

## The Impact of Supportive Leadership, Gender Equity Policies, and Workplace Diversity on Women's Career Growth

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### Abstract

*This study aims to examine the impact of supportive leadership, gender equity policies, and workplace diversity on women's career growth at Hotel Tugu Bali. The research employed a quantitative approach using a survey method, with data collected from female employees through structured questionnaires. The data were analyzed using multiple linear regression analysis supported by validity tests, reliability tests, and hypothesis testing. The results show that supportive leadership has a significant positive effect on women's career growth, indicating that leadership practices that provide support, attention, and development opportunities encourage women to grow in their careers. Gender equity policies also have a significant positive effect, suggesting that fair promotion opportunities and equal access to training contribute to women's career advancement. In addition, workplace diversity significantly influences women's career growth, demonstrating that an inclusive work environment enables women to feel accepted and more confident in developing their potential. Simultaneously, supportive leadership, gender equity policies, and workplace diversity have a significant combined effect on women's career growth, indicating that career development for women is shaped by the interaction of leadership support, equitable organizational policies, and a diverse work environment. These findings highlight the importance of creating supportive leadership practices, implementing fair gender equity policies, and fostering workplace diversity to enhance women's career growth within the hospitality industry.*

## Introduction

Women's career growth remains a critical issue in modern organizations, particularly in the hospitality industry, which is characterized by hierarchical structures, high work demands, and strong competition (Clevenger, L., & Singh, 2013; Boone et al., 2013; Calinaud et al., 2021). Although women's participation in the workforce has continued to increase, their representation in managerial and strategic positions remains relatively limited. This condition indicates that women still face various obstacles in advancing their careers, including gender stereotypes, unequal access to development opportunities, and organizational cultures that are not fully supportive of gender equality. Such challenges demonstrate the urgency of creating an organizational environment that supports women's career growth in a more inclusive and equitable manner (Bhakuni, 2025).

Organizational factors play a crucial role in shaping women's career growth. Supportive leadership is considered an important element in creating a positive work climate through emotional support, guidance, and opportunities for employee development (Jameel et al., 2025; Hassanein et al., 2025; Fajardo-Castro et al., 2024). Leaders who provide support, recognition,

and constructive feedback can enhance employees' confidence and motivation to pursue higher career levels. In addition, gender equity policies serve as an institutional mechanism to ensure fair access to promotion, training, and career development based on competence and performance (Benslimane, M., & Moustaghfir, 2020; Garcia et al., 2022; Meri et al., 2024; Šidlauskienė & Butašova, 2013). The consistent implementation of equitable policies can reduce gender bias and strengthen women's opportunities for career advancement. Furthermore, workplace diversity contributes to an inclusive work environment in which differences in gender, background, and perspectives are respected, enabling women to feel accepted and encouraged to actively participate and develop their potential (Warren et al., 2019; Noor et al., 2024).

Theoretically, this study is grounded in Social Exchange Theory and Social Identity Theory. Social Exchange Theory explains that supportive treatment from leaders and fair organizational policies encourage reciprocal positive attitudes from employees, including higher commitment, motivation, and willingness to develop their careers (Ko & Hur, 2014; Wayne et al., 2002; Settoon et al., 1996; Nazir et al., 2018; Chernyak-Hai & Rabenu, 2018). Social Identity Theory emphasizes that an inclusive and diverse work environment strengthens employees' sense of belonging and social recognition, which in turn enhances confidence and engagement in career development (Emerson, K. T., & Murphy, 2014; Randel et al., 2018). However, empirical findings in previous studies have shown mixed results, as the effectiveness of supportive leadership, gender equity policies, and workplace diversity often depends on how these practices are implemented within specific organizational contexts.

Hotel Tugu Bali represents a relevant research context, as women have begun to occupy several supervisory and managerial positions, reflecting progress in gender representation. Nevertheless, certain strategic roles remain dominated by men, and promotion practices may still be influenced by gender-based perceptions (Lee et al., 2023; Choi & Hon, 2002; Diehl & Dzubinski, 2016). Therefore, this study proposes a problem-solving approach by empirically examining the partial and simultaneous effects of supportive leadership, gender equity policies, and workplace diversity on women's career growth.

The objective of this study is to analyze the extent to which these three organizational factors influence women's career growth in the hospitality context. Based on the theoretical framework and prior literature, this study develops hypotheses that supportive leadership, gender equity policies, and workplace diversity have significant positive effects on women's career growth, both individually and collectively.

## Methods

This study employed a quantitative research approach with a survey method to examine the effects of supportive leadership, gender equity policies, and workplace diversity on women's career growth at Hotel Tugu Bali. The quantitative approach was selected to enable objective measurement of relationships among variables and to test the proposed hypotheses through statistical analysis. The population of this study consisted of all permanent female employees at Hotel Tugu Bali. A census sampling technique was applied, in which all members of the population were included as research respondents, resulting in a total of 63 respondents. This approach was considered appropriate due to the relatively small and accessible population, allowing the study to obtain comprehensive and representative data. Data were collected using a structured questionnaire developed based on indicators of supportive leadership, gender equity policies, workplace diversity, and women's career growth. Responses were measured using a Likert scale to capture the level of agreement with each statement. Prior to hypothesis testing, the measurement instrument was evaluated through validity and reliability testing. The

results of the validity test indicate that all questionnaire items met the required validity criteria, confirming that each item was able to appropriately represent the intended constructs. In addition, the reliability test results show that all variables achieved Cronbach's Alpha values above the acceptable threshold ( $\geq 0.70$ ), indicating a satisfactory level of internal consistency.

The collected data were analyzed using multiple linear regression analysis to examine both partial and simultaneous effects of the independent variables on women's career growth. Descriptive statistics were also employed to describe respondent characteristics and variable tendencies. Furthermore, classical assumption tests were conducted to assess the suitability of the regression model. The results indicate that the data are normally distributed, all tolerance values exceed 0.10 and VIF values are below 10 indicating no multicollinearity, and no heteroscedasticity problem was detected. These findings confirm that the regression model satisfies the required statistical assumptions. All data processing and analysis were carried out using statistical software, and the results were interpreted to draw conclusions regarding the influence of supportive leadership, gender equity policies, and workplace diversity on women's career growth in the hospitality context.

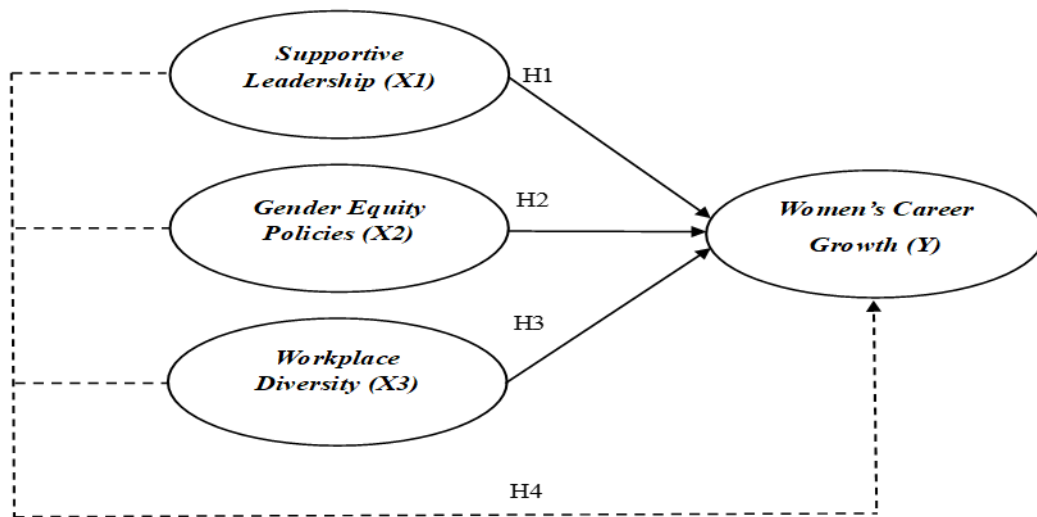


Figure 1. Conceptual Model

## Results and Discussion

The findings of this study not only confirm the statistical significance of the relationships between variables but also provide deeper insights into the relative strength of each factor in influencing women's career growth. In particular, the results highlight the dominant role of workplace diversity compared to supportive leadership and gender equity policies, underscoring the importance of organizational climate in shaping career development outcomes.

### Respondent Characteristics

This study involved 63 permanent female employees of Hotel Tugu Bali who had been employed for more than one year. The selection of respondents with a minimum working period was intended to ensure that participants had adequate experience and understanding of leadership practices, organizational policies, and workplace conditions relevant to career development.

Tabel 1. Respondent Characteristics

Characteristics	Category	Frequency (Persons)	Percentage (%)
Age Range	21–25 years	4	6.35
	26–30 years	30	47.62
	31–35 years	11	17.46
	36–40 years	13	20.63
	41–50 years	5	7.94
Marital Status	Married	49	77.78
	Unmarried	14	22.22
Length of Employment	1–3 years	6	9.52
	4–6 years	30	47.62
	> 6 years	27	42.86
<b>Total Respondents</b>		<b>63</b>	<b>100.00</b>

Source: Processed primary data, 2026

Based on age distribution, the majority of respondents were between 26 and 30 years old, accounting for 47.62% of the total sample. This was followed by respondents aged 36–40 years (20.63%) and 31–35 years (17.46%). Smaller proportions were found in the age groups of 21–25 years (6.35%) and 41–50 years (7.94%). This composition indicates that most respondents were in their productive career phase, where opportunities for advancement and organizational support play a crucial role in shaping career growth.

In terms of marital status, most respondents were married (77.78%), while 22.22% were unmarried. This finding suggests that a significant proportion of respondents balance professional responsibilities with family roles, which may influence how leadership support, gender equity policies, and workplace conditions affect their career development.

Regarding length of employment, nearly half of the respondents had worked for 4–6 years (47.62%), followed by those with more than six years of service (42.86%). Only 9.52% had worked for 1–3 years. This indicates that the majority of respondents had sufficient organizational tenure to provide informed and reliable assessments of leadership behavior, policy implementation, and workplace diversity.

### Validity Test Results

The validity test was conducted to examine whether each questionnaire item was able to accurately measure the intended research variables. The results of the validity testing are presented in Table below.

Tabel 2. Validity Test Results

Variable	Number of Items	Valid Items	Result
Supportive Leadership	5	5	Valid
Gender Equity Policies	4	4	Valid
Workplace Diversity	4	4	Valid
Women’s Career Growth	5	5	Valid

Source: Processed primary data, 2026

As shown in Table 2, all measurement items for each variable met the validity criteria. The supportive leadership variable consisted of five items, all of which were declared valid. Similarly, the gender equity policies variable comprised four items, all of which were found to be valid. Workplace diversity was measured using four items, and all items met the validity

requirements. In addition, the women’s career growth variable was represented by five items, all of which were also confirmed to be valid. These findings indicate that every indicator used in this study was appropriate and capable of representing the constructs being measured. Therefore, all questionnaire items were retained and considered suitable for further analysis.

### Reliability Test Results

Reliability testing was conducted to assess the consistency of the measurement instruments used in this study. The reliability test results, based on Cronbach’s Alpha values, are presented in Table 3.

Tabel 3. Reliability Test Results

Variable	Number of Items	Cronbach’s Alpha	Interpretation
Supportive Leadership	5	0.920	Reliable
Gender Equity Policies	4	0.844	Reliable
Workplace Diversity	4	0.849	Reliable
Women’s Career Growth	5	0.809	Reliable

Source: Processed primary data, 2026

The results show that all research variables achieved Cronbach’s Alpha values exceeding the recommended threshold of 0.70. Specifically, supportive leadership recorded a Cronbach’s Alpha value of 0.920, indicating a very high level of internal consistency. Gender equity policies and workplace diversity obtained Cronbach’s Alpha values of 0.844 and 0.849, respectively, both of which fall within the reliable range. Meanwhile, women’s career growth demonstrated a Cronbach’s Alpha value of 0.809, confirming that the instrument was reliable. Overall, these results demonstrate that the measurement instruments used in this study are reliable and consistent. Consequently, the data collected can be considered dependable and appropriate for subsequent statistical analysis, including regression testing and hypothesis evaluation.

### Multiple Linear Regression Results

Table 4 presents the results of the multiple linear regression analysis conducted to examine the partial effects of supportive leadership, gender equity policies, and workplace diversity on women’s career growth.

Tabel 4. Multiple Linear Regression Results

Independent Variable	Regression Coefficient (B)	t-value	Sig.
Supportive Leadership	0.211	3.461	< 0.05
Gender Equity Policies	0.233	2.368	< 0.05
Workplace Diversity	0.366	3.941	< 0.05

Source: Processed primary data, 2026

The regression results indicate that supportive leadership ( $X_1$ ) has a positive regression coefficient of 0.211, suggesting that an increase in supportive leadership practices contributes to an improvement in women’s career growth. The t-value of 3.461 with a significance level of  $p < 0.05$  confirms that supportive leadership has a positive and statistically significant effect on women’s career growth. This finding supports the first hypothesis (H1).

Furthermore, gender equity policies ( $X_2$ ) demonstrate a positive regression coefficient of 0.233, indicating that stronger and fairer gender equity policies are associated with higher levels of women’s career growth. The t-value of 2.368 and a significance value of  $p < 0.05$  show that

gender equity policies have a positive and significant influence on women’s career growth. Therefore, the second hypothesis (H2) is accepted.

In addition, workplace diversity (X<sub>3</sub>) exhibits the highest regression coefficient among the independent variables, with a value of 0.366. This result indicates that a more diverse workplace environment plays a substantial role in supporting women’s career advancement. The t-value of 3.941 and a significance level of  $p < 0.05$  confirm that workplace diversity has a positive and statistically significant effect on women’s career growth. Thus, the third hypothesis (H3) is supported.

Overall, the regression analysis demonstrates that all independent variables supportive leadership, gender equity policies, and workplace diversity individually exert a positive and significant effect on women’s career growth. These findings indicate that organizational leadership practices, equitable policies, and inclusive workplace environments are critical factors in fostering women’s career development.

### Coefficient of Determination (R Square)

Table 5 presents the coefficient of determination results of the regression model examining the influence of supportive leadership, gender equity policies, and workplace diversity on women’s career growth.

Tabel 1. Coefficient of Determination (R Square) Result

Variabel	R	R Square	Adjusted R Square
Women's Career Growth (Y)	0.733 <sup>a</sup>	.537	.514

Source: Processed primary data, 2026

The results show that the regression model produces an R value of 0.733, indicating a strong relationship between the independent variables and women’s career growth. Furthermore, the R Square value of 0.537 suggests that 53.7% of the variance in women’s career growth can be explained jointly by supportive leadership, gender equity policies, and workplace diversity.

The Adjusted R Square value of 0.514 indicates that, after adjusting for the number of independent variables included in the model, approximately 51.4% of women’s career growth is accounted for by the regression model. The remaining 48.6% is influenced by other factors not examined in this study, such as organizational culture, work–life balance, mentoring systems, or individual career aspirations.

These findings indicate that the proposed model has a moderate to strong explanatory power, confirming that supportive leadership, equitable gender policies, and workplace diversity play a substantial role in shaping women’s career growth. However, the presence of unexplained variance also highlights opportunities for future research to incorporate additional variables that may further enrich the understanding of women’s career development.

This study examined the effects of supportive leadership, gender equity policies, and workplace diversity on women’s career growth at Hotel Tugu Bali. The findings provide empirical evidence that all three independent variables significantly influence women’s career growth, both individually and collectively.

### The Influence of Supportive Leadership on Women’s Career Growth

The results indicate that supportive leadership has a positive and significant effect on women’s career growth. This finding suggests that leadership behaviors characterized by empathy, guidance, encouragement, and openness to employee input play an important role in fostering women’s career development. Leaders who actively support their subordinates create a work

environment in which female employees feel valued, confident, and motivated to pursue career advancement.

This finding further indicates that supportive leadership not only functions as a managerial approach but also plays a crucial role in strengthening women's confidence and engagement in career development processes. In the context of the hospitality industry, such leadership support encourages employees to actively participate in organizational activities and take advantage of available career opportunities.

This result is consistent with prior studies emphasizing that supportive leadership contributes to career-related outcomes by enhancing employees' psychological safety and professional confidence. When leaders provide constructive feedback, recognize employee contributions, and facilitate access to development opportunities, women are more likely to perceive the organization as supportive of their long-term career aspirations. In the hospitality context, where hierarchical structures and service demands are prominent, supportive leadership becomes particularly crucial in enabling women to navigate career pathways effectively (Remington & Kitterlin-Lynch, 2018; Chun et al., 2024; O'Neill et al., 2025).

### **The Influence of Gender Equity Policies on Women's Career Growth**

The findings further demonstrate that gender equity policies have a positive and significant effect on women's career growth (Kossek & Buzzanell, 2018; Wu & Cheng, 2016; Chua et al., 2021; Kossek et al., 2017). This indicates that organizational policies promoting fairness in recruitment, promotion, compensation, and access to development opportunities are essential in supporting women's advancement. Clear and equitable policies help reduce structural barriers and minimize perceptions of bias that often hinder women's career progression.

This finding suggests that formal organizational policies function as important institutional mechanisms in shaping career opportunities. When gender equity policies are implemented consistently, they create a more transparent and fair system that enables women to experience equal treatment and access to career development processes (Coe et al., 2019; Koehler, 2016; Leaders, 2026).

This result is consistent with prior studies emphasizing that equitable policies contribute to more inclusive organizational environments. In the hospitality industry, where gender stereotypes and traditional role expectations may still persist, such policies provide an important foundation for ensuring that career advancement is based on competence and performance rather than gender.

### **The Influence of Workplace Diversity on Women's Career Growth**

Among the independent variables examined, workplace diversity shows the strongest influence on women's career growth, as indicated by the highest regression coefficient ( $B = 0.366$ ) compared to supportive leadership ( $B = 0.211$ ) and gender equity policies ( $B = 0.233$ ). This finding suggests that women's career advancement is more strongly shaped by the everyday experience of inclusion within the workplace rather than solely by leadership support or formal organizational policies. While supportive leadership and gender equity policies provide important structural support, workplace diversity reflects the actual social climate in which employees interact on a daily basis.

In the hospitality industry, where teamwork and interaction are central to daily operations, a diverse and inclusive work environment enables employees to feel accepted, respected, and confident in expressing their capabilities. This inclusive climate reduces potential barriers and encourages active participation in organizational processes, which may explain why workplace diversity has a stronger effect on career growth in this context.

Therefore, the findings indicate that women's career growth is not only influenced by formal organizational mechanisms but also by the quality of social interaction and inclusivity within the workplace. This highlights the importance of fostering an inclusive organizational culture as a key driver of career development.

### **Simultaneous Effects of Supportive Leadership, Gender Equity Policies, and Workplace Diversity**

The coefficient of determination results indicate that supportive leadership, gender equity policies, and workplace diversity jointly explain a substantial proportion of the variance in women's career growth, as reflected by an Adjusted R Square value of 0.514. This finding suggests that 51.4% of women's career growth can be explained by the combined influence of these three variables, highlighting that career development is shaped by multiple organizational factors rather than a single determinant.

The combined influence of these variables indicates that women's career development emerges from the interaction of leadership practices, organizational policies, and workplace culture (Barkhuizen et al., 2022; Mate et al., 2019; Clarke, 2011; Asfahani et al., 2025). Organizations that rely solely on supportive leadership without equitable policies may experience inconsistent outcomes, while the presence of policies without an inclusive work environment may not effectively translate into meaningful career advancement.

Therefore, an integrated approach that aligns leadership behavior, institutional frameworks, and workplace diversity is essential in creating sustainable career opportunities for women (Thelma & Ngulube, 2024; Sil & Lenka, 2025; Hundera & Mudde, 2024). This finding emphasizes that the effectiveness of human resource management strategies depends not only on individual initiatives but also on the coherence between leadership, policy implementation, and organizational climate.

In the context of Hotel Tugu Bali, these elements collectively contribute to the development of an organizational environment that supports women's career growth, enhances professional development, and enables employees to contribute optimally to organizational performance

### **Conclusion**

This study concludes that supportive leadership, gender equity policies, and workplace diversity have significant positive effects on women's career growth at Hotel Tugu Bali, both partially and simultaneously. These findings indicate that women's career development is shaped by the combined influence of leadership support, equitable organizational policies, and an inclusive work environment. Among the examined variables, workplace diversity emerged as the most influential factor, highlighting the importance of an inclusive organizational environment in supporting women's career growth. This suggests that beyond leadership practices and formal policies, the everyday experience of inclusion plays a critical role in shaping women's career advancement. Supportive leadership enhances women's confidence and motivation to pursue career advancement, while gender equity policies ensure fair access to training and promotion based on competence and performance. At the same time, workplace diversity fosters a sense of acceptance and belonging that encourages women to develop their potential. These findings demonstrate that women's career growth cannot be separated from the organizational context in which leadership practices, policy frameworks, and diversity management are implemented.

### **Suggestion**

Therefore, organizations in the hospitality industry are encouraged to strengthen supportive leadership practices through leadership development programs, consistently implement gender

equity policies in career management systems, and actively promote workplace diversity to create a more inclusive organizational climate. Future studies are recommended to expand the scope of research by involving different organizational contexts and incorporating additional variables, such as organizational culture or work–life balance, in order to provide broader insights into women’s career growth and contribute to the development of human resource management practices.

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