WORK FAMILY CONFLICTS IN WOMEN EMPLOYEES IN INDIA

ULLAS CHOPRA

DAV College

Amritsar

Abstract: Work family conflict is wide spread and harmful for employees and organisations. It is associated with classification and stress at work and home and has negative health outcomes, absenteeism and employee turnover. Work and family represent two of the most central realms of adult life. Although the study of work and family has spawned rich conceptual and empirical literature these two domains of life traditionally have studied independently until recently however, the interface between work and family roles has captured the interest of a growing number of work and family researchers this focus has been fuelled by several demographic trends that have emerged in modern society.

Index Terms- Conflict, Women, Organization

INTRODUCTION

Gender and managerial status have previously been found to relate to work family conflict, though the combination of gender and managerial status has received less attention. For the majority of men and women today lay, parenthood is combined with full time paid work (Jackson, 1997, Canacian and Oliker, 2000). Although having multiple roles has been found to be beneficial to overall well being for both men and women. Multiple roles leads to role conflict and negative psychological outcomes. The negative outcomes may be result of time based conflict, strain based conflict, or behaviour based conflict. Role conflict exists when performance in one role creates an inability to adequately perform another role (Hoar and Spell, 2006). Work family conflict is defined as a type of role conflict in which the pressures of family and work demains are incompatible. Now, more than ever before women are more likely to engage in work outsides the home and men are more likely to engage in active and demanding family role. Pressures from an increasingly competitive work environment combined with lack of support for family responsibilities are leading to considerable conflicts and stress for working trying to juggle work with family changes in the demographic make-up of work force have been the primary impetus for the increased focus on work and family issues. The entry of women dual earner couples and single parents in underlie some of the most significant trends. Yet families are increasingly relying on the income of women to meet economic needs and aspirations (Higgins and Duxbury, 1991).

Similarly, enterprises have become dependent on the greater availability of women in the labor market and countries have come to rely on their economic contributions for enhanced national economic prosperity. However, in many contexts, public and work place policies have been slow to catch up with the social and economic realities impacting on the lives of men and women. The days when all women gave up their work to look after the family and men were the sole supporters of their families have gone. Seventy percent women are in paid work and two thirds of women who were employed in pregnancy return to work after maternity leave. In a majority of couples with dependent children both partners work. Having children has a big impact on employment. Mothers are more likely to reduce their working hours or to take break from work. Fathers tend to work longer hours than men without dependent children. Increasingly work patterns are adapting to different demands on employees after children are born. But more is needed to ease the problems for parents who want to combine family responsibilities with paid work. Unless, we can achieve a better balance across all organizations and sectors of employment, women are likely to be hold back and unable to realize their full potential. Employers will be unable to use their staff in most effective ways, and fathers will be unable to develop close relationship they want with their children. The same applies to career. This is why, the work family balance is a priority for most of the organizations.

FAMILY FACTORS

If everyone who worked was single and childless or had a spouse who did not work and assumed all family responsibilities, there would be little reason to include factors such as marital status and children as influences on career pattern. Employed individuals would be free to pursue their career without having to worry about homemaking or child-rearing activities. However, this is hardly the case. In 1968, 45% of married couples had two earned and 45% had only the husband as bread winner. By 1980, over half of all married couples had two earned and less than a third had only the husband had only the husband bringing home a paycheck. These trends have continued, and the vast majority of married couples now have two earners. Also even though couples now delay when they have children and have fewer children than in past years, most couples still become parents eventually.

As a result Women are more constrained by Family responsibilities in pursuing their careers than men. One effect of this constraint is that women are, more likely to interrupt their careers to raise children than men. Whether there are no children, the career paths of Husbands and wives are more likely to stay parallel. On the other hand, except for man in their first marriages who began their careers same time as their wives, few men see marriage and family as even potential constraints on their career commitment or productivity. Remarried men are usually older and more established in their careers than their wives and see little impact of their wives career on their own.Family factors are unlikely to operate to the same extent to all career stages, because the needs of the family and the family related needs of individuals vary over the life cycle. For example, some writers have concluded that men in mid-career are most likely to turn to their family lives and question their earlier preoccupation with work. Family factors are likely to operate to some extent at all stages of an individual's career, however, when that individual is a member of a family unit (Baiyn, Drago and Kochan, 2001).

Research has indicated that work family conflicts are associated with diminished satisfactions and lower levels of psychological well-being. Excessive work-family conflict has also been associated with dysfunctional social behaviors such as destructive parenting (Stewart & Barling, 1996) and alcohol consumption. Issues around work-family conflict are just emerging in India, where women are relative newcomers to the urban workforce. Work-family conflict is actually a very newly recognized conflict in India. Women actually need family support and they don't get it." Ironically, at a period in the 21st century when professional women need extended families for support, the nuclearization of families leaves them without psychological and physical family support. Alienation and isolation have increased considerably which brings in added conflict for a society which was hitherto collectivist and supportive. It has been only within the last two or three years that people in India have begun to talk about the strain dual-earner families' experience.There exists little formal research in India's work-family field, and very few organizations in the country have family-friendly policies, such as flextime, etc. Complicating matters for some families are the work schedules. Many people are employed in the business profit-outsourcing sector (Business Process Outsourcing), doing work for western companies. This sector includes voice and non-voice centers, some of which require people to work all night handling customer service calls from the western countries, with their primary advantage being the time differential.

THE DYNAMICS OF WORK FAMILY CONFLICT

"Work-Family conflict" is a type of inter-role conflict in which the role demands stemming from one domain (work or family) are incompatible with role demands stemming from another domain (family or work) (Greenhaus & Beutell, 1985; Kahn, Wolfe, Quinn, Snoek & Rosenthal, 1964).Two important focal point of adult life are family and work. However, the role expectations of these two domains are not always compatible, creating conflicts between work and family life. These conflicts are related to outcomes such as job dissatisfaction, job burnout and turnover as well as to outcomes related to psychological distress and life and marital dissatisfaction. Given the increase in dual earner families, single earner families and families with elder care duties, these outcomes are likely to be even more pronounced in the future. Furthermore, there is mounting evidence that work family conflict is related to work productivity and financial cost incurred by an organization. Work family conflict can be time-based, or behavior based (Greenhaus & Beutell, 1985).

Time based conflict

Multiple roles may compete for a person's time spent on activities within one role generally connote be devoted to activities within another role. Time based conflict is consistent with the excessive work time and schedule conflict dimensions identified by Plash and role overload identified by Kahn. Time based conflict can take two forms:

 1) Times pressures associated with membership on one role may make it physically impossible to comply with expectations arising from another role.

2) Pressures also may produce a preoccupation with one role even when one is physically at tempting to meet the demands of another role.

Strain based conflict

A second form of work family conflict involves role-produced strain. There is considerable evidence that work stressors can produce strain symptoms such as tension, anxiety, fatigue, depression, apathy and irritability. Strain based conflict, consistent with the fatigue irritability dimension exist when strain in one role affects one's performance in another role. The roles are incompatible in the sense that the strain created by one makes it difficult to accomplice the ends of another.

Behavior based conflict

Specific patterns of conflict in role behavior may be incompatible with expectations regarding behavior in another role. It has been suggested, for example, that the male, managerial stereotype emphasizes self reliance, emotional stability, aggressiveness and objectivity. Family members, on the other hand may expect a person to be warm nurturing, emotional and vulnerable in his or her interactions with them if a person is unable to adjust behavior to comply with the expectations of different roles he or she is likely to experience conflict between the roles.

.

CONCLUSION

Thus, time based conflict occurs when role pressures stemming from two different domains compete for the individual's time (e.g. requiring employees to work late with little notice might make it difficult for employees to meet family obligations, like picking up a child at daycare). Strain based conflict occurs when the strain experienced in one role domain interferes with effective performance of role behaviors in the other domain. For example, a father who is anxious about his child's illness might not be able to fully concentrate in his job, causing him to make mistakes in his work. Behavior based conflict is described as conflict arising from incompatible behavior demanded by competing roles. For example, a Manager in a financial service firm might be expected to be aggressive, unemotional and hard driving, but these behaviors in the family domain would most likely lead to conflict with family members. Time based conflict, the most common type of work family conflict, is based on scarcity hypothesis. This hypothesis suggests that the sum of human energy is fixed and that multiple roles inevitably reduce the time and energy available to meet all role demands, thus creating strain (Goode, 1960) and work family conflict (Marks, 1977).

It is therefore concluded that

1. Employees should be easily given leave from work so that they are able to participate in family activities.

2. Quality part time jobs should be offered by the employers to those individuals who prefer part time work at particular stages in life.

3. Managers, employees should work together to adapt to work systems, processes, and schedules to meet the dual agenda of improving work and organization performance and personal and family life.

4. Employees should be encouraged to recognize the effect of their own behavior, attitudes, and feeling as well as the environment on work family conflict and work family enrichment.

BIBLIOGRAPHY

➢ Ahmad, A. (1996), 'Work-Family Conflict among Married Professional Women.' *The Journal of Social Psychology*, 136(5), pp 663-665.

➢ Ahmed, Sariati, Skitmore and Martin (2003), 'Work Family Conflict: A Survey of Singaporean Workers.' *Singapore Management Review*, vol. 25, pp 35-52.

➢ Apperson, Schmidt, Moore, Greenberg and Grunberg (2002), 'Women Managers and the experience of Work Family Conflict.' *American Journal of Undergraduate Research*, vol. 3.

➢ Bedeian, A. G., Burke, B. G., & Moffett, R. G. (1988). 'Outcomes of Work-Family Conflict Among Married Male and Female Professionals'. *Academy of Management Journal, 14*, pp 475-491.

➢ Byron, K. (2005), 'A Meta-Analytic Review of Work-Family Conflict and its Antecedents.' *Journal of Vocational Behavior*, vol. 67, pp 169-198.

➢ Carlson, D.S., Kacmar, K.M. & Williams, L.J. (2000), 'Construction and Validation of a Multidimensional Measure of Work-Family Conflict.' *Journal of Vocational Behavior*, vol. 56, pp 249-276.

➢ Frone, M.R. (2000), 'Work-Family Conflict and Employee Psychiatric Disorder: The National Comorbidity Survey.' *Journal of Applied Psychology*, vol. 85, pp 888-895.

➢ Gizywacz, J.G., & Marks, N.F. (2000), 'Reconceptualizing the Work Family Interface: Perspective on the Correlates of Positive and Negative Spillover between Work and Family.' *Journal of Occupational Health Psychology*, vol. 5, pp 111-126.

➢ Grywacz Arcury, Marin Carillo, Burke, Coates and Uandt (2007), 'Work Family Conflict: Experiences and Health Implications among Immigrant Latinos.' *Journal of Applied Psychology*, vol. 92, issue 4.

➢ Grzywacz, J.G., & Bass, B.L. (2003), 'Work Family and Mental Health: Testing different models of Work-Family Fit.' *Journal of Marriage and Family*, vol. 65, pp 248-261.

➢ Haar and Spell (2006), 'Coping with the dark side: Negative Attitudes Towards Work Family Practice Personal Use and Co-worker use Negativity and Turnover Intensions.' *Monash Business Review*, vol. 2.

➢ Kyung-moon Chang (2002), 'The Influences of Work Family Conflict Sex Role Identity on Married Female Teacher's Job Involvement.' *Journal of Korian Home Economics Association*, vol. 3.

➢ Major Smith, Kalin, Ehrhart (2002), 'Work Time, Work Interference with Family, and Psychological Distress.' *Journal of Applied Psychological*, vol. 87.

➢ Zewgg, Bridweller and Suzan Kucukarhan (1995), 'Development of a model to predict the employment status of Women Pharmacists.' *American Journal of Pharmaceutical Education*, vol. 59.