easily influenced and changed than a person's anxious personality (Berenskötter, 2020). Therefore, this research focuses on

examining anxiety as a state. Jiang et al. (2019) research indicates that career anxiety can hinder a person's career exploration process by inhibiting behaviours that are useful in making career decisions. This finding is consistent with the results reported by Kulcsár et al. (2020), who found that students' anxiety can lead them to avoid behaviours related to career determination, such as attending career counselling or gathering information about careers. Untreated career anxiety can lead to a lack of commitment, dissatisfaction, and reduced productivity despite adequate education. It can also impede decision-making regarding career paths. Research indicates that career anxiety hinders career development. Research indicates that career anxiety hinders career development.

Hypothesis 5: Career anxiety weakens the relation between work-life balance and individual performance.

Methods

This research employs quantitative methods to examine the relationship between Work Environment and Work-Life Balance on Individual Performance, while considering the effects of perceived organizational support and Career Anxiety as moderating variables. The study adopts a causality approach and utilizes questionnaire collection techniques to identify and refer other respondents who meet the research criteria.

To measure the research variables, we used 44 statement items taken from a variety of credible sources. Respondents rated each item on a scale from 1 strongly disagree to 5 strongly agree. The work environment is measured using measures from Maroddah & Pujianto (2023) can measure 12 items, e.g. physical and social, social support from co-workers and top management. Work-life balance uses measures from Sudhindra et al. (2020) with 8 items, e.g. My work affects my personal life and my personal life affects my profession. Furthermore, individual performance uses Al Fathoni & Pujianto (2024) with 11 items consisting of e.g. I managed to plan my work in a timely manner and I remember the results I had to achieve. Perceived Organisational Support adapted items from Eisenberger et al. (2020) with 5 items, e.g. Management cares about my general satisfaction at work dan Management strongly considers my goals and values. Career Anxiety uses items from Boo et al. (2021) with 7 items, e.g. I am concerned about future employment because I am apprehensive about assuming responsibilities

The questionnaire items were translated from English articles into Indonesian. The questionnaire was distributed via Google Forms in January 2024. To reduce bias, this study distributed questionnaires in two stages per month. The first stage was conducted during the first and second weeks, and the second stage was conducted during the last week of January 2024. A total of 122 respondents completed the questionnaires, with 87 respondents in the first stage and 35 respondents in the second stage. In February 2024, During February, a total of 172 respondents completed the questionnaires. In the first week, 87 respondents completed the questionnaire, and in the second week, 85 respondents completed it. Resulting in a total of 294 valid responses. All responses were extracted into Excel and analysed using SPSS. The study included 63.2% female production workers, 22.7% female security staff, and the remaining 23.1% female officers, accounting, and HR staff. The respondents' academic status comprised 43.4% high school graduates, 22% undergraduates, and 34.6% university students.

This research model presents a hypothesis from an individual-level perspective. The analysis in this study uses the Hayes Model 65 macro process (Preacher & Hayes, 2008) to test the hypothesis. The Hayes model offers a clear structure for analysing the hypothesised mediation model and provides relatively simple methods, such as bootstrapping, to overcome the complexity of the analysis (Hayes et al., 2017).

Results and Discussion

Data Analysis

To determine the potential common method variance bias and its impact on research validity, this study conducted a Harman Single Factor analysis on data collected solely from an online survey (Preacher & Hayes, 2004, 2008). The results indicated that common method variance bias was not a major concern in this study, with only 18.32% of the total variance (below the cut-off value of <50%).

Validity is determined by the outer loading value adopted from Hair et al. (2019) with a threshold of 0.50, while reliability is determined by the Cronbach alpha value around 0.60 and the AVE value greater than 0.50. In this study, CFA was used to assess the construct validity of the items. As explained by Hair et al. (2019), CFA threshold greater than 0.50 was used. Table 1 shows that the overall CFA and outer loading value is above the standard 0.50, and the AVE value is also greater than 0.5. Therefore, the data used in this study meet the validity assumptions. Furthermore, the reliability of the data used is supported by a Cronbach alpha value greater than 0.60.

Table 1. Validity and reliability result

Item	CFA	Loading	CA	AVE
Work Environment (Maroddah & Pujianto, 2024)			0.89	0.61
With this job, my safety and security are guaranteed.	0.79	0.70		
In my work environment, the importance of maintaining health is often discussed.	0.80	0.92		
I rarely hear complaints from my co-workers about their salary	0.87	0.85		
The platform used in the company where I work, shows concern for its employees.	0.84	0.79		
My current job is fun	0.77	0.77		
I am able to find alternative paths that are faster or more efficient to achieve my goal.	0.82	0.66		
Compliance is one of the core values in my culture as a driver.	0.67	0.74		
The company recognizes the achievements and contributions of its employees	0.83	0.81		
In this job, I can improve my skills safely.	0.51	0.77		
The company provides support for its employees, by providing loyalty for active drivers.	0.56	0.74		
The company provides good communication skills knowledge	0.58	0.81		
The company provides knowledge about using the app efficiently	0.61	0.83		
Work-Life Balance (Sudhindra et al., 2020)			0.90	0.56
My work affects my personal life	0.68	0.66		
My personal life affects my profession.	0.92	0.75		
I find it difficult to do my job because of my personal matters	0.84	0.81		
My profession makes my personal life difficult	0.80	0.74		
I disregard personal needs on account of work.	0.70	0.77		

I miss routine activities on account of work	0.55	0.81		
I find it difficult to shuffle work and non-work	0.68	0.78		
I feel exhausted to be effective at my duty.	0.70	0.71		
Individual Performance (Al Fathoni & Pujianto, 2024)			0.91	0.62
I will be able to plan my work in a more timely manner.	0.81	0.77		
I always keep the desired results in mind.	0.71	0.78		
I keep my personal issues separate from my work.	0.82	0.77		
I feeling like I'm doing good work.	0.80	0.81		
I am responsible for my work.	0.80	0.77		
I review my tasks thoroughly.	0.75	0.83		
I begin a new task only after completing the previous one.	0.83	0.81		
I accept challenging assignments.	0.66	0.79		
I am mindful of my abilities.	0.78	0.78		
I have creative problem solving	0.55	0.75		
I always look for new challenges at work.	0.75	0.72		
Perceived Organizational Support (Eisenberger et al., 2020)			0.93	0.66
Management is concerned with overall work satisfaction	0.92	0.76		
Management takes my goals and values into account.	0.83	0.81		
Management values employee feedback.	0.83	0.73		
Management is proud of my work accomplishments.	0.87	0.81		
Assistance is available from management in case of any issues.	0.80	0.83		
Career Anxiety (Boo et al., 2021)			0.93	0.65
I am concerned about future employment due to apprehension about a new work environment.	0.80	0.85		
I am concerned about future employment because I am apprehensive about assuming responsibilities.	0.89	0.82		
I am concerned about my future employment prospects because I do not possess excellent interpersonal skills.	0.89	0.86		
I am concerned about my future employment prospects because my university does not offer any assistance in this regard.	0.71	0.61		
I am concerned about future employment due to the limited job opportunities in my field of expertise.	0.68	0.72		
I am concerned about future employment because my parents have an impact on my career decisions.	0.71	0.62		
I am concerned about future employment due to intense competition in the job market.	0.65	0.67		

Hypothesis Analysis

The coefficient of determination test is used to evaluate the model's ability to explain the variation in the effect of the independent variable on the dependent variable. This is indicated by the adjusted R-Squared value, which can be observed in the Model Summary table.

Table 2. Hypothesis Test Result

	Model	R	R ²	MSE	F	P	Outcome
Model Summary	Model 1	0.03	0.00	15.43	0.10	0.06	WLB
	Model 2	0.27	0.07	31.57	3.10	0.00	IP
Coefficient	Constant	SE	Coeff	t-value	p-value	LLCI	ULCI
	WE---> IP	0.09	0.20	0.32	0.03	-0.11	0.15
	WE---> WLB	0.09	0.40	0.40	0.00	-0.20	0.11
	WLB---> IP	0.04	0.21	0.44	0.02	0.04	0.38
	Constant	Coeff	t-value	p-value	LLCI	ULCI	Term Key
	Int 1	0.40	0.02	0.02	-0.03	0.03	WE x POS
	Int 2	0.30	0.19	0.40	-0.04	0.05	WLB x POS
	Int 3	0.31	0.50	0.20	-0.07	0.04	WLB x POS
Int 4	-0.11	0.11	0.31	0.03	0.30	WLB x CA	

Table 2 shows that in model 1, the variables WE and POS have no significant effect on the WLB variable (R-square = 0.00). However, in model 2, the variables WLB and CA have a significant effect on IP (R-square = 0.07). Figure 2 shows that the hypothesis results support Hypothesis 1: Hypothesis environment has a positive association with individual performance (calculation result: 0.20, significance level: 0.20) and Hypothesis 2: work environment has a positive association with work-life balance (calculation result: 0.40, significance level: 0.00).

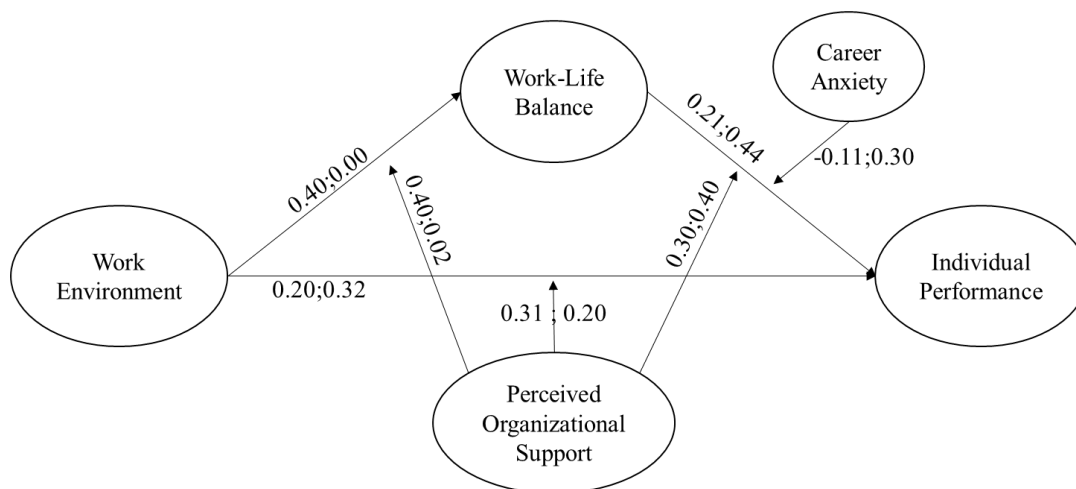


Figure 2. Hypothesis Test Process macros Hayes v4.2 Model 65

Hypothesis 3: Work-life balance has a positive correlation with individual performance, with a coefficient of 0.21 and a significance level of 0.44. Moving on to Hypothesis 4a: POS strengthens the relationship between work environment and work-life balance, with a coefficient of 0.40 and a significance level of 0.02. In Hypothesis 4b: POS strengthens the relationship between work environment and individual performance, with a coefficient of 0.31 and a significance level of 0.20. Finally, in Hypothesis 4c: The study found that there is a positive correlation between work-life balance and individual performance, with a test result of 0.30 and a significance value of 0.40. Additionally, the hypothesis 5: career anxiety weakens the relationship between work-life balance and individual performance was accepted, with a test result of -0.11 and a significance value of 0.30.

Table 3. Direct dan Indirect (Process macros Hayes v4.2) Model 65

Direct	Effect	SE	T	P	LLCI	ULCI
		0.228	0.085	2.687	0.008	0.061
Indirect		Effect	B-SE	B-LLCI	B-ULCI	Index
		-3.910	0.042	0.039	-0.028	0.126
		0.000	0.045	0.040	-0.028	0.127
		3.910	0.048	0.043	-0.030	0.141
Index of moderated mediation			0.002	0.004	0.006	0.001

The table above explains that the indirect effect in the presence of moderators, at the average level, is 0.045. Based on bootstrapping, it falls within the confidence interval at $p < 0.05$. Additionally, there is an indirect effect at one standard deviation below and above the mean value. This indicates that the low moderator effect has a value of 0.042, while the high moderator effect has a value of 0.048. The results also demonstrate the presence of moderated mediation with a significant index value of 0.001.

Discussions and Implications

The study's results revealed several noteworthy correlations among work environment, work-life balance, perceived organizational support, and career anxiety. Specifically, the study found a positive association between work environment and individual performance. These findings align with those of Dingel & Maffett (2023). At PT Mega Akbar Superindo Sidoarjo, a productive and friendly work environment is achieved through the harmonious collaboration of individual employee traits that facilitate good cooperation between employees and supervisors.

Additionally, the work environment has a positive impact on work-life balance. PT Mega Akbar Superindo Sidoarjo, individuals have access to a social-organizational work environment designed to foster creativity. However, this has resulted in an increase in idea generation but a decrease in work-life balance. Therefore, it can be concluded that the relationship between work environment and work-life balance may vary depending on the specific factors and components of the work environment considered. The study's findings align with those of Björk-Fant et al. (2023), indicating a positive correlation between work environment and work-life balance.

This research also explores work-life balance on individual performance. PT Mega Akbar Superindo Sidoarjo, the concept of work-life balance exerts a positive influence on individual performance. For instance, when employees are afforded ample time for repose and the opportunity to harmonize their professional and personal spheres, they are inclined to exhibit heightened vitality and concentration within the workplace. Furthermore, this equilibrium may also contribute to diminished levels of stress, thereby enhancing both their efficiency and the caliber of their output. Moreover, a satisfactory equilibrium between professional and personal life can engender augmented job satisfaction and loyalty amongst employees, thereby exerting an impact on both employee retention rates and the overall perception of the organization. Consequently, PT Mega Akbar Superindo Sidoarjo might consider advocating policies and adopting practices that foster such equilibrium to optimize the performance and well-being of their employees. The study's results are supported by Wolor et al. (2020); Paraswati & Pujianto, (2024); Mahmoud et al. (2022) and Aisyah et al. (2023).

Furthermore, our findings add to the POS as moderation variable. As with the complexity of PT Mega Akbar Superindo Sidoarjo recognizes the significance of POS as an essential component that reinforces the connection between an inclusive work environment and the

achievement of work-life balance for women worker. In order to exemplify this, when the organization is perceived to provide support through various initiatives such as flexible scheduling, easily accessible resources, and policies that prioritize work-life balance, female workers can experience a heightened sense of worth and encouragement. Consequently, this empowers them to effectively manage their work responsibilities and domestic obligations with a greater level of confidence and comfort. By establishing a robust foundation of support through POS, PT Mega Akbar Superindo Sidoarjo fosters a more motivated workforce among female employees, resulting in enhanced performance. Simultaneously, the organization itself reaps the benefits of increased productivity and heightened employee loyalty. Ferreira & Gomes (2023) and Sheikh (2023) explain that POS enhances the correlation between the work environment and work-life balance by providing essential resources and assistance to employees.

Carrier anxiety is a stronger predictor in determining one's career (Jia et al., 2022). PT Mega Akbar Superindo Sidoarjo, women workers career anxiety weakens the link between work-life balance and individual performance. Uncertainty about the future of their careers in the company can interfere with their efforts to achieve a healthy balance between work responsibilities and personal needs. Anxiety about job stability can create additional stress and emotional distraction, disrupting their focus and productivity at work. Efforts to maintain work-life balance may be hindered by high levels of career anxiety, which can reduce individual performance. Therefore, the positive relationship between work-life balance and individual performance in female workers at PT Mega Akbar Superindo Sidoarjo may be negatively impacted by career anxiety.

In the framework of the social exchange theory (SET) (Blau, 2007), the presence of a supportive workplace environment plays a significant role in the formation of employees perceived organizational support. When employees perceive that their work environment places importance on their well-being and fulfills their needs, they are more inclined to develop a sense of attachment and dedication to the organization. Furthermore, favorable perceptions of organizational support are closely linked to the attainment of satisfactory work-life balance, as employees perceive that they receive support in maintaining a harmonious equilibrium between their professional and personal obligations. However, if employees experience career-related anxiety stemming from uncertainties regarding their future within the organization, this may disrupt the reciprocal nature of the social exchange theory. The presence of career-related uncertainties can diminish the perceptions of perceived organizational support and disrupt work-life balance, as employees may feel burdened by concerns about the stability of their job. Hence, the social exchange theory provides an explanation for the interplay between the work environment, work-life balance, perceived organizational support, and career anxiety, and how these factors mutually influence one another in the dynamics of the relationship between employees and organizations.

Conclusion

The results of this study explain the relationship between work environment and work-life balance on individual performance specifically in female workers with perceived organizational support and career anxiety moderation. This analysis confirms that work environment and work-life balance can predict individual performance in female workers. Perceived organizational support can have a positive impact on individual performance, particularly among female workers. It is important to note that this effect is moderated. A noteworthy discovery in this study is that career anxiety diminishes the correlation between work-life balance and individual performance. Working women may experience anxiety about career advancement. Uncertainty about the future can be a source of anxiety for female

workers. In addition to the research analysis results, the empirical study demonstrates the significance of work environment, work-life balance, and perceived organizational support in promoting individual performance in SET literature. Based on data analysis, this study supports women's organizations that aim to enhance the participation of women workers in various labor organizations, particularly in improving the individual performance of women workers.

Future research on the same topic could benefit from a multilevel research design that involves women leaders. Longitudinal sampling with diverse groups could help explain the context of the role of women workers at different times. Additionally, career adaptability variables could be added to enrich the relationship between variables. Finally, the dynamic capability approach could be used as a different theoretical perspective.

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