

THE CHALLENGES FACED BY WOMEN ENTREPRENEURS TO RECONCILE WORK AND FAMILY CONFLICTS

¹*Sunitha Joseph, ²Dr. N J Saleena

¹Assistant professor, Dept. of Economics, S.E.S College, Sreekandapuram,
Affiliated to Kannur University, Kerala.

²Rt. Principal and Research Guide, Nirmalagiri College, Nirmalagiri PO
Affiliated to Kannur University, Kerala.

*Corresponding Author

ABSTRACT

Women have gained more and more space in various areas and this development also occurs in the field of entrepreneurship. In Kerala, it is recognised that women entrepreneurs face many difficulties when trying to reconcile their work with the family. The conflict occurs in several aspects of life. The important objective of this paper is to analyse the challenges faced by women entrepreneurs of Kerala to reconcile the conflict between work and family. This study adopted the multiple cases research strategy and ten women entrepreneurs are selected from the Kannur district of Kerala state. By the social structure of Kerala, women have great responsibility towards the family and in an attempt to reconcile the multiple roles these women often face conflict and over load. It is noticed that the need for balance between entrepreneurship and family create physical and emotional stress.

Keywords: Entrepreneurship, Female Entrepreneurship, Work Conflict and Family.

1. INTRODUCTION

Gender equality is helpful for growth, economic development and poverty eradication. But the society and values are male dominated one. The societies where women have a lower status than men, there the inequality emerges and loses the reformation. Even though Indian constitution protect woman's right by reservation and taking necessary steps for empowerment, women entrepreneurship is not deeply rooted in the society. They have to face certain discriminations in this field.

In India, many women consider entrepreneurship as a career with technical trainings and skill courses by the governments. But it is also true that in spite of all claims of equality, they have to face more problems than men in this field. Our society's view of women is one of the main reasons for this. To overcome obstacles in the way of women entrepreneurs, the first step is to change the views of society.

As per the Global Entrepreneurship Index Rank of All Countries (2018) India was ranked 68th with 25.8 score among 137 countries. The data shows the entrepreneurial situation of the country. It is a hopeful indicator that compared to last year; India's ranking is actually improving. However the situation of female entrepreneurs in the country is getting worse rather than getting better.

In the 71st anniversary of independent India, the half of the women remains uneducated, unemployed, unpopular, unprotected and unprofessional. Democracy is complete only when gender justice is considered as a developmental issue. In addition to discriminations, questions are raised on women's competence. This is the reason that India is ranking 49 among 54 economies as per the Women Business Ownership index (2017). Things are worse in many states of the country. But now entrepreneurship by women is spreading throughout the country and the world but the inequality between men and women still persists.

This study focuses on the women entrepreneurs of Kerala and their conflict between work and family responsibility. Kerala has better status than other states, including the sex ratio (1000: 1084). Kerala has been able to reach literacy, infant mortality and maternal mortality rates among developed countries. But the contradiction is that the statistical figures mentioned above did not help in ensuring gender justice. In Kerala, 75-80% Women gains higher education but the work participation of women is only 22.2% comparing with Men (Economic review 2017) Even though the membership in Kudumbasree is 40 lakhs, it is only 5% women who earn income from self employment.

Higher female literacy, growth in women's education, women's labour participation and their promotion in employment has not improved the status of women in kerala. In Kerala the female labour participation rate is lower than male. Educated unemployment of women is another problem of Kerala. High on literacy, low on workforce is the actual paradox exists in kerala.

Women entrepreneurs from kannur district of Kerala are selected for the case study since Kannur holds rank first in the sex ratio (1000: 1133) among the districts of Kerala and top rank third in all India level considering all the 640 district entries in the census report. (Census Report 2011).

It must be remembered that the female gender is still associated to domestic work and the women continue to perform most of this work in a good manner. The men continue to keep the

dominance of professional responsibilities for themselves and continue to be socially allowed to move away from domestic works and tasks which are considered as the responsibility of the women. This situation of the male domination places women in an unfavorable position from the point of view of their social recognition. Machado (2012) emphasizes that this ability to reconcile multiple roles is recognized by men and perceive it as an inherent characteristic of women. The main reason behind entrepreneurship of women is the flexibility of working atmosphere and recent government policies; however the work-family conflict still exists.

Society welcomes women who undertake entrepreneurship, but give more priority to male entrepreneurship. In Kerala, more recent research addresses the theme of "women entrepreneurship" and give the perception that women have been gaining more and more space in many areas. Women have been gaining prominent places in the social, economic, cultural and political spheres and in the field of entrepreneurship; this evolution is reflected.

2. LITERATURE REVIEW

Ever since Kahn et al. (1964) pointed out the concept of conflict between family and work. With this an area of rich literature regarding work-family conflict has emerged. A number of meta-analyses and quantitative reviews provide significant insights into important shortcomings and the important findings of this field of inquiry.

For example, Allen et al. (2000) and Kossek and Ozeki (1998) observe work and non-work results of family –work conflict, whereas Byron (2005) examines at past history of this shape of conflict. Review articles by Ford et al. (2007) and Westman (2001) look into crossover and cross-domain effects. Mesmer-Magnus and Viswesvaran (2005) aim on the bi-directional nature of work-family conflict by evaluating family-into-work and work-into-family conflict actions.

These review articles emphasize a number of significant themes in this literature. Byron (2005) remark the increasing demands, whether stress-based or time-based, at home or at work, tends to intensify work-family conflict. Many of the factors contributed to family and work demands are observed by Byron (2005) This study focused on hours used at work and non-work, job stress, schedule flexibility, family stress, family support, work support, family involvement, job involvement, age and number of children, marital status, elder care, as well as individual and demographic variables such as income, sex, skills and parental status.

In addition to this, scholars have found significant cross-domain relationships, in which factors in family life are connected to satisfaction with the work area and vice versa (Ford et al., 2007) and crossover effects, in which stress experienced by one spouse at work leads to stress experienced by the other spouse at home (Westman, 2001). Important cross-domain relationships include the negative relationships between family satisfaction and job stress, and between family

satisfaction and job involvement, and the positive relationship between work support and family satisfaction (Ford et al., 2007). In an assessment of over thirty studies, Westman (2001) found important crossover effects, and noted how strain in one spouse generates an considerate reaction in the other, raising his/her own level of stress.

Particularly, majority of the work are concentrated on White, Ford et al.(2007) highlighted the need for research on ethnic minorities. It resulted in differential emphases being set on differential observations and levels of work-family conflict.

In India a rich literature regarding work-family conflict has emerged. Some of the works are made by Rao, (1991) in his study on 'Promotion of Women Entrepreneurship' emphasised the need for economic backwardness, lack of familial and community support. G. Palaniappan, C. S. Ramanigopal, A. Mani (2012) in their article analysed that women have been successful in breaking their barriers within the restrictions of their homes by entering into various kinds of services and professionals.

3. OBJECTIVES

1. To identify the motivations that led to the women to start the enterprises.
2. To analyse the challenges faced by women entrepreneurs to reconcile work-family conflicts.
3. To examine the limitations of entrepreneurs as a women

4. METHODOLOGY

This study aims to describe the complexity of the problem of work family conflict of women entrepreneurs in Kerala. This paper analyse the interaction of certain variables, understand and classify family conflicts experienced by women entrepreneurs, contribute to the process of change and understanding the particularities of individual behavior.

Case study method is adopted in this paper. In order to select the cases, snowball sampling methodology also known as chain of informants is used. The information gathered was tabulated and analyzed by using average, percentage and graphical representations.

Table 1 below shows the entrepreneurs who participated in the survey from different sectors of entrepreneurship.10 entrepreneurs are selected.

Table 1: Categories of Entrepreneurs and their classification

Entrepreneurs	Entrepreneurial Sector	Type of product
Entrepreneur 1	Manufacturing	Garment Sector
Entrepreneur 2	Manufacturing	Candle Making
Entrepreneur 3	Manufacturing	Food & Bakery Products
Entrepreneur 4	Manufacturing	Handicrafts
Entrepreneur 5	Manufacturing	Agarbatti Making
Entrepreneur 6	Service	Beauty parlour
Entrepreneur 7	Service	Tailoring
Entrepreneur 8	Service	Catering Service
Entrepreneur 9	Service	Textiles
Entrepreneur 10	Service	Fancy Store

Source: Case study Report

In order to collect the data, the interview method was used as the main source of evidence. In addition to the interviews, data from DIC (District Industrial Centre) information from neighbours is helped to understand the business context.

Regarding the analytical categories, it is worth emphasizing the importance of defining them. The proper use of these definitions contributes to a better understanding of observed reality and avoids misinterpretation. Therefore, based on the research objectives, the categories and the elements of analysis are listed table two.

Table 2: Analytical Categories and Elements of Analysis

CATEGORIES	ELEMENTS OF ANALYSIS
Profile of the entrepreneur	<ul style="list-style-type: none"> • Age • Marital status • Children • previous experience • Presence of an entrepreneur in the family • Participation in training in the entrepreneurship area.
Motivation to start the business	<ul style="list-style-type: none"> • Opportunity • Need • Personal fulfillment • Difficulty in career advancement • Possibility of reconciling work and family.
work family Conflicts	<ul style="list-style-type: none"> • Time spend for the family and to the enterprises • perception about efficiency of the roles played • Existing conflicts; strategies adopted to manage • Conflicts • Relationship with spouse and children • presence of partner (a) as a minimizing effect on the conflict • Vacation.

Source: Case study Report

The precepts of Yin (2010) about the multiple case study protocol is in followed in the area of elaboration of the interview script based on the analytical categories, identification of entrepreneurship founded and managed by women; realisation of the contact with the entrepreneurs located; scheduling and conducting interviews; survey of entrepreneurial data available on websites; description of each case, comparative analysis of cases and comparison with theory.

In order to guarantee the quality of the research paper, following tests are adopted as criteria of validity: validity of the construct to establish the operational measures correctly; external validity seeking the domain to which the findings could be generalized, and, finally, the reliability to demonstrate that the procedures adopted in this study can be repeated obtaining the same result. Following is Table 3, presenting the tests and tactics used.

Table 3: Plans used in the Case Study

Plans	Tests of the Case Study
Validity of the construct	<ul style="list-style-type: none">• Used multiple sources of evidence• Interview• documentation and direct observation• Established the chain of evidence• The draft report of the case study was reviewed by key informants.
External validity	<ul style="list-style-type: none">• Used replication logic in multiple case studies.
Reliability	<ul style="list-style-type: none">• Used a case study protocol• Developed database for the case study.

Source: Yin (2010)

All cases were individually described following the order of the analytical categories, to carry out the comparative analysis of the cases through the application of the technique called cross-case analysis, which according to Eisenhardt (1989) is used to discover patterns between cases, making it possible to emphasize their similarities and differences, as well as compare the results obtained with the studies presented in the literature review.

5. COMPARATIVE ANALYSIS OF CASES

After describing the ten cases of women entrepreneurs, a comparative analysis was carried out based on the analytical categories defined in the methodology. The differences and similarities between the cases are analysed, relating them with the theoretical basis already presented.

5.1 Profile of Entrepreneurs

The profile of women entrepreneurs is presented in table 4. Age, education level, and marital status, age at the time of starting the enterprises, previous experience, and entrepreneurial family background are mentioned in the profile. It is observed that the women entrepreneurs in this study are in the mean age of 35 years, with the youngest at 25 years and the oldest at 41 years.

Marital status is well diversified among women entrepreneurs. Exist married women, widows and unmarried women. The predominant marital status is married.

Table: 4 Profiles of Women Entrepreneurs.

Cases	Age	Education	Marital status	Previous experience	Entrepreneur in the family
1	35	Higher secondary	Married	Nil	Parents
2	32	Degree	Married	Nil	Nil
3	41	High school	widow	Nil	Nil
4	36	Higher secondary	Married	Yes	Husband
5	25	Degree	Unmarried	Nil	Husband
6	40	High school	Married		Nil
7	33	Higher secondary	Married	Yes	Parents
8	28	Degree	Married	Nil	Relatives
9	37	Higher secondary	Married	Nil	Husband
10	43	High school	Married	Nil	Nil

Source: Case study Report

Most of the women entrepreneurs belong to the higher secondary level. Only three of them have the degree level of education. It was also observed that there are no postgraduates among the respondents.

Previous experience is relevant when it is correlated between previous experiences of entrepreneurs and success of the enterprise. Among women entrepreneurs, only two entrepreneurs have previous experience. It is worth mentioning that most of the women entrepreneurs started their entrepreneurial activities after the age of thirty. Those who did not start early were immersed in their family life. It was noticed that previous experience was an influencing factor in the decision to open a new enterprises.

Among the entrepreneurs interviewed, the existence of entrepreneurial family background is very rare. The inspirations from relatives such as grandparents, parents, siblings, uncles, cousins and husband are very essential for the successes of entrepreneurial development.

5.2 Motivations

When comparing the motivations that influenced the opening of the women entrepreneurship, it has been observed that the influencing characteristic and peculiarities are the flexibility of family

setup of Kerala. The nuclear family background and need for financial stability encouraged to start entrepreneurship. In addition to these, encouragement of friends, support of government agencies such as District Industrial Centre, Kudumbasree Mission, Kerala startup mission, RouteSet institute, positive and successful stories of experienced women entrepreneurs, self-confidence, dream, adventurous spirit, and entrepreneurial trainings etc. encouraged for starting entrepreneurship. The following table presents the factors which influenced the opening of the entrepreneurship.

Table 5: Factors Influenced to Start Entrepreneurship

Entrepreneur 1	<ul style="list-style-type: none"> • Family influence • Previous experience • Training from government agencies
Entrepreneur 2	<ul style="list-style-type: none"> • Family influence (brother businessman) • Previous experience with sales in the brother trade
Entrepreneur 3	<ul style="list-style-type: none"> • Friend's encouragement • Desire to change the branch of activity.
Entrepreneur 4	<ul style="list-style-type: none"> • Training of Kudumbasree Mission • Desire for financial independence • Self-confidence.
Entrepreneur 5	<ul style="list-style-type: none"> • Successful stories of women entrepreneurs • Kerala startup mission
Entrepreneur 6	<ul style="list-style-type: none"> • Training of District Industrial Centre • Flexibility of family setup
Entrepreneur 7	<ul style="list-style-type: none"> • Dream • Desire for financial independence • Family influence (father, brother, aunt).
Entrepreneur 8	<ul style="list-style-type: none"> • RouteSet institute • Desire for financial independence
Entrepreneur 9	<ul style="list-style-type: none"> • Family influence • Training of Kudumbasree Mission
Entrepreneur 10	<ul style="list-style-type: none"> • Friend's encouragement • self-confidence

Source: Case study Report

5.3 The Work-Family Conflict

The work-family conflict is analysed here. Following are the notable constrains

- a. Time: - Time spends with the family, balancing the workload between family and enterprises.
- b. Unsupportive family system: - Unsupportive family system as a result of weak relationship among family members.
- c. Personal limitation as a woman: - lack of free mobility, emotional imbalances due to stress and over workload etc. When such constrains exist, a women entrepreneur is not able to perform as a successful entrepreneur and a home maker.

Table 6: Time Management of Women Entrepreneurs

Cases	Time dedicated to Business	Time dedicated to family	Time dedicated to your own
Entrepreneur 1	Satisfactory	Much	None
Entrepreneur 2	None	Satisfactory	Much
Entrepreneur 3	Much	None	Satisfactory
Entrepreneur 4	Satisfactory	Much	None
Entrepreneur 5	None	Satisfactory	Much
Entrepreneur 6	Satisfactory	Much	None
Entrepreneur 7	Much	Satisfactory	None
Entrepreneur 8	Much	None	Satisfactory
Entrepreneur 9	Much	None	Satisfactory
Entrepreneur 10	Much	Satisfactory	None

Source: Case study Report

With the exception of the three entrepreneurs, all other entrepreneurs are unable to find more time to spend with the family. Four entrepreneurs manage time so that they meet the demands of the family satisfactorily and three entrepreneurs are not able to find the time to meet the needs of their own family. As a consequence of "lack of time" these women experience, if not all, at least one conflict of the triad. In this sense, the issue of time management is relevant in the generation of conflicts between work and family.

5.4 Unsupportive Family System

One characteristic that clearly distinguishes most women entrepreneurs from their male counterparts is the added responsibility society often puts upon them in their roles as mothers and wives. A woman is bound with lot of responsibility towards the family and faces many conflicts due to the unsupportive family background. Most of the women entrepreneurs agreed that they have the work family conflict in their entrepreneurial career. Table 7 analyses the different conflicts of women entrepreneurs from the family.

Table 7: Unsupportive Family System

Cases	Leading conflicts mentioned
Entrepreneur 1	Conflict between House hold work and entrepreneurship
Entrepreneur 2	Husband does not like the entrepreneurship
Entrepreneur 3	No issues worth mentioning
Entrepreneur 4	Cannot look after the children satisfactorily
Entrepreneur 5	Conflict between House hold work and entrepreneurship
Entrepreneur 6	No issues worth mentioning
Entrepreneur 7	Conflict between House hold work and entrepreneurship
Entrepreneur 8	Cannot look after the children satisfactorily
Entrepreneur 9	Conflict between House hold work and entrepreneurship
Entrepreneur 10	Conflict between House hold work and entrepreneurship

Source: Case study Report

One woman entrepreneur remarked that her life partner does not like the entrepreneurship. Four women remarked that they devote more time to the entrepreneurship and as a consequence they do not get enough time to look after their children. 50 percentage of women entrepreneurs observed that there is conflict between House hold work and entrepreneurship. Only two of the entrepreneurs are able to adjust the entrepreneurship and family life without issues.

5.5 Personal Limitations as a Woman

The prevailing attitude that the women’s place is at home and that her first priority is to look after the home and family constrains keep away many married women from venturing into entrepreneurship. In Kerala marriage results in geographical displacement and even the women who are interested makes entrepreneurship as the last option. The main personal limitation of a

women entrepreneur is lack of free mobility. The emotional burden created by these dual role responsibilities often interfere directly with the conduct of business for women in ways that do not apply to the majority of men. Emotional imbalances due to stress and over workload is the another problem of women entrepreneurs. When such constrains exist, a women entrepreneur is not able to perform as a successful entrepreneur and a home maker. The table 8 illustrates the major personal problems that a women entrepreneur faces.

Table 8: Personal Limitations as a Woman

Cases	Leading personal problems mentioned
Entrepreneur 1	<ul style="list-style-type: none">• Limited liberty as a women• Negative attitude of the lab our force
Entrepreneur 2	<ul style="list-style-type: none">• Lack of free mobility
Entrepreneur 3	<ul style="list-style-type: none">• Emotional instability• Limited liberty as a women
Entrepreneur 4	<ul style="list-style-type: none">• Lack of free mobility• Indifferent attitude of the society
Entrepreneur 5	<ul style="list-style-type: none">• Negative attitude of the lab our force
Entrepreneur 6	<ul style="list-style-type: none">• Lack of free mobility• Lack of confidence to face the challenges
Entrepreneur 7	<ul style="list-style-type: none">• Indifferent attitude of the society• Negative attitude of the lab our force
Entrepreneur 8	<ul style="list-style-type: none">• Indifferent attitude of the society
Entrepreneur 9	<ul style="list-style-type: none">• Lack of free mobility
Entrepreneur 10	<ul style="list-style-type: none">• Lack of free mobility

Source: Case study Report

Most of the women entrepreneurs face more than one leading personal constraints. 50 percent of the women entrepreneurs face lack of free mobility. The social structure and circumstances make restrictions for free mobility of women. Unlike men, women mobility in India is highly limited due to various reasons. In most of the cases and in most of the places these entrepreneurs cannot act and / or move freely and independently.

Indifferent attitude of the society and limited liberty as women is another major personal limitation of women. Thus, despite modernization, tradition and family slow down women. Cumbersome exercise involved in starting an enterprise, coupled with the officials humiliating

behavior and negative attitude towards women entrepreneurs, often force them to give up the idea of starting an enterprise.

In this case study, four women entrepreneurs responded that the main problem that face is the negative attitude in the work place for being a women. Even though society and government policies provide protection and security to the women, the unhealthy situations still exists. Efficient management of human resources is an important factor in determining the growth and prosperity of an entrepreneurship. Such cases affect the productivity of women entrepreneurship. Moreover, the women entrepreneurs admitted the lack of experience and self confidence on their part to deal with the personnel management in their organizations.

6. FINDINGS AND CONCLUSION

In this study most of the entrepreneurs have higher secondary level of schooling, only a minority has established entrepreneurship in the city and the age groups imply that youngsters are not entertained by entrepreneurship. With regard to the motivation to undertake, it was identified that many of the entrepreneurs started the entrepreneurship due to the need for survival and income. Favorable government policies also motivated to open the enterprises. It justifies the results presented by the GEM report (2017), where a predominance of opportunity-based entrepreneurship was registered among women.

About the work-family conflict, only one entrepreneur has no husband and all her time is devoted to work and to herself. In an attempt to reconcile multiple roles well, these women are often faced with conflict. The emotional burden created by dual role responsibilities often interferes directly with the conduct of women entrepreneurship. The prevailing attitude that the better place of women is at home and that her first priority is to look after the home and family constrains keep away many married women from entering into entrepreneurship.

Knowing this profile is not surprising to note that in general the entrepreneurs practically do not take vacations and have difficulty getting out of work. Those who do can do so because of the support of the work team. Entrepreneurs who can count on effective partner help can better balance the personal work-life conflict, but those who have had negative experiences with partners totally rule out the possibility of new partnerships.

Empowerment in all spheres of life of women can be brought about by providing better atmosphere and support from the family. Family support has to be strengthened to create higher levels of confidence among the women entrepreneurs.

REFERENCES

1. The Global Entrepreneurship Index Report 2018
2. Women Business Ownership index Report 2017
3. Economic review 2017
4. Census Report 2011
5. Machado, F. B. (2012). "Dilemmas of Entrepreneurial Women in Nascent Innovative Companies". In: Annals of the ANPAD Meeting. 36, Rio de Janeiro.
6. Kahn, RL, DM Wolfe, RP Quinn, JD Snoek and RA Rosenthal (1964). *Organizational Stress: Studies in Role Conflict and Ambiguity*. Oxford, England: John Wiley.
7. Allen, TD, DEL Herst, CS Bruck and M Sutton (2000). Consequences associated with work-to-family conflict: A review and agenda for future research. *Journal of Occupational Health Psychology*, 5(2), 278–308.
8. Kossek, EE and C Ozeki (1998). Work-family conflict, policies, and the job-life satisfaction relationship: A review and directions for organizational behavior-human resources research. *Journal of Applied Psychology*, 83(2), 139–149.
9. Byron, K (2005). A meta-analytic review of work-family conflict and its antecedents. *Journal of Vocational Behavior*, 67(2), 169–198. (3)
10. Ford, MT, BA Heinen and KL Langkamer (2007). Work and family satisfaction and conflict: A Meta analysis of cross-domain relations. *Journal of Applied Psychology*, 92(1), 57–80.
11. Westman, M (2001). Stress and strain crossover. *Human Relations*,54(6),717–751. (3)
12. Mesmer- Magnus, JR and C Viswesvaran (2005) Convergence between measures of work-to-family and family-to-work conflict: A meta-analytic examination. *Journal of Vocational Behavior*, 67(2), 215–232.
13. Ford,MT, BA Heinen and KL Langkamer (2007). Work and family satisfaction and conflict: A metaanalysis of cross-domain relations. *Journal of Applied Psychology*, 92(1), 57–80. (2)
14. G. Palaniappan, C. S. Ramanigopal, A. Mani(19 March 2012), —A Study On Problem And Prospects Of Women Entrepreneurs With Special Reference To Erode District, International journal of physical and social sciences, volume 2, issue 3 ISSN: 2249-5894
15. Kannur District Industrial Report Report 2016
16. Yin, R.K. (2010). "Case Study: Planning and Methods." 4. ed. Porto Alegre: Bookman
17. Einsenhardt, K. M. (1989) "Building Theories From Case Study Research". *Academy of Management Review*. 14 (4): 532-550.
18. GEM report 2017