Dual Role Conflict of Women Managers in Higher Education

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**DOCTOR OF PHILOSOPHY IN
WOMEN'S STUDIES**

By

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DECLARATION

I, Seema S P do hereby declare that the thesis entitled "**Dual Role Conflict of Women Managers in Higher Education**" submitted to the University of Calicut for the award of the Degree of Doctor of Philosophy in Women's Studies is an original work done by me under the guidance and supervision of **Dr. Moly Kuruvilla,** Professor and Head, Department of Women's Studies. The thesis has not been previously submitted by me for the award of any Degree, Diploma, Fellowship or any other similar title.

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CERTIFICATE

This is to certify that the thesis titled "**Dual Role Conflict of Women Managers in Higher Education**" submitted to University of Calicut for the award of Degree of Doctor of Philosophy in Women's Studies is a record of independent research work done by **Ms. Seema S P.** during the period of her research under my guidance and that it has not previously formed the basis for the award of any degree/Diploma/Associateship/Fellowship of any University or Institution.

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Calicut University   ***SEEMA. S.P.***
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CHAPTER I

INTRODUCTION

"Women today are wondering how they can find the time and energy to fulfill their various commitments to work and family while achieving satisfaction and success in all the different facets of their lives".

(Friedman & Greenhaus, 2000)

1.1 ROLE OF WOMEN IN SOCIETY – AN OVERVIEW

As members of society, we are eager to explore the world around us, its constant alteration, evolution, its renewals and innovations. Social scientists have immensely contributed to the treasure of knowledge in their attempts to understand and interpret such mysteries and enigmas. While handling the ambiguous and confusing situations around us, the trivial and comparatively weaker sections will be most probably ignored or less interpreted causing meagre identification of the problems of such groups and obviously, they remain unidentified and unsolved. For the identification of such facets of society only an objective approach to the issues is not enough, rather an in depth subjective approach is necessary to elucidate the complexities within the social world. Thus problems of women can be explored in the real sense by a subjective approach with a feminist perspective.

Every individual in a society is assigned a role which he/she is expected to assimilate for the existence and prosperity of the society. The role to be performed by an individual is influenced by many socio cultural factors but primarily by a person's gender in almost all types of societies especially in Asian countries (Adeleke, Oyenuga & Ogundele, 2003; Amy, 2003; Park, 2017; Ali, Gul, Krantz & Mogren, 2011). This tendency is very common in the Indian society that still follows the age old traditional conventions of gender division of labour as part of cultural heritage (Hays, 2013). Gender refers to the difference in the social construction of a culture among different sexes, i.e. men and women (Bass, 1990) on behaviours, roles and attitudes. Work to be performed, either paid or unpaid, a sine qua non for every societal member, is often determined on the basis of sex.

1.1.1 Women's Roles – Historical Perspective

The history of hitherto existing allocation of roles is replete with facts that indicate hegemony of patriarchy, subjugation of women, compartmentalization of the world of work into public and private sphere, masculinization of work and domestication of women. Patriarchy refers to social institutions dominated and controlled by men, like family, production units etc.where, as patriarchs men exercise control not only over women's productive and labour power but also on their reproductive power, mobility, sexuality, property and wealth, women even lose control of their own bodies

and suffer from dual oppression. In the past women were expected to live in the shades of men as their subordinates, performing the traditional roles of wife, mother, caretaker and a reserve force for house hold works and hence were not allowed to get out of the four walls of house and participate in the economic or power spheres in almost all the continents of the world. Thus, the situations and allocation of work are to be grasped in connection with the sexist ideology embedded in the societal structure, portraying gendered segregation of work (Mishra, 2005).

The remarkable struggles fought by women for accomplishing their rights for equality, freedom of education, employment outside home and of course, power have also been appraised in the history of the world. According to Harper (1961), the needs of economic systems with respect to labour and consumption are seen as promoting a change from traditional sex role to quasi-egalitarianism.

1.1.2 Women - Changing Roles Round the World

Globalization has made the situations more favourable to women round the world as it imparted vide opportunities for women to go for higher education, enter the labour force, choose 'paid works' suitable for their qualifications and life situations and excel, since the public sector has become adaptive, and inclusive of women towards labour force, considering the hardworking and sincere approach of women towards jobs assigned to them.

The economic development of any country will rise up only when the gap between the labour force participation of men and women is reduced. Statistics from different countries around the world also shows that when women control the household income of a family, either their own earnings or income from husband or other sources, the benefit to the family and children will be doubled, since women's first priority will be the welfare of their children (UN Women, 2013). The global statistics of 2013 shows that the ratio of male employment–to-population was 72.2%, while female ratio was only 47.1%. It is also a matter of concern that in most countries round the world, women are assigned certain stereotypic jobs, paid less than men and hence earning only an average 60-75% of wages given to men. Women experience a "motherhood penalty" or "child penalty" when they attempt to combine earning and caring (Baker, 2010) and hence their choices of employment depend on domestic arrangements, occupational needs, perceptions of support from family and ideas about "good mothering". But still there is hope according to Wittenberg, Cox and Maitland (2008), the 20th century saw an increase in women's population, and the 21st century will see the economic, political and social effects of this rise, as in US and UK where women occupy more than 50% of the professional and managerial positions. Women are one of the three rising forces influencing the 21st century, along with global warming and internet; which are called the three W's- women, weather and web (Wittenberg et al., 2008).

1.1.3 Changing Roles of Indian Women

Going in pace with the men folk and getting involved in the productive mechanisms for the nation building requires inclusion of women in economic, social and political arenas. By 1970's the scenario changed in India too, when more and more women became leaders around the world as Prime Ministers and Presidents in countries like India, Pakistan, Canada, Britain, Germany, Sri Lanka etc. and more women entered high governmental posts and managerial positions in various organisations around the world (Bass, 1990). More and more Indian women are now leaving the traditional roles, entering the domain of 'paid work' and thus are getting involved in what is called 'productive labour'. Increased women's participation in the economy of any country is considered as a critical source of growth in the 21st century and improved female work participation is identified as an indicator of improved status of women in the society. Having a job facilitates women come out of home to a positive environment and attain economic freedom and independence. The female work participation of India has been rising slowly during the past three decades, though a slight fall is noticed over the decade 1991 to 2001. Women have also proved themselves as capable leaders since more and more women having strong leadership qualities, affinity for technology and vast knowledge are emerging as CEO's of small to large multinational companies.

Since the patriarchal social set up insists on women's responsibility towards family and children, their domestic roles are not taken away or shared by men, even when women started earning and became breadwinners. Women working outside home are expected to cope up with multiple roles assigned to them and act as super women to prove their worth (Kuruvilla & Seema, 2014). India is having a large number of professionally qualified women. Even then like in many other developing countries, where there are little alternate institutions for child rearing, caring of the elderly and the insane, women prefer to sacrifice their profession for the family and remain at home during the early ages of children. According to UN Gender Statistics (2013), India is one of the few countries where the rate of participation of women in work force has drastically declined from 33.7% in 1991 to 27% in 2012 which in turn remains a great barrier for the nation in improving its economic status. It is to be noted that women abstain from the work field simply to perform the family responsibilities assigned to them. The society arbitrarily believes and assigns certain personality traits, roles and behaviours to men and women. Breaking this calls forth much opposition and alienation from society and hence people rarely dare to do it and women always are the losers in this division of responsibilities and roles (Kuruvilla, 2011). Most often their work remains invisible, unrecognised and unpaid or under paid. A married woman who works outside her home still faces various types of pressures and is most often engaged in a struggle to balance her work and

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responsibilities inside and outside her home (Itshiree, 1999). This could result in feelings of stress, powerlessness, frustration, depression and anxiety. But a woman is expected to hide her emotions, to compromise with her opinions and to sacrifice her own dreams. Women are conditioned to feel proud in providing comfort to the husband at home (Ali et al., 2011). The existing patriarchal mindset towards women is taken out to other institutions as education and employment and hence women going out for job, experience many setbacks from their male counterparts. Social practices in government, business, educational institutions etc. including the design of leadership positions are structured in relation to gender (Fenn, 1978). The reproductive division of male and female category is replicated in the social practices too, which we call as 'gendered' (Goodale & Douglas, 1976). According to the United Nations Development Program's Report 2014, India ranks 132 out of 187 countries on the gender inequality index which is lower than the neighbouring country of Pakistan (123), and leaving only Afghanistan behind among Asian countries. Probably the inner strength and a resistance born of generations of silent fortitude make them adjust with the heavy demands made on their time and energy by an unsympathetic, male dominated society (Kaila, 2005).

Despite the outstanding performance of women in almost all fields of life, their proportion in the work domain and especially in managerial positions remain feeble. Women are precluded from the managerial positions

in many institutions since men are believed to be better leaders to manage any institution or organisation for better output (Hann, 2000; Hudson & Rea, 1997; Simmons, Duffi & Alfraih, 2012; Walker & Pringle, 1995). Male managers as well as employees are less favourable in their attitudes of having a female as the manager in their institution (Desai, Chugh & Brief, 2012; Higgins, 1993).

1.1.4 Women and Economic Participation in Kerala

As elsewhere, globalization has made a revolutionary change in the social and economic background of women in Kerala too. Labour force participation varies with culture, age-groups and between sexes. Going in pace with the National Programme of equal opportunities for women and men and examining the changes in the situations of men and women, a dramatic change has been identified in the work participation rate of women in Kerala. At the same time, the contradiction of high literacy rate of females and their low work participation rate still exists in the state (Census, 2011) which is lower than the national average and shows a declining trend. Studies have pointed out that gender discrimination in the labour market in terms of occupational sex segregation contributes to the low levels of economic participation among women in Kerala (Panda, 1996). Educated unemployed people in Kerala in general and females in particular is identified as a notable paradox. The traditional concepts regarding gender roles and the restricted

mobility especially in rural areas also serve as impediments to women's employment outside home. Table1.1 shows a comparison of the female literacy and work participation rates of Kerala with that of the whole country.

TABLE 1.1

Female Literacy and Work Participation Rates in India/Kerala

Year	Literacy Rate		Work Participation Rate	
	India	Kerala	India	Kerala
1991	39.29	86.93	19.67	15.8
2001	54.16	87.7	22.27	15.38
2011	53.7	91.98	25.63	18.23

Source: Census Report of India- 1991, 2001, 2011.

According to Mazumdar and Guruswamy (2006) migration of men has improved the economy of the state to some extent, but this also made no improvement in women's work participation rate. Despite the higher sex ratio than the national average and better status and position compared to other parts of the country, women in Kerala have low economic participation than those in other states.

1.1.5 Women in Higher Education –Indian Scenario

Higher education plays the key role in moulding a society's overall development as well as shaping the personality and career standards and quality of life of the individuals. The ancient Indian society had framed fine higher education systems like Nalanda and Takshasila which were centres of

excellence. The modern higher education was initiated by the establishment of Madras University, Calcutta University and the Bombay University towards the end of 19th Century by the British. India stands at the third position in the Higher education system round the world, next to China and United States (Nalina, 2015). With the establishment of the University Grants Commission in 1953, the government of India has taken a firm foot step to encourage the higher education system in the country. According to the All India Survey on Higher Education (AISHE) Report 2016, the number of colleges and Universities has increased tremendously and today there are about 799 Universities and 39071 Colleges and 11923 stand- alone institutions all over the country. It is also interesting that there are 14 Women's Universities headed by women themselves. About 45% of the students enrolled in all the universities are women. Pupil Teacher Ratio (PTR) is 21 in universities and it remains the same for the last five years. But the number of women working as faculty in this area is very low compared to their male counterparts. There are a total of 1518813 teaching faculty in the Universities of India out of which 924965 are male teachers and only 593848 are female teachers (AISHE Report, 2016). The increased competing and challenging situations in higher education in the 21st century need the best leadership but most of the universities are looking for men managers, even though only 49% of the population is men (Fretwell, 1991).

In this era of promotion of knowledge and rapid societal changes, catalysed by the national policies, academicians have to keep themselves updated and have to specialize in academic, research and administrative fields. It poses a challenging situation especially for women, since the family responsibilities continue to create disturbances in their performance at workplace. Again, the administrative position is a stressful area since the administrator/manager in the institution will have to deal with various groups of students and teachers and adhere to strict time schedules, which will be a cumbersome task for a woman with family responsibilities.

1.1.6 Women and Higher Education in Kerala

Higher Education in Kerala is a well-developed system flourishing all over the state. There are a total of 20 universities in Kerala of which one is the Central University. The percentage of girls studying at degree level is about 60% and for post-graduation is about 70% in the state. There are a total of 1216 colleges in the State of which 215 are government colleges, 800 private unaided and 201 private aided colleges and the total enrolment is 634029 (AISHE Report, 2016). Table 1.2 shows the Gross Enrolment Ratio of students in the state compared to the national statistics.

TABLE 1.2

Gross Enrolment Ratio in Higher Education (18-23 Years)

	Male	**Female**	**Total**
Kerala	26.6	35	30.8
India	25.4	23.5	24.5

Source: AISHE Report, 2016

The total enrolment ratio of students and the ratio of female enrolment in Kerala are much higher than the national rate. Statistics showing the number of colleges per lakh population (18-23 years) shows that Kerala has 43 colleges per lakh whereas the national average is only 28 colleges, thus the state reaching the 6th position at the national level. The Gender Parity Index of Kerala is 1.32 which is also better than the national rate of 0.92 according to the AISHE Report 2016.

The distribution of teaching staff in the Universities of Kerala shows that an increase in the number of female faculties is taking place as in the case of Assistant Professors and temporary teachers but the number of women in higher managerial positions is lower than their male counterparts.

TABLE 1.3

Distribution of Teaching Staff in the Universities of Kerala

Designation	Male	Female	Total
Professor & Equivalent	3412	2103	5515
Associate Professor & Reader	3592	3089	6681
Lecturer/Assistant Professor	15293	23271	38564
Demonstrator/Tutor	1260	2361	36212
Temporary Teacher	1467	3748	5215
Grand Total	**25024**	**34572**	**59596**

Source: AISHE Report, 2016.

In the case of non-teaching staff, the number of female staff who are in the Group A and B category, i.e.in the managerial positions is slightly higher or more or less equal compared to the male staff. Table 1.4 shows the gender disaggregated distribution of non-teaching staff in the universities of Kerala.

TABLE 1.4

Distribution of Non-Teaching Staff in the Universities of Kerala

Designation	Male	Female	Total
Group A-Managerial posts	4185	4385	8570
Group B Supervisory posts	5852	5757	11609
Group C Clerical posts	8229	6455	14684
Group D- Peon,	3744	3619	7363
Grand total	**22010**	**20216**	**42226**

Source: AISHE Report, 2016

From Table 1.4 it can be inferred that the higher education sector in Kerala shows hopeful circumstances for women in the years to come with increasing number of women's entry into the field. But the number of women in senior managerial positions in higher education scenario of Kerala is not so optimistic.

1.1.7 Work – Family Interference- Antecedents to Dual Role Conflict

Most important aspect affecting one's success in life lies in combining work and family effectively (Frone, 2003; Lewis, 2010) since both are interdependent and influence each other. The interaction among work and family roles have been widely studied by many researchers (Greenhaus & Beutell, 1985; Neiva, 1985; Voydanoff, 1988). The study by McKinsey (2007) shows that international companies where women are more strongly represented at board or top management level are also the ones those perform better. But in a patriarchal society like that of India, with strict gender division of labour and lack of sharing of family responsibilities, women managers often find it too difficult to manage their personal and professional roles. Factors associated with managerial careers, including long hours and psychologically demanding work, have been demonstrated to correlate with work family conflict (Pleck, Staines & Lang,1980).

Combining motherhood and work is a challenging situation for women particularly in jobs that require high qualifications, entrepreneurial activities

and continued productivity, as in university teaching and research (Bassett, 2005; Bracken, Allen & Dean (2006). At every stage of work and in every sphere of social living, a woman has to face a multitude of discriminatory practices (Kuruvilla, 2011). No equal sharing of family responsibilities takes place among employed couples; only feeble and non-commensurate redistribution of family roles are experienced by married working women and the major responsibility of household chores and rearing children remains with women themselves (Pleck et al., 1980; Reed & Fanslaw, 1984). The earlier research documents also prove that women experience greater conflict between work and family roles than men (Noor 2004; Frone, Russell & Cooper, 1992; Walter, 2004).

The study by Nielsen (2011) reveals that Indian women are the most stressed in the world today. An overwhelming 87% of Indian women conveyed that they felt stressed most of the time, and 82% as having no time to relax. World Health Organization defines occupational or work-related stress as "the response, people may have when presented with work demands and pressures that are not matched to their knowledge and abilities and which challenge their ability to cope". Integrating work and family responsibilities has become a serious problem to be solved in the present society at large and especially to women. An imbalance in these domains is termed conflict and this occurs when the demand from one domain interfaces with the other (Frone et al., 1992). Most of the studies conducted on dual role conflict have

found that working women experience more work family conflict than working men (Frone et al., 1992; Williams & Alliger, 1994). When conflicts between the two domains occur, its consequences are reflected in both the organization and on the individuals concerned (Posig & Kickul, 2004). Since the institution of marriage is insisted as an inevitable facet of life for women in India by the cultural norms and married women are entering the labour market to a large extent, there is growing concern about the psychological implications of maintaining the family and work roles simultaneously. Women in managerial posts will have to suffer more stress which results in stress related diseases, like high blood pressure, back pain, chest pain, long persisting headache and other psychosomatic disorders. In positions were power accumulates, normally men are expected and due to this mind set of people, a woman in a power position have to perform much more than men to establish her identity as a leader.

The demographic characteristics of the individual also influence the conflict between work and family roles (Byron, 2005; Duxbury, Higgins, & Lee, 1994). The dual role conflict is also influenced by individual personality characteristics (Brock & Allen, 2003) and characteristics of work and family (Byron 2005; Olson, 2011). Family is a major institution for carrying out essential production, consumption, reproduction and accumulation functions that are associated with the social and economic empowerment of individuals and societies (Mokomane, 2012). The identification of family as a constant

has to change to a locus of strategic actions that may shift and change during the life-course. Familial roles of different members need to be redefined while adopting a more gender neutral approach in the context of a changed familial structure and setting. In the new structure of the family, since every member would be carrying out multiple tasks and equitably shouldering multiple responsibilities, training for time management shall be imparted to all the family members according to Chandra (2010). Families and their members demonstrate resiliency when they build caring support systems and solve problems creatively, while their resilient behaviour can be reflected in the maintenance of normal development of optimism, resourcefulness and determination in individuals despite adversity (Belsey, 2005). The strength and resources rendered by the family enable individuals to respond successfully to crises and challenges, to recover and grow from those experiences, and to attain empowerment. Hence support from family can be considered as a major factor influencing the dual role conflict of women managers.

1.2   NEED AND SIGNIFICANCE OF THE STUDY

Men are assumed as breadwinners and women, home makers in the Indian society whereby the jobs outside home are perceived to be of men's domain. Due to this concept, within the office, the managerial posts are often preserves for men only. Quite recently the scenario has changed a lot when

more women are acquiring managerial/executive positions and the sex segregation in job hierarchy is being wiped off to some extent. Hence the new trends have to be researched and the experiences of women in such managerial positions are to be interpreted in depth.

The problems of working women have been discussed much in the national and international levels. Studies have found that the perception of work-family interference affects the satisfaction with various role domains which in turn influences stress and decreases women's psychological health. But specific studies on women in managerial positions, especially in higher education are very few. Most of the studies on leaders focus on men as managers (Bolman & Deal, 1997; Stokes, 1984).

Despite the fact that women in Kerala are well ahead in educational and social advancement, the patriarchal set up and gender division of labour still existing in society stands as a hindrance in women's entry and advancement to managerial positions. Women's achievements are often estimated and leveled to factors other than merit. Gender equality is far from reality and the stereotypes about the role and performance of women persist in Kerala. Hence women are expected to cope with multiple roles and be super women to prove themselves. There is hardly any institutional support system for child care and other family responsibilities a woman is expected to fulfill. The caste system, heavy religious customs along with the traditional sex roles

and stronger power enjoyed by Indian men create additional challenges to women (Hamamsy, 2009) in Kerala also.

Working mothers have to meet the expectations and obligations corresponding to the different roles which they play within the fold of a family whether it is nuclear or composite, and perform their career related roles at the work front. Thus women managers have to play two or more incompatible roles in the family and in the office, of supervisory, decision making or negotiating roles which intensify their role - conflict.

The available literature on dual role conflict of women managers are based mainly on demographic data and are highly superficial. An in-depth peeping into the realities of the life of women holding managerial positions are rare. Several barriers for women's entry and success in managerial positions still exist which are to be identified and effective strategies to overcome them need to be chalked out. Researchers have identified the obstacles or barriers in entering managerial positions as the reason for lower level of women in administration (Cook, 2001; Dikson, 2000).

The public-private dichotomy and associated gender division of labour is transmitted through generations and still prevail in the mindset of people which in turn affirm the concept that women's primary duty is within the kitchen. Such false notions aggravate the role conflict of women managers. Obviously the questions arise, how a woman manager manages, harmonizes

or blends the various roles assigned to her? Is she efficient in decision making, is assertive in performing her roles at office and at home? How the perception of work-family interference does affects the satisfaction on various role domains? Does the stress resulting from performing dual roles affect her psychological health? Is the woman manager been recognised as efficient, competitive and having leadership qualities by the male employees? Are the women managers getting enough support from family to ensure work-life balance? What are the coping strategies adopted by women managers to maintain work-life balance?

Kerala is a socially and educationally advanced state which is vigilant in implementing women's education. Despite the facts that the number of women working in the educational field is very high and it is not low in higher education sector also, in both teaching and non-teaching posts, the number of women in managerial posts such as HODs, Principals, Directors, Controller of Examinations, Finance Officers, Registrars, Pro Vice Chancellors and Vice Chancellors is very few. Problems of acceptance of female leadership also exist in Kerala as an extension of the secondary position of women in family and society. It was stimulating to explore a field that has not been much investigated for the pursuit of knowledge with a feminist perspective.

It is also to be mentioned that the researcher is part of the higher education sector and is a privy to the socio-cultural arena of the world where the respondents are belonging. This has facilitated in contacting the respondents, ensuring accessibility, establishing rapport and eliciting rich response from them with a gender perspective.

1.3   STATEMENT OF THE PROBLEM

Kerala stands out for a high score of Human Development Index. In the fields like literacy, education and health, Kerala's achievements are unique indeed. Notwithstanding an increased access and participation of women in education and employment, at the higher education level, the percentage of women attaining and exercising managerial positions in colleges/ universities is very low.

Serving in a clerical job or a teaching job is seen universally among women in Kerala since they are assigned such stereotypical jobs for decades. Women are increasingly entering the upper levels of teaching/research as well as managerial positions in colleges, universities, research institutions and other centres of excellence in recent days. Hence it is methodologically significant to identify the transformation in the academic scenario of Kerala.

As in various other fields, women administrators in higher education also face more problems than their male counterparts. The scholarly collection available in this area lack specific attempts to identify the problems of women

managers in higher education with a feminist perspective. It was in this context that the present research was undertaken.

The present investigation entitled as "Dual Role Conflict of Women Managers in Higher Education" is an attempt to identify the various factors contributing to role conflict faced by women in managerial positions in higher education in different Universities of Kerala, the various challenges faced by them and the coping strategies adopted by them to overcome these problems.

1.3.1 Research Questions

While handling the domestic roles and the professional roles women managers face various challenges which cause stress and affect physical and personal wellbeing which need to be analysed in depth. For that, answers to the following questions are to be identified in detail.

- Do women managers in higher education face dual role conflict?

- Whether the experience of role conflict is related to age, experience, nature of work as to academic or non-academic and religion of women managers?

- What are the challenges faced by women while executing managerial powers at workplace?

- What is the extent of family responsibilities of women managers?

- Do women get enough support from the family members in performing their familial roles?

- What are the strategies adopted by women managers to ensure work-life balance?

- Are the coping methods effective in alleviating their role conflict?

1.4   OPERATIONAL DEFINITION OF KEY CONCEPTS

1.4.1 Role Conflict:

Role conflict is the incompatible expectations within the roles or between the roles. It is the incongruity of the expectations associated with a role. "Role Conflict is a conflict among the roles corresponding to two or more statuses" (Schaefer, 2012). A person experiences role conflict when one finds to be pulled in various directions while responding to the many statuses hold by him/her. Role conflict can be for either a short period of time, or a long period of time, and it can also be connected to situational experiences. Role conflict is essentially a discrepancy between differing expectations of a role. If two people have different expectations for what the other's proper role should be, then role conflict is likely to ensue.

Parsons (1951) define role conflict as "the exposure of an actor to conflicting sets of role expectations such that complete fulfillment of both is realistically impossible."

According to Katz and Kahn (1978), "Role conflict is the simultaneous occurrence of two or more role expectations such that compliance with one would create compliance with the other more difficult".

The term role conflict in the present study implies the stressful situation that women face while performing their traditional roles of home maker, caregiver of children and the elderly along with the modern roles of career woman and administrator.

1.4.2 Women Managers:

Women managers are those who are involved in the exercise of power in managerial posts. i.e. the power which simultaneously encompasses the making of laws and rules, deciding their application in particular cases, implementing these laws effectively and commanding that specific acts to be or not to be performed.

In the present study the term 'Women Managers' connotes those women who are working in both teaching and non-teaching posts such as Assistant Registrar, Deputy Registrar, Joint Registrar, HOD, Principal, Director, Registrar, Controller of Examinations, Pro-Vice Chancellor and Vice Chancellor in Universities or colleges at least for a period of one year.

1.4.3 Higher Education:

The higher education system in India includes all the colleges,

universities, deemed universities and research organisations in the country. It facilitates education and training to students from all the social and economic spheres by imparting special concessions to girls and the students from the weaker sections of society. In the present study the term Higher Education refers to the colleges and Universities in Kerala where graduate and post graduate courses are being offered along with research programmes like M Phil, Ph. D and Post-Doctoral studies.

1.5   OBJECTIVES OF THE STUDY

The general objective of the study is to examine the role conflict experienced by women managers in higher education due to their dual roles in the work place and family. The extent of family responsibilities of women managers and the support rendered by the family members which reduces role conflict are also studied in detail. The study also aims to identify the various coping strategies adopted by women managers to reduce the role conflict.

The specific objectives of the study are as follows:

1.   To identify the extent of role conflict experienced by women managers in higher education in the total sample and the sub samples formed based on the classificatory variables.

2.   To explore the various challenges faced by women managers.

3.   To study the relationship between role conflict and family

responsibilities of women managers.

4. To assess the role of family background and support in enabling women managers cope up with the role conflict.

5. To understand the coping strategies adopted by women managers in higher education to ensure work life balance.

6. To suggest measures to manage the dual role conflict effectively.

1.6 HYPOTHESES OF THE STUDY

1. Women in managerial positions face various challenges related to work-life which results in dual role conflict.

2. Extent of role conflict of women managers differ with socio demographic variables like age, nature of work, years of managerial experience and religious affiliation of the sample.

3. Extent of role conflict of women managers differ with their family responsibilities.

4. Support from the family reduces role conflict of women managers in higher education.

5. The extent of role conflict differs with the type of coping strategies used by women managers.

1.7   CLASSIFICATORY VARIABLES

The classificatory variables that are used in the present study are age, nature of work as to teaching or non-teaching, total years of work experience, years of managerial experience and religious affiliation of the sample.

1.8   SAMPLE

The population for the study consists of women managers working in all the colleges and Universities of the state of Kerala. The sample consists of 150 respondents, 50 respondents each from three Universities belonging to north, south and central Kerala. They fall under the following categories.

1.   Joint Registrars, Deputy Registrars and Assistant Registrars in the three Universities.

2.   Principals of the colleges including professional colleges affiliated to the three Universities, Heads of the Departments and Directors of various teaching departments of the universities.

1.9   TOOLS OF DATA COLLECTION

The data necessary for the study was collected from both primary and secondary sources. Primary data was collected using interview schedule, inventories and questionnaire. Secondary data was collected from published reports, books and statistics of the Government. The following tools are used in the present study:

1. **Focus Group Discussion:** A Focus group discussion was conducted at University of Calicut as a pre-research tool to gain detailed information regarding the factors contributing to the dual role conflict, impact of role conflict on women's lives including psychological and emotional problems, the coping strategies adopted by them to overcome their role conflict and the suggestions they offer to minimise role conflict.

2. **Role Conflict Scale**: Developed by the investigator in tune with the Carlson's Scale (2000) on work-family conflict to measure the challenges and stress factors both at work place and home front leading to role conflict and their impact on women managers' lives.

3. **Family Responsibility Scale:** Developed by Higgins (1991) has been used in this study with modifications to find out how much time women managers have to spent for family duties and how much free time the respondents have as their own to spare for themselves in pursuing their specific needs both personal and professional, interests, hobbies and recreational activities.

4. **Inventory on Family Background and Support**: Developed by the investigator to assess the role of family background and support received from family members in ameliorating role conflict of women managers.

5. **Inventory on Coping Strategies:** Developed by the investigator to

collect data regarding the different strategies adopted by the respondents to overcome the role conflicts and ensure work –life balance.

6. **Case Studies:** Case studies were conducted to get a deeper knowledge about the dual role conflict experienced by women managers, their subjective feelings and strategies adopted to combat the role conflict.

1.10 SCOPE AND LIMITATIONS OF THE STUDY

1.10.1 Scope of the Study

The research work can be identified with the broader feminist concept that portrays the out dated practice of gender division of labour as well as the unequal distribution of roles on gender basis. The thesis also imparts a discourse on the social change regarding the attitudes and preferences in the lives of women.

The thesis includes several distinctions. First, the study is deeply based on splendid theoretical foundation. It systematically delineates the idea of 'role conflict' in Feminist Epistemology in an integrated manner, which is still in its younger ages and is yet to gain full-fledged development. Second, a study on role conflict among women managers in the three universities of Kerala is a unique one. The study addresses a wide range of issues confronting women managers in their everyday life while balancing work and

family, and the coping strategies adopted by them. The thesis remains methodologically compact with its rich conflation of theory and empirical study. Finally, the thesis is rooted on a deep ethnographic study of women managers in the higher education field. The research work analyses both empirically and theoretically the various issues related to women from their surroundings. The influence of support rendered by the family and the coping strategies adopted by women managers to overcome the dual role conflict are also studied well in this thesis. A combined effort of this kind makes this study unique indeed.

For the first time in Kerala a study of this kind has been originated probing into the challenges of women managers with a gender perspective and hence it is sure to add to the existing feminist scholarship.

The study is hoped to highlight the significance of aspects like equal parenting and equal sharing of household work in improving the lives of women managers and enabling youngsters in taking up the modern roles of career women without guilt feelings. Based on the findings of the study, measures including policy formulations are proposed to ameliorate role conflicts of women managers in higher education. This in turn is hoped to improve the number of women in decision making roles in the higher education system.

1.10.2 Limitations of the Study

Despite its uniqueness, the study is not devoid of its limitations. The following limitations are identified by the researcher herself:

- The universe of the study is confined only to the three major Universities of Kerala State where there are twenty universities.

- The sample include only women managers who are married. Unmarried women in managerial positions were excluded.

- The sample size is comparatively small and hence the results cannot be generalised to other regions or States.

1.11   STRUCTURE OF THE REPORT

The whole study report is divided into six chapters as follows:

Chapter 1- Introduction: This chapter discusses in detail the Rationale, Need and significance of the study, Statement of the Problem, Research Questions, Objectives, Hypotheses and Scope and Limitations of the study.

Chapter 2- Review of Literature: It includes two parts; a theoretical overview on the topic and review of the prior studies conducted in the global and national scenario on related topics. The theoretical part provides the relevant and theoretical knowledge that helps to get a deeper understanding of the arguments formulated from the existing literature.

Chapter 3- Research Methodology: In this chapter, the methodology used throughout the thesis is explained. It discusses the choice of the research approach, the sample used for the study, tool, data collection procedure, and a profile of the area of the study in the research project. It gives a deeper insight of the research work by providing the groundwork of the thesis.

Chapter 4 - Analysis and Discussion: This chapter constitutes the detailed analysis of the data and the integrated empirical findings of the study.

Chapter 5 – Case Studies: The chapter includes the life stories of selected women managers from the sample.

Chapter 6- Conclusions and Suggestions: In this chapter, the conclusion of the thesis is done by drawing a summary of all the knowledge from the previous chapters. It also includes recommendations for the welfare of women managers, suggested based on the findings of the study and the suggestions for further research.

1.12 CONCLUSION

Balancing work and life is a major challenge in the contemporary world where women are increasingly entering the work sphere. Need for achieving equilibrium between work and family roles is equally important to attain success in the managerial positions assigned to them. The present study on women managers who have broken the shackles of the past and walking on

an unfamiliar path was an attempt to identify the role conflict of women managers in the higher education field in Kerala State and that too from a gender perspective. The study also analyses the factors affecting the intensity of role conflict and the coping methods adopted by women managers to overcome the role conflict effectively. The study is believed to stimulate further research in this regard and throw a beacon of light on the+ policy formulations required from the government.

A detailed insight into the available literature related to the topic including theoretical overview and related studies on various facets of role conflict of women managers is furnished in the coming chapter.

CHAPTER II
REVIEW OF LITERATURE

Review of literature is an important pre-requisite for the planning and execution of a new research work before entering into it (Best, 1983). It adds to the scholarship of the researcher in the topic and helps to dive deep into the problem by giving new ideas, related theories and explanations necessary for the formulation of the problem. It also serves to avoid duplication of work and choose the appropriate methods of research.

In recent years researchers around the world have conducted several studies regarding the employment of women and the subsequent role conflict in various dimensions. Studies on the specific issues of women in managerial positions in various fields have also been taken up, though most of them lack a gender perspective. The theoretical explanations on the conflict among dual roles of work and family as well as the findings of the researchers substantiating the work family interference, the social, psychological and emotional challenges faced by women managers are discussed in this chapter.

2.1   THEORETICAL OVERVIEW

The last few decades have witnessed a considerable increase in the number of women entering the work force and in managerial positions globally, especially that of married women having children. Dual role conflict

is one of the consequences of many faceted discriminations and lack of egalitarianism experienced by women in society. An analysis of the existing theoretical approaches in feminism will render a clear picture on the relations between women, gender, organisations and family set up in generating dual role conflict for women managers. The various theoretical approaches to women in work place and in family set up along with an overview of the studies conducted in the area are explained in this section.

2.2.1 Women's Role in Society- Feminist Theories

Feminism of any kind interprets the subjugation of women, gender inequalities and the gendered behaviours towards women existing in societies around the world. Several definitions on feminism are given in literature. According to Weedon (1999), Feminism is a politics directed at changing existing power relations between men and women in society. These power relations structure all areas of life, family, education and welfare, the worlds of work and politics, culture and leisure. They determine who does what and for whom, what we are and what we might become. Feminist theorists have contributed much to gender implications in family set up and organisational behaviours. Most of the feminist theories unite in the idea of questioning male dominance in the social set up and argue for transformation of society to check this male domination (Calas & Smircich, 1996). But they differ in their view regarding causes of women's oppression and therole of social

organisations in subjugating women and the solutions sorted out for achieving change.

Double Work of Women- Liberal Feminism

The main belief behind the liberal feminist thought is that all people are created equal by God and deserve equal rights (Stewart, 2003). They also believe that men and women are having the same capacity and hence they need to be treated as equal by the organisations and power positions. According to liberal feminists, the subordination of women is based on customary practices and legal constraints that prevent the entry and success of women in public world. The socialisation process based on patriarchy is the major reason for gender inequalities. They believe in attaining equality by introducing political and legal reforms for equality in education and employment opportunities and equal pay for equal work whereby women can advance in society without disturbing the social organisations. Early feminists like Mary Wollstonecraft, Judith Sargent Murray and Frances Wright advocated for women's political inclusion in full swing (Susane, 1996). Research on this ideology has come across gender inequality in workplace as stereotyped jobs, low salaries, and career advancements resulting out of cultural taboos, and attitudes which block advancement of women in the workplace (Adler & Israeli, 1994;Blew & Ferber, 1986; Fagenson,1993).

Research on 'glass ceiling effect' is a liberal feminist approach. The

term was first used by Briant (1984) in her work titled "The Working Women Report" which describes of an invisible barrier above women that prevent them from further growth. Morrison, White, Velsor & The Center for Creative Leadership (1987) also postulate that 'there might be a glass ceiling that keep women out of higher level positions'. Worth (2005) in her "Breaking through the Glass ceiling- Women in Management" discusses the increase of women in the workplace, the hurdles they need to overcome and the factors affecting the participation of women in management and decision making. She also elucidates how gender inequality in the labour market is affecting women and the means to reduce the pay gap between women and men. Women holding managerial jobs compared to men, are very few in proportion in most of the countries around the world. Improving women's qualifications and opportunities is a key element in breaking through the glass ceiling. The study also insists on the need and significance of national policies for promoting women in managerial positions.

Glass ceiling effect is the major theme behind almost all the researches conducted on women and management. Liberal feminists thus cry on the need for equality of men and women without disturbing the social organisation. Achieving equality in managerial positions at par with men at the office as well as in family responsibilities can be well explained by the liberal feminism theories.

Radical Feminism

Liberal feminism demands equality of men and women without disturbing the existing social systems. According to the radical feminist Cockburn (1991), struggle for equality and equal rights with men has to be more than that and he insists on the need for recognising 'the highly personal issues of procreation and sexuality as political'. This central idea of radical feminism is not recognised by liberal feminists.

According to radical feminists the patriarchal system concentrates power and authority on male members in society which leads to oppression and subordination of women. Equality for women can be achieved only by transforming the existing male-dominated society. The theory is applicable to the present study up to this extent since the restructuring of family responsibilities except biological functions is a necessary factor for reducing the burden of household work imposed upon women, irrespective of whatever official positions they acquire in the social organisations.

Radical feminism suggests developing social institutions which can act as alternatives by eliminating the male power factor from the existing social institutions.

Social Feminism

Social feminism has been set up on the basis of Marxist theory which

describes the oppressions done by capitalism. While Marxism focuses on the economic oppression, this theory highlights the social and psychological aspects of oppression experienced by women (Bromberg, 1997). Socialist feminists thus emphasise that both the capitalist theory of Marxism as well as the patriarchal theory in radical feminism are applied for the oppression of women in society and they combine these theories into socialist feminism. According to socialist feminists, women encounter many challenges in the work place like lower wages for the same work, segregation on gender and sexual harassment as part of the oppression. They also believe that the unequal position of women both in the domestic set up as well as in the work place results in the oppression of women. Socialisation process done as part of the culture prevailing in society is the factor that creates inequality among men and women and not the biological inequalities among them.

In "The Second Shift," published in 1989 by Hochschild and Machung, it is well illustrated how the practice of gender inequality in society results in unpaid domestic labour for women. Even as women have entered the work force in the U.S., there has been a "stalled revolution" on the home front; regardless of employment status, women do twice the domestic labour of men.

Many of the socialist feminists opine that the gender division of labour in family and the resultant burden of household chores on women determine

the lower position of women both in the family and in the work field (Alvesson & Billing, 1997). Thus Socialist feminism postulates that women are being exploited by the patriarchal system by making them do the devalued house hold chores and child care (Ren, 2010).

Women's Work- The Feminist View

Work in general is associated with financial support or market value in the society and has been explained in various disciplines of social sciences. Feminists have argued that the issue of not identifying the private or domestic work as 'work' has made women's domestic work as untold or invisible in the available literature. Women have been considered as home makers and were assigned the unpaid jobs of caring children and elderly and household chores, while men were considered as bread winners, and assigned paid jobs, as per the norms of the patriarchal system. Only the 'paid works' have been considered as 'work' and women's work inside home remains 'invisible' in the arena of work. Feminists have pointed out this absence of domestic work in the work scenario and analysed the reasons behind the matter and insisted on the need to identify the domestic work as "work'.

The prominent ideology surrounding women is that their relations are based on love and whatever they perform as home maker is just what is expected from them as their duty and not work. House wifehood is an assigned status, which is transmitted over the generations. According to

Bonvillian (1995), women's work as wife or mother is devalued as well as her paid labour is systematically undervalued. But these tasks are socially vital and need to be done with utmost care since they are necessary for social reproduction. This invisibility of household work is seen as the sole reason for thinking of any alternative solution or to share the household work imposed on women.

As Rogers opines in her 'Domestication of Women', published in 1980, women are made to believe that the making of 'home' is their primary responsibility and work, any salaried job acquired by them outside is only secondary. Women managers are viewed as women first, at home as well as at work place which explains the reason for continued home maker image for women. According to Rogers, women spend more than ten hours a day for fulfilling family responsibilities and this domestication of women makes them more confined to the domestic field and away from the paid work field.

It is observed that in a patriarchal society with strict gender division of labour and lack of sharing of family responsibilities, women managers often find it too difficult to manage their personal and professional roles. The outcome of the situation is that a woman's paid work gets much affected and puts her at a disadvantage when compared to men. In such a situation, a male employee always prioritizes his job above family while a woman is expected to sacrifice her career for the welfare of the family (Buddhapriya & Khandewal, 1995).

Conclusion

All the feminist theories seem to explain the issues related to women at the macro level. The common problem of inferior position of women in society and the male domination in social spheres have been discussed in all these theories. Family responsibilities and caring works assigned to them continue to be a hindrance in women's social and economic advancement. Thus the feminist theories explain the inferior position of women, unequal distribution of work among men and women in society, gender division of labour and increased family responsibilities contributing to the experience of dual role conflict of women managers.

2.1.2 Concepualising Role Conflict

1.   Role Theory

'Role' plays an important part in the day to day life of every individual. Without playing any role a person does not exist either for oneself or for society. Role is a set of expectations people have about the behaviour of a person holding a social status. A person will have to play many roles more or less consciously, and he or she is known in the society by the roles played by them. A role is a socially identified position having more or less a clear entity being played by different individuals and it serves as the basis for identifying persons in a society. Individual learns and accepts roles through socialization (Couzy, 2012) and this starts from childhood itself (Crespi, 2003).

The literature available reveals many definitions for the concept of role. According to Parsons and Shils (1951) the role is that organized sector of an actor's orientation which constitutes and defines his/her participation in the interactive process.

Role theory attempts to explain the interactions between individuals in organizations by focusing on the roles they play. Role theory states that conflict of roles occurs when individuals are engaged in multiple roles that are incompatible (Katz & Kahn, 1978). Role behaviour is influenced by role expectations for appropriate behaviour in that position, and changes in role behaviour occur through an interactive process of role sending and role receiving (Thompson, 2001). Grant- Vallone and Donaldson (2001) identifies role theory as a useful theoretical framework to understand the balance of multiple roles played by men and women in their daily life.

Jain (1988) defines that the concept of role denotes structurally given norms and expectations associated with a given position and includes attitudes, values and behaviour ascribed by the society to all persons occupying a particular status. Role is defined as expected behaviours that come from certain social status as the separate spheres pattern; it sees family and work as a distinctive system that come from sex role difference, domestic area for women and public area for men (Zedeck,1992).

The society arbitrarily believes and assigns certain personality traits

and role expectations to men and women, breaking which calls forth much opposition and alienation from society and hence men and women rarely dare to do it; and women always are the losers in this division of responsibilities and roles (Kuruvilla, 2011).

Gender Role Theory

A gender role is a social role encompassing a range of behaviours, attitudes, obligations, beliefs and norms that are generally considered as acceptable appropriate or desirable for men and women according to their sex. Gender roles are "socially and culturally defined prescriptions and beliefs about the behaviour and emotions of men and women" (Anselmi & Law, 1998). Gender roles originated on the basis of gender division of labour and gender stereotyping existing in a patriarchal society which considers men as breadwinners who are assertive and dominant and women as home makers performing the caring and nurturing duties. Gender roles are considered by social constructionists to be hierarchical, and are characterized as a male-advanced gender hierarchy. Men continue to dominate leadership roles especially in higher levels (Helfat et al.,2006). Women continue to take responsibility for the majority of child care and house work (Bianchi et al., 2006).

Several theorists have contributed to the construct of gender role theories. Gender Role Theory states that women are more likely to see the

family role as part of their social identify than men do (Bem, 1993; Gutek, Searle & Klepa, 1991). Gender roles predict the role expectations of males and females in realms outside the family also, like in work place (Williams, 1995). Moreover, the role expectations of women in the work place has increased, but the familial roles remain unshared and hence unchanged (Hochschild, 1997; Schor, 1991). Thus, when work interferes with familial roles, conflict of roles arises. Gender roles of men and women as parents become more differentiated since the family responsibilities are imposed on women parents and are expected to provide direct care to children and spend more time with them (Walzer, 2001). This includes taking responsibility for the mental work of acquiring and implementing expertise on infant care and taking care of infant health and well-being. The unequal gender division of household labour and childcare, with women entrusted with the bulk of the work, is inferred to contribute to the lower marital satisfaction for women as reported by Walzer (2001).

It is also implied that individuals who violate gender stereotypes are often perceived unfavourably (Heilman, Wallen, Fuchs, & Tamkins, 2004). That is, gender stereotypes are regarded as prescriptive not only descriptive (Rudman & Glick, 2001), delineating how males and females should behave. For example, women who show agentic traits are often regarded as less appealing (Rudman, 1998). Likewise, competence in women-an agentic trait-increases the likelihood they are perceived as cold (Wiley & Eskilson, 1985).

Both men and women demonstrate these biases against females who violate social stereotypes (Heilman et al., 2004).

Social Role Theory

Social role theory is an aspect of gender role theory developed by Eagly (1987) which postulates that the socialization process generates the gender behaviours in individuals. It offers a social structural account on the contents of gender stereotypes. Specifically the theory postulates that gender stereotypes are rooted in different social roles assigned to women and men. She suggests that the sexual division of labour and the role expectations of society based on stereotypes generate gender roles. According to Eagly and Wood (2012) the societal stereotypes about gender, or gender role beliefs, form as people observe male and female behaviour and infer that the sexes possess corresponding dispositions. In industrialized societies as women are more likely to fill caretaking roles in employment and at home, people make the correspondent inference that women are communal, caring individuals. The origins of men's and women's social roles lie primarily in humans' evolved biological or sex differences, especially men's strength and women's reproductive functions of gestating and nursing children, which along with society's cultural transmissions to make certain activities more efficiently performed by one sex or the other. People perform the gender roles as they enact specific social roles of parent, employee, etc. Socialization facilitates

these sex stereotypical role performances by enabling men and women to act as per social expectations.

Social role theory recognizes the historical division in labour between men and women; women who are often assumed responsibilities at home, and men, who are assumed responsibilities outside the home (Eagly, 1987). Due to the concomitant sex differences in social behaviour, the social expectations from men and women began to diverge. These expectancies are transmitted to future generations which in turn, impinge on the social behaviour of each gender (Eagly, 1987, 1997; Eagly, Wood, & Diekman, 2000) and represent the common sexual stereotypes (Williams & Best, 1982). Thus, the behaviour of men and women is formulated and governed by the sex stereotypes of their social roles.

In confirmation with these expectations, males develop traits that manifest inclination to be independent, assertive and competent (Eagly & Wood, 1991) and boys learn to be more aggressive, which aligns with their more instrumental role. In contrast, females develop traits that manifest communal or expressive behaviour, which inhibits their aggression. Thus they show a tendency to be friendly, unselfish and expressive (Eagly & Wood, 1991).

Socialization process plays a major role in formulating the gender stereotypic behaviour in an individual. The impact of the other roles affects

the gender roles as they are flexible and are dependent on the immediate social role of individuals. For example, individuals occupy multiple roles simultaneously and all of which impinge on their behaviour. Work roles, such as leadership positions, might override their gender roles and reduce gender stereotyping (Eagly & Johnson, 1990). Social role theory also implies that parenting role, and not only gender, will affect judgments of mothers and fathers. The study conducted by Fuegen, Biernat, Haines and Deaux (2004), showed that parents were judged to be less agentic than the other employees.

Implications of Social Role Theory

Despite many evidences of social change, men in industrialized nations do not appear to be undergoing transitions I their daily activities comparable to those of women, Men have only modestly increased their contributions to child care and domestic work and have yet to enter in large numbers in caring professions. Social role theory implies that individuals might question the capacity of women in particular positions, such as leadership roles. Men--who are regarded as agentic often occupy leadership roles and as a consequence, individuals often assume that leadership demands these manifestations of an assertive, agentic personality. Hence, the leadership role is assumed to align the male temperament (Eagly, Karau, & Makhijani, 1995; Peters, Kinsey, & Malloy, 2004). Women are expected to manifest caring, non-aggressive behaviour, which is not expected to be apt for a managerial position.

Scarcity of Resources Theory

Goode (1960) proposed the scarcity model to explain the effect of engaging in multiple roles by which individuals who give commitment and conformity to one role would get lesser time and energy to perform another role. The theory suggests that since there is only fixed volume of time and energy, individuals who are performing multiple roles attempt to meet all responsibilities and experience role strain and role conflict (Greenhaus & Buetel, 1985). This causes a severe impact on employee wellbeing as highlighted in several studies (Alpert & Culbertson, 1987; Frone, Russel & Cooper, 1992). Engaging in multiple roles causes insufficient time and energy which results in depletion of the same (Coverman, 1989). Role strain has been defined by Goode (1960) as the difficulty experienced while performing role obligations. Fulfilling the various role expectations can be challenging and can result in psychological and physical strain for the person. Individuals can alleviate role strain associated with role expectations by delegating role-related responsibilities or by eliminating roles. Scarcity theory can be applied to explain conflict between work and family. While being a very dedicated and committed manager, a married woman having children and family responsibilities will definitely experience role strain and role conflict, if necessary requirements to meet the situation are not satisfying.

Spill Over Theory

This newer theory which is a dominant facet in the present literature regarding work and family domain has received remarkable empirical support. According to Fredricksen, Goldsen & Scarlach (2001) it surrounds the concept that work sphere can have a positive or negative impact on the family sphere. Hence people's attitudes and behaviours, moods, values and habits can spill over from one domain to the other and can create distress at home with family members and also with the co-workers. Thus similarities between two domains can be generated by spilling over of one domain over the other (Geurts & Demerouti, 2003; Rothbard & Dumas, 2006).

Compensation Theory

Compensation theory hypothesizes that people make an attempt to make up for deprivations in one domain through greater involvement in the other. As such, it was thought that the work domain could compensate for deprivations in the family domain and vice versa (Geurts & Demerouti, 2003; Rothbard & Dumas, 2006; Wilensky, 1960).

Segmentation Theory

The Segmentation Theory posited in contradiction that the work and family domains are inherently different and separate domains that do not influence each other in any way (Dulin, 1956; Geurts & Demerouti, 2003;

Rothbard & Dumas, 2006). Both Compensation and Segmentation theories have received support in the empirical literature.

Conflict Theory

Conflict theory implies that there is an inevitable conflict between work and family because both spheres remain incompatible, having their varied demands, responsibilities, expectations, and norms (Fredriksen-Goldsen & Scharlach, 2001). Hence it is assumed that anything related to work will create some kind of conflict in family.

A complex social system is characterized by the effects of pervasiveness of role conflicts. Role conflict situation is one in which a person occupying a given social position is exposed to "incompatible behavioural expectations". Even though a visible incompatibility may be resolved, avoided or minimized using various means, the conflicting demands cannot be completely and realistically satisfied.

There is a basic differentiation factor separating role conflict theorists, which though often disregarded, is integral to the study of role conflict. This is 'the Observer-Actor Differentiation in Role Conflict'. Gross et al. (1966) has made a differentiation between those theorists who define role conflict according to incompatible expectations "perceived by the observer" and those who define role conflict according to incompatible expectations "perceived by the actor". Those who use role conflict to refer to cultural contradictions

perceived by an observer would use it to include any contradiction to which an actor may be exposed. There is no implication that the actor is aware of or perceived incompatibilities in, the expectations for his or her behaviour.

Role Conflict

Each social role has been assigned certain duties, rights, norms, and behaviour expectations. The term role conflict refers to "the situations in which the observer notes what appear to be conflicting sets of expectations- i.e., to potential sources of difficulty for the actor" (Laulicht, 1969). When women devote extra time and energy in the work role, the family role is assumed to suffer and vice-versa (Noor, 2003). Women get involved in multiple roles like spouse, mother, worker and manager which would lead to role conflict and role strain (Barnett & Baruch,

1985; Kopelman, Greenhaus, Connolly & Thomas, 1983) and may end up in dissatisfaction with life. Thus role conflict occurs when a person is unable to fulfill the responsibilities within each of these roles. Social support as well as support from the family is believed to alleviate the role conflict of women managers and thus maintain their physical and mental health. This conflict can also be a result of external constraints prohibiting an individual from fulfilling the responsibilities assigned to the multiple roles (Barnett & Baruch, 1985; Coverman, 1989; Kopelman et al.,1983).

Parsons (1951) defined role conflict as "the exposure of an actor to

conflicting sets of role expectations such that complete fulfillment of both is realistically impossible," and explained that it is necessary to compromise, at least to sacrifice some of both sets of expectations, or to choose one alternative and sacrifice the other. In both the cases, the actor is exposed to negative sanctions and, as far as both sets of values are internalized, leads to internal conflict of the actor. According to Parsons, actors must decide on a course of action as a consequence of perceiving their exposure to contradictory expectations. If they do not perceive the incompatible expectations, there would be no need to "choose" among "alternatives".

Gross et al. (1966) joined with Parsons' viewpoint when they observed that a theoretical model for the problem of how an actor will behave when exposed to incompatible expectations must be based on the assumption that the actor perceive the expectations as incompatible. A foundation has now been established which permits a categorical view of different types of role conflict.

Inter Role Conflict

This type of conflict has its source in the contradictory expectations of two or more roles which an individual is attempting to fulfill simultaneously. In this situation, individuals perceive that others hold different expectations for them as incumbents of two or more positions. As wife and mother in a social system, a superintendent may think her husband and children expect

her to spend most of her evenings with them. However, her working group may feel and expect her to spend most of after office hours on activities. The superintendent usually cannot satisfy both of these incompatible expectations. She is faced with inter role conflict because the source of the dilemma stems from her occupancy of more than one focal position.

Intra Role Conflict

Individuals are confronted with this type of conflict if they perceive that others hold different expectations for them as incumbents of a single position. A working woman, may feel that her colleagues expect her to be their spokes - person and leader, to take their side on such matters as salary hikes and institutional policy. However, she may feel that the higher authorities expect her to represent them, to "sell" their views to the staff because she is the executive officer and the administrator of the institution. This results in experience of intra role conflict for the individual.

Work-Family Conflict

Work-family conflict is a form of dual role conflict in which the domains of work and family roles interfere with each other. WFC has been generally recognized as bidirectional since work can interfere with family and family can interfere with work. Researchers identify that these two roles have differential permeability. Family roles turn to be less structured and formalized than work related roles and thus are more permeable to other role

necessities (Eagle, Miles & Icenogle, 1997; Frone, et al., 1992). Many studies support the concept since Work Interfering Family is reported more than Family Interfering Work (Frone, 2003; Frone, Yardley & Markel,1997).

Researchers from different continents have attempted to evolve theories that would well describe the occurrence of work and family conflicts for women from their own perspectives and many different theories have also been formulated to characterize the relationship between the work and family domains (Geurts & Demerouti, 2003; Rothbard & Dumas,2006).

Lack of spouse support in household chores and childcare as well as providing the necessary emotional support to enable the partner to manage the demands arising from one's participation in multiple roles- has been identified as a source of work.-family conflict for women (Holahan & Gilbert, 1979; Housekenechr, & Macke, 1981; Surke, Weir & Duwars,1980).

Boundary Theory

Boundary theory (Ashforth, Kreiner & Fugate, 2000; Clark, 2000; Nippert, 1996) proposes that individuals develop boundaries around work and personal life. These boundaries vary in strength and influence the interactions between the individual's work and personal life (e.g., work–family conflict). Boundaries are characterized by permeability and flexibility. A boundary is permeable if elements from one domain are found in the other domain (Ashforth et al., 2000; Clark, 2000). Permeability might be thought of as

actual interruptions or intrusions from one domain into the other, over which the employee may have little control (i.e., receiving calls from employer while at home on the weekend). Flexibility entails the hypothetical, or perceived capacity to strengthen or weaken a boundary (Clark, 2002; Matthews & Barnes-Farrell, 2004). Flexibility accounts for an individual's willingness and ability to leave one domain to attend to the demands of the other domain (i.e., the ability to leave work to attend to the needs of a child, spouse or pet). Boundaries are also characterized by segmentation and integration (Bulger, Matthews, & Hoffman, 2007). Segmentation and integration describe the boundaries that individuals maintain between work and family. Segmentation occurs when the interaction between domains is minimized such as not allowing any personal calls at work while integration occurs when work and family roles are blurred (i.e., the expectation and acceptance that work will be brought home during the weekend) (Ashforth et al., 2000). According to boundary theory, conflict between work and family exists when role-related expectations regarding boundaries separation do not match the expectations of the individual or other key persons (e.g., spouse, supervisor) in the work and family domains. Individuals will become very frustrated with their job if they expect segmentation between work and family, yet are forced to stay late to finish a task. Similarly, conflict will occur in the same situation if the individual prefers integration between roles, but gets chastised by her husband and child for being preoccupied with work while at the child's after school activity

Identity Theory

Identity theory is a micro sociological theory, which links self-attitudes, or identities, to the role relationships and role-related behaviour of individuals. According to the Identity theorists, the self consists of a collection of identities, each of them are based on occupying a particular role (Stryker & Burke, 2000). The theory states that work is considered as the salient role identity of men, and family as the salient role identity of women.

Identity theory states that stress and conflict between roles would arise when individuals attempt to maintain a salient role identity in a situation that requires performance of another identity and role. Therefore women who have to input a high investment in both work and family would experience a great deal of work-family conflict (Stryker & Burke, 2000). The theory can be identified to support the gender division of labour and the sex segregation of labour, which are the products of patriarchal social set up. The theory intends to impose the family responsibilities and child care over women along with the biological functions of women and confirm men as the earning member of the society, by insisting women's identity as home maker and men as breadwinner.

Ecological Systems Theory

Bronfenbrenner's ecological systems theory (Bronfenbrenner, 1979; 1983: 1986; 1989;1995; Bronfenbrenner & Ceci, 1994; Bronfenbrenner &

Morris, 1998) suggests that the work-family experience is a joint function of process, person, context and time characteristics. Consistent with previous theory (Greenhaus & Parasuraman, 1986; Voydanoff, 1988) and research (Barnett, 1996; Marshall, 1991), ecological theory suggests that each type of characteristic exerts an additive, and potentially interactive, effect on the work-family experience. Literature suggests that the work family experience reflects the adequacy of fit between the individual and his or her environment (Barnett, 1996, Bronfenbrenner, 1986). Ecological theory mandates a reconceptualising of the work-family interface; a broader scope of work and family factors that formulate an individual's work-family experience. This theory goes in tune with the experience to being either positive or negative spill over.

Empirical evidence supports the contextual component of ecological theory (Bronfenbrenner, 1979) by finding that contextual factors in both work and family micro systems are independently associated with work-family conflict (Frone, Russell, & Cooper, 1992a; Frone, Yardley & Markel, 1997; Greenhaus & Parasuraman, 1986; Higgins, Duxbury & Irving, 1992). Unfortunately, however, these studies consistently come across different work and family experiences to operationalize key latent constructs such as family and work pressure. For example, work pressure typically reflects low levels of autonomy on the job, high levels of psychological strain, and high levels of role ambiguity (Beena, 1999; Frone, Russell & Cooper, 1992).

Different personal characteristics elicit different responses from the social environment, and these differential responses condition person-environment interactions (Bronfenbrenner & Morris, 1998). In operational terms, this postulate of ecological theory suggests that specific individual level characteristics might moderate the association between different work and family interactions and the work-family experience. The asymmetrical boundary hypothesis (Pleck, 1977) suggests that family factors would spill over into work more for women than men, and that work factors would spill over into family more for men than women because of patterns of gender role socialization. Empirical support for the asymmetrical boundary hypothesis remains mixed. Some scholars find significant main effects for sex consistent with traditional gender role socialization (i.e., more work spill over for men and more family spillover for women), but no evidence of gender differences in the effects of this spillover on well-being (i.e.,work spill over does not affect women's well-being more than men's well-being) (Parasuraman, Purohit, Godshalk & Beutell, 1996). Others find gender differences in the antecedents and/or consequences of work-family conflict (Duxbury & Higgins, 1991; Duxbury, Higgins, & Lee, 1994; Greenhaus & Granrose, 1992; Gutek, Searle & Klepa, 1991;MacEwen & Barling, 1994; Parasuraman, Greenhaus & Granrose, 1992). Still other research reports a weak or complete absence of a main effect for gender or effect differences by gender (Bedian, Burke, & Moffett, 1988). Gender differences in power variations are eroding

since women gain more access to positions typically associated with power, their social role seems to be changing (Diekman, Goodfriend & Goodwin, 2004).

2.1.3   Theories of Social Support

The theoretical perspective on social support research indicates that the availability of social support contributes to overall wellbeing (Lakey & Cohen, 2000). Several theories such as Stress and coping social support theory, Relational regulation theory (RRT) and Life-span theory have been proposed to explain social support's link to health . These theories are explained below:

Stress and Coping Social Support Theory

This dominant theory on social support explains the buffering model. According to this theory, social support protects people from the hazardous health effects caused by stressful events (i.e., stress buffering) by acting effectively on how people think about and cope with the events. Theory postulates that the events are stressful in so far as the people keep negative attitudes about the event and cope ineffectively. Coping consists of deliberate, conscious actions like problem solving or relaxation for handling a particular situation. When applied to social support, stress and coping theory suggests that social support promotes adaptive appraisal and coping. The effects of stress and coping social support theory are evident in studies related to the

stress buffering effects for perceived social support. Problems pointed out with this theory are that stress buffering is not seen for social integration, and received support is typically not linked to better health outcomes.

Strain

According to Parsons (1951), in an interactive system, having role expectations, the mutual interplay of sanctions, and the anticipations that the actor will conform with the expectations of the other, a deviant behaviour is set when, "from whatever source a disturbance is introduced into the system (of interaction), of such character that leads to frustration, in some important respects, of ego's expectation-system. This disturbance constitutes 'strain,' because there has been break down in the relationship between expectation and behaviour. The concept of strain is different from the concept of deviance; strain constitutes one of the main conditions giving rise to deviant responses. One of the several sources of strain identified by Parsons lies in the specific pattern of role expectations themselves, the ways in which pressure is exerted on the motivational system of the actor will vary as a function of the kind of pattern with which the actor is expected to conform. Parsons argues that the institutionalisation of roles that are dominated by a high degree of specialisation, impersonality and expectations of achievement, are likely to frustrate the immediate gratification of impulses and consequently, are more likely to create strain than other types of social roles. This institutionalisation of certain types of role requirements creates a strain in the system. Role

conflict is another source of strain, by which is meant "the exposure of the actors to conflicting sets of legitimized role expectations so that complete fulfillment of both roles is realistically impossible. A woman manager is expected to act as a good wife at home, and she is expected to act as a responsible manager at the work sphere.

A common way of minimising potential strain is to give more importance to one role expectation than the other. In this context, the demands of family and occupation are quite important in our society, and often supersede other obligations. But one have to give preference to either of the roles, ie. familial or work domain according to its weightage or importance to reduce strain. Scheduling potentially conflicting role performances at different time is another way of reducing strain. The role obligations of the job from that of the home can be segregated by institutionalising a nine-five job. Another method is concealing the activities associated with one role from the other. A mother taking jobs to home, completes the job only when children and members in the family goes to sleep is an example.

A final mechanism is to develop certain rationalisations, whereby a set of roles and expectations is believed to hold in one context but not in another.

Relational Regulation Theory (RRT)

Relational Regulation Theory (RRT) is formulated to explain the correlation between perceived social and family support and mental health.

RRT was proposed to explain the main effects of perceived support on mental health which cannot be explained by the stress and coping theory. RRT hypothesizes that the link between perceived support and mental health comes from people regulating their emotions through ordinary conversations and shared activities rather than through conversations on how to cope with stress. This regulation is relational in that the support providers, conversation topics and activities that help regulate emotions are primarily a matter of personal taste.

Life-Span Theory

Life-span theory is another theory to explain the links of social support and health, which emphasizes the differences between perceived and received support. According to this theory, social support develops throughout the life span, but especially in childhood attachments with parents. Social support develops along with adaptive personality traits such as low hostility, low neuroticism, high optimism, as well as social and coping skills. Together, support and other aspects of personality influence health largely by promoting health practices (e.g., exercise and weight management) and by preventing health-related stressors (e.g., job loss, divorce). Evidence for life-span theory includes that a portion of perceived support is trait-like and that perceived support is linked to adaptive personality characteristics and attachment experiences.

Coping up with Role Conflict

Viewed from the perspective of developmental tasks for various periods in one's life span, modern adult women have to perform the female roles as wives, mothers, housekeepers on the one hand and their additional role as employees on the other. Coping with both the roles, simultaneously, has an important bearing on their occupation which leads to conflicts. The time consuming household chores without support have an adverse effect on the fulfillment of their emancipatory aspirations. The role conflict visualized as mutually competing expectancies and demands confronts the working women as a result of the demanding and pervasive nature of women's family and domestic role. Work and family role conflicts have been well documented earlier (Beegum, 2012; Grant-Vallone & Donaldson, 2001; Piotrkowski, Rapoport & Rapoport, 1987; Walker & Pringle, 1995). Marriage and parenthood appear to be incompatible with a career for women and are seen as conflict arousing. Working women experience greater inter role conflict.

Since women are often perceived as caregivers at home, female employees are more likely to experience a conflict between their work and family lives. Because of this assumption, employers assume that these women do not align to the organization or perform well. Consequently, women are not as likely to be promoted to higher positions as men.

Selection of effective coping measures and implementing them in their life is very important in this regard. Tatman (2001) has identified a significant positive relationship for the problem focused coping with the level of education. Support from the family as well as organisation to use such coping strategies is equally important. Gilbert (1984) defines coping as the active utilization of personal and societal resources to alleviate stress and strain. According to Lazarus & Folkman (1982) coping with the situation means the cognitive and behavioural efforts of individuals to manage demands perceived as exceeding their personal abilities. This includes methods to reduce harm from the strain due to life situations and stressors (Aryee, Luk Leung & Lo, 1999).

Hall's (1972) Typology of Coping Strategies

Hall's (1972) typology of coping strategies is the pioneer in this field of research on the coping methods used for overcoming role conflict. Hall (1972) has grouped three types of coping behaviour for dealing with inter role conflict. These three types of coping behaviour were logically derived from the three role components identified by Levinson (1959). Type I coping - structural role redefinition, involves an active attempt to deal directly with the role senders and to reduce the role conflict by mutual agreement on a new set of expectations. Structural demands can be changed by reallocating the role tasks like cleaning, washing and child care. Type II coping or the personal

role redefinition, involves changing one's personal concept of role demands received from others and set priorities among works to be performed. The role expectations are themselves changed in this type of coping. Type III coping - reactive role behaviour, entails attempting to improve the quality of role performance with no attempt to change the structural or personal definition of one's roles. This method is based on the idea that the role demands are unchangeable and the main task of individuals is to find ways to meet them.

The positive role of social support on work-family conflict contributes to how the employee copes with stress and may improve work family relationships. Social support is believed to have a positive impact on the working roles performed by women at work places by enhancing job satisfaction and creating balance, thereby eliminating work-family conflicts (Carlson & Perrewe, 1999). It is one of the important resources for working women to manage their work and family domains. Amatea and Fong (1991) found that professional women who experience higher levels of social support as well as a greater number of roles occupied, report lower levels of strain symptoms as compared to those who experience lower levels of social support. Social support is defined as the "existence or availability of people on whom one can rely, people who let us know that they care about, value, and love us" (Sarason, Levine, Basham & Sarason, 1983). Multidimensionality of social support has been widely acknowledged. In a detailed literature review by Weaver (2000), social support is described in

terms of its type, function, and source. House (1981) identifies four types of social support; emotional, appraisal, informational, and instrumental. On the other hand, Ben-David and Leichtentritt (1999) describe social support in terms of its function as the level of meeting one's needs by interaction with others. Of all these, the most preferred definition of social support is the one based on the sources of that support. According to Zimet, Dahlem, and Farley (1988) these sources are family, friends and significant other. The present study focuses on the family support received by women mangers while performing the dual roles.

2.1.4 Summarization of Theories

While summarizing all the theories, Segmentation theory is based on the assumption that since energy and time is limited, resources taken up in one role mean that the other role is neglected. The compensation theory states that if individuals are not satisfied in one role they will seek satisfaction in the other role. Spillover theory is based on the carry-over of attitudes from one role to another. Conflict theory implies that work demands will conflict with home. Identity theory states that individuals have various roles which they are expected to fulfill due to their gender or status in society. The role theory states that conflict of roles occurs when individuals are engaged in multiple roles that are incompatible (Katz & Kahn,1978).

In the present study, the researcher has intended to study the Role Conflict of the married women managers who play multiple roles such as wife, mother, daughter in law and sister in law at the home front and that of a manager at the work front. Though all these theories explain the domains of work and family conflicts, Role theory explains about the multiple roles played by an individual in the society which is the foundation of work family research. Role theory states that fulfilling multiple roles will inevitably lead to experiencing role conflict which relates to higher levels of stress and decreased satisfaction and motivation at work and life. Gender Role theory explains the role expectations of males and females in realms within and outside the family, like in work place. Due to gender division of labour existing in society, the familial roles remain unshared and hence unchanged, along with the additional official roles for women. Hence Gender Role Theory lays the foundation of the conceptual framework of the current study and Hall's Typology of Coping Strategies has been adopted for analysing the coping strategies employed by women managers.

2.2 RELATED STUDIES

So far the various theoretical frameworks with which the phenomenon of role conflict due to the multiple role performance of women managers have been explained and the theoretical evidence on coping strategies to be performed to overcome the role conflict have been presented. A closer

analysis of the studies conducted by researchers round the world related to the topic has been done in the coming sections.

2.2.1 Causes of Role Conflict

Greenhaus and Beutel (1985) in the study on 'Sources of Conflict Between Work and Family Roles', proposed a model of work-family conflict and presented a series of research propositions. The study identifies that as per the earlier studies in this context, conflict exists when the time, strain and specific behaviours for one role has to be used for fulfilling the requirements of another. Around twenty studies on work-family conflict has been taken for this research to find out the various reasons for conflict and time based conflict, strain based conflict and behaviour based conflict has been analysed. Flexi –time schedule may not reduce conflict especially to employed mothers. When time pressures like work schedule, work orientation, family, spouse, etc. become incompatible with other role domain, conflict occur for sure. Strain due to excess work and absence of support from family to fulfill family responsibilities may produce role conflict.

Devi and Ravindran (1985) conducted a study on Working Women and Household Works with 434 working women and 266 non-working women in Kerala taken as the sample. It was found that women encountered many difficulties due to the double work they have to perform at home and at work place. Even then a good proportion of working women considered house hold

work to be women's job exclusively and therefore did not expect help from their husbands.

Walker and Pringle (1995) conducted a study on work life choice of women executives. Key assumptions underlying the concept of work-life balance were that work and life are separate and the balance between the two spheres is to be maintained. Women's inability to achieve work-life balance has been part of a discourse of exclusion, particularly from senior management roles. This focus on exclusion bypasses women's negotiation of work-life choices and may even serve to reinforce stereotypes of women as primary caregiver or 'nurturer' in the life of sphere. This study examines the representations made by women who occupy senior management positions in public and private sector organizations. The main objectives of the study were (1) why women are underrepresented in the senior management level? (2) how can be work life balance effected. The study draws on the perception and experiences gathered through personal interview of 30 senior executives. Two-thirds of respondents belong to the private sector and the remaining third from the public sector. Respondents were predominately of Anglo-Saxon origins; three quarters were aged 41-55, (average 46-50) and most of them were highly educated. Commensurate with their senior position, these women were high income earners, most earning more than five times the median income for women; half of them were major income earners for their household too. Three quarters of the women were living in a long term

relationship, two-thirds had children, and just over half were caring for children or elderly dependents at the time of study. The findings of the study revealed that work-life balance and the 'long hours culture' have been seen as a means of excluding women from executive management positions unless they are prepared to sacrifice family to paid work. Results from the analysis of women executive representatives in this study suggest that, for some at the top of the organization, the 'work' and 'life' divide is illusory. They suggest a counter discourse to exclusionist underpinning of the traditional work-life balance dichotomy, with its ideal of balancing two (ill-defined) spheres. This counter discourse is one of inclusion through choice.

Hudson and Rea (1997) in their study on "Teachers' Perception of Women in Principalship" conclude that women remain under represented in the educational administration scenario during the 1990's. When the number of women teachers is compared with the number of women school or college administrators, the number is disproportionate. Majority of teachers are females. But the representation of women in school and college administration is quite different. The main objective of the study was to find out the factors contributing to the poor representation of women in educational administration. One of the most common reasons for the under representation of women in school or college administration was identified as the negative perceptions of women's leadership. Studies of female and male approaches to leadership show a distinct difference in the way women and

men manage. Management attributes are traditionally associated with men, such as authoritative, decisive, controlling and unemotional, are often more respected by potential employers in education than a more decentralised approach to leadership which involves the principal as a facilitator of a shared vision and shared decision making. The primary purpose of this study was to examine teacher's attitude towards female principals. The results show that female and male teachers want the same qualities in a principal regardless of the principal's gender. Teachers want principals who are good communicators, good listeners, knowledgeable of curriculum and instruction, problem solvers and who share power and credit as well as seek variety of input. The study strengthens the contention that the 1990's characteristics traditionally attributed to women's ways of leading are desirable today in male administration as well.

Grzywacz and Marks (1999) used the ecological theory to develop an expanded conceptualisation of the concept of the work- family interface and to identify significant correlations, both positive and negative spill over between work and family. A sub sample of employed adults from the National Midlife Development in the United States was used for the study. Four distinct facets of work family spill over were indicated from the principle component analysis like negative and positive spill over from work to family, negative and positive spill over from family to work. Multivariate regression analysis results indicated more resources that facilitate work or

family settings like more usage of decision taking methods at work, support from superiors and co-workers and emotionally close relatives, spouse, etc. to be associated with less negative and more positive spill over between work and family. On the contrary, more barriers arising from individual – environment interactions in the work and in the family, like, spouse non-cooperation, more stressful atmosphere at work, etc., were associated with more negative spill over and less positive spill over between work and family. The results differed significantly in some cases according to gender and all the results were controlled by the effects of variables like race, age, education, parental status, employment status, marital status and employment behaviour.

Apperson and Schmidt (2004) conducted a study on "Women Managers and the experience of work family conflict" in several manufacturing organizations. The main objective of the study was to find out the high levels of work-family conflict. From the data obtained it was proved that the work-family conflict resulted in poor health, high stress levels and led to the habit of drinking. Women managers report high levels of work load, more with alcoholic problems and high levels of work to family conflict. Separate t- tests were conducted to identify the differences between the men managers and women mangers on all the variables. The marital status and the presence of children have a different bearing on the women managers and non- managers and men managers and non-men managers. It was concluded that the male managers are also experiencing difficulties to find a balance between work and family.

Rao and Ramasundaram (2007) in the article 'Incongruence in the Roles Played by Employed Women in Work- Family Interface – An Approach to Role Conflict', have tried to explain the incongruence in the multiple roles played by working women and its impact on work family interface. Work- life- balance is a major obstacle to be overcome for the career progression of women. The study identifies the major barriers for progression of women and projects the problems of long working hours and multi- tasking performance associated with working women. Work -family conflict for women was examined using action research method conducted using quantitative and qualitative methods in a computer organization. Questionnaire was given to around 80 employed women. On analysis of the data collected, it was identified that work to family conflict is the major constraint for working women. Work influences both physical and psychological health. Women reduce their conflict levels by sharing their experiences with other women which may help in managing work home conflict. A dual approach adopted facilitated a greater understanding of the concept of work- home -conflict that women may use both to develop and to deliver effective interventions and excel in the art of juggling.

Beegum (2012) conducted a study about stress experienced by women managers in Kerala. The objective of the study was to find the socioeconomic profile, whether family interfere with their work sphere and vice versa, extent of role conflict, role of family in helping them to cope up with the challenges

and to assess the qualities of leadership and decision making of women executives in Kerala. The hypothesis was that the more the support of family, the less the problem; longer the service, easier will be adjustment; higher the work experience, more will be the job satisfaction and higher the level of stress, higher will be the degree of health problems. Sample was selected from 9 out of 14 districts of Kerala and identified a total of 396 respondents. Questionnaire was used as the tool to collect data and analysis was done quantitatively. Case study was also done as a supportive source. The inference was that the root cause for women not to become women managers is the socialization process, which plays passive roles, and gives little opportunity to make decisions and develop leadership qualities. Women reaching higher positions are also marginalised by institutional settings who ignore women's needs. She also suggests making a transparent policy to prevent gender discrimination.Young generation should be socialized to accept women at work, a flexi time for women leaders and adequate staff to be maintained in offices.

2.2.2 Challenges of Women Managers

Parikh and Kollan (1988) in their study on "Women Managers: From Myths to Reality", discuss the long uphill path that the women managers have to overcome with little or no support from the family, the management and the society at large. The impact of external and internal environment on

women managers' career path is illustrated. It brings out three categories of behavioural habits and styles of operations which hinder women to gain the managerial positions. The major drawback is that women are not given high risk, high profile assignments necessary for promotions. Their concern for others and sense of responsibility for the team are not giving them enough time for managing the broader challenges. It further deals with the myths applied to women in business. They are: women switch jobs more frequently; women would not work if economic reasons do not force them into the labour market and that they fall apart in crisis. It concludes by saying that women should visualize a new horizon, identify directions and make tough decisions.

Sethi, Swanson and Harrigan (1981) in their study explored the extent of women directors present on corporate boards, the degree and type of their involvement in the working of the board and personal experiences of women directors and their perceptions of how they might have influenced the functioning of their boards. They have collected information derived from secondary sources like annual reports, proxy materials and other published sources, in addition to intensive interview with a cross section of women directors. Focus was given on four areas like the process of nomination to the board, specific assignments to board committees, the functions of a good board and the occupational and educational characteristics of women directors. The findings revealed that on the part of corporates there is no strong evidence of tokenism in women directorships. Women were appointed

to the audit and nominating committees in the same proportion as their numbers in their database would indicate. Women were under represented in the compensation committee and over represented in the public policy and social responsibility committees.

Hann (2000) in her study on women's under representation in higher levels provides a valuable comprehensive data. Based on the research conducted on 50 women who were in senior managerial posts in Fortune 500 companies in France, Bulgaria, England and Germany, the author lists out the factors which create "glass boarders" for women managers. The need to balance work and family, isolation and loneliness, the feeling of being a woman in a man's world, the need to constantly prove themselves, work harder and better than men, the lack of mentors and role models and instances of sexual harassment are highlighted. Specific recommendations for international corporations which would benefit both women managers and their companies are also been discussed.

Hewlett (2002), an eminent economist in her study on 'Executive women and the myth of having it all' states that the painful fact about women having a high- powered career and a family in the United States is that they don't "have it all". At least a third of the country's high wage earners and high achieving women from various professions do not have children. This wasn't a conscious choice for many of them. Most of them yearn for motherhood.

Similarly disturbing findings were that many of these women have suffered unsurmountable career setbacks while raising children. The author also reminds that today's young women are likely to experience even starker trade-offs. In general, the study shows that for majority of women, the demands of high ambitious careers, the assymmetries in the male female relationships and the difficulties of conceiving later in life undermine the possibility of combining managerial level work with family. On the contrary, Hewlett's research reveals that high-achieving men continue to "have it all". From the survey it was revealed that 79% report wanting children, and 75% have them. Indeed, the more successful the man, the more likely he is to have a spouse and children. But for women the opposite holds true, particularly the highest-achieving women in Hewlett's survey. About 49% of these high-achieving women even at the age of 40 are childless, while only 19% of their male peers are. Hewlett urges law makers and corporations to establish policies that support working parents. Recognizing the fact that changes won't happen overnight, author exhorts young women to be more deliberate and have vision about their career and family choices.

According to Apperson, Schmidt, Moore and Grunberg (2002), gender and managerial status have previously been found to relate to work family conflict though the combination of these two has received less attention. The study explores differences in levels of work-family conflict, related job attitude and health and coping strategies among women managers, men

managers, women non-managers and men non-managers at a large organisation. It was inferred that women managers experience high levels of work family conflict and work role overload. However the levels of work family conflict were unexpectedly similar between women and men managers.

Sreeranjini (2005) conducted a study which highlights the difference in the factors that affect the timing of family formation of women, which will be supportive to the policy makers and family planning sectors. The patterns of family building process and the influence of demographic and socioeconomic variables on family building process of both working and non-working women were studied. The study inferred that the levels of education have positive influence on reduction of fertility among both categories of women. It was also identified that the number of Muslim women entering into work force is very low even today and the dynamics of bargaining, decision making and gender relations within the household have made an important contribution to our understanding of production and consumption.

Mehra (2006) in her study "Woman Managers: To the Top and Beyond", have discussed about the interactive leadership style of women as so natural since they have an inherent ability to nurture and take people along. Women in general and women managers in particular have a better grade of value system and integrity ingrained and inbuilt in them. The three

approaches followed by companies have been discussed. First one is that some companies stress that women should adopt masculine ways of functioning, they must be assertive and handle tough assignments like men. For second type companies, even though women do the same work, the organizations address the different needs of women and are accommodative at the workplace. The third type of companies strongly feel that accommodation of women employees in their organization will bring a required difference in approach and attitude to the workplace. Although the above approaches have certain limitations, if the society changes, or there is a paradigm shift in perspective, women can make their mark in the top position. Her research has suggested that the progress of women into senior management roles in the last decade has been slow. In US 49% of the managerial and professional roles held by women are in the managerial or administration role. This study provides an insight into the imbalance prevailing in the wages and promotion chances of women and men in the institution. The fact that the number of women pursuing their career in business is low when compared to that in law and medicine, is also been highlighted.

Emulti, Jia and Davis (2009) conducted a study aiming to generate public thought about the roles of women in `leadership positions in United States and to   test the impact of managerial leadership styles on the organizational effectiveness. The survey of perceptions of leadership roles and effectiveness among 700 respondents randomly selected from different

industries in the US found that approximately 50% of women leaders perceive barriers that prevent women from entering into managerial positions and lower their advancement rates. The study shows that women have the aspirations whether or not they take action and motivate themselves to advance for top management positions. The barriers like discrimination, family-life demands, prejudice and stereotyping were identified. Majority of respondents, both women and men reacted that education and training could increase the efficiency of women to handle leadership roles. Respondents expressed an overwhelming support for a participative leadership style. The study states that women must identify the potential barriers emerging due to gender discrimination and try to overcome them. The study concludes that there exists a positive association between participative leadership style and effective functioning of the organization.

Chase (2009) conducted a study on 'Women in management: Challenges to a successful career' to find out the challenges faced by women to reach and fulfill managerial positions. Answers to questions whether women managers are hindered by traditional role expectations, or whether they are less career oriented or not, whether their decision making power is different from men or not, etc. were sought in the study. 300 women managers from Serbia were interviewed to get their opinion. The findings reveal that majority of women in managerial positions have proved themselves professionally in a number of companies for more than five years

and have taken in business associations, on the Board Directors, etc. and are ready to face new challenges. Professional and financial services were identified as best sectors where women can build their career. The basic limiting factor in building a career was identified unanimously, regardless of age and family status by these managers, as building a family life, which will consume a lot of time and energy from them.

Stoner, Hartman & Arora (2011) in their study, 'Work family conflict-A study of women in management' examined the work –family conflict experienced by female managers and the variables affecting the conflict. The sample drawn from the members of the women in management national organisation yielded 633 respondents. Results indicated that high levels of work-family conflict were experienced by women in managerial positions with high levels of family role demands and long work hours. However women managers having the lowest levels of work family conflict were those with high levels of job satisfaction and family satisfaction. Study concludes that work family conflict is more likely to be intensified due to increased work demands than the increased family demands. The factors mostly affecting family satisfaction are family role salience, sharing of work by the family members, years married and marital happiness, but not affected by increased parental demands.

Zinyemba (2013) in the study 'Leadership challenges for women managers in the hospitality and financial services in Zimbabwe' has tried to identify factors affecting the effective participation of women in managerial positions in the hospitality and financial service sectors in Zimbabwe. Very few women are seen in management positions in the private sector in Zimbabwe. Challenges regarding leadership and gender issues generate a "glass ceiling" effect on the advancement of women to top positions in the organizations. Objectives of the study were to identify the extent of satisfaction of the participants with their various roles as a manager at work, and as wife and mother at home and the challenges met by them during their work and at home. Sample were selected from the hospitality and financial service sectors where women were traditionally been found in low level positions. Qualitative research methods were used for the study. Two focus group discussions of 8 persons were conducted, questionnaire was given to 60 people and collected and case studies of 8 people were used as data for the study. Thus multiple sources of data were used which enabled triangulation, cross referencing and validation of information. A number of challenges related to gender role expectations while performing multiple roles as wife and parenting were identified. It was inferred that the cultural impact and gender role expectations and the excess pressure imposed by the work field pose challenges to women and make it difficult for them to break and come out of the "glass ceiling". The "glass ceiling" poses a number of barriers to women's advancement into senior management positions.

2.2.3 Consequences of Work Family Conflict

A study conducted by Joseph (1995) on role adjustment tried to analyse household work overload, stress and details of adjustment in domestic role. Objectives were to understand factors related to conjugal role of professional women and level of satisfaction, to examine the stress pattern of adjustment regarding maternal role, to explain job roles influence on stress and adjustment and the main motives in selecting the profession and to find out the level of satisfaction in relation with the fulfillment of social role. The adjustment of family roles and the level of satisfaction in conjugal role are related. In maternal role adjustment, professional women are dissatisfied and are under stress. Variables used in the study were age, profession, religion and caste. Two major variables were levels of stress experienced and difficulty in adjustment of family roles. The study area was the state of Kerala and the categories were Medicine and Law. Population and Sample were the married lady doctors and lawyers in Kerala from the districts of Thiruvananthapuram, Ernakulum and Kozhikode. Sample consisted of 217 doctors and 83 Lawyers. Secondary data were collected from records of Bar council, Medical Council, Bar Associations and Medical Association. As per the study, role overload of the working women leads to role conflicts. The comfortable atmosphere prevailing in the households due to the favourable attitude and sharing mentality of husbands, help received from the nearest kin, use of modern labour serving devices and availability of domestic servants reduce or almost

nullifies the burden of household work from the shoulders of the professional women of Kerala. It was concluded that women's roles are changing, according to changes in lives and values of people and society. It's a challenging task for women to carry out their multiple responsibilities and grapple with the multitude problems involved in managing their various roles.

Beena (1999) conducted a study on 'Role conflict, role ambiguity and role overload of women executives in organisations, at different sectors of Cochin - Alwaye industrial belt. Investigation of the inter relationship of these role dimensions with selected biographic and social variables and performance/behaviour related outcomes are also included within the broad scope of the study. Specific objectives of the study were to understand gender difference in role conflict, role ambiguity and role overload experienced by the executives, to find out the association of biosocial factors such as age, education, number of years of service, span of control and family responsibilities with role conflict, job involvement and job stress in relation to role conflict, role ambiguity and role overload experienced by women executives, to find out differences in role conflict, role ambiguity and role overload experienced by the women executives in the manufacturing, consultancy and service organizations, both in the Private and Public sector organizations. The study has found variations in the role dimensions observed among women executives of public and private sector companies but no gender difference in role conflict and role ambiguity was found. Age was

found negatively related to role conflict, role ambiguity and role overload. 'Family responsibilities' was found positively related with role conflict, and role overload, but not with role ambiguity, and job satisfaction was negatively related with role conflict and role overload, but not with role ambiguity. The study also found that job stress is positively related with role conflict and role overload, but not with role ambiguity.

Grant-Vallone and Donaldson (2001) in their study 'Consequences of work family conflict on employee wellbeing over time' has tried to analyse the impact of work- family conflict of non-professional employees from the greater Los Angeles. They used a diverse sample of 342 people of which 70% were women. Two sources of data were used for the study i.e., self-reports and reports of co-workers about work family conflict. The results revealed that work- family conflict affect employee well-being irrespective of social desirability bias. Both cross sectional and longitudinal analyses were consistent across self-reports and co-worker reports. Apart from the previous studies regarding work-family conflict, in this study conflict seem to stem from psychological perceptions rather than demographic characteristics and affect not only employees having traditional family responsibilities but employees of all types of family situations. Organisations must continuously consider a variety of employee needs and options for addressing those needs to help employees to achieve a balance between time spent at work and for personal life.

Westman, Etzion and Gortler (2004) in their study 'The work–family interface and burnout', had come across the experience of conflict between work and family and burnout in different phases of business travel and the interrelationship between Work Family Conflict (WFC) and burnout among 58 business travellers. Of these 78% were males and 22% females. Snow ball sampling method was used to identify the employees. The respondents completed questionnaires for 3 different times, i.e., before going abroad, staying abroad and after return. A different pattern of fluctuations was identified in the levels of both WFC and burnout according to gender. The pre-trip burn out has predicted work family conflict, while WFC at the pre-trip and mid trip periods did not predict burnout in subsequent values. The fluctuations of WFC were moderated by gender, since WFC remains constant for men before and during the trip but decreases significantly at the post trip phase. Among women, conflict upon returning home increases even though it decreases from pre- trip to mid trip.

Esson (2004) in a study on the consequences of work-family conflict, infers that work-family conflict affects the individuals, their families and of course their employers. The aim of the study was to examine the work, non-work and stress related consequences and to make a casual comprehensive model of how these consequences originate. Sample includes 181 Jamaican High School teachers from eight high schools within a 25 mile radius. t-test for independent sample was conducted. All hypothesized correlations except

one were significant and in the direction predicted as per the results but the proposed model did not fit well with data. Findings indicated that work-family work, non-work and stress related consequences occur in a complicated network of direct and indirect impacts due to the work family conflict. The results of the study indicate that the w-f conflict may be best reduced by making attempts to minimize or eliminate a consequence that occurs from the beginning itself is the best way to reduce w-f conflict. The author claims this study as the first attempt made to find out the consequences of work- family conflict.

Thomas (2007) conducted a study on the work-life balance of women professionals in Kerala. The overall aim of the study was to explore the perceptions of women professionals in Kerala, regarding their family and professional roles and identify the factors enabling or constraining them in achieving family and work life balance. The study also intended to identify whether the high educational and professional status of women alter their traditional domestic role and to identify the strategies adopted by these women professionals to combine family and professional roles. Women in varied professions like medicine, engineering, law and accounting were studied in order to understand the common as well as unique problems experienced by them. Age, religion, income and family pattern were the 'personal domain' independent variables and spouse's profession, spouse's support, family support and age of children were the 'family domain'

variables in the study. Primary data for the study was collected through interview schedule. The findings of the study indicate that gender presents challenging issues and critical questions for women professionals at all levels of their career. It was also revealed that despite a long-standing prohibition of gender-based discrimination at work in Kerala, discrimination against women remains widespread. It was also disclosed that the characteristics at home like, Type of family, Spouse-support, Family support, Family orientation, Age of children etc. have significant impacts upon the amount of involvement put in one's profession. Interesting findings that the work domain is a slightly greater source of conflict than the family domain and that when age increases, orientation towards family becomes lower were also obtained from the study.

Lewis (2010) in her study 'Work-family Issues: Old and New' traces some developments in research and considers significant contemporary and emerging issues facing women and men in the contemporary families and corporations. Issues of work–family conflict are generated in one form or another, with the changing family structure and organisational behaviour. Changing ideologies of gender and organisational values will influence individual's attitudes and coping strategies to overcome conflict. Many of the organisations are framing policies and practices that would meet employees' needs to overcome role conflict.

Olson (2011) has summarized the various causes and consequences of dual role conflict among work and family domains. The work was intended

for the development and initial validation of a theoretically based measure of conflict between work, family, and school roles. Two studies were conducted for validation of the measure, Study 1 assessed construct definitions and an initial item pool by subject matter experts. It also included a pilot study designed to evaluate the measurement items with data from 250 participants who combined work, family, and school responsibilities. Three measurement models were evaluated, with a 12-factor model being the model that provided the best fit for the data. Study 2 evaluated the 12-factor model with an independent sample of 250 working college students with family responsibilities. Results from a confirmatory factor analysis yielded a similar factor solution as found in Study 1. Psychometric analyses of the scales indicated that the measurement and structural properties of the 12-factor model were invariant across Study 1 and Study 2. Thus the two studies assessed the content adequacy, dimensionality, reliability, factor structure invariance, criterion validity, and construct validity of the scale. The results of the two studies taken together provide converging evidence of the scales structure and measurement properties. The results indicate that conflict between work, family, and school are effectively measured in terms of directionality of conflict (e.g., work-to-school conflict, and school-to-work conflict) as well as by form of conflict (i.e., time, strain, and behavior based conflict). The final scale provides future researchers with a measure to assess twelve dimensions of conflict between work, family, and school.

Kosek, Baltes and Matthews (2011) have made a study on how the research on work-family conflict is to be conducted by researchers so as to enable the employees improve their life styles by using appropriate coping strategies. The study aims to identify the gaps between research and practice on the field, and reduce the gaps for conducting better and varied research outputs. Varied action plans for the researchers have been identified like working in the institution to identify their practices and policies, identifying the impact of advanced technological developments that affect the work-family boundaries, find out measures that will enable the employee overcome the conflict and try to change the institutional contexts by engaging in collaborative and advocacy policy research.

2.2.4 Coping Strategies

Chakarabarthy (1978) conducted a study on role conflict experienced by working mothers, on a selected 150 respondents from among teachers, office workers, doctors and nurses. Mothers working in congenital conditions of work were found easily adapting themselves to their two roles. Adaptation to changing roles was easier to those women who had grown up in liberal family environments. Role conflicts originated when the incumbent became too involved with her job commitments. No significant association was found between age of children and role conflict of mothers. Respondents belonging to extended families were found to experience more role conflict.

Lazarus and Folkman (1984) have developed a model of coping based on the response given by people in various stressful situations. Coping was defined as the cognitive and behavioural efforts of individuals to manage demands perceived as exceeding their personal resources. Two functions of coping has been identified by the theorists like emotion focused coping and problem-focused coping. Suitable coping functions are being exercised by the individual to manage the stressful situations, and hence they are neither observed as good or bad. Emotion-based coping consists of efforts to reduce emotions of distress caused by any hindrance while re-evaluating the problem or dealing with emotion at hand. They also identified emotion-focused coping as managing of feelings and emotions through positive thinking and attempts to refrain from any negative obstacles. The person may alter the meaning attached to the situation without changing the behaviour or events. This may include keeping optimism, denial of any demands, etc. Problem-based coping is an attempt to lessen or nullify stress, which consists of active attempt to eliminate a problem or to decrease its effect. For this, the problem is defined first and an alternative method is identified. Either inward or outward strategies are used for this. Inward problem solving is done by making changes on a personal level. On the other hand, outward problem solving includes changes that are made in the environment in which the problem exists.

Ahmad (1995) analysed the role conflict experienced by married women between work and family roles and their coping behaviour. Data were collected from eighty two professional women belonging to six research institutes of Malaysia who were full-time researchers or officers in research institutions, living with their family and having at least one child. Tools used were the inter role conflict scale of Pleck et al. (1980) to measure conflict intensity and an adapted version of role- coping inventory by Hall and Hall (1979) to assess coping strategies adopted by women. Results revealed that married professional women experience role conflict in varied intensities while performing work and family roles simultaneously. To cope up with the conflicting roles, women used the Type III and Type II coping strategies as classified by Hall's typologies of coping behaviour, rather than Type I, ie. the reactive role behaviour and personal role redefinition are being used more by these women, than the structural role redefinition, as they change their own attitudes and perceptions than trying to make any structural change in role definition.

Gornide and Meyers (2003) in their study have made important contributions for understanding the ways couple share paid and unpaid duties between them in a country with ambitions for work-family polices encouraging a symmetrical family model, but still emphasizing parental choice. Continuous full time work for both partners during child rearing periods is not a realistic scenario for all couples and probably will not be in

the foreseeable future even in a country with well-developed childcare facilities. It is important that as long as women restrict their paid hours and shoulder most of the family duties, they face the risk of losing out economically, compared to their partner.

According to Russel, Ginnity and O'Connell (2008) the number of women in employment has raised due to the rapid economic growth in Ireland and so is the number of dual earning families. These social changes have brought about conflict between work and family. An important means for balancing work and family commitments has been identified as giving flexible working schedules to women. Data for the study was taken from the first national survey of employees in Ireland in 2003 to analyse the impact of the four flexible working time periods like flexible times, part-time, working at home and sharing job and the two important outcomes like work pressure and work-life conflict. The results showed that even with flexi time arrangements or part-time arrangements, conflict from home is associated with greater levels of strain and role conflict. The potential of flexible work-time arrangements to alleviate work-family conflict is highlighted in the study.

Ibrahim, Smith and Muntaner (2009) in their study on work family conflict and employees wellbeing analyse the increased rate of female work participation and its implications in South East Asia. Role conflict has a

severe impact on employee wellbeing, both subjective and psychological. Subjective wellbeing depends on life satisfaction while psychological wellbeing depends upon personal growth, positive relations, life and self-acceptance. Goode's scarcity theory has also been explained. Several recommendations to alleviate work family conflict are also discussed stressing management's duty to make policies on employee wellbeing.

Lian and Tam (2014) in their review article aimed to identify the effects of coping strategies and resilience on the level of stress of women related to workplace in Malaysia. Researchers view that much of the research were focused on working mothers and females in general and found that working women experience more conflict and stress than men. Social policies that support working women have not been adopted by the organisations. Effective problem-based or emotion-based learning are also not being used effectively. The correlation between work stressors and the coping strategies adopted by them depends on the type of problem being dealt with by these women and also the adjustability of the employee with the demand. A number of research gaps were also identified by the authors as limited work focus on stress of working women and mothers and limited literature on relating resilience to coping strategies and work stress.

Gunton (2012) studied the dynamics involved in work family conflict, balance and the coping strategies used. The study was conducted among

professional women of the Grahams town who are also mothers. The research was to explore women's perceptions on work-family conflict, the extent of experience of work-family conflict and how far they could cope up with these experiences. It was a qualitative study which was interpretive in nature. Findings showed that these women experienced work family conflict and that the strain was mainly due to feeling of guilt or regret for not spending enough time with children and family. Motherhood was considered as the most important role to be performed by women and this in turn forms the basic reason for mental strain. They often keep a barrier line between the two roles as well as arrange domestic workers to cope up with the role conflict. It was also found that these women have to commit constant compromises to fit to the multiple roles performed.

2.2.5 Attitude Towards Women's Employment

Simmons, Duffi and Alfraih (2012) in their study on 'Attitude towards-Women Managers: The influence of social dominance orientation and power distance on men in college' tried to explain how perceptions of managers are being influenced by the interaction of men's perception of Power Distance (PD) and levels of Social Dominance Orientation (SDO) in egalitarian and non-egalitarian countries. Questionnaires were distributed among men in colleges from both U. S and Kuwait by a team of multinational researchers that contained previously validated scales which measure SDO, PD and

attitude towards women as managers. Hierarchical regression was used to test the hypotheses, and was found that in both US and Kuwait high levels of SDO in college was negatively related to a positive attitude towards women becoming managers. Another finding was that the relationship between SDO and attitudes toward women as managers moderated the perceptions of PD in Kuwait., but not in US. It was also found that in cultures that are more egalitarian compared to those considered to be non-egalitarian, the interaction between PD and SDO was weaker. Within group variance in terms of PD (i.e. Kuwait) were also been suggested. The authors owned the credit of becoming the first to empirically support the idea of interaction of PD with SDO in influencing attitude towards women managers by a comparison of countries having varied levels of gender egalitarianism.

In the study of Singh (2003) on women managers, two types of instruments were used. The 'Women as Managers scale' was used for testing the attitude towards women managers and the' Bem Sex Role Inventory' for detecting the personality type. There were 86 executives, 42 of them males and 44 females as sample. They ranged from supervisors, peer and subordinates of women managers. The major objectives of this study were, to find out whether there is a gap between performance of women managers and people's perception about their performance, to study the personality of the participants and whether there is any link between the personality type of the participants and their attitudes towards women managers. The study found out

that there is definitely a gap between the perception and performance of women managers and there is definitely a strong link between the androgynous personality type and perceptions about women managers. An unexpected result showed that masculine personality type were more open to women managers while feminine personality choose to remain neutral and prefer not to take sides. There is an obvious gap in a woman's ability to perform and the expectations of her performance. There is a bias that women cannot do the job, not only among the masculine personalities, but from the feminine and androgynous personalities. The study confirmed that although women are performing well as managers, peoples' attitudes towards them are hurting the effects of ending gender bias.

Kuruvilla and Seema (2014) conducted a study on 'Attitude Towards Women's Employment : A Review in the University Context' to identify changes that might have occurred in the attitudes of men and women towards women going out for job at a time when the global scenario accepts women workforce as a key to the economic growth of 21st century. The study conducted on a sample of 360 employees and students in University of Calicut in 1998 to explore the attitude towards women's employment revealed the negative attitudes of male employees and students and positive attitudes of women employees and students towards women's employment. The study was repeated after 15 years using the same tool and it was identified that there is a significant positive trend. A highly favourable attitude towards

employment of women was shown by female students and employees as in the previous study. Male employees also showed a significant positive change which must have developed out of their life experiences. But the male students were found to have a negative attitude towards women's employment which might be the result of gender role stereotyping induced in them as part of socialisation process by the family and the society. As per the authors, effective interventions into the socialization process in favour of women's emancipation can only change the deep rooted perceptions regarding gender stereotyping and life goals of women.

2.2.6 Gender Difference in Management

Brenner (2001) in his study found that female managers tend to be more assertive and aggressive in their effort to prove themselves. The sample consisted of 278 middle managers from the headquarters offices of two major banking firms located in the north eastern United States. The study results show that first born males have the most negative attitudes towards women managers and the males would use any possible measures to maintain their favoured positions of power, authority and leadership. Although there is a strong bias against women managers this study has shown that female managers (especially first born) show less negative attitudes and are more positive about their position and getting the jobs done.

Marks, Bun and McHale (2009) in their study on 'Family Patterns of Gender Role Attitudes' aimed to identify the gender role attitudes in different types of family patterns, reasons for the formations of such patterns and to identify how these patterns result in conflicts. Sample includes 358 respondents who were white including parents and first and second born adolescents from middle class US families. Cluster analysis was conducted and three different family patterns were identified as egalitarian parents and children, traditional patterns of parents and children and divergent patterns where parents were more traditional and children showed an egalitarian attitude. ANOVAs used in mixed models showed that the socioeconomic status, parents spending time with children in gendered household duties and the gender group of the siblings all depend on the family patterns. The traditional family patterns were showing the highest family conflict.

2.2.7 Conceptual Framework of the Study

In summary, conflict between work and family results from the changing demands of the life course (Elder, 1995, 2003), individual preferences to maintain boundaries between various life roles (Nippert-Eng, 1996), a desire to gain and protect resources (Hobfoll, 1989), and the demands of adequately fulfilling the demands of competing roles (Kahn et al., 1964). Each of these roles has received attention in the literature; and each theory provides guidance for examining the dynamics of managing multiple life roles.

Among the several theories described above, role theory (Kahn et al., 1964) has received a significant attention within the related literature (e.g., Byron, 2005). Gender roles are usually centered on conceptions of femininity and masculinity. As an aspect of role theory, gender role theory treats the differing distributions of women and men into roles as the primary origin of sex-differentiated social behavior. As mentioned earlier, an aspect of gender role theory, the Social Role Theory of Eagly (1984) serve as the standpoint from which the current study is built and hence lays the foundation of the conceptual framework to identify the factors causing dual role conflict. Hall's Typology of Coping Strategies (1972) was made use of in analysing the nature of coping strategies employed by women managers. Researchers have utilized these theories to conduct numerous empirical studies over the past few decades that have provided an understanding of the causes and outcomes of role conflict and the coping methods to be adopted to maintain balance between the two.

The Conceptual Framework of the study related to causes and outcomes of role conflict is summarized in Figure 2.1.

FIGURE 2.1

Dual Role Conflict - Conceptual Framework

CONCEPTUAL FRAMEWORK

Demographic Characters
Age
Religion

Family Characters
number and age of
children/other fmily members
Family support (Partners role
in parenting, support from
other fmly members in
sharing household chores)
Hiring Maid
Home Appliances

Work Characters
Nature of Work
Support of colleagues
Stressful work
Time demand for work

Social Characters
Culture
Socialization
Social support-
childcare, transportation

Individual Characters
Perceived stress
Personality traits
Leadership quality
Coping behaviours

WORK VS FAMILY

DUAL ROLE CONFLICT

Individual Outcomes
Physical health
Emotional wellbeing
Life satisfaction

Family Outcomes
Marital satisfaction
Family relationships

Work Outcomes
Commitment to work
Productivity at work
Job satisfaction
Absenteeism

Social Outcomes
Involvement in Social
engagements
Entertaining
friends/relatives

Various components causing and determining the extent of role
conflict of women managers are identified as demographic characters,
individual characters, family characters, social characters and work
characters.   Contribution of all these variables on role conflict has been
documented by many researchers. Demographic characters include age and
religion of the individual. Number and age of children and other members in
the family, support from husband in parenting,   sharing of household chores
by husband and other family members, hiring maid, use of modern home

appliances etc. as supporting devices come under the family characteristics of the individual. Work characters include the nature of work as to whether academic or non-academic, support of the colleagues which include sub-ordinates and superiors, stressful work and flexibility in time demands for work. The major Social characters affecting role conflict are the nature of culture prevailing in the area as to whether traditional or progressive, socialization process received by the respondent from the family, religion, media and other socialization agencies, social support for child care such as crèches and play schools, transportation facilities like public transport, transportation facilities provided by the employer, availability of private facilities etc. Individual characters include extent of perceived stress by the individual, personality traits, confidence level of the individual, extent of mobility as to whether depend on others or could manage own vehicle and the coping behaviours of the individual.

Consequences of role conflict are many faceted. Role conflict due to double roles at home and family affects the individual, family and society in many aspects. Physical and psychological health of individual gets affected as a result of strain caused due to role conflict. Family gets affected since women managers may fail to fulfill family responsibilities properly due to their overload of work. Lack of job involvement, job satisfaction and absenteeism may also happen at the workplace. As a result of role conflict, women managers may face the inability to participate in social activities, their

involvement in family get together may be affected and they may fail to entertain relatives and friends at home. The nature of coping strategies adopted is a major factor that determines the extent of dual role conflict of women managers.

It is to be noted that the individual outcomes, work outcomes, family outcomes and social outcomes of role conflict is determined to a greater extent by the coping strategies adopted by the women managers.

2.3 CONCLUSION

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Performing the functions associated with a societal role is a *sina quin* for every member in a society and likewise for women. Theorists explain that women attaining any higher positions in the work arena in Indian society are not exceptional for performing their gender roles in family, like that of a mother and wife and the caring and serving roles. It can be seen that any form of equality or empowerment stalls at the doors of a house or a family, within which she remains as the age old traditional woman performing the gender based family responsibilities. The unpaid and unseen work within the family which is not shared by any other members of family remains an over burden for working women and more for women in managerial positions. Lack of spousal support and support from other family members adds to the role conflict of women managers.

The literature available on the topic shows that numerous studies have been done globally related to the various issues and challenges of working women in general from organised sectors to those women in managerial and executive positions in large organisations and in many higher education institutions. The studies disclose the many fold issues of women at work. Performing the dual roles are incompatible itself which is a genuine source of conflict. Women face the unique problem of performing the gender roles and the official roles with perfection. The gender roles of women still remain unseen and unpaid as it is not yet established as a value laden 'work' by the patriarchal society.

It is also notable that specific studies on the role conflict of women managers conducted with a gender perspective is not found particularly in the Kerala context. Thus the researcher has identified the gap in the available literature in the State regarding the topic and has made a good attempt to fill the gap regarding the studies on role conflict of women managers in higher education field and the coping strategies that could be practiced by them to overcome the dual role conflict.

CHAPTER III
RESEARCH METHODOLOGY

Research methodology is a way to systematically solve a particular research problem. It outlines the entire research plan on the particular problem. According to Kerlinger (1986), research design is the plan and structure of investigation, so conceived as to obtain answers to research question and control variance. The research design is also defined as a blueprint that provides the researcher with a detailed outline for the collection and analysis of data (Rosenthal & Rosnow 1991). In this chapter the research design including the universe of the study, sampling frame, sources of data, tools for data collection, detailed description of the pilot study, the procedure of data collection and analysis techniques used are explained.

3.1   THE PILOT STUDY

The pilot study was conducted at University of Calicut using Focus Group Discussion as a pre-research tool to gain inputs regarding the factors contributing to the dual role conflict of women managers, impact of role conflict on women's lives, the coping strategies adopted by them to attain work- life balance and the suggestions they offer to minimise role conflict.

3.1.1 Focus Group Discussion

"A Focus Group Discussion is a carefully planned discussion designed to obtain perceptions on a defined area of interest in a permissive, non-threatening environment" (Kreugger, 1988). Here the responses of a small, but demographically diverse group of people about an issue, event or phenomenon are studied in guided or open discussion to determine the reactions that can be expected from a larger population. It is a form of qualitative research consisting of interviews in which a group of people from similar backgrounds or experiences are asked about their perceptions, opinions, beliefs, and attitudes towards a concept or an idea. FGD involves the interaction of group participants with each other as well as with the researcher/moderator, and it is the collection of this kind of interactive data that distinguishes the focus group from one-to-one interview (Kitzinger, 1994; Morgan, 1988). FGDs can be used to explore the meanings of survey findings that cannot be explained statistically, the range of opinions/views on a topic of interest and to collect a wide variety of local terms. The groups commonly involve 6-8 people but rarely more than 12 at a time and can consist of either pre-existing groups like family members (Khan & Manderon, 1992) or work colleagues (Kitzinger, 1994a, 1994b) or people drawn specifically for the research. The purpose of FGD should be more to enlighten and convey new insights as against repeated common knowledge which is already known for the researcher (Krueger, 2002).

Feminist researchers have identified a range of problems like the artificiality of traditional research methods, their decontextualized nature and the exploitative power relations between researcher and researched (Wilkinson, 1999). As in applied areas like media, education, health care, FGD is widely used by feminist researchers. Focus groups are called 'naturalistic' in subject literature (Albrecht, Johnson & Walther, 1993; Liebes, 1984) and avoids the artificiality of many research methods as they draw on people's normal experiences of talking and arguing with families, friends and colleagues about events and issues in their daily lives. The interactions that take place within focus groups are closer to everyday social processes than those afforded by most other research methods and allow feminist researchers to better meet the feminist research objective of avoiding artificiality. "The hallmark of the focus groups is the explicit use of group interaction to produce data and insight that would be less accessible without the interaction found in a group" (Morgan, 1988).

In general, focus group method is quite suitable for research questions involving the elicitation and clarification of perspectives, the construction and negotiation of meanings, the generation and elaboration of hypotheses, and a whole range of exploratory analyses. It also facilitates feminist researchers to identify the epistemological frameworks that reveal their interpretations of focus group data in order to warrant the particular analyses they present (Wilkinson, 1999).

In the present study, Focus Group Discussion was conducted among the women managers at University of Calicut as a pre-research tool to identify the problems faced by women managers due to dual role conflict. A total of eighteen women representing women managers from teaching and non-teaching staff of University of Calicut were included in the discussion. There were six Heads of Departments, six Deputy Registrars and six Assistant Registrars who participated in the discussion. The conduct of such a discussion and the venue and time were informed to them well in advance. The researcher herself led the discussion. A few of the fellow scholars took up the responsibility of recording the opinions of the participants. The discussion which lasted for one and a half hours was conducted during the lunch break.

The discussion was focused on the following aspects:

1. Whether the women managers face role conflict

2. Factors contributing to role conflict

3. Family responsibilities and Nature of family support

4. Responsibilities at workplace and Extent of support from colleagues

5. Approach of superiors and subordinates

6. Implications of role conflict on women - physical and emotional well-being, social interactions and attitudes, pursuing personal interests, etc.

7. Supporting units at home and workplace

8. Strategies used for maintaining work- life balance.

3.1.2 Data and Findings from Focus Group Discussion

A bundle of problems faced by women managers while performing multiple roles were disclosed. The discussion revealed embarrassing facts about the nature and extent of role conflict of women managers, and the strategies used by them for minimizing them.

The women's group as a whole agreed that due to the existing gender division of labour in the society, they face severe role conflict while performing multiple roles. The difference is only in the extent of role conflict and how far it affects their physical and mental health. Most of them were tamed to 'sacrifice' their personal interests for the wellbeing of their family members. Majority of them disclosed that they have to work continuously for more than 16 hours, like machines, switching between household and official works. There is no time to spare for rest or recreation or for their own personal needs.

In the early stages of life, when children were small and were to be taken care of, these working mothers had to suffer a lot which have resulted in mental stress, strain and depression. Time management was a major problem for them during that stage. In a joint family, this problem is managed to some extent by the in laws which results in less botheration about children. But in nuclear families, they have to depend on crèches and other such institutions and adjust their office hours which have created problems in job perfection

and job satisfaction as well as distress from the superiors. Contrary to this, some women of joint families conveyed that they face more mental strain compared to those of nuclear families since they have to care other members of the family too and consider their likes and dislikes.

A few women managers were forced to sacrifice their career and simply sit as 'housewives' when their children were small and were to be taken care of. Similar was the case when any of the family members fall sick and is to be taken care of. A few women managers were found to be pre occupied with fear of success, wherein they decline opportunities for higher positions. The new responsibilities and transfer of residence accompanying a promotion are thought to disturb the equilibrium at home. For husbands it is not an issue since such responsibilities are still considered as of women only, they commented.

Majority of the women in the managerial positions opined that, when age increases role conflict decreases due to experience in handling the situations effectively. But some of them disagree with this. According to them, when they move to higher positions, expectations of their performance and responsibilities elevate to a large extent which can be managed only if there is a crew of subordinates with good team spirit. Women managers have to manage their subordinates, sometimes men who are reluctant to obey their orders and acknowledge their supremacy. In positions were power

accumulates, normally men are expected and due to this mind set of society, a woman in a power position have to perform much more than men to establish her identity. At the same time, they will have to convince their immediate superiors that their areas of authority are well managed.

A few of them are managing their home alone, since their husbands are working away. These women are experiencing extreme difficulties since, managing children, household works, taking children to schools, hospitals or parks if necessary are all their responsibility. This results in leave from office frequently, or missing office hours which in turn lead to lesser involvement in job leading to job dissatisfaction.

When women are going out for work, men are again the beneficiaries, according to some of these women managers. Men are getting monetary benefits, since the salary of the wife is handed over to the husband, as men are considered to be the authority to handle the economic matters in the family system. "Women gain only extra workload and nothing else" was the response of a senior woman manager.

Inability to enjoy family functions was another problem raised by a few of the participants. "I simply mark my attendance and rush back home or office" was the response of a Director of a Centre. "After retirement I need to compensate for all that and shall spend enough time with my friends and relatives" she hoped.

Almost fifty percent of the group agreed that their husbands help them in their household works like cooking, washing, caring children, etc. and hence they can somehow manage the dual roles better. Even then the family responsibility lies on the women in the family itself. Still others pointed out the attitude of their husbands to look down upon a man entering the kitchen whereby they never do so. When they have to spent more time in the office and reach home late, all the works will be kept waiting for them as if they have committed a crime by being late. During discussion, some members of the group even expressed a guilty feeling when the husband shares the household chores, since they still strongly believe like men, that they are the only persons responsible for childcare and family maintenance.

Holidays in effect are not holidays for them, like any other working women, but a day for double work at home. These are the days when they have to finish all the pending works at home, like washing, cleaning, entertaining guests, attending any social gatherings or pending visits to any get-togethers. While men take rest and enjoy the holiday, women have to do extra work at home. A few of them said, they hate Sundays, because they can't even sit for a while on such days, when the other members of the family relax and enjoy the TV.

Due to the restless and tight schedules of work, the ever increasing demands of the workplace and the lack of sufficient time to spent at home,

these women are experiencing much physical as well as mental strain and are getting many diseases related to this, both physical and psychological. They complained that they are not getting time to care for or even think of their health or illness. The HOD of a Department commented "even in illness, we will have to perform the household duties and cook food for the family members as if mothers and wives should never feel ill". Stress related symptoms like high blood pressure, back pain, chest pain, and other psychosomatic disorders were reported by a few participants. Despite the overburden of work, role conflict and mental stress, none of the group was willing to give up their profession and was not even willing to take long leave from official duties due to over strain. The women found to be all set to fight for their career roles and willing to face any challenge in their present roles. Men's involvement in household duties is considered as a help or a favour done to women in performing their multiple roles, and never as their responsibility to do so. One of the respondents opined "at least my husband could have come to kitchen and given his moral support by his presence and caring words, I would have been happy".

The situation according to them can be changed only when men become ready to share the household responsibilities equally with women. This in turn will be possible only by changing the mindset of both men and women in any society. A few participants were of the opinion that male members should have been included in the discussion as they need to be

convinced about the problems faced by their women counterparts and that the suggestions for minimizing role conflicts of women should have been elicited from them.

The FGD served as a guide to develop the statements in the Role Conflict Scale, the Family Responsibility Scale, the Inventory on Family Background and Support and the Inventory on Coping Strategies.

3.2   RESEARCH DESIGN

Social sciences use various methods of research to find answers to a particular research problem. The research method chosen for a particular research depends on the research question itself and the possibilities of using such a method for finding solutions. Descriptive research design is associated with describing the characteristics of a particular individual, a group or a community. Descriptive and analytical research method has been employed in the present study to systematically explain the problem and the living conditions of women managers in higher education in Kerala. This method was found apt for the study since the personal profile of the respondents, variations in the extent of role conflict of women managers, variations in family responsibilities and support received and the coping strategies adopted by the women managers to overcome the dual role conflict were to be identified, which is descriptive and analytical in nature.

3.2.1 Triangulation

Triangulation is defined as the designed use of multiple methods, with offsetting or counteracting biases, in investigations of the same research problem in order to strengthen the validity of inquiry results. The triangulation in mixed research method is based on the logic of convergence embedded in the classic conceptualization of triangulation. For this, the quantitative and qualitative methods are to be different from one another with respect to their inherent strengths and limitations /biases and both method types are to be used to assess the same phenomenon (Greene et al., 1989).

Greene, Caracelli and Graham (1989) have defined mixed method designs as the designs that include at least one quantitative method (designed to collect numbers) and one qualitative method (designed to collect words) where neither type of method is inherently linked to any particular inquiry paradigm. A more comprehensive definition for mixed method approach has been given by Johnson, Onwuegbuzie and Turner (2007) as that "type of research in which a researcher or a team of researchers combine elements of qualitative and quantitative research approaches (e.g., use of qualitative and quantitative view points, data collection, analysis, inference techniques) for the broad purposes of breadth and depth of understanding and corroboration". Methodological eclecticism means not only simply combining qualitative and quantitative methods; it involves selecting and integrating the most

appropriate techniques from qualitative, quantitative and mixed methods in order to investigate a problem of interest more thoroughly (Teddlie & Tashakkori, 2011).

Mixed methods are being used with the intension to increase the interpretability, meaningfulness and validity of constructs and inquiry results by capitalizing on the strengths and counteracting the biases in the various methods. The present study was focused on identifying the extent of dual role conflict of women managers and the various factors influencing role conflict including family support and of course the effective coping methods personally chosen by the respondents. Using only the quantitative analysis methods is not enough for an in depth evaluation of the problem that warrants a subjective approach also. Hence the present research has been conducted mainly by a qualitative dominant approach. Though the methods used for data collection were both quantitative and qualitative, the analysis and interpretation is undertaken with the objective of qualitizing the quantitative data collected and thus to reach at the real problems and solutions for dual role conflict with subjective dimensions.

Thus both quantitative and qualitative research methods have been used in the present study as it demands both an objective approach to certain problems and a subjective approach for some other aspects. This was done with the aim of providing stronger evidence for the research findings.

3.2.2 Qualitative and Quantitative Methods

The present study was mainly focused to analyse the dual role conflict experienced by the Women Managers while fulfilling the official and family responsibilities simultaneously. The nature and depth of the problems encountered by the women managers need an in-depth evaluation of the research problem and that may not be possible through quantitative methods alone. The challenges faced by the respondents and the coping strategies used by them were assessed using qualitative research methods. The extent of dual role conflict, family responsibility and support were identified through quantitative methods. A variety of tools like Focus Group Discussion, Case Studies, Inventories and Scales were employed for collecting the related data from the respondents. Using mixed methods in research gave more clarity to the research problem that is studied.

3.3   AREA OF THE STUDY

The population for the study consists of women managers working in all the Universities and affiliated colleges of the State of Kerala. There are a total of 20 Universities in the State of Kerala including a Central University. There are a total of 1216 colleges in the State of which 215 are government colleges, 800 private unaided and 201 private aided colleges (AISHE Report, 2016). Total enrolment of students is 634029. The percentage of girls studying in degree level is about 60% and for Post Graduate level is about 70% in the state.

The sample for the study was collected from women who are in the managerial positions in the three prominent universities of Kerala viz. University of Calicut, Kozhikode; Mahatma Gandhi University, Kottayam and University of Kerala, Thiruvananthapuram. University of Kerala is situated at the southern tip of the State where as Mahatma Gandhi University is at the middle and University of Calicut is at the northern side of the State. The three universities were selected to represent the northern, middle and southern regions of Kerala and thus to ensure proportional representation of all regions of the State.

University of Calicut, the largest of all the Universities in Kerala, was established in 1968. There are 480 colleges affiliated to this University, of which 253 are Arts and Science Colleges and 227 professional colleges. These colleges are spread among the five districts of northern Kerala viz. Kozhikode, Wayanad, Malappuram, Palakkad and Thrissur and hence cover almost all districts of northern Kerala. In addition there are 35 teaching departments in the University Campus. The total student enrolment is nearly 3.5 lakhs.

Mahatma Gandhi University (MG University), one of the four affiliating Universities in Kerala, is situated in Kottayam district, belongs to the middle region of Kerala. The University was established in 2nd October 1983 and has jurisdiction spread among the revenue districts of Kottayam,

Ernakulum, Idukki and parts of Alappuzha and Pathanamthitta. The University conducts a range of programmes at the undergraduate, post graduate, M Phil and doctoral levels through its 18 University Departments, I international Inter University centre, 6 Inter University Centres, 7 Inter school Centres, 36 Self-Financing Departments, 82 Aided Affiliated Colleges, 230 Unaided Affiliated Colleges and 287 Recognised Research Institutions.

The University of Travancore, later became the University of Kerala, was established in 1937 by the Maharaja of Travancore, Sri Chithira Thirunal Balarama Varma, who was the 1st Chancellor of the University. In 1957 it was renamed as the University of Kerala Situated at Thiruvananthapuram, the capital city of Kerala, it is the second largest University of the State. There are 244 affiliated colleges, of which 71 are Arts and Science colleges and 42 teaching departments. Arts and Science colleges include 10 Government Colleges, 37 aided and 24 unaided institutions. A total of 131 professional colleges are affiliated to the University of Kerala. In addition, there are also 13 study centres for studies and research in special areas. The jurisdiction of the University spread among the southern districts of Kerala like Thiruvananthapuram, Kollam, Alappuzha and Pathanamthitta.

3.4   SOURCES OF DATA

The data necessary for the study were collected from both primary and secondary sources.

3.4.1 Primary Data

Primary data were collected using questionnaire, inventories and interviews of the women managers who are Principals or HOD's of teaching departments and Administrative staff of the administration wings in the three Universities.

3.4.2 Secondary Data

Secondary data were collected from various reports of the United Nations and Government of India, data from the Census Reports 2001 and 2011, Report on All India Survey on Higher Education of India 2015-16 compiled by the Department of Higher Education, Government of India. Details from the publications of the three Universities like University Diaries were also used as secondary data.

3.4.3 Sample Design

The sample consists of fifty respondents from each of the three universities selected for the study coming to a total of 150 respondents. They include,

1. Principals and Head of the Departments of affiliated colleges, HOD's and Directors of Teaching Departments of these threeuniversities.

2. Women in managerial positions like Joint Registrars, Deputy Registrars and Assistant Registrars in the three selected Universities of

Kerala like University of Kerala, University of Calicut and MG University.

3.4.4 Inclusion and Exclusion Criteria Used

Inclusion: Subjects include 150 women in managerial positions like Principals and Vice-Principals of colleges, HOD's of teaching departments and the Directors of various study centres of the three universities. Women holding managerial positions in the administrative wings of Universities like Pro-Vice Chancellor, Joint Registrar, Deputy Registrar and Assistant Registrar were also included in the study. Respondents were randomly selected but care was taken to include proportional representation of different age groups, religion, etc. Only married women belonging to the age group of 28-60 years were included in the study as the responsibilities of single women can vary much from that of the married working women, especially at the home front. Divorced women and widows with children were also included with the intention to identify the role conflict while performing multiple roles without spousal support.

Exclusion: Unmarried women and nuns in the post of Principals or HODs or administrative officials were excluded from the study since familial responsibilities, especially related to the roles of wife and mother and the subsequent pressures arising from their demands at home front are not applicable to these women.

According to Aryee (1992), married professional women experience high level of dual role conflict than unmarried professionals.

3.4.5 Sampling Technique

Convenient Sampling was used for selecting the sample. Though the University Dairies facilitated in formulating a rough estimate of the number of women managers in the University Sections and Departments and the number of women principals in affiliated colleges, the lists were found not fully reliable. Due to rotation of HOD-ship, transfer and promotions, the updated lists of Women Principals and HODs in the affiliated colleges were not available in the administration departments of the universities.

During the time of data collection (2014-2015 period), in the University of Calicut there were a total of four women HODs in University teaching Departments and 16 women working as Assistant Registrars, Deputy Registrars /Joint Registrars. In Mahatma Gandhi University there were 13women Principals of University Colleges, eight HODs from the University teaching departments and 20 women working in managerial posts from the non-teaching category. In University of Kerala, there were 20 women HOD's in various teaching departments of the University, and out of a total of 81 JR's, DR's or AR's in the University office, 53 were women. Details about the women HOD's in various affiliated colleges were obtained only from the colleges visited by the respondent for data collection.

But care has been taken to ensure representation of the respondents belonging to the various classificatory variables.

3.4.6 Socio-cultural Background of the Study

Kerala has been hailed as the epitome of gender development in India due to its high literacy rate and high life expectancy for women (Mukherjee & Devika, 2007). State is also considered to be unique in its socio-cultural status compared to the rest of the country (Kuruvilla, 2011). Quality of life is even compared to some developed countries of the world. The notable lower rates achieved in maternal and infant mortality has also been considered as an important factor for Kerala's image of being a 'model state' (Jeffery,2003).

The state shows an interesting paradox of social advancement and economic stagnation of women (Kuruvilla & Seema, 2014). While the female literacy rates and higher education rates are very high, state is having low rates of female work participation rate, even lower than the national average for the past three decades (Census, 1991, 2001, 2011). Even the attitude of male members from younger generation are against the women's employment since they think that primary responsibility of women is towards family (Kuruvilla & Seema, 2014). A disparity between the economic development and social development in the state is to be analyzed on the basis of the following reasons. Marriage and motherhood are still preached as the valuable achievements in women's life to ensure their security than education and

employment, as women are considered as the 'weaker section' of the society. The dowry system still exists as a strong custom in all the religions, caste, classes and communities in Kerala for the past 3-4 decades. The institution of marriage itself rests on the transaction of money and goods along with properties (Kuruvilla, 2011). Marriage thus continues to be a high source of stress for young women and their parents. Many women writings have spoken about the marginalization of gender issues within society and instrumentalist use of women in political mobilization (Devika, 2006).

According to the Report of Bureau of Crime Records 2015, Kerala shows higher rates of crime against women, rape cases, cruelty by husband, sexual harassment, domestic violence, trafficking and rape of children than the national rates. This high statistics on crime and violence against women in Kerala than that of the whole country shows astonishing trends in the 'so called' highly educated society. Divorce rates of young couples are also increasing as women started reacting towards the slave position assigned to them within the family. Working women or even women in managerial positions have more or less the same experiences while coming to the family and husband. Earning money for the family does not give them the power to spend the money according to their will, while husband in the family have the power to do so.

The higher status of women in official positions and the jobs performed by women indicates the overall progress of a society (Bharati, Arab, Masoumi, 2015). But in a patriarchal society like that of Kerala, women are considered as less intelligent and are expected to opt stereotyped jobs assigned to them. They are not expected to hold the executive and managerial positions in any institution since they are thought as less capable as managers. Women reaching the managerial positions are thus less accepted by the men folk and receive less co-operation and support than male managers.

In the light of such social inequalities and patriarchy prevailing in Kerala society it is relevant to conduct a thorough search of the challenges and difficulties encountered by the women managers in the higher education field.

3.4.7 Classificatory Variables of the Study

The classificatory variables used in the study are the following:

1. **Age -** Researchers have found that age is a factor shaping the mental status of the women managers to deal with various situations, conflicts and deviations which they have to face every day as administrators in their institutions (Selvanayakam, 2004) and the degree of role conflict of the respondents from young age group are very high (Benni, 2011). Those from the lower age group will be more rigid to travel in the beaten route, but they become flexible in their attitudes by the increase

of age and their perceptions get softened. Two age groups were taken in the study ie. those respondents of the age of above 45 years and those below 45 years. It is obvious that women attain a managerial position in higher education institutions on reaching the age of 35 years at an average and retire at an age of 56 other than university teaching departments. Hence categorizing into only two groups was done in the present study.

2. **Nature of work**- Nature of work has significant effect on the role conflict experienced by women between work and family roles as explained by Malhotra and Sachdeva (2005). The type of job has been chosen as a variable since significant relation between the role conflicts of women professionals is found with regard to their professions and social roles. Based on nature of work, women managers have been categorised into teaching staff mainly in the HOD, Principal, Director positions and non-teaching staff mostly in the Assistant Registrar/ Deputy Registrar positions.

3. **Total years of work experience**- Experience in any profession is found to affect the overall performance as well as reduce strain due to work. Increased years of experience in work add to the enhanced idea and clarity about the overall functioning of the institution. In the present study women managers are categorized into three groups based on their total years of work experience. They are up to 5 years, 5-10

years and above 10 years of experience.

4. **Years of managerial experience** - Singh (1990) observed that there is significant difference in the stress dimensions among junior and middle level managers. Total work experience certainly adds to a clear vision of the work to be performed. But managerial experience is somewhat different in the sense that co- ordination of the different activities as well as staff in the office, planning and implementing new projects scrutinizing the functions of different units, tackling the difficult situations or any crisis occurring, etc. all needs experience in the field. Hence having more of managerial experience affects the extent of role conflict of women managers. In the present study women managers are categorized into three groups namely, up to 3 years, 3-5 years and above 5 years based on their years of managerial experience.

5. **Religion** - Religion plays a key role in shaping gender role perceptions and discourses on the ideal norms about family, including specific roles and responsibilities for men and women in the family (Bendroth, 2002; Christiano, 2000; Edgel, 2006). According to Bella (1991) and Sherkat (2000), religion ishaving an effect on individual's behaviours even if they are not religious and influence the ideas regarding the concept of a 'moral family'. In the present study the women mangers belonging to the three major religious communities of Kerala, namely,

Hindu, Christian and Muslim were included.

The residential locality of the respondents has been taken as a classificatory variable in earlier studies as there used to be difference in the availability of facilities related to travel, purchase of food items, groceries and other support required between urban and rural residents. But now-a-days even those who live in rural areas have the same kind of exposure as the urbanites (Selvanayakam, 2004). Hence locale of women managers was not taken as a classificatory variable in the present study.

3.5 FINAL PROFILE OF THE SAMPLE

The final profile of the sample belonging to the three universities is given in the Table 3.1.

TABLE 3.1

Final Profile of the Sample

University	Total sample	Religion	Age	Nature of work	Years of experience	Managerial experience
Kerala	50	H 23 C 15 M 12	<45 6 >45 44	T 45 Non-T 12	<5 8 5-10 15 >10 27	<3 13 3-5 15 >5 22
MG	50	H 16 C 24 M 10	<45 5 >45 45	T 43 Non-T 12	<5 18 5-10 15 >10 17	<3 17 3-5 18 >5 15
Calicut	50	H 19 C 23 M 8	<45 18 >45 32	T 30 Non-T 8	<5 19 5-10 17 >10 14	<3 28 3-5 9 >5 13
Total	**150**	H 58 C 62 M 30	<45 29 >45 121	T 118 Non-T 32	<5 45 5-10 47 >10 58	<3 58 3-5 42 >5 50

Source: Primary data
H-Hindu, C-Christian, M-Muslim
T-Teaching, Non T –Non Teaching

The distribution of the sample among the three universities according to the classificatory variables is given in the table. The classificatory variables taken include age, religion, nature of work, i.e. teaching or non-teaching, years of experience in general and the managerial experience of the respondents. 'H', 'C' and 'M' denotes the three religions in which the respondents belong. 'T' denotes teaching staff and 'Non-T' represents the Non-teaching staff group. There were 23 Hindus, 15 Christians and 12 Muslims who co-operated with the study. Almost all of them(44) were having age above 45 years except a few. 45 of them were from the teaching community.

Coming to the MG University, 16 respondents belong to Hindu religion, , 24 belonging to Christian religion and 10 Muslims. 43 of them were from the teaching category and 17 of them were having general experience more than 15 years. Even then 15 of them were having managerial experience more than 5 years.

Only eight women from Muslim community were found in managerial posts in Calicut University. 23of them were Christians and 19 were Hindus. 18 women were below 45 years. This is because many of them became HO's due to rotation of HOD ship in colleges and teaching departments. Only 13 of them were having managerial experience above 5 years.

3.6 TOOLS USED FOR DATA COLLECTION

1.   Role Conflict Scale

Role conflict of women managers in higher education was measured using a three point scale of 25 items, developed by the researcher. The Role Conflict Scale consists of two parts. The introductory part (Part A) of the scale was intended to collect the personal profile of the women managers which included designation, qualification, age, religion, total years of work experience and years of managerial experience, family structure, number of children, husband's qualification, profession etc. Part B contains the statements for identifying the extent of role conflict of women managers.

The scale was developed in tune with the work-family conflict scale developed by Carlson, Kacmar and Williams (2000). The present scale consists of twenty five items to measure dual role conflict experienced by women managers in higher education due to the juggling between work and family roles. The statements were related to the challenges faced at the work front, home front and the emotional challenges involved therein. The response options for the items were a three point scale of 'often', 'sometimes' and 'never' with points 3, 2 and 1 respectively. The possible range of scores of role conflict will be between 25 and 75. A high score is indicative of the increased rate of role conflict experienced by the respondents. Table 3.2 shows the norms of the Role Conflict Scale.

Table 3.2

Norms of the Role Conflict Scale

Levels of Role Conflict	Range of scores
Low	25-41
Medium	42-57
High	58-75

The researcher tried the already standardized tools on a small sample of 20 before administering them to the larger sample selected for the study. No difficulty in comprehending the items in the questionnaire was reported by the respondents and the experts to whom the responses were referred were convinced of the correctness of the tool. Therefore, the tools were used with a high degree of reliability and validity. The test re-test reliability of the scale is 0.87. A copy of the Role Conflict Scale is presented as Appendix I.

2.   **Family Responsibility Scale**:

Family Responsibility Scale developed by Higgins (1991) was adopted in the study with slight modifications to find out the extent of family responsibilities of women managers. It is a five point scale of fifteen items related to the duties to be performed by the respondents towards husband, children, in-laws and other family members. The response items include 'Strongly Agree, Agree, Neutral, Disagree and Strongly Disagree'. A score of 5 was given to the response 'Strongly Agree' and 1 was given to 'Strongly

disagree'. The possible range of scores of family responsibility was identified as between 15 and 75. Table norms of the scale are the same as that of the Role Conflict Scale. Validity of the scale was confirmed by discussion with experts in Women's Studies. The test-retest reliability of the scale is found to be 0.75. A copy of the Family Responsibility Scale is presented in Appendix II.

3.   Inventory on Family Background and Support:

Inventory on Family Background and Support was developed by the investigator to assess the extent of support received from family members in ameliorating role conflict of women managers. It was a two point scale having fifteen items. The responses are to be given as 'yes' or 'no' for which scores of '2' and '1' respectively were given. The level of support from spouse, children, other family members like parents or in laws and housemaid are measured using this inventory. The possible scores of family support fall under the range 15-30. Validity and reliability of the scale was checked by discussion with experts and trying the scale on a small group of the respondents. Test-retestreliability coefficient for the inventory is 0.69. A copy of the Inventory on Family Background and Support is presented in Appendix III.

4.   Inventory on Coping Strategies:

The coping strategies adopted by women managers for combating role conflict were assessed using an Inventory on Coping Strategies developed by the researcher in tune with the Role-Coping Inventory developed by Hall and Hall (1979). The 27 items of coping strategies in the inventory fall under three types as categorised in the Hall's model, viz. Type I - Structural Role Redefinition, Type II- Personal Role Redefinition and Type III - Reactive Role Behaviour. Of these, 10 items belong to the Type I category of coping, 9 items to type II and 7 items belong to Type III coping. The list of strategies coming under each Type is given in Appendix II. One extra item was given to specify any other method of coping used by the respondents. The respondents were asked to mark the items applicable to them and also to indicate the order of preference/frequency of using these coping strategies. i.e., when they are using the fifth strategy as the first choice, they have to mark it as one, and so on. The items were then sorted in the order of preference of use by the respondents. A copy of the Inventory on Coping Strategies is presented as Appendix IV.

5.   Case Studies

Five case studies were attempted to get an in depth understanding of the extent of role conflict experienced by women managers, the various challenges faced by them and the coping strategies adopted to overcome the

role conflict. The findings from case studies substantiate the results obtained from analysis of data collected using other tools of the study.

3.7   PROCEDURE OF DATA COLLECTION

The tools were administered personally by the researcher by meeting the women managers at their respective work places in the three universities, viz. Kerala, MG and Calicut Universities. The Principals of the colleges were met and permission was taken to collect data from the women managers in their institution. The HODs were met during their free hours and issued the inventories and scales in person. The woman managers from the non-teaching staff were met at their offices after getting permission from the Registrars of the respected universities. Almost all of them filled up the questionnaire on the spot itself and returned to the researcher. Some of them were very busy to fill up the tools on the spot and returned them with responses in self-addressed stamped cover within a week. To the researcher's dismay, all of them returned the questionnaire by post. Women Principals were very co-operative and were ready to spend time for marking their responses.

3.8   PERSONAL PROFILE OF THE RESPONDENTS

Women managers in higher education are generally having high academic achievement and high socio economic status. The frequency distribution of the personal profile of the respondents is showed in Table 3.3.

TABLE 3.3

Personal Profile of the Respondents (N=150)

Sl. No.	Variables	Category	Frequency	Percentage
1	Age	Age<45	29	19.3
		Age>45	121	80.6
2.	Educational Qualification	Graduation	6	4
		Post-Graduation/M Phil/Ph D	144	96
3.	Designation	Principal/HOD/Registrar/PVC	118	78.6
		AR/DR/JR	32	21.3
4.	Religion	Hindu	58	38.67
		Christian	62	41.3
		Muslim	30	20
5	Total years of experience	Up to 5 years	45	30
		5-10 years	47	31.33
		Above 10 years	58	38.67
6	Managerial experience	Up to 3 years	58	38.67
		3-5 years	42	28
		Above 5 years	50	33.33
7	Marital Status	Married	143	95.33
		Divorced	4	2.67
		Widow	3	2
8	Type of Family	Nuclear family	84	56
		Joint Family	66	44
9	No. of children	No child	2	1.3
		One child	73	48.67
		Two children and above	75	50
10	Occupation of husband	Professional	81	54
		Business	69	46
11	Husband living with the respondent	Yes	122	81.33
		No	28	18.67
12	Distance from residence	Below 2 km	51	34
		2-5 km	72	48
		Above 5 km	27	18

Source: Primary data.

Of the total sample, 38.67% belong to Hindu religion, 41.3% were Christians and 20% Muslims. With regard to the educational qualification of the sample, 96% of them were highly qualified, i.e., Post graduates or Ph. D holders and only 4% were under graduates. 32 of them were non-teaching staff in various managerial positions like Joint Registrars, Deputy Registrars and Assistant Registrars in the administrative offices of the Universities while 118 of them were teaching staff in the posts of Principals or HODs of colleges or teaching departments and one was a Pro Vice Chancellor. Husbands of 54% of them were Professionals in various fields. 48.67% of them were having only one child. For 81.33% of the respondents, husbands were residing with them.

3.9   ANALYSIS TECHNIQUES

The data for the study were generated from the responses of 150 women managers from the three universities of Kerala. The items were properly coded and entered in the excel sheet in computer by an assistant assigned by the researcher. The researcher has relied on the SPSS package for analysing quantitative data.

Percentage analysis was done to sort out the number of women managers experiencing low, medium and high role conflict. Role conflict experienced by the respondents belonging to various religions, age group, official position, work experience, etc. were also analysed using percentage analysis.

'ANOVA' test was conducted to find out whether there is any significant difference in the role conflict experienced by women managers belonging to the different groups formed on the basis of classificatory variables like religion, total years of work experience and years of managerial experience.

't' test was applied to find out the significance of difference in the extent of role conflict between groups of women managers formed on the basis of classificatory variables like age and nature of work as to teaching and non teaching.

Karl Pearson's coefficient of correlation was calculated to find out the degree of relationship between role conflict and family responsibilities; and role conflict and family support received by women managers.

3.10 DIFFICULTIES ENCOUNTERED BY THE RESEARCHER DURING DATA COLLECTION

The researcher encountered many and varied difficulties during data collection as listed below.

1. The researcher had to travel throughout the State of Kerala for the data collection.

2. The researcher had to wait long hours to meet the Principals and HODs of the colleges since they will either be in some meetings or taking classes.

3. In order ensure their wholehearted cooperation, the women managers had to be convinced first of the purpose of data collection, especially those who are in the non-teaching categories of the three universities and management colleges.

4. The researcher had to visit the colleges and the respondents repeatedly to get the questionnaire filled.

5. Some of the respondents were found to be too busy to fill the questionnaire that the researcher had to provide them self-addressed stamped cover to send back the filled up questionnaire.

6. The researcher had to make telephone calls frequently to remind the respondents for sending back the questionnaires.

7. The researcher had to go in search of women managers who belong to the Muslim religion since their proportional representation was very low in the higher education sector.

CHAPTER IV
ANALYSIS AND INTERPRETATION

In the previous chapters, attempts have been made for theoretical and conceptual comprehension of the phenomenon of imposing double work over women by the patriarchal society and how the resultant role conflict influences the physical as well as mental wellbeing of women and the methods adopted by women to overcome the role conflict. It becomes a necessity that the researcher must glean the theoretical pool pertaining to role conflict of women managers and coping strategies adopted before proceeding to the exploration of the field to identify its relation with the actual realities of life. This vindicates the construction of the previous research chapters. The experience of women while working in managerial positions of higher education, the effects of work on their social and personal life, the constraints encountered by them, the methods by which they overcome the constraints etc. are well explained in this chapter.

Data collected using different tools were coded and analysed using various statistical methods to attain the objectives of the study. Both quantitative and qualitative methods have been used for analysis of data according to the research needs. The results of analysis are presented under the headings specified here:

1. Nature and Extent of Dual Role Conflict of Women Managers in Higher Education

2. Comparison of Role Conflict of Women Managers Belonging to the Selected Classificatory Variables

3. Challenges Faced by Women Managers in Higher Education

4. Family Responsibilities of Women Managers and Role Conflict

5. Family Background and Support Received by Women Managers and Effect on Role Conflict.

6. Coping Strategies Adopted by Women Managers to Ensure Work- Life Balance.

4.1   NATURE AND EXTENT OF DUAL ROLE CONFLICT OF WOMEN MANAGERS IN HIGHER EDUCATION

Data regarding the experience of role conflict among women managers in higher education were collected using the Role Conflict Scale developed by the researcher in accordance with the Carlson's Scale(2000) for measuring work family conflict. It is a three point scale consisting of 25 statements related to the work family interference and associated challenges faced by women mangers. All the women managers responded to the questions positively. On the basis of the responses to the statements in the role conflict scale, coding of the responses were done and the summated scores were

taken. The scores of role conflict thus prepared were analysed to find out the percentage of respondents experiencing various levels of role conflict as explained in the methodology chapter.

On analysing the scores of role conflict of women managers, it was found that all of them face dual role conflict while combining the duties at home and at workplace, subject to variations. The mean value of the role conflict of the respondents is 44.49 and SD is 7.75.

The scores of role conflict were classified into 'Low', 'Medium' and 'High' levels of role conflict based on the conventional sigma distance from the mean score. Table. 4.1.1 indicate the levels of role conflict experienced by women managers in higher education for the total sample as well as the sub samples based on the demographic variables.

TABLE 4.1.1

Role Conflict of Women Managers for the Total Sample and Sub Samples Based on Demographic Variables

Variables	Levels of Role Conflict			
	N	Low (%)	Medium (%)	High (%)
Total sample	150	12.8	64.5	22.7
Hindu	58	15.5	63.8	20.7
Christian	62	16.2	62.9	20.9
Muslim	30	6.7	66.7	26.6
Teaching Staff	118	14	63.5	22.8
Non-teaching Staff	32	12.5	65.6	21.9
Age < 45	30	10	66.6	23.4
Age > 45	120	15	63.3	21.7

Source: Primary Data

When the role conflict was assessed using the conventional sigma distance from mean it was found that 22.7% of them were having High- role conflict and 12.8% Low- role conflict. Majority of the women managers were experiencing Medium - level of role conflict i.e., 64.5%, while managing their personal and professional roles. Distribution of role conflict of women managers in higher education shown in Figure 4.1 gives a clear picture of the over all levels of role conflict.

While analysing religion wise distribution of extent of role conflict, it can be noted that 26.6 % of women managers with High- role conflict belong to Muslim community while those from Hindu and Christian communities constitute 22.7% and 20.9% respectively.

FIGURE 4.1

Role Conflict of Women Managers in

Higher Education For the Total Sample
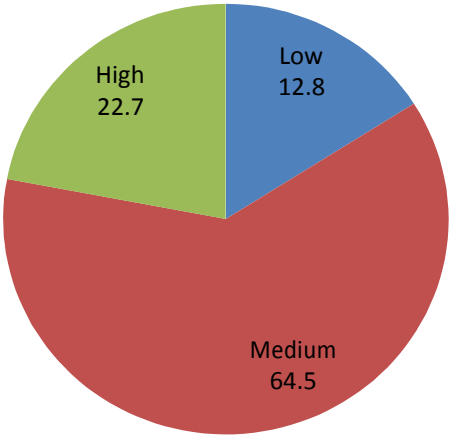
On the contrary, women managers with Low- levels of role conflict belong to Christian community and women from Muslim community constitute only 6.7 % of the Low- level category. Majority of women managers of all the religious communities belong to the Medium- role conflict category. Figure 4.2 shows the religion wise distribution of role conflict of women managers.

FIGURE 4.2

**Levels of Role Conflict of Women
Managers Belonging to the Three Religions**
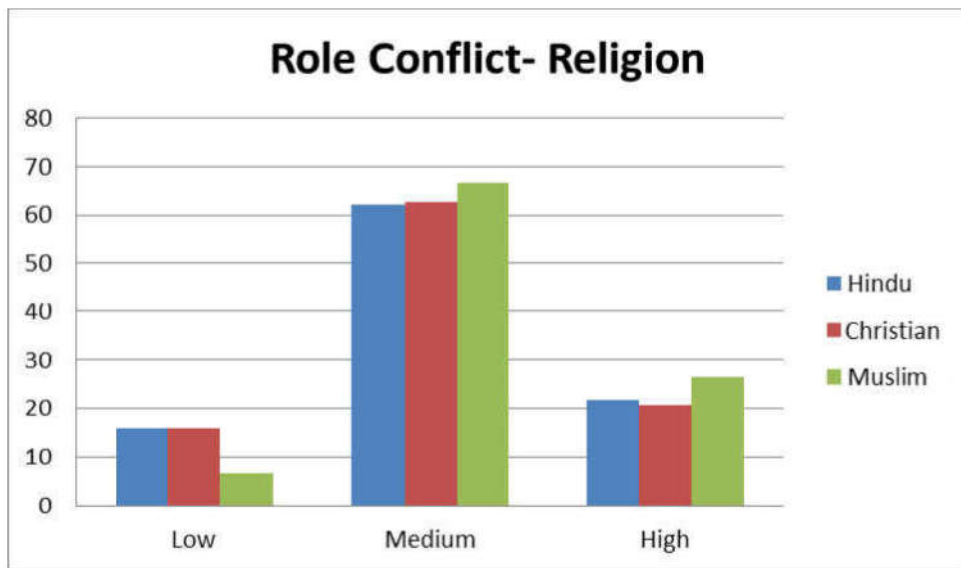
Coming to the Teaching and Non-teaching categories, 22.8% of the respondents from the first group belong to high role conflict category while 21.9% of the Non-teaching staff were found to have High-level of role conflict. 65.6% of the respondents from Non-teaching category were experiencing medium level of role conflict.

Again, the lowest role conflict was experienced by the respondents from the Non-teaching staff category. Here also more than 60% of both Teaching and Non-Teaching staff belong to the Medium-role conflict category. Distribution of role conflict of women managers of these two categories is shown in Figure 4.3.

FIGURE 4.3

Role Conflict of Women Managers
Belonging to the Teaching and Non- Teaching Categories
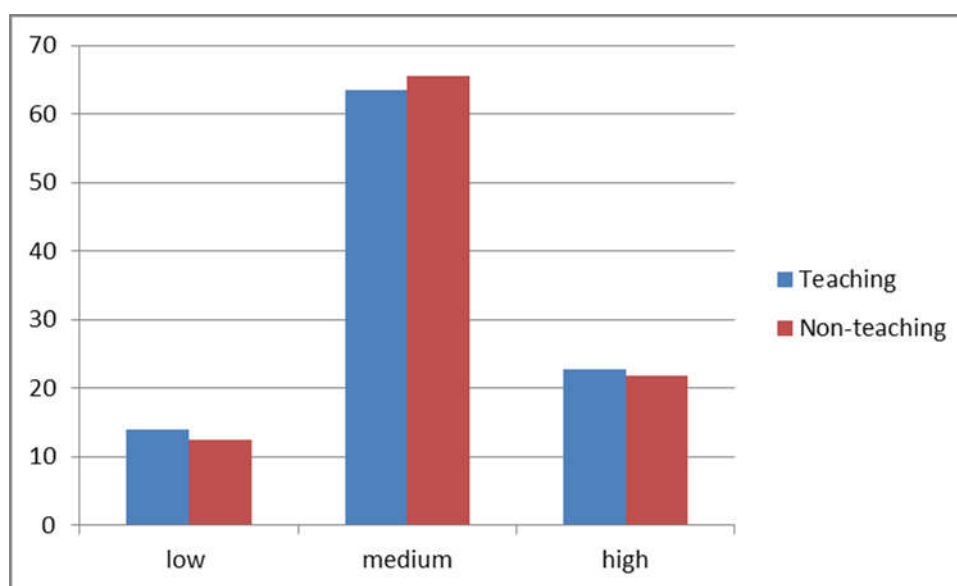
Figure 4.4 indicates the distribution of role conflict of women managers belonging to the two age groups in the study. Percentage of women managers experiencing High- level of role conflict is higher (23.4) for the younger age group i.e. women below the age of 45 years. From those belonging to the age group of above 45 years 15% belong to the Low- role conflict category while 21.7% are in the High- role conflict group.

FIGURE 4.4

Role Conflict of Women Managers Belonging to the Two Age Groups
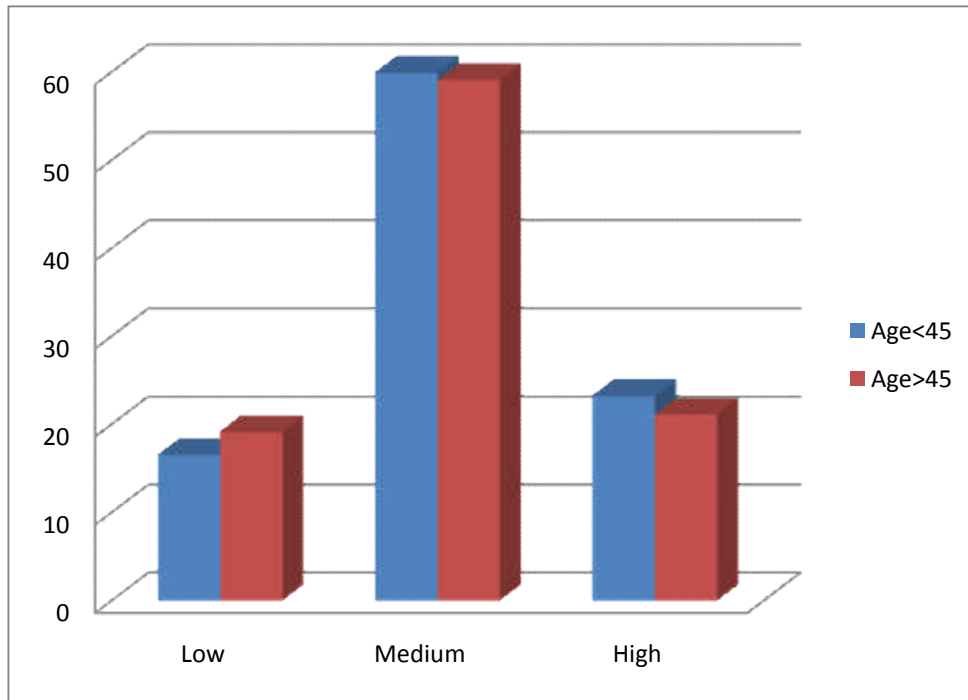
4.2 COMPARISON OF ROLE CONFLICT OF WOMEN MANAGERS BELONGING TO THE SELECTED CLASSIFICATORY VARIABLES

The classificatory variables used in the study were Religion, Age, Nature of Work as to Teaching or Non-teaching, General Work experience and Managerial experience.

4.2.1 Religion and Role Conflict

The religion wise distribution of mean values of role conflict experienced by Women managers is given in Table4.2.1.ANOVA test was conducted to find out whether there is any significant difference between the role conflict experienced by the groups based on the religion of the respondents to test the hypothesis that there is significant difference between role conflict of women managers belonging to the three different religions.

TABLE 4.2.1

Mean Difference Between Role Conflict of Women Managers Belonging to Different Religions

Religion	N	Mean	Std. Deviation	F value	p value
Hindu	58	1.8187	0.32762		
Christian	62	1.7096	0.25051	10.561*	0.021
Muslim	30	2.0117	0.29441		
Total	150	1.7797	0.31014		

*Statistically significant difference

Table 4.2.1 indicates that the p value is 0.021 which is significant at 0.05 level. Thus it can be inferred that there is significant difference in role conflict experienced by women managers belonging to the three religions. It is found that the respondents belonging to Muslim religion have the highest scores for role conflict while those in Christian community have the lowest scores.

4.2.2 Age and Role Conflict

Age of the respondents is believed to influence the ability to tackle the difficult situations arising out of dual roles at home and at work.

TABLE 4.2.2

Mean Difference Between Role Conflict of Women Managers Belonging to Different Age Groups

Age	N	Mean	Std. Deviation	't' value	*p* value
Below 45 yrs	30	2.0133	0.31079		
Above 45 yrs	120	1.7213	0.28232	4.685*	0.000
Total	150	1.7797	0.31014		

*Statistically significant difference

't' test was conducted to find out whether there is significant difference in the dual role conflict of women managers belonging to different age groups. Table portrays the results of 't' test conducted using the mean values of the role conflicts experienced by women managers who belong to the two age groups, viz, those below 45 years of age and those above 45 years. The observed 't' value is statistically significant at 0.05 level and hence it is inferred that there is significant difference in the role conflict of women managers belonging to the two age groups. It can also be inferred that the respondents belonging to the age group of less than 45 years, experience higher role conflict than the other group.

4.2.3 Nature of Work and Role Conflict

t-test was conducted to find out the difference between the means of role conflict of the groups based on the nature of work of the respondents and to test the hypothesis that there is significant difference between role conflict of women managers who differ in their nature of work as to teaching staff and non-teaching staff.

TABLE 4.2.3

Mean Difference Between Role Conflict of Women Managers Belonging to Teaching and Non-Teaching Categories

Designation	N	Mean	Std. Deviation	't' value	*p* value
Teaching staff	118	2.1023	0.32718		
Non-teaching staff	32	1.7926	0.21305	0.452*	0.004*
Total	150	1.7797	0.31014		

*statistically significant difference

As per Table 4.2.3, the *p* value is 0.004 and hence there is significant difference at one per cent level. Thus it is inferred that there is significant difference in the extent of role conflict among women managers belonging to Teaching and Non-teaching categories. It can also be concluded that the women managers from the Teaching category face more role conflict than the Non-teaching staff.

4.2.4 Work Experience and Role Conflict

Experience in any work is expected to reduce the difficulties and strain associated with it. This was experimented by doing the ANOVA of scores of role conflict of women managers who belong to the three groups categorised according to years of work experience. The data and results of ANOVA showing the relationship between total work experience of woman managers and the felt role conflict is presented in Table 4.2.4.

TABLE 4.2.4.

Mean Difference Between Role Conflict of Women Managers Belonging to Different Categories Based on General Work Experience

Experience in General	N	Mean	Std. Deviation	F value	p value
Up to 5	24	2.0117	0.32762		
5-10	30	1.8187	0.25051		
Above 10	96	1.7096	0.29441	10.617*	0.000
Total	150	1.7797	0.31014		

*Statistically significant difference

The results of ANOVA show that the 'F' value is 10.617 indicating a statistically significant difference at 0.01 level. Thus it can be inferred that there is significant difference in the role conflict of women managers who differ in their years of work experience. Women managers having general work experience above 10 years have the lowest role conflict while those having only 5 years of work experience have the highest role conflict.

4.2.5 Role Conflict and Managerial Experience(ANOVA)

Experience in the managerial post is supposed to be a major factor that improves the efficiency to tackle the various situations and to take apt decisions. Thus it can be considered as a factor deciding the intensity of role conflict. ANOVA results showing the difference in mean value of role conflict of the respondents belonging to the three categories of managerial experience is presented in Table 4.2.5.

TABLE 4.2.5.

Mean Difference Between Role Conflict of Women Managers Having Different Years of Managerial Experience

Managerial Experience	N	Mean	Std. Deviation	F value	p value
Up to 3 years	87	1.8506	0.32096		
3 to 5 years	57	1.6933	0.26853	5.753*	0.004
Above 5 years	6	1.6807	0.26965		
Total	150	1.7797	0.31014		

*Statistically significant difference

Table 4.2.6 shows that the 'p' value is 0.004 which is significant at 0.01 level and thus it can be inferred that there is significant difference between the role conflict of women managers having different years of managerial experience. Respondents having managerial experience of more than five years are found to have the lowest mean value and hence the lowest role conflict.

4.2.6 Discussion

It is evident from the results that about 22.7 % of women managers in general are facing high level of role conflict, irrespective of their religion, age or designation. The results are in agreement with the findings of Cooper and Davidson (1982) that the female executives have role conflict and role overload because of their dual roles in the family and office. Many researchers have found that the competing roles of work and family domain can be a source of conflict when demands from work roles cross over into the family domain, or when demands from family roles cross into the work domain (Frone et al., 1997; Greenhaus & Beutell, 1985; Greenhaus & Powell, 2006; Lewis, 2010; Wentling, 2003). The traditional concept of ideal woman is in a stereotyped pattern of hardworking wife and mother, sacrificing, subjugating personal interests for the happiness of the family. In an official sector, she is expected to act as a super woman, prove herself that she is efficient, bold and perfect for the position, outraging men. While performing the two polarised type of roles, women are sure to experience role conflict, which results in stress outcomes.

Religion plays a vital role in shaping the gender roles as well as ideal forms of a family, including specific roles of men and women (Bendroth, 2002; Christiano, 2000). The more conservative the religion to which the

respondents belong, the more will be their role conflict. As has been mentioned earlier much pain had to be taken to locate women managers from the Muslim community to ensure representation of respondents belonging to that religion. Rogers & Franzen (2014) have found that people belonging to conservative religious traditions have higher proportion of married women choosing not to work outside home as per the family decision. This might be one of the reasons contributing to the lesser number of Muslim women in managerial positions in the higher education sector of Kerala.

Increased rate of role conflict was found among women managers from Muslim community. Religious institutions tend to be highly concerned with producing family life (Christiano, 2000; Edgell, 2006) and tend to idealize certain family forms and functions promoting them as moral, legitimate and valuable (Bellah, 1991; Bendroth, 2002). Thus the religious interventions in society emphasize the need for the construction of the "moral family" (Sherkat & Christopher, 1999). Sharing of household responsibilities might be rare in Muslim families.

Women below the age of 45 are showing higher rate of role conflict since the family responsibilities, especially care for children will be higher during this period. The findings are in agreement with that of Selvanayagam (2004) which reveal that age is a major factor determining role conflict. According to Beena (1999) marriage and parenthood appear to be

incompatible with the women involving in career and are seen as conflict arousing. Studies have proved that work- family conflict increases when there are young children in the family (Bellavia, Gina & Frone, 2005; Greenhaus & Kopelman, 1981). The finding is also in line with that of Benni (2011) who found that degree of role conflict of respondents from young age group is very high.

It is inferred from the analysis that the teaching staff, who are in the posts of Principals of colleges and HOD's of teaching departments face more role conflict than the non-teaching staff in the three universities. These women managers have the over burden of managing their institution's daily activities, maintaining rapport and ensuring cooperation and support from subordinates and superiors and resolving the problems of students, attending regular teaching hours as well as managing their house hold responsibilities. Thus they face more stress than the non- teaching staff in the managerial posts of the universities.

Experience in any position helps to tackle the situation well and lightens the decision making process. Increased experience in general and especially in the managerial post has proved to reduce the role conflict of women managers. At home the family members learn to adjust with the 'working wife or mother' and the respondent herself gets equipped with the facilities to simplify her efforts at home, share her responsibilities and reduce

her strain. Thus years of experience become a determining factor for role conflict.

4.3 CHALLENGES FACED BY WOMEN MANAGERS IN HIGHER EDUCATION

The challenges faced by women managers in higher education are studied under the heads of those related to family domain, those related to work front and those related to personal well-being of the respondents. The data pertaining to these challenges were collected using the Role Conflict Scale which consisted of seven statements assessing the issues related to home front, eight statements related to work front and 10 statements pertaining to personal well-being.

4.3.1 Challenges Related to Family Domain

The challenges related to family domain of women managers in Higher Education are discussed in this session. Table 4.3.1 shows the data and results of percentage analysis of the challenges faced by women managers while performing various family duties.

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TABLE 4.3.1

Challenges Related to Family Domain- Total Sample

Sl. No	Statements	Percentage (%)		
		Often	Sometimes	Never
1.	Late to reach home after work	15.3	59.3	25.4
2.	Work carried over to home	14.6	63.4	22
3.	Fail to attend PTA meetings	13.4	40.6	46
4.	Unable to do house hold chores Satisfactorily	11.3	58	30.7
5	Unable to maintain family relations	10.7	55.3	34
6.	Avoids visitors/guests at home	12	38	50
7.	Unable to entertain children after job	8	68	24

Source: Primary Data

From Table 4.3.1 it can be inferred that the highest challenge faced by women managers related to family domain is that they could reach home only late after work. 15.3 % of them often face this problem while 59.3 60% come across this issue sometimes. 14.6% of the women managers admit that they often carry work to home due to urgency of the work and 63.4% do this sometimes. Only 24% of them spare energy to entertain children on reaching home after office hours.

Amidst such overburden of official and personal duties, maintaining family relations by attending family functions and get together, visiting relatives, friends, etc. were performed properly by about 34 % of these women managers. 46% of the respondents find time to attend PTA meetings

and other functions at their children's school despite their busy schedule. Only 30.6% agreed that they could perform their duties well as wife and mother but 11.3% often fails to do so. Half of the respondents even used to avoid visitors at home just because they were too tired of the over burden of work.

4.3.1.1 Challenges Related to Family Domain Among Sub Samples

No significant difference was found with regard to the challenges faced at the family domain among women mangers belonging to the sub samples formed on the basis of classificatory variables such as age, nature of work, total years of work experience and years of managerial experience. But differences were found among the groups formed on the basis of religion. The notable difference in this regard was related to Challenge No.5-'Unable to maintain family relations'. The data in this regard is presented in Table 4.3.2.

TABLE 4.3.2

Religion Wise Distribution of Women Managers Facing the Challenge 'Unable to Maintain Family Relations'

Religion	% of Respondents		
	Often	**Sometimes**	**Never**
Hindu	17.3	51.4	31.3
Christian	14.5	50.5	35
Muslim	6.7	66.7	26.6

Source: Primary Data

As revealed from Table 4.3.2, significant difference was found among the women managers belonging to Hindu, Christian and Muslim communities for whom 'Unable to maintain family relations' is a challenge. The percentage of Hindu women who 'often' are unable to maintain family relations is 17.3 while it is 14.5 and 6.7 respectively for women managers from Christian and Muslim community. The percentage of women who have 'never' experienced the challenge is higher in all religious groups than those who 'often' experience it as problematic. More than 50% in all groups are unable to maintain family relations occasionally.

4.3.1.2 Discussion

Expectations about the social and familial commitment of a woman in Indian society remain the same whether she is a working woman in a managerial position or a house wife. Facing the challenges experienced by women managers due to work family interference in the higher education system and maintaining the social roles amidst the heavy work demands is a burden for women in managerial positions, especially in societies where strict gender stereotyped role expectations are maintained. Gender role expectations about women- familial responsibilities of wife and mother, maintaining family relations, expectations from relatives, friends, children's school authorities and entertaining visitors are all expected of a woman manager irrespective of the increased demands at work place. Social norms teach women that their primary domain is the family and caring family is her

primary responsibility as documented by Thomas (2007). Findings from the analysis show that performing family duties along with heavy official responsibilities is posing a major challenge to the respondents. Role expectations of work and family domains are not always compatible and cause conflict between work and family life (Netemeyer, Boles & Mc Murrian, 1996). Conflict among the two roles in turn results in decreased performance at home and work (Haar, 2004) and decreased life and work satisfaction (Rontondo & Sackett,, 2002). 'Unable to maintain family relations' was found to be a challenge with significant difference in its extent among women managers belonging to the three religious groups. It is notable that women from Muslim community manage to maintain closer family relations than their counterparts in other religions. Assigning the family responsibilities and household chores only to women in the family makes it difficult for women managers to save time for entertaining children.

4.3.2 Challenges at the Work Front

Women managers face so many challenges at the work front since the question of proving oneself fit for the managerial position and controlling the subordinates especially males are stress full tasks. Table 4.3.3 illustrates the challenges faced by women managers in higher education at the work front. Rushing to workplace after finishing household chores is common to 24.6% of women and for 56%, this happens sometimes.

TABLE 4.3.3

Levels of Challenges at the Work Front – Total Sample

Sl. No.	Statements	Often	Some times	Never
1.	Have to rush to the workplace after finishing family responsibilities.	24.6	56	19.4
2	Reluctance of male subordinates to accept a female superior.	24	40.7	35.3
3.	Have to work continuously for more than 16 hrs a day	20	44	36
4	Cannot attend off campus programs	14	45.3	40.7
5	Difficulty in attending seminars/workshops/trainings of more than one day	14.6	50	35.4
6	Have to perform double work at workplace due to the non-co-operation of subordinates/ colleagues/superiors.	11.4	39.3	49.3
7	Family demands affect the perfection of work and job satisfaction	6.7	48.7	44.6
8	Feel like resigning my job	5	24	71

Source :Primary Data

Working continuously for more than 16 hours is yet another challenge often faced by 20% of the respondents. About 44% of the women managers sometimes have to work continuously for more than 16 hours a day juggling between the office and household duties. Even then only 5% of them often think of resigning their job. 24% of the respondents face many difficulties since their male subordinates hesitate to accept them. 14% of them often are not able to attend off campus programs and 45.3% sometimes cannot attend,

since their family members cannot manage home alone. Attending seminars and workshops for more than one day duration is some times difficult for 50% of them. Work is sometimes affected by family demands and thus reduces job satisfaction for 48.7% of them while 6.7% of the respondents often face this problem.

4.3.2.1 Challenges at the Work Front Among Sub Samples

No significant difference was found with regard to the challenges related to work front among the women mangers belonging to the sub samples formed on the basis of classificatory variables such as nature of work, total years of work experience and years of managerial experience. The notable difference in this regard was related to Challenge No. 2, 'Reluctance of male subordinates to accept a female superior' among women managers belonging to the three religious communities and Challenge No.8, 'Feel like resigning my job' among women managers belonging to the three religious communities and those in different age groups.

TABLE 4.3.4

Religion Wise Distribution of Women Managers Facing the 'Reluctance of Male Subordinates to Accept a Female Superior'

Religion	% of Respondents		
	Often	Sometimes	Never
Hindu	22.4	51.7	25.9
Christian	29	35.5	35.5
Muslim	16.7	30	53.3

Table 4.3.4 depicts the religion wise distribution of women managers facing the problem of reluctance of their male subordinates to accept them as superior. Reluctance of male subordinates to accept a female superior at the top was mostly reported by women from Christian religion, i.e. 29%, followed by those belonging to Hindu religion. Such a problem was never felt by about 53.3% of the Muslim women, which is much higher rate than the other two groups.

TABLE 4.3.5

Religion Wise Distribution of Women Managers Facing the Challenge 'Feel Like Resigning My Job'

Religion	% of Respondents		
	Often	**Sometimes**	**Never**
Hindu	8.6	24.1	67.2
Christian	6.5	16	77.4
Muslim	13.3	36.7	50

Source: Primary Data

Table 4.3.5. documents the religion wise distribution of women managers facing the problem of feel like resigning job due to over load of work and family roles. It can be ascertained that 50% of the respondents from the Muslim community have such a feeling at times. Women managers from the Christian community were having least rate of such a thought. 77.4% of women from Christian community never had such a feeling, only 6.5% of them were having thoughts of resigning job, which is the lowest among the three groups.

TABLE 4.3.6

**Age Wise Distribution of Women
Managers Facing the Challenge 'Feel Like Resigning My Job'**

Age	% of Respondents		
	Often	**Sometimes**	**Never**
Below 45 years	13.8	34.5	51.7
Above 45 Years	15.7	41.3	43

Source: Primary data

Table 4.3.6 illustrates the age wise distribution of women managers who face the challenge of feel like resigning job. It can be inferred that 51.7% of women managers below 45 years of age had never thought of resigning job. But among the age group above 45 years, only 43% of them were away from such a thought. Others often or at times had a thought of resigning job due to overstrain from work and family roles.

4.3.2.2 Discussion

Problems related to the work place are a major source of role conflict for women managers since the question of proving oneself fit for the managerial post and controlling the subordinates, especially males are stress full tasks. For about two third of the women managers attending off campus programs, seminars and workshops are found to be difficult due to family responsibilities. Cooking food, cleaning, child care, etc. are responsibilities imposed on women. Again, continuous working hours, both at workplace and at home together for more than 16 hours a day is a somewhat common

phenomenon for more than two-third of these women managers. This is expected and supportive of a role conflict model (Voydanoff, 2002) which indicates that number of hours worked per day is positively related with work family conflict. Conflict between work and family roles results in job dissatisfaction and job burnout (Burke,1988; Frone et al., 1992;Greenhaus, 1988). The findings are in agreement with Stoner, et al., (2011) according to whom managerial women with high levels of family role salience and long work hours experience the strongest role conflict.

Acceptance by male subordinates as well as superiors is seen as another hindrance in the way of success of women managers and this is harder for women managers since accepting women at top positions will be difficult for the male subordinates who have belief in male supremacy. One of the respondents revealed that her male superior will scold her like anything and says " if you can't manage to act properly why don't you resign the job and take care of family duties?". Some of them shared that their subordinates behave to them as if to a house maid at home and produce orders to her, instead of obeying her. Women managers from Muslim community are found to be somewhat less affected by the lack of acceptance by male subordinates. This might be because they are deeply socialised to accept the male dominance at the work place too in tune with what is happening at the family set up. Some of the women managers have to perform double work at workplace because of the non-co- operation of their colleagues especially males. The patriarchal notions followed within homes whereby the man is the

head and the supreme authority who controls and dictates women in the family get extended to the workplace whereby men find it difficult to follow or accept a female superior. The traditional concept about a leader in the Indian context is also in favour of men. Women in leadership positions whether in politics, religion or academic scenario is still a rare phenomenon even in the state of Kerala which has a higher proportion of politically conscious and educated women. Both physical and psychological components of work related stress are explained in literature which ensures the relation between dual role conflict of work and family and the job stress (Allen, Herst, Bruck & Sutton, 2000; Netemeyer et al., 2004). Over strain from the work combined with lack of proper support from the family, balancing the two demands becomes unaffordable to a good number of women managers, leading at least some of them to think of resigning their job. Nearly 30 % of the respondents on an average are found to have such a feeling. Respondents with such a resigning tendency are few among women from the Christian community. Respondents at younger age also show lesser tendency in this regard which is contrary to the normal expectations. Even if they are having higher rate of role conflict, they are not ready to leave their job but to fight against the stressful situations and continue with the job. Increased stress and strain out of huge responsibilities do not make them restrain from the job. Women have realised their power within along with the need for power positions. Consciousness about rights and entitlements coupled with the need for economic independence might have enabled women combat the challenges and continue in the managerial positions.

4.3.3 Challenges Related to Personal Well Being

Regarding the challenges related to personal wellbeing while performing dual roles as manager and home maker, the study reveals the extent of the following challenges faced by women managers.

TABLE 4.3.7.

Percentage Analysis of the Challenges Related to Personal Wellbeing of Women Managers- Total Sample

Sl. No.	Statements	Often (%)	Sometimes (%)	Never (%)
1.	Suffer from physical ailments like headache/ backache/ migraine/chest pain/shoulder pain due to stress	17.3	65.3	17.3
2	No proper time for proper sleep	16	62.7	21.3
3	Feel guilty on seeing children waiting for their mother	15.3	48.7	36
4	Sleeplessness due to work pressures	14.7	62.7	22.6
5.	Feel ineffective in fulfilling my responsibilities as mother and wife.	14	56.7	29.3
6	No time for rest and leisure	13.3	65.3	21.3
7.	Outbursts to my family members due to work pressures	13.3	52	34.6
8.	The demand from the workplace is much beyond individual capacities	12	63.3	24.6
9	Hate Sundays when I am overburdened with household chores.	12	32	56
10	No time or space of my own to pursue personal interests	11.3	58	30.6

Source :Primary Data

It can be inferred from Table 4.3.7 that women in managerial positions face more or less psychological and personal challenges while performing dual roles. Due to overburden of work and the resultant stress and strain many of them (17.3%) suffer from physical ailments like headache, backache, shoulder pain, migraine, chest pain, etc. 48.7% of them sometimes feel guilty on reaching home after office hours when they see their children waiting for them. These women managers even doubt whether they are fulfilling their duties as mother and wife and some of them (14%) often have such feeling. Sleeplessness due to work problems is also a major problem for nearly 14.7% of the respondents while majority (62.7%) of them faces such a difficulty only occasionally. Too much demands from their workplace as managers often make life stressful for 12% of them and 13.3% of them often outburst to their family members when they carry work stress home. Only 21.3% of them are getting time for rest, sleep and recreations like reading, watching TV, listening music/outing, etc. Lippe (1992) have got similar findings that married women spend most of their time for performing the multiple roles rather than for their own needs. Sundays become a day of rest and relief for only 56% of the respondents. Others even hate Sundays just because they will be overburdened with the pending works of the whole week and family responsibilities.

4.3.3.1Challenges Related to Personal Wellbeing among Sub Samples

No significant difference was found with regard to the challenges related to personal wellbeing among women mangers belonging to the sub samples formed on the basis of classificatory variables such as age, total years of work experience and years of managerial experience. But variations were found among the sub samples formed on the basis of religion and nature of work. The data and results in this regard are presented in Table 4.3.8 and Table 4.3.9.

TABLE 4.3.8

Religion Wise Distribution of Women Managers Facing the Challenge 'No Sufficient Time for Rest, Sleep and Recreation'

Religion	% of Respondents		
	Often	Sometimes	Never
Hindu	12	62	25.9
Christian	9.7	59.7	30.6
Muslim	36.7	49.9	13.3

Source : Primary Data

From Table 4.3.8 it can be seen that 25.9% of the respondents from Hindu and 30.6% of the respondents from Christian religions are getting sufficient time for rest and sleep. Muslim women are more prone to lack of time for rest and sleep, except about 13.3 %. Only about 9.7% of the respondents from Christian religion often face the crisis and about 60% sometimes face such a challenge. 12% of women from Hindu religion often

face such problem and 62% sometimes lack sufficient time for rest and sleep. This problem is seen least affected by women managers from Christian community.

TABLE 4.3.9

Distribution of Women Managers Based on Nature of Work Facing the Challenge 'No Sufficient Time for Rest, Sleep and Recreation'

Nature of Work	% of Respondents		
	Often	**Sometimes**	**Never**
Teaching Staff	25.4	61	13.6
Non-teaching Staff	9.4	68.8	21.8

Source : Primary Data

Table 4.3.9 shows the distribution of women managers experiencing lack of proper time for rest, sleep and recreation in the sub samples formed according to nature of work. The Table depicts that 25.4% of women managers from Teaching staff category, i.e., HOD, Principals, etc., often face the problem of lack of proper rest and sleep, while only 9.4% of respondents from Non-teaching group often face such problem. Only 13.6% of women managers from the Teaching category are devoid of such problems while others face the problem at least occasionally due to over burden of duties at family and work front. 68.8% from the Teaching category face lack of time for rest, sleep and recreation sometimes.

4.3.3.2 Discussion

Findings from the analysis reveal that women in managerial positions face challenges affecting personal and psychological wellbeing like stress, guilty feeling of not able to perform family duties properly, out bursting to family members, sleeplessness etc. Family in Indian culture is considered to be built on sacramental principles and the relations to family members are personal and kinship relationships. It is built and maintained upon dedication, personal attachments and sacrifice. Thus there is no question of selective involvement in the duties and responsibilities to be performed for the family members. Women managers feel that they are failing in their duties as mothers despite the fact that they have no proper time for themselves. The findings are in agreement with that of Rao and Ramasundaram (2007). Lack of sharing of household works by the family members depends on the intensity of the patriarchal mind sets imbibed by them, which again is under the strong influence of religion. Women managers strongly believe that their prime responsibility is towards the family which results in such mental situations. The finding complements the results of previous studies (Baker 2003; Helfat, Harris & Wolfson, 2006; Jia & Davis, 2009).

Work pressures generating sleeplessness is a problem identified by other researchers (Williams et al., 2006) also. During the socialisation process imposed on women by the patriarchal social set up women internalise mental

attitudes that their first priority is family and ensuring peace and happiness at home is their responsibility. Failing in any of these aspects generate stress especially among employed women. Stress induced psychosomatic ailments like chest pain, headache, back pain, etc. are thus found widely among women managers who have added responsibilities. It can be thus inferred from the findings that the tension between family and work roles become a source of stress for the respondents as observed by Thomas and Ganster (1995), which results in depression, emotional exhaustion, anxiety, hypertension etc. This ultimately results in diminishing psychological and emotional wellbeing as well as physical wellbeing (Allen, Herst, Bruck & Sutton, 2000; Frone et al., 1997; Frone, 2003).

It is evident from the findings that Muslim women are more affected by the problem of lack of proper time for rest, sleep and recreation than those belonging to the other religions. This is because the patriarchal set up of family structure is strictly followed by the Muslim community. Religion insists women to perform family functions and gender roles well whether they are managers or ordinary women. Family is preached more important for women from the Muslim religion even though other religions also preach the need for women fulfilling their family roles well, weather she is a woman working outside or not. Conducting of seminars or workshops, preparing new proposals for innovative programmes and research works as per the UGC directions definitely need extra home work for its perfect implementation. This might be the reason why women managers of the Teaching category

lacks time for rest, sleep and recreations when compared to the Non- teaching category of women managers.

4.4 FAMILY RESPONSIBILITIES AND ROLE CONFLICT

The extent of family responsibilities of women managers in higher education were collected using the 'Family Responsibility Scale' and the respondents were categorised into three different levels according to the extent of family responsibilities performed, ie. those having low, medium and high levels of Family Responsibilities.

4.4.1 Extent of Family Responsibilities of Women Managers for the Total Sample

Table 4.4.1 shows the distribution of women mangers with regard to the extent of family responsibilities for the total sample. Mean value of Family Responsibilities is 44.7 and SD is 8.05.

TABLE 4.4.1

Distribution of Women Managers on the Basis of Family Responsibilities - Total Sample

Levels of Family Responsibilities	Frequency	Percentage
High	38	25.3
Medium	93	62
Low	19	12.7

Source : Primary Data

As shown in Table 4.4.1, 12.7% of women managers are having low levels of family responsibilities. 25.3 % of them have high level of responsibilities while 62 % of them have medium level of responsibilities in the family. From the findings it can be inferred that most of the women managers are still over burdened with family responsibilities which checks the time available for them to use in other productive matters. Percentage distribution of family responsibilities of women managers is shown in Figure 4.5.

FIGURE 4.5

Family Responsibilities of Women Managers

Family Responsibilities of Women Managers -Total Sample

■ High ■ Medium ■ Low

12.7

25.3

62%
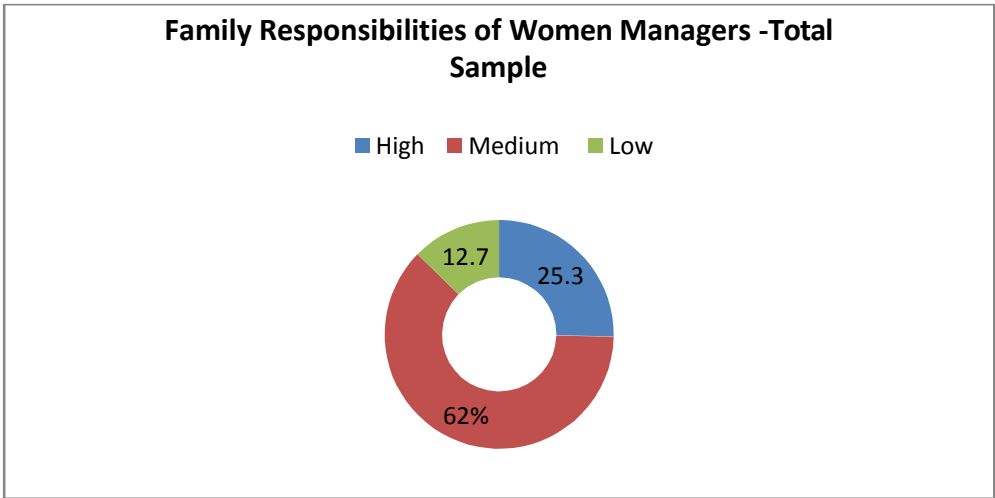
4.4.2 Extent of Family Responsibilities of Women Managers for the Sub Samples

No significant difference was found with regard to the extent of family responsibilities among women mangers belonging to the sub samples formed

on the basis of classificatory variables such as age, nature of work, total years of work experience and years of managerial experience. But variations were found among the sub samples formed based on religion. Religion wise distribution of women managers belonging to the low, medium and high levels of family responsibilities is presented in Table 4.4.2.

TABLE 4.4.2

Religion Wise Distribution of Women Managers with Different Levels of Family Responsibilities

Sl. No	Religion	Low(%)	Medium(%)	High(%)
1	Hindu	10.4	67.2	22.4
2	Christian	40.3	40.3	19.4
3	Muslim	10	60	30

Source: Primary Data

Table 4.4.2 shows the religion wise distribution of women managers belonging to the Low-, Medium- and High–levels of family responsibilities categories. It can be seen that Muslim women are overburdened with responsibilities towards the family followed by Hindus and Christians. 30% of the respondents from Muslim community have high rate of family responsibilities, followed by 22.4% from Hindu religion and 19.4% from Christian religion. 40.3% of the respondents who are Christians were having low rate of family responsibilities.

4.4.3 Correlation Between Role Conflict and Family Responsibilities of Women Managers

In order to confirm the relationship between the extent of family responsibilities and role conflict of women managers, Pearson's correlation coefficient was attempted in the data collected. Table 4.5.2 indicates the results of correlation between role conflict and family responsibility of women managers in higher education.

TABLE 4.4.3

Correlation Between Role Conflict and Family Responsibilities

Correlation Variables	Role Conflict	Family Responsibility
Role Conflict	1.000	0.032*
Family Responsibility	0.032	1.000
	150	150

*Significant at 0.05 level.

Table 4.4.3 shows a correlation value of 0.032 which is significant at 0.05 level. The results show that increased level of family responsibilities is closely associated with high role conflict experienced by women managers. Statistical analysis supports the hypothesis that role conflict increases with increased family responsibilities of women managers.

4.4.4 Discussion

Marriage and family are considered to be a necessity for woman to fulfill her life according to Indian culture and hence getting married, producing children and performing the caring responsibilities has been considered as inevitable part of a woman's life. While living with family, almost all the family responsibilities will be the sole responsibility of woman in the family. Family support and sharing of house hold responsibilities have an important role in reducing or relieving women managers from work – family conflict as accorded by Holahan & Gilbert (1979). But since the sharing of house hold chores is considered to be 'shame' for the men folk according to our culture, men shows reluctance towards it and ultimately women suffer the same role conflict whether their husbands are residing with them or not. Thus women manager's role conflict is an overall result of all the factors mentioned above.

Lack of time becomes a major problem for the women managers when the double responsibilities of job and family are to be performed. This become sources of pressure and stress for the women managers along with stressors from different behavioural needs of varied life situations (Colombo & Ghisleiri, 2008, Rosech, 2004). Responsibility towards the dependents like children or elderly is also identified to affect the role conflict (Brough & Kelling, 2002; Noor, 2002). Despite the fact that women in Kerala are

allowed to attain higher education, professional education and employment, they are expected to give top priority to family (Thomas, 2007). Any lag with regard to fulfilling family responsibility is condemned not only by the family and society but also by the woman herself. This in turn becomes the basic source of conflict and stress. However educated and well placed in the career, a woman is primarily expected to be a home maker and care giver. Only after the fulfillment of these responsibilities women are expected to go out for work.

4.5   FAMILY SUPPORT EXPERIENCED BY WOMEN MANAGERS

Support from the family, especially from spouse is a major factor affecting the extent of role conflict for working women in the Indian context. Since the institution of marriage is considered here as a 'must be done process in a woman's life' and the family and children are considered as the woman's responsibility, putting whole energy and expertise for perfection in official field will be possible only if the family responsibilities and household chores are shared by the family members.

4.5.1 Extent of Family Support Received by Women Managers for the Total Sample

The family background and support of the respondents were identified using the 'Inventory on Family Background and Support' developed by the researcher. The scale is a two point one which consists of 15 statements, each

has to be answered by the respondents as 'yes' or 'no', for which they will score points 2 and 1 respectively. The total family support score for each respondent will fall between 15 to 30. The respondents in the present study experience a mean score of 23.44 for family support in performing their household responsibilities. The SD value was found to be 3.11. The respondents were classified into three groups based on the conventional 'sigma' distance from mean score.

TABLE 4.5.1

Family Support of Women Managers in the Total Sample

Levels of Family support	Frequency	Percentage
High	34	22.67
Medium	101	67.33
Low	15	10

Source : Primary Data

Table 4.5.1 shows the frequency distribution and percentage of respondents experiencing High-, Medium- and Low Family Support. It is revealed that only 22.67% of women managers get sufficient co-operation and family support in fulfilling their familial responsibilities and to cope up with their dual role conflict. The majority of the sample coming to 67.33 % gets medium support while the rest 10% gets only low support.

FIGURE 4.6

Distribution of Family Support Received by Women Managers
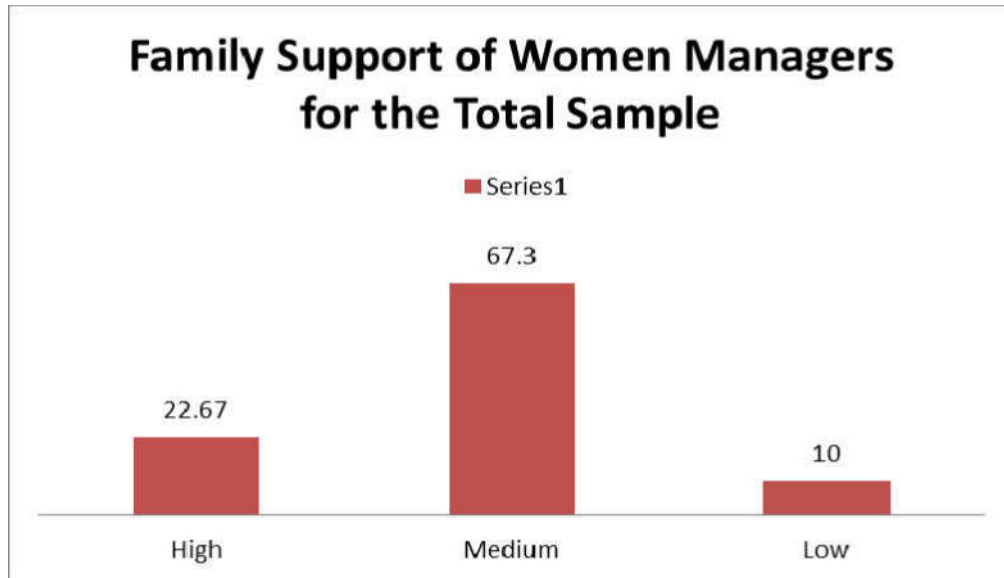
4.5.2 Support for Women Managers from Different Units in the Family

The sources of family support vary with individual woman, some of them being supported by spouse, others by parents or in-laws and by housemaids in other cases.Table4.5.2 shows the frequency and percentage of women managers getting support from different units within family. Majority of the respondents were getting support from these different units in the family simultaneously.

TABLE 4.5.2

Support for Women Managers from Different Units in the Family

Sl. No.	Supporting Units at home	Frequency	Percentage
1	Modern home appliances	144	96
2	House maid	97	64.7
3	Husband	69	46
4	Parents or in laws	64	42.7
5	Children	32	21.3

Source: Primary Data

From Table 4.5.2 it can be inferred that only 46 % of the respondents are getting support from husband and 42.7 % from other family members like parents or in-laws. 64.7% of the respondents are availing support of a full time or part-time house maid. It can be seen that the use of modern home appliances (96%) is the most supporting unit for women managers to manage family responsibilities.

4.5.3 Extent of Family Support Received by Women Managers in the Sub Samples

No significant difference was found with regard to the extent of family support received by women managers belonging to the sub samples formed on the basis of classificatory variables such as age, nature of work, total years of work experience and years of managerial experience. A notable difference in this regard was found in the case of women belonging to different religions.

Family support gained by women managers who belong to different religions to manage their responsibilities at home are presented in Table 4.5.3.

TABLE 4.5.3

Religion Wise Distribution of
Family Support Received by Women Managers

Sl. No	Religion	Low(%)	Medium(%)	High(%)
1	Hindu	6.9	58.6	34.5
2	Christian	3.3	79	17.7
3	Muslim	6.7	80	13.3

Source: Primary Data

From Table.4.5.3 it can be inferred that the highest percentage (34.5) of women managers getting High- family support were from the Hindu religion and 17.7% and 13.3% from Christian and Muslim religious groups respectively. Majority of the respondents from all religious groups were receiving Medium- level of family support.

4.5.4 Influence of Religion on Family Support

ANOVA was conducted to find out whether there is any significant difference between the family support received by women managers belonging to the different religious communities. Results of the ANOVA are expressed in Table 4.5.4.

TABLE 4.5.4

**Comparison of Family Support Received by Women Managers Belonging
to Different Religious Communities**

Religion	N	Weighted Means	Std. Deviation	F value	P value
Hindu	58	1.6819	0.15636		
Christian	62	1.6307	0.16453		
Muslim	30	1.5822	0.13999	4.178*	0.017*
Total	150	1.6404	0.16014		

*Statistically significant difference

The results presented in Table 4.5.4 show that there is statistically significant difference between the mean values of family support received by women managers belonging to Hindu, Christian and Muslim communities. From the Table it can also be inferred that women managers from Muslim community is getting least support in fulfilling their familial responsibilities.

4.5.5 Correlation between Family Support and Role Conflict of Women Managers

Correlation test was conducted to ascertain the correlation between role conflict experienced by women managers and the support rendered by the family members in fulfilling their responsibilities. Table 4.5.5 shows the results of correlation between family support of women managers with role conflict for the total sample.

TABLE 4.5.5

Correlation Between Role Conflict and Family Support

Correlation Variables	Role Conflict	Family Support
Role Conflict	1.000	-.168
Family Support	-.168	1.000
N	150	150

From Table 4.5.5 it can be seen that the correlation value is –.168. Since the value is negative, it can be inferred that there is a negative correlation between the extent of role conflict and family support. Thus it can be concluded that when the family support of women managers increases, the role conflict decreases and vice versa.

4.5.6 Discussion

Involvement in family responsibilities is positively associated with increased hours spent on family activities. This increased work hours is linked to increased role conflict of women managers (Greenhaus & Buetell, 1985). The traditional pattern of husband as breadwinner and wife as home maker is getting altered and the wife shares the role of breadwinner. But the traditional roles of a wife are not shared by the husband which results in increased role conflict for women managers. Even if the service of a house maid is availed or the husband or other family members share the chores, responsibility of household chores is still entrusted on women. As opined by Kuruvilla (2011)

only help is rendered and sharing of family responsibilities does not happen in Indian homes. The findings complement with Itshiree (1999) that a married woman working outside home is under strong pressure while balancing between work inside and outside home. The findings are also in tune with Apperson et al. (2002) stating that in a patriarchal society, where strict gender division of labour is being followed and sharing of family responsibilities is almost nil, married women managers often face higher role conflict than men managers while performing their personal and professional roles.

The findings from the study reveal that gender role expectations are deeply rooted in the Kerala society and continue to dominate especially in case of expectations from women as also documented by Thomas (2007). Members of families demonstrate resiliency when they build caring support systems and solve problems creatively, and this caring will be reflected in the development of optimism, resourcefulness and determination of individuals (Belsey, 2005). This strength and support enable individuals to respond successfully to crises and challenges, to recover and grow from those experiences and to attain empowerment (Walsh, 2003). But equal sharing of household chores and equal parenting are practices yet to be followed in the Kerala society. Religion is found to affect the work- family strategies and cultural frameworks shape understandings of who is morally responsible for caretaking and financial providing (Ammerman, N. T., & Roof, W. C, 1995; Gerson, 2002). Women from Muslim community are getting lesser family

support than their counterparts in Hindu and Christian communities indicating the traditional norms being followed more strictly by the Muslims. This in turn might be one of the reasons for the comparatively lesser number of women as managers in higher education among Muslim community. Muslim women managers in the present study were found to have highest scores for role conflict as they struggle more to fulfill their workplace responsibilities along with family responsibilities with lesser support from family members.

4.6   STRATEGIES ADOPTED BY WOMEN MANAGERS TO ENSURE WORK FAMILY BALANCE

Data were collected regarding the various coping strategies adopted by women managers to overcome the role conflict using the inventory developed by the researcher. To ensure a balance between work and family, women managers use all types of coping strategies falling under Hall's typologies. The coping strategies adopted by women managers has been categorised into three types as categorised in the Hall's model, viz. Type I - Structural Role Redefinition, Type II-Personal Role Redefinition and Type III - Reactive Role Behaviour. Of these, 10 items belong to the Type I category of coping, 9 items were of Type II and 7 items belong to Type III coping strategies.

Type I coping methods involve an active attempt to deal directly with role senders and lessen the conflict by mutual agreement on a new set of expectations. Changing the structural demands can be performed by

reallocating the role tasks of women managers like cleaning, washing, child care, etc. Type II coping involves changing one's personal concept of role demands received from others i.e. changing the expectations themselves, setting priorities among and within roles and performing the roles as per one's own decisions about priority. Type III coping or reactive role behaviour entails attempting to improve the quality of role performance and complete all role expectations alone, without any attempt to change the structural or personal definition of one's roles. This coping method is based on the assumption that one's role demands are unchangeable and that it is the duty of the women managers, here to meet the demands of role at any cost. Thus coping strategy involves a passive or reactive orientation towards one's roles. The coping strategies coming under each typology is presented in Appendix V.

In order to arrive at meaningful conclusions, the coping strategies adopted by women mangers with High- and Low -Role Conflict, were analysed in detail. 22.7 % of the respondents were in the High-Role Conflict Group and 12.8% in the Low- Role Conflict Group.

4.6.1 Coping Strategies Adopted by Women Managers with Low Role Conflict

Women managers with low role conflict were found to adopt coping strategies from all the three typologies simultaneously in their attempts at

maintaining work –life balance. Frequency of the strategies more commonly used by women in the Low-Role Conflict category was identified. Table 4.6.1 shows the frequency distribution of the coping strategies adopted by women managers with low role conflict.

TABLE 4.6.1

Coping Strategies Adopted by Women Managers with Low Role Conflict

Sl. No.	Coping Strategy	Frequency	Type
1.	Maintain good relationship with colleagues	13	I
2.	Proper planning and time scheduling	12	III
3.	Delegation of work among subordinates and colleagues in the office	10	I
4.	Saying prayers/going to holy places	10	II
5.	Equal responsibility in child rearing for husband and wife	8	I
6.	Update with new technologies implemented in the office	7	III
7.	Share household chores with husband/family members	7	I
8.	Effective use of home appliances	7	III
9.	Not carrying work place tensions to home.	7	II
10.	Spend time for recreation such as watching TV/listening to music/ partying/going for movies	7	II
11.	Spend time for reading books	6	II
12.	Share tensions with your husband/family/friends	6	I
13.	Hire help to care for elderly /children.	6	I
14	Driving own vehicle for transportation.	5	III
15	Giving independence training to children	5	I
16	Go for outing with husband/friends/family members	5	I

While analysing the coping strategies used by respondents with low role conflict, it was found that among the Type I coping, the largest number of respondents use the coping strategy 'maintain good relationship with colleagues' as their first preference. Then comes 'delegation of work among subordinates and colleagues in the office' followed by 'equal responsibility for husband and wife in child caring and sharing household chores', 'hire help for child rearing', 'sharing tensions with husband or family members' and so on. Among Type II coping, 'saying prayers/ going to holy places' were the highly endorsed options followed by 'not carrying work place tension to home', 'spend time for recreations like watching TV, reading books and participation in social media'. Coming to the Type III coping, 'proper planning and time scheduling.' was highly endorsed, while 'update with new technologies implemented in the office', and 'effective use of home appliances' appeared next to it.

Almost half of the sample (50.6%) agreed that sometimes their husbands help in the household works like cooking, washing, caring children, etc. and hence they can manage the dual roles better. Still others pointed out the attitude of their husbands to look down upon men entering kitchen whereby they never do so. When these women managers have to spent more time in the office and reach home late, all the works will be kept waiting for them as if they have committed a crime by being late.

4.6.2 Coping Strategies Adopted by Women Managers with High Role Conflict

Women managers with low role conflict were also found to use strategies belonging to all the three typologies to ensure work –life balance. For the respondents with high role conflict, the highly endorsed item of Type I coping used as first preference was 'delegation of work among subordinates and colleagues in the office' followed by 'maintain good relationship with colleagues'. Other Type I strategies involving structural changes were not found to be used by the sample with high role conflict.

TABLE 4.6.2

Coping Strategies Adopted by Women Managers with High Role Conflict

Sl. No.	Coping Strategy	Frequency	Type
1.	Delegation of work among subordinates and colleagues in the office.	10	I
2.	Proper planning and time scheduling.	13	III
3.	Saying prayers/going to holy places	6	II
4.	Effective use of home appliances.	9	III
5.	Update with new technologies implemented in the office	8	III
6.	Maintain good relationship with colleagues	6	I
7.	Attend official training programme	5	III
8.	Participation in social gathering	5	II
9	Spend time for reading books	4	II
10	Driving own vehicle for transportation	7	III

Table 4.6.2 shows the coping strategies adopted women managers with high role conflict. The most frequently used Type II coping by those having high role conflict were 'saying prayers/going to holy places' followed by 'participation in social gathering'. At the same time strategies involving reactive role behaviour coming under Type III are seen to be adopted by majority of the sample.

4.6.3   Comparison of Coping Strategies Adopted by Women Managers with High and Low Role Conflict

The type of coping strategy adopted can have implications on furthering or ameliorating the stress associated with dual role conflict. Extent of role conflict has been found to vary with the type of coping strategies adopted by the respondents. (Behson, 2002; Grandey & Cropanzano, 1999; Rothbard & Dumas, 2006; Wayne, Musisca & Fleeson, 2004).

A comparison of the type of coping strategies used by women managers having high role conflict and low role conflict was attempted and the results are shown in Table 4.6.3.

TABLE 4.6.3

**Comparison of Coping Strategies Adopted by Women Managers with
High and Low Role Conflict**

Sample	Type I (Structural Role Redefinition)	Type II (Personal Role Redefinition)	Type III (Reactive Role Behaviour)
Low Role Conflict	61	31	33
High Role Conflict	26	15	41

On analysing the frequency of using the different types of coping strategies, it was found that the Type I – Structural Role Redefinition - coping strategies were largely used as first preference by women managers having low role conflict (frequency61), followed by Type III category of coping strategies–Reactive Role Behaviour with a frequency of 33 and finally the coping strategies falling under Type II- Personal Role Redefinition with a frequency of 31.

In the case of respondents with high role conflict, the type of coping largely used as first preference was Type III – Reactive Role Behaviour with a frequency of 41 and then comes Type I coping strategies with a frequency of 26 and the least used was Type II – Personal Role Redefinition with a frequency of 15. Thus the results show a notable difference in the type of coping strategies adopted by women managers with high and low scores for role conflict.

4.6.4 Discussion

The very nature of coping strategies adopted by women managers has been identified as a prominent reason for variation in the extent of role conflict. The most frequently used strategy by the respondents with low role conflict is 'maintaining good relationship with colleagues' which is in accordance with Lorden's (1985) "feminine" leadership style model where women give first preference to a co- operative style of operation with team work for quality output. They operate in a rational or intuitive problem solving style. They will be controlling the subordinates in a comparatively low range, will be empathetic, collaborative with high standard and performance. Literature also imprints the proofs on women's manifestation of specific characteristics of communication, vision, caring ways, trust, democratic, participative decision making, etc. in leadership (Eagly & Johnson 1990; Helgeson, 1990; Jacobs & McClelland, 1994; Roueche et al., 1989) which were identified as consistent with transformational leadership (Tibus, 2010), and in tune with the second largely used coping style, 'delegation of work among subordinates'. In the family too, this strategy is followed by these respondents to reduce role conflict by sharing house hold chores and childcare responsibilities. From an overall analysis of the coping strategies of those respondents with low role conflict, it can be identified that they are using the Type I coping at a larger rate along with multi coping strategies for reducing their role conflict. Thus the respondents who

experience low role conflict in the study were able to redefine their role expectations and negotiate a new set of role expectations from their role senders by reallocating and sharing their role tasks.

In the case of women managers with high role conflict the situation goes reciprocal to the first category. The coping strategy mostly used by this category is 'Proper planning and time scheduling' which comes under Type III coping wherein no changes in structure of role expectations are done by them. They are equipping themselves and trying to be 'super women' by performing all the role expectations with more perfection and accuracy. In their case, the role expectations will be fulfilled properly but the respondents themselves will have to pay for it by gaining over strain which will affect their physical as well as mental health (Long, 1989; Mc Donald & Korabik, 1987). The traditional cultural norms and socialization ascribes the role expectations of these women managers which is transmitted over generations even when other occupational roles have been taken and performed by women successfully (ThiThuy, 2011).

4.7 CONCLUSION

An attempt to identify the extent of dual role conflict of women managers in higher education in Kerala and the strategies that enable these women mangers to ensure work –life balance was done. Women managers are found to experience dual role conflict, irrespective of their religion, age,

designation, etc. subject to variations. Despite the overburden of work, role conflict and mental stress, none of the sample was willing to give up her profession and was not even willing to take long leave or any other break in the career, even though some of them had thought of doing so at the time of over burden of work. The dual role conflict of women mangers seem to be influenced by the factors like age of the respondents, religious affiliation, nature of work, total years of experience in the work as well as their managerial experience.

Women managers face challenges in various domains while combining their work and family roles as challenges related to work domain, family domain and psychological and emotional challenges related to personal well being. It is obvious that guilty feeling in not performing familial roles is experienced by many women managers as Kerala women value their family identities to a great extent, gained as part of the gender socialisation process. Inappropriate gender role perception is hence identified as a reason for increased role conflict of women managers as also documented by Thomas (2007).

Problems of acceptance by male subordinates and colleagues is a major problem faced by women managers since it is the general assumption that family domain is women's prime area and managing an institution and supervising other staff are not generally expected of a woman even today in

Kerala. The patriarchal ideologies within the family are thus taken into work place too, where women have to perform at their best to get recognition as efficient managers. This has been explained by Sharma et al (1984) that patriarchal ideology is the chief instrument of women's oppression within the family and women too internalize this ideology and accept the related practices through the process of socialisation.

Family responsibilities of women managers have been analysed in the study and found that the responsibilities of daily household chores and caring duties are entrusted with women in the family even today, whether she is working as a manager or not. It has been analysed in the study that the economic responsibilities of men towards the family has been shared by women through the ages to a very large extent, but the familial responsibilities has not been shared by men till date. Hence, women, while taking the double burden to a large extent has been found to experience role conflict at greater level. Otherwise, increased family responsibilities add to the experience of more dual role conflict.

Women managers getting more family support are found to have been experiencing reduced dual role conflict. Support from the family includes many facets like support from husband, parents or in laws, children and other factors like service of a house maid and use of home appliances. Many of them rely on use of better assisting appliances at home and the help of house

maids for fulfilling their familial duties. Sharing of chores and family responsibilities by husband who is considered as the life partner of women managers is not so hopeful even today.

Different types of coping strategies are being used by women managers to balance the dual roles and reduce dual role conflict. But due to lack of proper knowledge about the types of coping strategies, effective use of proper strategies is not being practiced by them. Structural redefinition of the roles have been found to be the most effective type of strategies that reduce role conflict of women managers, followed by the Type II or the strategies under personal behaviour. Delegation of work which is of Type I strategy, is found best to reduce dual role conflict. Instead, majority of women managers are planning and scheduling their work load tightly so that they can perform all the official and familial roles alone with perfection. This tendency adds to the dual role conflict of women managers. Wentling (2003) opined that the twin roles of women causes mental strain and conflict due to the social structure to which she is fitted and is still dominant.

The women managers seem to be all set to fight for their career roles and willing to face any challenge in the present roles. Since they are academicians and administrators of higher level, they are expected to be highly achievement oriented and career oriented, which will be hindered by the over burden of family responsibilities put on them. Gender division of

labour seem to be an out dated practice since both men and women in the family are breadwinners for the family and have to go out for work. And hence equal parenting and equal sharing of household works is the major solution for solving the problem. This in turn will be possible primarily by changing the mind set of both men and women in any society. Affirmative actions are to be taken to urgently address the problem of dual role conflict of women managers in higher education so as to meet the needs of women's leadership in the 21[st]century.

CHAPTER V
WOMEN MANAGERS – SELECTED LIFE STORIES

The researcher has attempted for a comprehensive study of the experience of women managers in different contexts. However, during data collection she has come across many respondents whose life history is quite appreciable or much appealing. Since the kind of sufferings, challenges and constraints they have encountered to reach their destination are to be revealed to have a deep penetration into the realities of the challenges of women in managerial positions, a few life histories are detailed in this session.

1.   Santha

Santha was born in a small village in Kollam district of Kerala. Her family was a below average one in financial set up, and she had four female siblings. The financial constraint of the Harijan family never pulled back her enthusiasm to acquire higher studies and secure a government job. After matriculation from a local government school, she completed graduation and post- graduation from a government college in the capital city of Thiruvananthapuram receiving stipend from the government.

Soon after completing her studies, she could secure a job at University of Kerala by passing the qualifying test. She was then married to a bank employee and has one son.

Santha is now Deputy Registrar in the University. Her attitude towards daily issues at the office, her character to take things as it comes and not getting stressed by any problems around her, contributes to the effective handling of both familial and official duties. Even though her husband is busy as a bank manager, she could involve him too in the house hold matters. Purchase for the house, especially for the kitchen, attending family functions and decisions regarding financial matters are done by them together. The house maid takes care of her house hold chores and hence the primary duties as a woman in the family, i.e. cooking, washing, cleaning etc. are well managed. Being a Deputy Registrar, she often becomes late to reach home. But even after this, she gets time to maintain smooth relations with her son and husband, since the house hold chores will not be waiting for her!

Heavy work and difficult situations at the office do not strain her as she always takes a diplomatic stand in matters where decisions are to be taken tactfully. Political or bureaucratic pressures from outside on issues do not generate stress because of this stand. Still bold expression of her views has caused the enmity from the superiors.

Santha practices Yoga and meditation regularly. She is a follower of Chinese system of 'Raiki', a form of meditation imparting high mental power to one self. She claims it to enable her attain emotional well-being and also to keep away from the psychosomatic diseases like headache, chest pain,

shoulder pain, etc.

The story of Santha depicts that it is practicable to discover joy amidst stress generating situations and that support from family members as well as hiring support can help women to balance work and family life.

2. Dr.Helen

The journey of Dr. Helen before becoming Director of a teaching department is filled with adventure, competence and determination. She hails from a well settled family in a village in the mid-Kerala, with five siblings, and she being the brightest and smartest among them.

Finance was never a constraint during her educational period. She was of course, a brilliant as well as hardworking student who was consistently doing well in her studies. After matriculating from a local school, she took her intermediate, graduation and post-graduation from excellent colleges in Kottayam and Ernakulam Districts with best academic results as 'rank holder'. After her post-graduation, she was married to a business man and lead her life as a house wife, until her only daughter was at the age of five. Amidst her prosperity, she realized that her identity, self-esteem, freedom are being locked within the four walls of her house, living in the 'shadow' of her husband, unheard and unrecognized. Looking into herself she could realize her positives and resources, she decided to change her fate, fulfill her dream of becoming a teacher. She continued her higher studies and secured her

doctorate. Immediately afterwards she got placement as a lecturer in a college, then she became an Associate Professor, and finally the Director of a study Centre in the University. Destiny will not dishearten the determined. Now, as a Professor she is planning and implementing so many seminars, workshops and extension activities.

Although her splendid performance and excellence in career attracted the higher authorities, entrusting her with varied tasks at the University level, she had to perform outstandingly to prove herself capable than her male counterparts. At the same time, being a wife and mother she had to perform all the family responsibilities, as her husband was concentrating on business and could not share house hold responsibilities. Making a full-fledged teaching department from a big '0' and keeping it active with varied programs for the students as well as the other categories of society itself is a task of round the clock performance. Combining this with the family responsibilities is a challenge that she accepts whole heartedly. Proper planning and implementing of the tasks, delegation of work among her colleagues and implementing the academic programs and projects with the help of her research scholars and students thereby giving experience to them too lies behind her success in career. Above all, her self-confidence and positive attitude towards the difficulties encountered in both official and personal life resulted in success in life.

Performing such huge responsibilities is not an easy task for anyone. Over strain and restless work imparted her physical ailments like occasional back pain, shoulder pain and leg pain. But she is never bothered about such problems and always tries to be active in her career.

3.   Hazeena

Religious influence had little role in moulding the life of Hazeena who hails from a small town in southern Kerala. Her father being a government servant, encouraged her in her studies and let her learn as much as she wanted. She was the eldest of the three children, having two male siblings. Early marriage being a common practice in society at that period, she was also forced by her family members for the same and pressure was on her father with so many proposals for her daughter. But she was allowed to complete her degree and PG while proposals were ongoing thoroughly, she tried her level best to get a job. When she got married, permission to go for job was her only demand. Hazeena got the job at University when her first child was 6 months old. Her in-laws were very co-operative in child care and house hold chores like her own parents. With the co-operation of the parents of both of them and her husband, who was a lecturer in an aided college, she could manage her family responsibilities and care giving works to a great extent.

Haseena is now Assistant Registrar in a University. Challenges at the

work front were the major hindrance in her way while combining work and family. After becoming a person in managerial position, her stress and strain levels have hiked much. Since she was a person of soft voice and less commanding power, reluctance for acceptance from her male subordinates was a major puzzle for her. Along with lack of proper assistance of staff and other facilities and equipments, receiving warning and scolding from the superiors was a common phenomenon for her. Higher authorities used to involve in the routine works of administration and influence in matters of their own interest. Mental harassment according to her is widely existing in the University setup considering women managers as just 'women' and not as an officer of gazetted rank. Excelling in career in an institution with limited human resources and digital facilities was a difficult situation for her. This caused strain in her which resulted in severe headache, back ache, chest pain and so on. Sleeplessness and psychosomatic disorders were also felt occasionally. She has poor job satisfaction as she fails to finish her time bound works which according to her is due to lack of proper staff support. Unfilled seats due to lag in new appointments to the vacant posts added to the problem. She had thought of resigning her job many times, but at the next thought changes her idea. Lack of concentration in family matters like house hold chores, caring, etc. are also experienced by her resulting in extreme role conflict.

4.   Rajalakshmi

Rajalekshmi is the HOD of a Science Department in a famous aided college in Kerala. She was born in a high class family in a small village in Alappuzha district. She has two elder sisters and a brother; all of them were given facilities for studies in better schools and colleges in Alappuzha and Ernakulam districts respectively, by their parents. She was married to an Engineer in government service and has three children. She got into service in the college as lecturer at the age of 27 when her second child was only one year old. Appointment was at a college 30 km away from her house. She had to wake up early at 4.30 am to finish all her house hold duties, and go to college at 8 am. In the evening she reaches home after 5.30 pm, even after her husband reaches home. She used to rush to kitchen to finish rest of the works and then to care her children. Her mother in law was taking care of her little children during day time. One maid was there for doing external works at home. Support from husband in household chores and child care was an unheard story at that time and men getting into kitchen was itself a shame. She herself had to finish all the household chores of the big joint family (with husband's younger brothers and a sister) if she had to go out for job. It was normally expected of a 'marumakal' in a traditional Hindu family in Kerala. But she enjoyed her work and became a teacher who was very dear to her students. 18 years passed by and now she is working at a college at Ernakulam for the past three years. Hers is a nuclear family now with husband

and three children. She has to travel one and half hours daily by train and half an hour by bus, to reach her college and then return. In between she joined for Ph D and has just submitted her thesis. It is to be noted that she had done this amidst such heavy strain due to long hours of travel, house hold chores like cooking, cleaning, washing etc. even if her children were helping her to some extent. Overload of work and family roles of course caused conflict among the roles, especially when her children were at the younger age, but never reduced her persistent energy to perform well at home and work. Since her children had grown up- two boys and a younger girl, they could do their works independently as per the training given by the mother. Her husband has retired from service and now working as an advisor in a private firm near their residence. Her long travel hours or strain in taking classes is not reflected on her face or in her deeds. She looks so active and energetic while interviewing and even promised the researcher to help further if at all her help is needed in the research work.

5.   Dr. Laila

Dr. Laila was born in the capital city of Kerala as the only daughter of her parents who were from an orthodox family background but having newer thoughts and vision. Her father was a famous lawyer of his time and mother was a house wife. After completing her primary education in one of the best schools in the city, she joined for graduation in Madras University. She took

post- graduation and Ph.D in Social Sciences from there itself. She got appointment in the University one year after completing her studies and within a short period, she was married to a lecturer in a college affiliated to University of Kerala. Her only son, is now doing a professional course under University of Kerala. Living amidst luxury and fame, she could not resist working for the suppressed and suffering women in the society. While being an efficient academician and researcher, she worked for uplifting women at the lower strata of the society, by conducting extension programmes on general empowerment of women, safety issues, conducting skill development programmes by co-operating with the N G O's and so on. She always raised her voice against incidents of violence against women in the society and was working with the activists in such matters. Research work was also conducted well under her guidance by many research scholars. They were well trained by her for taking classes for adolescents as well as women, which were conducted in schools and Panchayats.

Due to her continuous work at office, home and ultimately for the society, her health was not so perfect. She used to suffer from headache due to migraine, due to her over strain and sometimes having shoulder pain, leg pain, etc. She did not spare time for caring her health problems rather even did not bother about such things. Family responsibilities were not fulfilled by her properly and attending family functions like marriage, house warming, or any other reception parties were often missed by her due to her involvement in

social work. But since she was recognized as a person who dedicated her life for the empowerment of women along with being an excellent academician, she was excused from such complaints by relatives as well as friends as not attending such functions. Her husband was self-sufficient in house hold chores like cooking, washing, etc. and they did not use to wait for her to do such jobs at home. But her son, being the only child, was not trained to do such things, which can be seen as a mistake from her side in upbringing her son.

CONCLUSION

A closer look into the life stories of selected women managers was interesting and curiosity evoking. All the women are managing to perform their dual roles amidst difficult life situations at work and family domains. Stepping out to work outside home was a risky situation at their younger ages, two-three decades earlier, due to social norms and expectations about women. No sharing of family roles could be expected in those days and even such a thought was ridiculous at that time. But somehow they managed to balance their family responsibilities properly. Even though some of them could win moral support from husbands, physical support in household chores and caring duties are almost nil. Service of housemaids is a way of relief for few of them. Persistence of gender division of labour in society is evident from their life stories.

Travelling long distance to work place after finishing house hold duties has also been reported by a respondent. Spending hours in buses or trains daily destroy the physical fitness of women. Sleeplessness and other psychosomatic disorders have been reported by the women managers due to tensions and strain from official duties.

At work front, acceptance by male subordinates as well as superiors is a major problem for them. Incidents of mental harassments are also reported by the women managers.

Two of them continued their studies even after marriage and birth of children, and took doctorate in their respective subjects which is really appreciable. All of them are still ready to accept the pain and continue the job due to the passion towards career and love to be independent financially and socially. None of them are willing to leave the job due to over strain, but ready to accept the challenge.

Strategies adopted by them to alleviate role conflict are mostly of Type II or Type III categories they have been followed traditionally. Equipping themselves with measures to manage the dual roles as in Type III coping methods was the most common method of coping they could adopt at home. Prioritising among roles was also practiced by two respondents. Division of roles among subordinates or among family members were executed by only two members. Lack of proper awareness among women managers about the

types of coping strategies and the best coping methods to be used adds to their dual role conflict. Stories of women managers documented by conducting intimate and open talk with them gives a clear picture about the conditions of women managers in higher education field of Kerala.

CHAPTER VI
SUMMARY, FINDINGS AND SUGGESTIONS

Globally, women represent half of the population, have always been part of the economy, family and social set up, but their existence, efforts and contributions to the family and society remain invisible. Their role changed continuously from home maker to bread winner outside home, and reached today's executive and managerial positions prooving their efficiency equally with men. While internalizing the new roles and becoming the earning member, men's traditional role was shared, while the traditional role of women as family maker is not shared by men. Along with the biological functions, women have to perform all the household chores, due to the prevailing norms and values. Divergent and contradictory roles of efficient, bold and promising manager at the work place to loving and caring wife and mother at home demands a lot from the women managers, leading to dual role conflict of women managers.

Since the thesis has been constructed on the basis of theoretical postulates of eminent theorists and feminist thinkers, it is imperative to explain the theoretical aspects regarding role assumptions of men and women in society. Many of the feminist theorists have deliberated upon the need for restructuring of the role concepts of men and women in family and society. Rescheduling of roles in many aspects have already occurred but the enigma

of roles related to family as caring and nurturing duties still remain with women themselves and all societal institutions ascertain the need for women performing such roles for the overall welfare of the society. While defining gender roles, role conflict, spill over, etc. social scientists comfortably ignore the need for restructuring gender roles in society and reallocating the roles, even though need for increased economic participation and empowerment of women has been preached by many of them. Thus the available theoretical pool of social sciences lack proper theoretical support for the restructuring of society in favour of women, except feminist theories.

Existing research on role conflict among women managers in Kerala especially in the higher education field has failed to study the art of managing the conflicting roles and the pain and dedication behind, with a gender perspective. Previous research has proved how the variables that have taken key roles in determining the professional and personal lives of women managers from higher education field interfere with one another (Brock wood, Hammer & Neil, 2001). But research in the direction of the effects of gender roles on women and proper studies on the need to eliminate the gender role perceptions in society, practical methods to ensure egalitarianism and thereby contribute to women's social, psychological and emotional wellbeing has not been documented in the available literature.

A brief overview of the research conducted along with the findings,

suitable recommendations and suggestions for further research are included in this chapter.

6.1 SUMMARISING AND DISCUSSING THE RESEARCH QUESTIONS

The present study was conducted with the intention to determine the extent of role conflict, to explore the challenges faced, to identify the effects of family responsibilities and familial support on role conflict and to identify the various coping strategies adopted for ensuring work-life balance by women managers in higher education field in Kerala. Based on the findings and conclusions arrived at, the answers to the research questions are sought.

1. Do women managers in higher education face dual role conflict?

The first research question was to identify whether women managers in higher education experience dual role conflict while combining work and family roles. Data collected using Role Conflict Scale was used to analyze the dual role conflict of women managers. Results of the analysis reveal that all of the respondents experience dual role conflict subject to variations. 87% of the respondents are experiencing high or medium level of role conflict.

2. Whether the experience of dual role conflict related to age, experience, nature of work and religion of women managers?

It is evident from the results of analysis that the women managers in

higher education field in Kerala are facing role conflict in varied intensities, irrespective of their religion, age or designation. Realisation of the two polarised type of roles make women prone to role conflict. Poor representation of women from Muslim community itself shows the conservative religious traditions and taboos in going out for job and insisting on stereotyped jobs. Higher rates of role conflict of women managers from Muslim community than those from the other two religions are also thus explained. Significant variations are found in the experience of dual role conflict on the basis of age, experience in work, managerial experience, religion of the respondents and nature of work. Teaching staff(academic staff) holding the posts of Principals of colleges and HOD's of teaching departments face more role conflict than the administrative staff. For women managers of earlier ages parenting of small children and maintaining family along with tight work schedule boosts up the stress and strain and thus the role conflict. Work experience in general and that in the managerial position help the women managers to tackle the situation well and lighten the decision making process.

There is significant difference among the role conflict of women managers having different managerial experiences. Respondents having managerial experience of five years or more are seen to have the lowest role conflict. Experience in the managerial position enable the women managers sharpen their decision making power, taming the subordinates and other do's

and don'ts related to the position which polish their supervisory capacity.

3. *What are the challenges faced by women managers in the family domain, work place and in maintaining personal, psychological and emotional well-being?*

Women managers are facing various challenges while performing their dual roles at family and work domain.

A. *Challenges related to Family Domain*

Women managers face many challenges related to family domain. Most of them could reach home only late after work. Many of them admit that they often carry work home due to urgency of the work which in turn affects the performance of homely duties. Only a quarter of them could spare energy to entertain children on reaching home after office hours. Amidst such over burden of official and personal duties, maintaining family relations by attending family functions and get together, visiting relatives, friends, etc. were performed properly by about one third of the women managers. Most of them agreed that they could not perform their duties well as wife and mother and are unable to maintain family relations properly. Many of them even used to avoid visitors at home just because they were too tired of the over burden of work.

B.   Challenges at the Work Front

About half of the women managers opined that they have to work continuously for more than 16 hours a day juggling between the office and household duties. It is a serious issue which has to be discussed in detail. The respondents face much difficulties since their male subordinates hesitate to obey them, which was a common problem prevalent in female managed institutions. Rushing to workplace after finishing household chores is a common incident for women managers. Work is sometimes affected by family demands and this reduces their job satisfaction. Few respondents have even thought of resigning their job.

C.   Challenges related to Personal Wellbeing

Findings from the analysis reveal that women in managerial positions face challenges affecting personal and psychological wellbeing like stress, guilty feeling of not able to perform family duties properly, out bursting to family members, sleeplessness, etc. In the traditional family structure, there is no question of selective involvement in the duties and responsibilities to be performed for the family members. Women managers feel that they are failing in their duties as mothers despite the fact that they have no proper time for themselves. Lack of sharing of household works by family members intensifies the dual role conflict of women managers. This again, is under strong influence of religion which ascertains that this social setup is to be well

maintained. Physical ailments like chest pain, shoulder pain, headache, back pain and other psychosomatic disorders were widely found among women managers. The findings thus reveal that the tension between family and work roles become a source of stress for the respondents which diminishes physical, psychological and personal well-being of women managers.

4. *What is the extent of family responsibilities of women managers?*

The fourth research question was with regard to the extent of family responsibilities of women managers. Since women have been considered as home makers traditionally, majority of the family responsibilities are assigned to women and this remains unaltered in society. Lack of time is a major problem for the women managers when the double responsibilities of job and family are to be performed. This becomes source of pressure and stress for the women managers along with varied life situations. Responsibility towards the dependents like children or elderly also affects the role conflict. Even though women in Kerala are allowed to attain higher education, and employment, they are expected to give top priority to family. Any lag with regard to fulfilling family responsibility is condemned not only by the family and society but also by the woman herself. This in turn becomes the basic source of conflict and stress. Women from Muslim community are found to experience higher role conflict and those from the Christian community are having the lowest rate of role conflict. Analysis results also confirm that higher rate of family responsibilities increases the role conflict experienced by

women managers.

5. ***Do women get enough support from the family members in performing their familial roles?***

Findings regarding the family support of women managers reveal that only few women managers get sufficient support from the family in performing their familial roles. Women receive support from different units of family like husband, parents or in laws, children or house maid and of course with the use of modern home appliances. Support from husband in sharing household responsibilities considerably reduces the role conflict of women managers. Findings from the analysis reveal that higher level of family background and support reduces the dual role conflict of women managers. Modern home appliances are being used for house hold chores by almost all of them as a supporting system in performing family roles. Assistance by a house maid was also practiced by more than half of the sample. Women from Muslim community were found to get lesser family support than their counterparts in Hindu and Christian communities indicating the traditional norms being followed more strictly by the Muslims.

6. ***What are the strategies adopted by women managers to ensure work-life balance?***

Women managers were adopting various coping strategies to reduce dual role conflict and thus ensure work-life balance. The coping strategies

used were identified using the inventory on coping strategies in which the strategies were grouped into three types. They were Structural Role Redefinition, Personal Role Redefinition and Reactive Role Behaviour. It was found that the women managers with low role conflict were largely using the Type I methods of coping strategies like delegation of work among subordinates in the office and maintaining good relationship with them, sharing responsibility of child rearing, household chores with spouse/ family members, hire help for care of elderly, etc. Then comes the use of Type II strategies where by finding time for recreation, leaving job tensions at the office itself, praying, visiting holy places, etc. Thirdly, Type III methods were used by them, like effective use of home appliances, proper planning and time scheduling, update themselves, etc. and thus equipping themselves for performing the dual roles. On the contrary, the respondents with high role conflict were largely using the Type III coping strategies, where the women managers have to act as super women, performing all the responsibilities in proper time schedules with perfection without necessary rest or recreation.

7. *Are the coping methods effective in alleviating their role conflict?*

Most of the women having high role conflict were found to use the Type III coping strategies i.e. equipping oneself with measures to overcome role conflict where no sharing of responsibilities takes place. The responsibilities will be performed by them properly, but they will have to

sacrifice their physical and mental health in compensation. Those women managers most commonly using Type I strategies most combined with Type II strategies were found to be most effective in reducing role conflict. The women managers were not even aware of the types of coping strategies and the need for restructuring the roles for effecting proper work life balance.

6.2 SUGGESTIONS FOR MANAGING THE DUAL ROLE CONFLICT OF WOMEN MANAGERS

Women have been increasingly entering into the labour force and likewise in managerial positions across the world which is inevitable for the overall development of any society. Women are equally intelligent and capable of performing their roles as that of men. Their abilities are not to be burned inside the house amidst the household work and their service cannot be denied in the productive arena. But while they are ensuring economic participation, it is the societal responsibility to ensure their physical and psychological well-being. To reduce the over burden of familial and job related responsibilities and thus reduce dual role conflict, sincere and rigorous interventions from the part of administrative units, state and other socialisation agencies are required. Several of the suggestions have been put forth by the respondents of the present study.

6.2.1 Changes at Individual Level

- The real change should begin in the mindset of women themselves who are taught to accept the male dominance and their own lower position in the social structure from childhood days. If women can convince themselves of the need for sharing of responsibilities at home, they can convey the message to their children as well as other members of the family and gradually a silent revolution will take place in the whole society. Only through such socialisation process the gender division of labour can be eradicated from the society.

- Development and progress of any society depends upon the development of women in that society. Hence along with equal opportunities for education and employment, women must be provided with conducive circumstances at the home front. Equal sharing of household chores and equal parenting by husband and wife are practices called forth by feminists as inevitable solutions to minimise role conflict of women. But in a few cases the respondents of the study themselves were found reluctant to accept these practices wholeheartedly. Such an impact of socialisation need to overcome in capacity building workshops for women managers.

6.2.2 Academic Interventions

- Awareness classes in schools and colleges to facilitate change in

socialisation practices of parents whereby gender division of labour at the home front could be eliminated. Parents are to be given awareness to treat their boy and girl children as equals and make them aware of the need for equal parenting and equal sharing of household chores.

- Gender sensitization among men and women employees are to be conducted at regular intervals in the Universities to make them aware of the relevance of women's academic leadership, need for sharing of responsibilities, respecting each other and ensuring teamwork.

- Motivation and capacity building programmes (academic leadership, management skills, familiarizing with new technologies, etc.) must be conducted for women managers to make them aware of their capabilities, enable them overcome their drawbacks and become efficient managers.

- The scholarship regarding best coping strategies to ensure work –life balance needs to be spread among the women managers and proper sensitisation is required to enable them accept the appropriate strategies.

- Gender Studies components must be included in school and university curriculum for generating awareness among youngsters on the relevance of gender equality, especially related to women's economic participation and leadership in all spheres of life.

6.2.3 Government and Social Responsibilities

▪ Provide maternity leave of 2 years duration for all women employees.

▪ Parents to provide training to children to be independent from early childhood onwards.

▪ All efforts at individual and collective levels to be augmented to end up the gender division of labour whereby women's active participation in the economy will be facilitated. A total change in the mindset of men and women is to be brought about to facilitate acceptance of women in managerial and decision making positions.

▪ Media must take up campaigns on equal parenting and equal sharing of household chores as a means for ensuring peace, harmony and happiness of all family members.

▪ Religion was found to be a major classificatory variable with its strong influence on socialisation, gender role perception and discourses on gender division of labour. In the present study significant difference was found in the extent of role conflict, nature of family responsibilities, extent of family support and the nature of challenges faced by women managers belonging to the different religious communities. Hence religions must take a proactive role in bringing about progressive mindsets among the masses, both men and women,

so that gender division of labour that places an unfair burden on women could be eliminated, democratic relationships in families could be promoted, women's talents and capabilities could be accepted and respected in families and workplaces and above all the need for women's leadership in every sphere of life could be recognized and promoted in the society.

6.2.4 Administrative Responsibilities

• Ladies rest room must be ensured in all centres of higher learning with proper facilities for rest in case of any health problems.

• Ensure that gender friendly canteens that provide healthy food are available for women near higher education institutions.

• Ensure the institution of crèches near colleges and universities to provide best child care so that working women at the younger age can ensure their children's safety and avoid unnecessary breaks in career required for child care.

• Preference must be given to women while allocating institutional residence facilities among employees.

• Yoga, meditation and counseling sessions that facilitate stress management to be organized for women employees in higher education institutions.

- Regular health check-ups and free medical aid must be provided to women employees.

- In the age of ICT, flexible timings and facilities to work from home must be provided to young mothers and those who are compelled to take up old age care in a manner that won't disturb normal office functioning.

- Internal Complaints Committees must be effectively instituted in higher education institutions so as to ensure gender friendly campuses.

6.3 SUGGESTIONS FOR FUTURE RESEARCH

Dual role conflict of women managers is a phenomenon existing in the Kerala society and it continues to be a major problem unresolved till date. It is an important area of research with new dimensions of conflict at work and family fronts. The present study is confined to women managers in higher education in the three Universities in Kerala, even though they represent faculties from all around the state. The study can be extended to other Universities also to get a wider knowledge in the field.

Only married women are included in the present study. Problems of unmarried women managers also need to be studied in detail.

Comparison of the role conflict of male and female managers in the same work field will give a better picture of the enigma of working women

and especially women managers. Comparison of the role conflict experienced by male and female managers in higher education can also be done.

Dual role conflict of women workers in the unorganised sectors and in other organised sectors need to be studied. The study can be extended to women managers and executives in corporate sectors also.

Studies on coping strategies used by women managers may be conducted on a wider level with emphasis on well-being of women. Innovative studies for reducing stress level of women managers also need to be conducted so that scholarly works on the entire working women population will add to the available literature on women's issues.

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APPENDIX I

ROLE CONFLICT SCALE

Directions: This is part of data collection for the doctoral programme. Kindly extend your cooperation by marking the responses which will be kept confidential and used only for the research purpose. Listed below are a series of statements that represent possible situations that women managers might experience in their personal and professional lives. Options are given against each statement from which you may tick whichever is applicable to you.

A. PERSONAL PROFILE

Name	:	....
Age	:	Up to 45/ 45 and above
Religion	:	Hindu/Christian/Muslim:
Designation	:	Principal/HOD/AR/DR/JR
Years of experience	:	Up to 5 years/ 5-10 years/above 10
Experience in managerial post	:	Up to 3 years/ 3-5 years/above 5 years
Name of institution/		
Affiliated University	:	Kerala/MG/Calicut
Educational Qualifications	:	Post-Graduation/M Phil/Ph D
Marital status	:	Married/widow/divorced
Occupation &		
Qualification of husband	:	Professional/Business
No: of children	:	No child/ One child/
		Two children and above
Number of other family members	:	Up to 2 / 2 and above
Distance between home and		
work place	:	below 2 kms /2-5 /above 5kms
Whether residing with the		
family or not	:	Yes/no
Whether your husband is residing		
with you or not	:	Yes/no

B. ROLE CONFLICT SCALE

Dr Moly Kuruvilla & Ms Seema S P

Sl. No.	Statements	Often	Some times	Never
1.	The demands of my work interfere with my family responsibilities			
2.	Because of my heavy work schedules at the office, I can't reach home on time.			
3.	When I see my children waiting for me in the evenings, I feel guilty.			
4.	I have made last minute cancellations of family trips, picnics/visit to friends/relatives/other functions because of the unexpected responsibilities as a manager			
5.	I fail to attend PTA meetings and other programs at the school with my children because of my work pressures			
6.	I don't attend off campus programs as my husband/children/other family members cannot manage things at home without me.			
7.	Things I want to do at home do not get done because of the demands job puts on me			
8.	I doubt if I am fulfilling all my responsibilities as a mother and wife			
9.	I find it extremely difficult to attend seminars/workshops/trainings of more than one day duration			
10.	The demands of my husband, children/family members affect the perfection of my work and job satisfaction			
11.	I have to rush to the workplace after finishing my family responsibilities			
12.	My job makes me too tired to do the things that need attention at home			
13.	I feel much disturbed when my male subordinates hesitate to accept me as their			

Sl. No.	Statements	Often	Some times	Never
	Superior			
14.	Too much demand from the workplace makes my life stressful.			
15.	I have to perform double work at workplace due to the non-co-operation of my subordinates/colleagues/superiors			
16.	I try to avoid visitors/guests at home			
17.	I happen to outburst to my family members since I carry work pressures to home			
18.	When I get home from work, I often do not have the energy to entertain my children			
19.	I have to work continuously for more than 16 hours a day.			
20.	I suffer from physical ailments like headache/backache/migraine/chest pain/shoulder pain			
21.	I don't get sleep when I think about my responsibilities at workplace			
22.	I hate Sundays as I am overburdened with household chores			
23.	At times, I feel like resigning my job.			
24.	I feel that I don't have a time or space of my own			
25.	I wish I had more time for rest and sleep			

APPENDIX II

FAMILY RESPONSIBILITY SCALE

Below are a series of statements related to the Family responsibilities of women managers. Please indicate the degree of your agreement or disagreement with each statement with regards to the teacher listed above by circling one of the five alternatives beside each statement. Please tick the response category applicable to you.

SA -Strongly Agree A–Agree   N – Neutral D – Disagree SD -StronglyDisagree

Sl. No.	Statement	SA	A	N	D	SD
1.	I am doing most of my household work myself.					
2.	I have to do most of the kitchen work on my own					
3.	My family members are interested in doing householdchores.					
4.	I am fully responsible for taking care of children during illness.					
5.	At present my children are capable of managing studies on their own					
6.	I have to manage the family relations and get together/ visits to friends and relatives /social gatherings etc of my family					
7.	I am compelled to take more leave than sanctioned by office due to my family responsibilities					
8.	I find it difficult to be punctual at office due to my house hold work					
9.	I am managing the financial matters of my house					
10.	I have the responsibility of paying electric/telephone bills.					
11.	Majority of the family shopping is done by me.					

12.	The financial needs of the family are mostly taken care of by me.					
13.	I don't have to bother much about the health needs of family members					
14.	I am expected to ensure family happiness through resolving issues at home					
15.	I have to serve as an emotional buffer for other members of the family					

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APPENDIX III

INVENTORY ON FAMILY BACKGROUND AND SUPPORT

A series of statements related to the support rendered by your family are given below. Please put tick mark against the columns below the options 'yes' or 'no' to indicate whether these statements are applicable to you ornot.

Sl. No.	Statement	Yes	No
1	Responsibilities at home reduce the effort you can devote to your job		
2	Your children are capable of managing things on their own.		
3	Your home life helps you relax and feel ready for the next day's work.		
4	Talking with someone at home helps you deal with problems at work		
5	The love and respect you get at home makes you feel confident about yourself at work		
6	Modern home appliances and equipments minimize my workload at home		
7	Providing for what is needed at home makes you work harder at your job		
8	You get sufficient time for rest and sleep.		
9	Your husband/family members share the household chores		
10	Your husband is equally involved in the upbringing of children		
11	The presence of house maid relieves you of your routine family responsibilities		
12	Responsibilities like paying bills/shopping/children's school needs, etc are being shared by my family members.		
13	Using own vehicle saves much time for my travel to the work place		
14	You have to finish most of the work at home before leaving to the workplace.		
15	Your husband/family member drops you and picks you from the workplace		

APPENDIX IV

INVENTORY ON COPINGSTRATEGIES

Identify from the following, the strategies you adopt to ensure a balance between your personal and professional lives and manage the dual role conflict. Please write the order of preference of the strategy used in the box provided. If you are using more than one strategy, please number them in the order of preference and frequency starting with '1' for the most frequently adopted technique. If you use more than one strategy frequently without any preference between them, denote them with the same number '1'). Please try to provide a rating for each statement.

1.	Delegation of work among subordinates and colleagues in the office	☐
2.	Proper planning and time scheduling.	☐
3.	Attend official training programs for time & stress management	☐
4.	Update with new technologies implemented in the office	☐
5.	Express your opinion before your superiors and subordinates.	☐
6.	Maintain good relationship with colleagues	☐
7.	Practice yoga /meditation to reduce stress	☐
8.	Saying prayers/going to Holy places	☐
9.	Share household chores with husband/family members.	☐
10.	Equal responsibility in child rearing for husband and wife	☐
11.	Driving own vehicle for transportation	☐
12.	Effective use of home appliances	☐
13.	Using ready to cook vegetables and food items	☐
14.	Spending quality time with children.	☐
15.	Giving independence training to children.	☐
16.	Hire help to care for elderly / children	☐
17.	Sending kids to crèches/play schools	☐
18.	Not carrying workplace tensions home	☐
19.	Spend time for recreation such as watching TV/listening to music/ partying/going for movies (tick whichever is applicable).	☐

20.	Spend time for reading books	☐
21.	Participate in social gatherings	☐
22.	Participation in social media networking	☐
23.	Share your tensions with your husband/friends/relatives.	☐
24.	Go for outing with your husband/friends/family members	☐
25.	Planning family time together	☐
26.	Membership in religious /social/cultural organizations	☐
27.	Any other ways taken by you to reduce role conflict (please specify	☐

APPENDIX V

TYPES OF COPING STRATEGIES IN THE INVENTORY OF COPING STRATEGIES, BASED ON HALL'S TYPOLOGY OFCOPING

Type I Coping Methods - Structural Role Redefinition.

1. Delegation of work among subordinates and colleagues in the office
2. Maintain good relationship with colleagues
3. Express your opinion before your superiors and subordinates.
4. Equal responsibility in child rearing for husband and wife.
5. Share household chores with husband/family members
6. Hire help to care for elderly/children.
7. Share tensions with your husband/family/friends.
8. Giving independence training to children.
9. Spending quality time with children.
10. Planning family time together
11. Sending kids to crèches/playschools

Type II Coping methods- Personal Role Redefinition–

1. Not carrying work place tensions to home.
2. Spend time for recreation such as watching TV/listening to music/ partying/going for movies
3. Spend time for reading books.
4. Saying prayers/going to holy places
5. Go for outing with husband/friends/family members
6. Practice yoga /meditation to reduce stress
7. Participation in social media networking
8. Participate in social gatherings
9. Membership in religious /social/cultural organizations

Type III- Coping methods-Reactive Role Behaviour.

1. Proper planning and time scheduling
2. Update with new technologies at work
3. Using ready to cook vegetables and food items
4. Effective use of home appliances
5. Attend official training programme to improve efficiency
6. Driving own vehicle for transportation