

Exploring the Role of Support and Self Compassion in Cultivating Resilience Women Leaders in Bali

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Abstract

This study analyze the influence of support and self-compassion variables on the resilience of female leaders in Bali, with career adaptability as a moderating variable. The Partial Least Squares Structural Equation Modeling (PLS SEM) method is used in this study because it is suitable for exploring relationships between complex variables and is suitable for use with relatively small samples. A total of 160 women leaders from Bali participated in this study by filling out Likert scale questionnaires. The findings of this study indicate that the resilience of women leaders in Bali is influenced by self-compassion, and self-compassion is influenced by organizational support. The results of this study also indicate that family support does not have a positive effect on self-compassion and resilience of female leaders in Bali, and organizational support does not have a positive effect on resilience. Additionally, career adaptability does not moderate the relationship between variables. The results of this study are expected to provide insights for policymakers in addressing gender inequality issues and provide guidance for organizations to implement human resource management strategies.

Keywords: Support, Self-Compassion, Career Adaptability, Resilience, Women Leaders

Introduction

Women's Labour force participation rate consistently remains lower than men's labour force participation rate at all times (The World Bank, 2023). This demonstrates the lack of empowerment of women in the workforce, despite the significant impact that women's labor force empowerment has on economic growth (House, 2019). Moreover, a growing body of research indicates that gender inequality has significant economic consequences. Consequently, it is imperative to further enhance the participation of women in the labor market (Shafique et al., 2019).

Indonesia is a country that applies a patriarchal system to the customs of its people. Patriarchy refers to a social structure that gives men the authority to control female production, reproduction, and sexuality. Walby, (1990) mentioned that patriarchal culture associates with women beings who are considered weak and helpless and, thus considered weak and inferior . The power disparity between men and women is reinforced by the presence of gender stereotypes constructed by societies that prioritize masculine characteristics (Selamat & Endut, 2020). Patriarchy is a system in which men have absolute authority over society (Nash, 2020). The patriarchal system causes women not to have complete freedom in making their own choices, especially in their careers. This phenomenon is one of a factor that has causes women who work in Indonesia to be required to fulfil responsibilities in the household or family and at work.

Balinese customs are renowned for their adherence to patriarchal culture. Balinese women who are already married have the responsibility to carry out household duties coupled with customary regulations that require them to participate in gotong royong activities in Banjar, especially in traditional ceremonies held in traditional villages. This responsibility causes Balinese women to have an additional burden, so they cannot avoid multiple roles when entering the world of work (Darmayanti & Budarsa, 2021). The patriarchal system that is still strong in Balinese society, where the male lineage is often referred to as *purusa*, is interesting because basically this system tends to give superiority to the men, so that women often get a lower position or place in society and in their families (Darmayoga, 2021). The concept of *purusa* causes Balinese women women to be often not involved in important decision-making processes in their traditional vilages or communities, and women are generally considered no to have the same capabilities or abilities as men in occupying leadership positions. Balinese customs do not allow women to have voting rights, especially in important processes such as decision-making in *pasamuan* (meetings on customs and religion in Bali) (Widanti, 2020). The gender inequality of Balinese culture is also reflected through the customary law of inheritance where inheritance is only given to male descendants (Nyoman & Segara, 2019). Therefore, the birth of a son in a family is considered the savior of family social status, so Balinese men are considered to have more capabilities in carrying out responsibilities than Balinese women (Nyoman & Segara, 2019). Customary law shows that Balinese women do not have the same position as Balinese men in terms of economics, so working Balinese women need to be empowered. Understanding how *family support and self-compassion affect resilience with the moderating variable of career adaptability* will provide useful insights for policymakers and companies in better managing women's human resources. The combination of *variables of family support, self-compassion, resilience, and career adaptability* with the objective of research on female leaders in Bali is an interesting novelty to study.

Literature Review

Gender

Gender is a social structure created by humans to design the way humans live as social creatures, such that the concept of gender changes over time and place (Bradley, 2013). The concept of gender is also used as a political tool to divide power between women and men, which is referred to as patriarchy (Bradley, 2013). Keep in mind that gender is also a social phenomenon that can be used as a material and cultural phenomenon (Bradley, 2013). In Balinese customs that adhere to patriarchy, there are differences in behavior toward women.

Balinese culture places women under subordinate positions because of a misunderstanding of the concepts of *p purus* and *Pradaxa* (Suarmika & Utama, 2018). It is said that *purusa* and *pradana* exist in every human being, including women. *Purusa* is the soul and *pradana* is the body (Suarmika & Utama, 2018). However, in its realization *purusa* is still interpreted as a soul, it's just that *pradana* is defined as an object. In its implementation, the male is considered as the *purusa* or soul and the female is considered as the *pradana* or object (Suarmika & Utama, 2018). The concept indirectly puts women in a lower position compared to men (Suarmika & Utama, 2018). This mistaken belief persists in the daily lives of Hindu women in Bali. The presence of man and woman is not to be contradicted but is complementary for the realization of *dampati* (which is inseparable) in life (Suarmika & Utama, 2018).

Leadership

Leadership has varied concepts and definitions. Leadership is a complex concept, and its interpretation differs for each person or is subjective. Leadership is a person's ability to influence members of an organization to work toward common goals (Parris & Peachey, 2013).

Women Leaders

The low representation of women in leadership positions is influenced by gender stereotypes. Beliefs about how women and men should act lead people to see women as less qualified for leadership roles than men (Brescoll, 2016). In addition, feminine stereotypes, which are attached to women, cause women to be less favored in organizations (Brescoll, 2016). Research on the role of gender stereotypes in the evaluation of female leaders identifies two major groups of gender stereotypes: communality and agency. Compared to men, women are considered more communal (i.e., warm, kind, compassionate, etc.) but less agential (i.e., aggressive, ambitious, dominant, independent, etc.) (Brescoll, 2016). Leadership roles require agency ready, so women are often considered not to have traits suitable as leaders (Brescoll, 2016).

Resilience

Resilience is the process and ability of a person to rise when faced by adversity (Lefebvre et al., 2020). In the workplace, resilience plays an important role for workers to survive *burnout* and stress caused by job demands (Lefebvre et al., 2020). Resilience is the process or ability to manage, and adapt to significant sources of stress or trauma, each individual has different resilience due to differences in life (Winwood et al., 2013). Resilience in this research explains a leader's ability to stand up when facing challenges.

Support

Social support is a key source that emerges from the social environment, some literature defines it as a complex construct consisting of interactions that provide support, perceptions of receiving support, and feelings of support (Harris et al., 2007). Specific types of support have a better impact on producing relevant results than general support (Harris et al., 2007). Therefore, this study uses *career support* which is social support that provides progress in career progression. This type of support can come from two domains, namely the work environment and the personal life of a person (Hideg & Shen, 2019). Family support is support provided by family members or partners to women who work in the form of emotional

support and assistance with daily tasks. And Organizational support is support provided by an organization or workplace to female leaders who work there.

Self-Compassion

Self-compassion is a multidimensional state that includes various dimensions: self-kindness, common humanity, and consciousness (Neff, 2003). This concept is very relevant for the development of Human Resources (HR), namely by increasing human resources in an organization and systematic improvement of employee performance through training, education, development, and leadership to achieve organizational and personal goals together (Lefebvre et al., 2020). Self-compassion is a state where an individual empathizes with himself when he makes a mistake or understands his shortcomings and limitations. The ability to love themselves plays an important role in increasing their *resilience*.

Career Adaptability

Along with changing eras and globalization, employees's ability to adapt to changes in a career world full of uncertainty and challenges is very important for employees to have to survive. Career adaptability is the way an individual sees his or her capacity to cope with and take advantage of future changes, comfort level with new work responsibilities, and ability to recover when unexpected events change career plans (Rottinghaus et al., 2005). Career adaptability is an individual ability to adapt or changes that occur in their career and work. Recent research suggests that employees who have resilience contribute to the organization's capacity to survive and experience sustainable development amid fierce competition, financial downturn, and uncertainty (Kuntz et al., 2016).

Research Methodology

This research used a purposive sampling method because it aimed to select samples according to predetermined criteria. The research subjects were Balinese women leaders working in organizations located in Bali. The research sample is ten times the number of indicators the majority of variables have. The sample required is a minimum of 120 respondents.

The questionnaire was designed by deriving each indicator based on previous research and has undergone through validity and reliability tests and was tested using SPSS software. This process was referred to as a pilot test and was distributed to 30 Balinese women leader respondents. Data collection in this study was carried out by online surveys to all respondents using research questionnaires that have been designed through the Google Form feature the questionnaire consists of an opening section which contains identity and demographics such as age, gender, title and current position, length of service and work unit. Next, the core questionnaire section was developed from family support, organizational support, self-compassion, resilience, and career adaptability. The questionnaire uses a Likert scale indicating agreement, 1 indicates "strongly disagree" and 5 indicates "strongly agree".

This study employs "multivariate analysis" as its data analysis technique. Multivariate analysis is a method used to examine multiple variables at once (Juliandi, 2018). Specifically, this analysis uses a Structural Equation Model (SEM). The study also applies the Partial Least Square (PLS) method. The PLS method is advantageous for addressing issues related to assumptions, can be applied to smaller sample sizes, and does not require the data to follow a normal distribution (Juliandi, 2018).

Proposed Conceptual Model

The research model is presented in figure 1. The research conducted by Dodson (2022), on related organization and how the self-compassion employee influences company performance. From these findings, it can be formulated that individual and contextual factors influence self-compassion. Organizational support is one of the contextual factors. Based on this, the following hypotheses are formulated.

H1: Organizational support has a positive effect on self-compassion.

Research by Latheren (2021) "Self-Compassion and Current Close Interpersonal Relationships: a Scoping Literature Review" aims to study the relationship between self-compassion has positive association with family relationships and family support plays a role in the formation of self-compassion.

H2: Family Support has a positive effect on self-compassion.

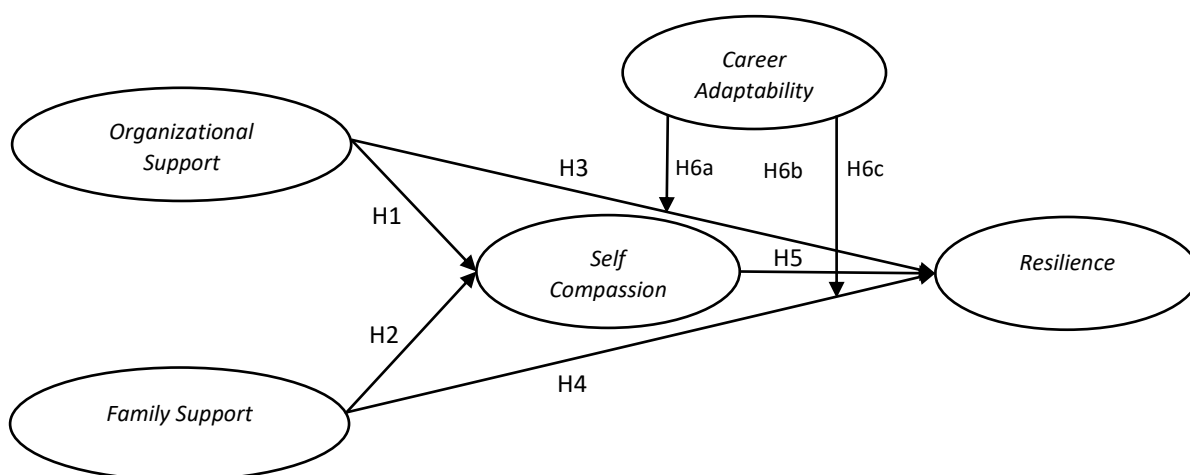


Figure 1. The Proposed Conceptual Model

Research by Gupta and Srivastava, (2020) title "Work-life-conflict and burn out among working women: a mediated moderate level of support and resilience" aim to examine the important but less explored relationship between perception of work-life-conflict and burn out, mediate and moderate by support systems variables (organizational and family support) and resilience among female employee in India.

H3: Organizational support has a positive effect on resilience.

To Achieve leadership position, family support plays a significant role in the process. Women need family support and continuous learning to reach leadership positions and break the glass ceiling (Shafique & Tabassum, 2019). Cooper et al (2024) stated that developing resilience requires continuous learning processes and support from family. These findings form the basis for the hypothesis of the influence of family support on the residence of female leaders in Bali.

H4: Family support has a positive effect on resilience.

Research conducted by (Lefebvre et al., 2020) title Self Compassion and Resilience at Work: A Practice Oriented Review aims to provide insights in to the benefits of self-compassion for individual resilience in the workplace. This research model is used as a basis to investigate the impact of career adaptability as a variable that moderates the relationship between independent and dependent variables.

H5: Self compassion has a positive effect on resilience.

The variable of career adaptability is often used as moderator variable in the relationship between independent and dependent variables. Research by (Abukhait et al., 2020) uses career adaptability as a variable that moderates the relationship between employee resilience and innovative work behaviour. This research model is used as a basis to investigate the impact of career adaptability as a variable that moderates the relationship between independent and dependent variables.

H6a: Career adaptability moderates the effect of organizational support on resilience.

H6b: Career adaptability moderates the effect of self-compassion on resilience.

H6c: Career adaptability moderates the effect of family support on resilience.

Results and Discussions

Results

After conducting a *pilot test* and obtaining the results of validity and reliability for each variable and indicator used, the next stage is to continue distributing questionnaires for research data collection. A total of 227 respondents were obtained, which then eliminated 160 respondents due to respondents who did not meet the sampling criteria.

Table 1
Respondent's Profile

Characteristic		Frequency	Percentage (%)
Generations	Baby Boomer	9	5.63%
	X	124	77.50%
	Milenial	27	16.88%
Occupation	Account Officer	5	3.10%
	Entrepreneur	16	10%
	State-owned employees	9	5.60%
	Working Professional	18	11.30%
	Private Sector employees	51	31.90%
Educational Background	Civil Servants	61	38.10%
	Diploma	8	5.00%
	Vocational High School	2	1.25%
	Highschool	2	1.25%
	Undergraduates	78	48.75%
Managerial Position	Graduates	63	39.38%
	Post Graduates	7	4.38%
	Middle Manager	138	86.3%
	Top Manager	22	13.8%

Table 2

Validity

Variable	CA	FS	OS	R	SC
Career Adaptability	0.83				
Family support		0.898			
Organizational Support			0.831		
Resilience				0.79	
Self Compassion					0.764

Table 3

Reliability

Variable	Cronbach's alpha	Composite reliability (CR)
Career Adaptability	0.935	0.946
Family support	0.94	0.954
Organizational Support	0.848	0.899
Resilience	0.855	0.892
Self Compassion	0.913	0.927

Results of the validity and reliability were using, composite reliability and Cronbach alpha, are acceptable. From table 2 and 3, were higher than 0.5 and from CR and Cronbach alpha values are more 0.7 Hair et al., 2017) ensuring the reliability.

The results of table 4 show that organizational support ($p < 0.05$) has a positive and significant effect on self-compass. The self-compassion value ($p < 0.05$) has a positive and significant influence on resilience. Family support ($p > 0.05$) had no effect on self-compassion. And organizational support and family support ($p > 0.05$) have no effect on resilience. Furthermore, this research revealed that there was no moderating effect of organizational support between career adaptability values ($p > 0.05$) on resilience. And there was no moderating effect of self-compass between the Career adaptability value ($p > 0.05$) on resilience, and there was no moderating effect of family support between the career adaptability value ($p > 0.05$) on resilience. Therefore, this study does not support H6a, H6b, H6c.

Table 4

Path Coefficients

Hypothesis	Relationships Between Variables	T statistics (O/STDEV)	Path coefficients	P values	Information
H1	OS -> SC	5.921	0.558	0,000	Accepted
H2	FS-> SC	0.387	0.035	0.699	Not Accepted
H3	OS -> R	0.879	-0.094	0.38	Not Accepted
H4	FS -> R	1.163	0.102	0.245	Not Accepted
H5	SC -> R	4.147	0.296	0,000	Accepted
H6a	CA x OS -> R	0.215	0.025	0.83	Not Accepted
H6b	AC x SC -> R	0.176	-0.015	0.861	Not Accepted
H6c	CA x FS -> R	0.178	0.017	0.859	Not Accepted

Discussions

According to the analysis results, organizational support influenced self-compassion. Organizational support indicates the quality of the organization's relationship with its employees and demonstrates how contributions to well-being can positively influence self-compassion. These findings support the results of research by Dodson and Heng, (2022) *self-compassion* in organizations. It is mentioned that *organizational support* and *workload* are contextual factors that affect the *self-compassion* of workers in the organization. Organizational support takes diverse forms such as self-compassion training, incentives, and so on. Therefore, *organizational support* has a positive effect on *self-compassion*.

Family conditions can significantly influence the level of support provided to individuals. Further research is needed to explore family characteristics that may not fully offer optimal support. These findings align with research conducted by Neff (2022) on self-compassion. The practice of self-compassion involves utilizing compassion skills that have been developed over time through extending compassion to others. Performing a "U-turn" illustrates a shift in focus from giving compassion to others to giving it to oneself. It is a long journey for individuals to engage in self-management to achieve optimal conditions of self-compassion.

Family support in this study showed no influence on resilience. This finding supports research conducted by Apriliana, (2022) which examined the dynamics of resistance in women in the workplace. This study used a qualitative method of phenomena that compared the resilience of two female workers who were influenced by different factors. It is known that women's resilience is dynamic and is strongly influenced by the personal nature or character of each woman, so several things can affect the reciprocity of women workers variously. It can be concluded that *organizational support* does not affect the resilience of

Balinese women leaders because resilience has dynamic characteristics so that external factors do not have an effect. It is concerning that women's dynamics also need to pay attention to other aspects internally.

A study by Ayu et al. (2017) showed that, the resilience of Balinese women is formed through faith values that encourage them to learn and adapt in the journey of married life. These belief values include religious elements such as belief in karma phala, and socio-cultural elements such as taboo towards divorce, as well as the belief that as women, they have been destined as beings who hold an important role and have power in living life, especially in the context of marriage. It can be concluded that family support does not have a positive effect on the resilience of Balinese women because Balinese women are accustomed to patriarchal attitudes and a strong belief that Balinese women must be able to face whatever challenges are in front of them. Cultural elements are important in research that need to be explores further.

According to Lefebvre et al. (2020) self-compassions can influence resilience. Strengthening of previous experiences with the appropriate meaning and value will lead to a condition of positive resilience. And in line with research from Ayu et al. (2017) related to the resilience of Balinese women who experience domestic violence in rural areas which states that the resilience of Balinese women comes from values and beliefs derived from oneself. There are religious and cultural elements that provide strength for Balinese women to be able to survive when experiencing difficulties or challenges. There is important contribution from emotional intelligent for women leader as an element of strength to become more competent (Pillay-Naidoo & Nel, 2022).

This study also demonstrated that career adaptability does not moderate self-compassion and support for resilience. This finding supports research conducted by Tien and Wang (2017) on *career adaptability, employability, and career resilience* of Asian communities. The study concluded that in the context of *career adaptability*, it is shown that individuals in Western societies live their careers with a more individualistic perspective, focusing on personal goals and adaptability, while those in Asian societies emphasize the importance of learning from experience and collaboration in the face of career change. Due to cultural and ethnic factors that influence the findings of this study, it can be concluded that *career adaptability* does not moderate the influence of the independent variable on the dependent variable due to the influence of Balinese culture.

Conclusions

This study reveals that organizational support influences the self-compassion of female leaders in Bali, whereas family support does not. This finding aligns with studies on women's resilience that have revealed varied external influences. Organizational support does not affect leaders' resilience, which is consistent with the literature. Similarly, family support does not impact resilience. Balinese women, who are accustomed to patriarchal attitudes, feel they must independently confront challenges. However, self-compassion enhances resilience. Additionally, career adaptability does not moderate the influence of organizational, self-compassion, and family support on resilience. This aligns with research highlighting differing views on career adaptability between Asian and Western societies. This study is limited by the organizational backgrounds of the respondents.

This research can provide managerial implications for organizations in Bali to create programs or strategies to support female leaders. Organizations can also understand more about the importance of self-compassion, especially female leaders. Organizations can also review how customary and cultural elements influence support that influences female leaders' careers. In addition, efforts are also needed to plan programs that can influence career resilience and adaptability. It is hoped that future research will consider the role of values and cultural background, including other research objects. In addition, it can also review the role of support and career adaptability in women's resilience.

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