# Multiple Role Conflict in The Working Life of Career Women

**Yohana Dian Puspitasari, Pamela Damayanti, Willy Anugrah Gumilang**

Postgraduate Program, Universitas Islam Kadiri, Kediri, Indonesia

**\*** Correspondence: yohanadian29@gmail.com

**Abstract:** Women's participation in the workforce as career women is on the rise, indicating that we live in an era where technology is advancing exponentially. Women who choose to work in the government or private sector will certainly experience changes in family life, the environment, and themselves, so they face multiple roles that must be met. This study aims to determine the triggering factors for considerable role conflict faced by a career woman and to find out how career women deal with multiple role conflicts in their personal and work lives. This study uses a qualitative approach. While the method used is descriptive analysis. This technique is carried out by collecting literature from various information from books and journals relevant to discussing the multiple roles of career women. The results obtained from this study showed that career women have multiple role conflicts originating from Work-Family Conflict (WFC) and Family-Work Conflict (FWC). In dealing with these conflicts, career women must be able to have a Work-Life Balance.

**Keywords:** Career Women, *Work-Family Conflict* (WFC), *Family-Work Conflict* (FWC), and Work-Life Balance

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## 1. Introduction

In an increasingly advanced era, the existence of women in the world of work has become an increasingly exciting phenomenon. The phenomenon shows the increasing participation of women in the workforce, which has led to a significant increase in the number of working women. Career women are potential workers in the world of work in Indonesia. Society now accepts that women who work as career women can want satisfying jobs and careers like men (Ernawati, 2016). Things like this prove that women are also capable of doing professional work and men.

The choice to become a career woman has many considerations in the involvement of women in the world of work (Purba & Nilawati, 2015). Nowadays, there are no more restrictions for a woman to participate in the world of work. That way, as career women,

they can choose the job they want, such as working in the government or private sector. Women who choose to work will certainly experience changes in family life, the environment, and themselves. Based on this, women have to deal with having to play various roles.

These multiple roles are now mainly occupied by married women. The new role requires a woman to juggle both family and career responsibilities. She must manage her career, home, children, and other family obligations, professional, stay-at-home mom, and work and home life responsibilities. This new role also requires women to multitask and manage their time effectively to meet the demands of both worlds (Aryati, 2015). The multiple parts of a career woman are undoubtedly a challenge in itself because they must be able to be responsible for their household life, besides having to remain professional in their work life (Mutiara, N; Askafi, E; Setyawan, 2022).

Previous research revealed that career women would face conflict in carrying out multiple roles and responsibilities as career women and as housewives or wives (Karatepe & Kilic, 2007). According to Hasanah (2017), the negative impacts experienced by career women include reduced work and household satisfaction. Meanwhile, the effect from the company side can result in reduced employee commitment to work which can ultimately encourage high labour turnover in the company (high turnover). Therefore, career women find it challenging to balance work-life, where a situation is suspended between two demands, namely work and individual life (Lakshmi & Gopinath, 2013).

Based on the background of the problems described, the formulation of the situation in this paper can be described as follows, To know the triggering factors for multiple role conflicts faced by a career woman. To understand how career women deal with multiple role conflicts in their personal and work lives.

This research is necessary because many women have played multiple roles. These conditions and multiple role conflicts create a work-life imbalance that can reduce the quality of this balance. Multiple role conflicts must be minimized, so that career women have a more effective work-life balance for their personal lives.

## 2. Methodology

This research was conducted using a qualitative approach. While the method used is descriptive analysis. The type of research used is a literature study or literature review.

According to Snyder (2019), literature study research is conducted to evaluate the state of knowledge about a particular topic. Jørgensen et al. (2017) also explained that the purpose of a literature study is to critically analyze a segment of a published body of knowledge through summaries, classifications, and comparisons of research studies, literature reviews, and theoretical articles. This technique is carried out by collecting literature from various information from books and journals relevant to discussing the multiple roles of career women. After the necessary data has been collected, it is examined, analyzed, interpreted, and packaged into a comprehensive explanation.

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### 3. Result and Discussion

Multiple-role conflict is defined as inter-role conflict in which role pressures from work and family demand conflict with one another (Greenhaus & Beutell, 1985). Multiple role conflict occurs when family pressure interferes with perceived satisfaction and success at work (Friedman & Greenhaus, 2000).

Multiple roles are usually experienced when women simultaneously do office and family tasks. This is often a significant opportunity for conflict. This multiple-role conflict reflects the inability of career women to manage work and family responsibilities in a balanced way. When conflicts often arise, that's where working women often feel stress. They are eager to give more and devote their time to work professionally, which contradicts family demands. Multiple-role conflict is also considered a conflict that occurs in two directions. It is divided into two main concepts. Namely, work can interfere with the family (work-family conflict), and family can interfere with work (family-work conflict) (Frone et al., 1992). Therefore it is necessary to have research that examines or analyzes the factors that influence career women in carrying out their roles as housewives and as employees so that they can find out what things trigger multiple role conflicts in career women.

a. *Work-Family Conflict (WFC) and Family-Work Conflict (FWC)*

Work-family conflict (WFC) is a conflict that occurs due to work demands experienced by someone in the office, impacting the responsibilities that should be carried out in the family (Warokka & Febrilia, 2015). It makes career women spend more time and attention on doing work, resulting in less time for the family, where they should also

pay attention to their family as a whole. Time flexibility at work is essential for career women. Companies need to create better conditions for career women in terms of time flexibility by implementing appropriate family policies as a good solution for companies and employees (Lo, 2003).

Family-work conflict (FWC) is a conflict in which the overall time demands expected by families to be able to have an impact on work responsibilities that must be completed in the office (Warokka & Febrilia, 2015). For example, a woman's FWC conflict is when they have to take time off when their child or husband is sick and have to take care of them until their family recovers. This is undoubtedly quite disruptive to his work routine.

The multiple roles that career women have to allow them to face the WFC and FWC. These two things can affect the performance of career women. Ideally, career women must be balanced so that conflicts do not occur, from work to family or vice versa from family to work. Likewise, family responsibilities may be related to WFC when career women experience a very high work overload which impacts the ability of career women to carry out family roles (Reddy et al., 2010). Therefore, career women need to balance one role with another, so they do not conflict.

b. *The Multiple-Role Conflict Dimension*

Meeuwissen et al. (2019) described that multiple-role conflict has three domains when conflicting between one role and another: time-based conflict, strain-based conflict, and behavior-based conflict.

1) Time-based conflict

The time individuals use for activities in a role cannot be divided to perform other roles simultaneously. This is related to working hours that are sometimes longer than usual or when you have to work overtime, reducing the time to fulfill your role in the family.

2) Conflict Due to Tension (Strain-based conflict)

Pressure in one role can affect the performance of other roles because these roles are not running in balance. This conflict often occurs when a woman is under pressure at work; of course, it will impact her family life and vice versa. When an employee has problems in his family, it will impact his work life.

3) Behavior-based conflict

Associated with conflicting behavior between desired and expected behavior patterns by both roles. This conflict is related to the implementation of an employee's attitude who tends to bring attitudes from the family environment into the work environment, where these attitudes cannot be used in different conditions.

c. *Multiple Role Conflict Factors*

Factors triggering multiple role conflicts can come from the workplace and family domains. Someone who experiences multiple role conflicts will feel uncomfortable at work and fulfilling the role of a housewife. Symptoms of a person experiencing this role conflict are frustration, guilt, anxiety, and boredom. Factors causing the emergence of multiple role conflicts are (Karatepe, 2013):

1. Time requirements for one role with other roles are not balanced

2. Stress incurred in one role that can affect other roles can affect the quality of life in that role.

3. Anxiety and fatigue caused by the demands of one role can make it difficult for other roles.

4. Behavior that is effective and appropriate in one role but ineffective and inappropriate when transferred to another.

**2. Work-Life Balance of Career Women**

In the life of career women, they must balance their obligations in the two roles they play. This isn't easy because the responsibility has a high management level. So, as a career woman, she must create a work-life balance between work and family. Work-life balance is viewed from the extent to which a person is involved and satisfied with work and family roles, and there is no conflict between the two roles (Greenhaus et al., 2003). Work-life balance is flexible work arrangements that balance work and personal responsibilities. Drew et al. (2003) showed that personal fulfillment is essential in work and job satisfaction because it can increase the employee contribution to work.

Based on previous research by Balkan (2014), Zaheer et al. (2016) have analyzed the factors influencing work-life balance on job stress, job satisfaction, and individual performance. Every career woman must be able to manage work-life balance both in improving working conditions and individual productivity. The work-life balance policy

implemented by an organization must provide opportunities for its employees to remain socially connected with the community to increase organizational productivity (Beauregard & Hemry, 2009).

    a. Dimensions of Work-Life Balance

According to Fisher et. al. (2009), work-life balance can be measured through four forming dimensions, namely:

    1) *Work Interference with Personal Life* (WIPL)

        This dimension reveals the existence of interference from work on the individual's personal life. That is the extent to which work can affect a person's personal life. The presence of this interference indicates a person's low work-life balance.

    2) *Personal Life Interference with Work* (PLIW)

        Contrary to the PLIW dimension, this dimension reveals interference from personal life at work. That is how much a person's personal life can affect work. This interference causes ineffectiveness of a person's performance in carrying out his work, and the appearance of this interference indicates a low work-life balance in a person.

    3) Personal Life Enhancement of Work (PLEW)

        This dimension shows that personal life and work influence each other and positively affect these two domains. That is the extent to which a person's personal life can improve individual performance in work. The fulfilment of this dimension indicates achieving a person's work-life balance.

    4) Work Enhancement of Personal Life (WEPL)

        In contrast to the PLEW dimension, this dimension refers more to the extent to which work can improve the quality of one's personal life, even though they influence each other and have a positive effect. Fulfillment of this dimension is also an indication of achieving a person's work-life balance.

    b. Work-Life Balance Factors

Four factors affect a person's work-life balance, including individual, organizational, social, environmental, and other factors that arise from several perspectives so that they become unbalanced (Pouluse & Sudarsan, 2014; Sari, 2021).

1) Individual factors

Individual factors can arise from the personality characteristics of each individual. This affects work-life and outside work, which impacts work-life balance.

2) Organizational factors

Organizational factors can arise from family characteristics. This characteristic is essential in determining whether there is a conflict between work and personal life.

3) Social and environmental factors

Job characteristics can cause social and environmental factors. The existence of characteristics that include work patterns, workload, and the amount of time used for work can trigger conflicts in work and personal life.

4) Other factors

Other factors can arise from a person's attitude. The attitude in question is an evaluation of various aspects of the social world, whereas, in attitude, there are components such as knowledge, feelings, and tendencies to act. A person's attitude is also a factor that affects work-life balance.

## 4. Conclusion

Women who are married and working are faced with two problems: Work-Family Conflict (WFC) and Family-Work Conflict (FWC). These two things can affect the performance of career women, and the condition of career women must be balanced. Hence, as not to conflicts occur, both from work to family or vice versa from family to work. These conflicts include conflicts due to time, tension, and behaviour.

Career women experienced multiple role conflicts. They must have a work-life balance to minimize their conflicts through the four forming dimensions. Namely Work Interference With Personal Life (WIPL), Personal Life Interference With Work (PLIW), Personal Life Enhancement of Work (PLEW), and Work Enhancement of Personal Life (WEPL). There are four influencing factors, including individual factors, organizational factors, social and environmental factors, and other factors that can arise from a person's attitude.

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