

## **TRIPLE ROLES CONFLICT ON WOMEN'S CAREER PERFORMANCE: A LITERATURE REVIEW**

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### **ABSTRACT**

*Triple roles conflict triggers to performance of women's career within the organization. Basically, this concept explains that when triple roles conflict is able to determine their performance. This research aims to examine gaps in the women's career performance within the organizational. The study analyzed findings of other conceptual and empirical studies. The result of the study demonstrates two important things. First, the role conflict of women not only comes from two domains, i.e. work-family, but also from three domains, namely Triple Roles Conflict i.e. work-family-culture. Second, the role conflict contributes to women's career performance. The practical implication of this research is to increase women's self-confidence based on the principle of gender equality for pursuing their performance. For the company, the results of this study can be used as reference in drafting a policy in the field of employment to give tolerance for barriers women on their performance.*

**Keywords:** *triple roles conflict, women, career, performance*

### **INTRODUCTION**

In the last two decades, research on women's career in organizations began to catch large attention. The triple roles conflict of women's career impact to employees or organization, such as individual performance, organizational performance. From the aforementioned explanations, women's career performance is significant to be given attention because of their role in realizing the organization's progress.

Women perceive their career often subjectively, based on their view on changes in the phases of life, such as getting married and having children. The changes in phases of life lead to role conflict as the most influential factor to women's career development, according to Kaleidoscope Career Model (KCM) [1]. In recent times, the studies about the role conflict of women that affects individual performance only focus on the dual role conflict, namely the conflict that occurs when running family role and economic role at the same time. Some earlier research claimed that women's career performance is influenced by family role and responsibilities [2,3,4]; domestic barriers [5]; work-family conflict and family-work conflict [6]; whereas the role of women today is very complex. Other studies suggest that women not only act on two domains, but rather on three domains of life [7,8]. Other than as a homemaker or wife, women should support the family economy and socio-culture in the religious customs. However, the additional socio-culture role is improperly defined. Therefore, this study is important to do to enrich the literature related to the relationship of these three roles within the framework of women's career performance universally.

Given the importance of performance for women career, the organization should develop a program that is intended to minimize even eliminate barriers, including the conflict of roles. If this effort is successful, the organization will benefit in the form of increased motivation and commitment of women employees, in particular. Through the program, women are also expected to be able to maintain harmonization in the implementation of various roles.

## **METHODS**

This paper presents a study related to triple role conflict and its contributions in influencing women's career performance. The first chapter will outline the importance of career women performance, that contribute to the performance of whole organization. At the subsequent chapters, there will be critical discussion on discourses related to triple role conflict and the linkage with women's career performance. Lastly, the study will propose future agenda for the next researchers, continued with drawing conclusions of this study.

## **FINDINGS AND DISCUSSIONS**

Triple Roles Conflict On Women's Career Performance Multi role in the life of modern woman should be tackled with understanding how to maintain balance in work and personal life. The differences in history, structure, culture, and customs between countries require women to carry out different roles. The role conflict is the emergence of two or more role pressures that happen simultaneously [10]. Further, there are three types of role conflict. First, time-based conflict, occurs when the time required to perform work/family role reduces the time to perform the other role. Second, strain-based conflict, appears when tension of one of the roles affects the performance of the other role. Third, behavior-based conflict is related to the mismatch between patterns of behavior between work and family roles, namely the effective and proper behavior in one role might not be an effective and proper behaviour when performing the other role.

Women's career performance is influenced by how they can balance the roles on their life. When starting to have a career, women also enter a different phase of life, which is to have a family. In this phase, women are tied to the rules and norms that will affect their performance. For that reason, it takes extra effort to maintain harmony with spouses while fulfilling responsibilities in protecting and bringing up children. To have a career means playing economic role for women as breadwinners.

In addition to the dual role both in domestic life and work, women also play an important role in implementing and preserving customs and culture both inside and outside the home. Women often experience conflict in running the three roles, i.e. work-family-culture. This conflict can be psychologically disturbing, thus lowering performance of women's career. The company should pay attention to this condition because low individual performance would impact the performance of the organization as a whole.

Playing the dual role sometimes makes women come late at work, leave the office in working hours to pick up their child, take their child to the office, ask for permission to go home early to take care of the family, or leave the office to join cultural events. Career women must bear the risk of their performance, because the time to run the domestic role will be reduced, while family actually demands large attention [11].

Another study points out that women's career achievement will be obtained when they are able to balance work and family roles with the social support, for example from husbands [12]. In another study, it is argued that the more intense experience of work family conflict, the greater tendency of employees to resign from the company [13].

Criticism over the Literature Currently, most of the empirical studies specifically on female workers either through qualitative or quantitative research method, only concern the dual role (work-family). Meanwhile, it is much more complex because not only work and family roles, social life in the community also demands women to play a certain role. This can weaken the understanding on women's role; hence, no complete through information on role conflict is available in relation to women's career performance.

In addition to running the two roles, i.e. family role and economic role, women in the 21st century also contribute in socio-culture role in the community, here in after called the triple role [8]. This social role exists because, in the 21st century women generally have strong community bonds, such as in culture and religion in their neighborhood. As the embodiment of social construction, today's society demands women to play an active role in the society in addition to domestic and economic roles. The triple role that women employees perform often raise conflicts, due to the demand

for the balance of work, family and culture roles. Women's extra effort to maintain balance in carrying out the triple role will affect their internal and external behavior. Discrepancy in implementing the community role will also make women get sanctions. A sanction is the attempt used by the community in assuring the proper implementation of the role to suit the expected role (ideal). It means the evaluation is a preservation of cultural identity as a social construction of society, even though it often causes conflict.

Understanding the triple role conflict experienced by women can add to knowledge about the definition of women's role, so that the parties concerned can devise policies related to women's career performance since it corresponds to actual conditions experienced by women.

The present study reveals that women not only have dual role (work-family role), but also three roles at once i.e. work-family-culture. This condition is in line with the ideas presented that women in the 21st century have three roles, namely; 1) reproductive work, the role of women in reproduction and childrearing responsibilities, 2) productive work, which deals with economic role, and 3) community managing work, i.e. to play an active role in the surrounding community [8]. Similar to the findings of the research in Western countries, one study that observed an indigenous village of Kuta, a village in Northern Bali, explains the existence of Balinese women's triple role that demands harmony in the implementation, namely: 1) the family role, as a care taker, a homemaker, a mother, wife, a daughter, or a daughter-in-law; 2) economic role, as a breadwinner in the family, even become the backbone of the family in certain circumstances, and; 3) the socio cultural role or religion that is required to maintain the social life as the actor implementing customs in families, in banjar, as well as in the indigenous village, to conform with the applicable norms and culture [9]. A woman is required to become a professional partner in an organization, but remains as a wife and mother who can protect the family, and also become an active member of society in performing religious traditions, namely Triple Roles Conflict [8,9]. Imbalance in performing those roles will lead to triple role conflict that would eventually hinder women's career performance. Therefore, the multi roles can be referred to as the triple role conflict for the next research.

## **CONCLUSION**

Today's women have the capacity and deserve the opportunity to develop their performance in the organization. However, women are also required to perform three roles in life i.e. family, work, and culture. In an effort to revitalize the three roles, women are often confronted with multi role conflict, known as the triple role conflict. This type of conflicts is likely to affect their individual performance and would impact to whole organization. In fact, it is undeniable that female employees are capable of contributing positively to the organization as male employees.

This research aims to enrich the literature on triple role conflict of women employees and the relationship between the triple role conflict and performance. It can be said that if women want to plan for increasing their performance, it is crucial to first tackle the role conflict being encountered. If they manage to overcome the conflict, they will have a good performance. The implication of this research is to give information about women's view on respecting their dignity and striving for equal career, as well as other factors that need attention so that the organization could understand and accept the limitations of women but still support their work performance in organizational life.

Based on the results of this study, some recommendations are proposed for organization as the policy makers to provide support through specific employment program which favor women in planning their performance. The policy that gives the opportunity for women to achieve their performance advancement will encourage optimum contribution of female employees in the organization. Furthermore, the results of this study can be used as a reference for female employees in increasing tolerance of various internal barriers attached to their role.

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