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LE THI MAI¹, BUI LOAN THUY²

^{1,2}Ton Duc Thang University, Ho Chi Minh, Vietnam

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WORK-FAMILY ROLE CONFLICT: A SURVEY OF WOMAN ENTREPRENEURS IN HOCHIMINH CITY

Le Thi Mai^{1*}, Bui Loan Thuy²

^{1,2} Ton Duc Thang University, Ho Chi Minh, Vietnam

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Abstract. This paper, based on the result of a sample survey conducted 2009-2011 on the phenomenon of role conflict of women entrepreneurs in Ho Chi Minh City, Vietnam. Combined quantitative and qualitative research was conducted. From psychological-sociological interdisciplinary approach, findings showed that: 1/ Concept about roles of man and woman in the family and society in Vietnam have made big changes due to the effects of political institutions, economic and social. 2/ Woman's participation rate in the labor market increased. Woman accesses social-economic status and role conflict phenomenon become popular at a time when they have to perform multiple roles. 3/ There are different level of role conflict of women entrepreneurs from quantitative data and qualitative in comparison. Qualitative research is useful in studying the phenomenon of role conflict. To gain a complete picture about work-family role conflict of women entrepreneurs, qualitative research with conversations, observations analysis proved to be very useful to help inferring how actual behavior from survey data on subjective perception.

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INTRODUCTION

Many sociologists predict the XXI century is the century of women in economic activities. In the 1960s, 70s, 80s women have become a powerful workforce in the world economy. Most women want to have what that men want traditionally. They are success, power, money, economic-social status, love, children and happy,... They go out and get what they want. Something happened on the path to their success: marriage and motherhood, marriage without children or single moms with a successful career; Some people feel they can control the situation to get all; Many people feel they have to simultaneously perform multiple responsibilities: wife, mother and professional and they are sometime frustrated.

According to a survey of about 7,400 business leaders in 36 different economies in the world was implemented in 2009 by the market research company, accountants and auditors Grant Thornton, after China and Mexico, Vietnamese entrepreneurs and business owners were placed in the highest stress (tension) in the world. (72%) Vietnamese entrepreneur respondents said that they are stressed by the pressure of the economic environment last years (2008-09) as the world economic situation is more volatile due to the impact the U.S. financial

crisis, competitive pressures in the market and a shortage of capital. The survey also showed that the stress in the business community will exist more if they have too little time to rest. Comparing to the Nordic businessman is happy and healthy life with time for relaxing, can travel up to 3 weeks/year, the Vietnamese businessmen have only about a week/year.

Role conflict is an inevitable phenomenon in the modern society in which individuals, including women entrepreneurs generally have more to participate in activities outside the home. The phenomenon of work-family role conflict and economic- social impact of this phenomenon has been studied quite a lot in the West but in Southeast Asia have begun some work on this topic be done.

In Vietnam, work-family role conflict is an identified phenomenon. The research questions are: Whether a successful career can affect the completion of the roles of women entrepreneurs in their family? To some extent do they influenced? Whether it has appeared in a work-family role conflict when women entrepreneurs in Ho Chi Minh City undertake often incompatible roles and responsibilities? What levels is it (role overload, role strain or role conflict)? How can they achieve the role balance? What factors help them achieve that role balance? In what conditions and to what

*Corresponding author: Le Thi Mai
E-mail: lethimai@tdt.edu.vn

extent the possibility and scope of the personal problems of women entrepreneurs can translate into social issues and vice versa; and how is the relationship between these social issues.

LITERATURE REVIEW

Work-family role conflict attracted scholars' attention. They mainly focus on some aspects. Terminology of work-family role conflict had varied definitions that came from the perspectives of scholars. Work-family role conflict and family-work role conflict are defined as "forms of friction in which role pressures from work and family domains are mutually incompatible in some respects" (Greenhaus & Beutell, 1985; Cinamon & Rich, 2002).

Work-family role conflict is defined as a conflict that arises due to work responsibilities interfering with family responsibilities; family-work role conflict is defined as a conflict that arises due to family responsibilities interfering with work responsibilities. Work-family role conflict is described as a form of inter-role conflict in which the general demands of, time devoted to, and strain created by the job interfere with performing family-related responsibilities. Similarly, family-work role conflict is described as a form of inter-role conflict in which general demands of time devoted to and strain created by the family interfere with performing work-related responsibilities (Netemeyer, Boles & McMurrin, 1996). Work-family role conflict can also be thought of as a form of role conflict in which, "role pressures associated with membership in one organization are in conflict with pressures stemming from membership in other groups" (Kahn, Wolfe, Quinn, Snoeck & Rosenthal, 1964).

Methods and Work-Family Role Conflict Scale

The majority of research used quantitative method. Many role conflict scales are developed. 1/ Role conflict and role ambiguity were assessed through the use of a 14-item scale developed by Rizzo, House & Lirtzman (1970). Role conflict was assessed through the use of a 20-item scale developed by (Rizzo et al., 1970). This scale has been used extensively in research and has been found to be psychometrically sound (Schuler, Aldag & Brief, 1977; Smith, Tisak & Schreiner, 1993). Scores for role conflict could range from 8 to 56 with higher scores representing role conflict; scores for role ambiguity range from 6 to 42 with higher scores representing role ambiguity. 2/ Locus of control is measured by using Rotter's 29-item Internal- External Locus of Control Scale (1966). This scale has also been used extensively and has been found to be reliable and valid (Lefcourt, 1966). High scores (maximum 23) reflect a high degree of externality while low scores (the lowest possible score is zero) reflect a high degree

of internality. 3/ The 16-item Tolerance-Intolerance of Ambiguity Scale developed by Budner was used to measure tolerance of ambiguity. The scale is psychometrically sound (Budner, 1962). Scores range from 16 to 112 with higher scores reflecting intolerance of ambiguity. 4/ Work stress was measured by the 18-item Stress at Work Scale developed by Jenner (1986). The author reports good reliability and validity data for the scale. Scores on this scale range from 18 to 90 with high scores reflecting high perceived stress.

Multiple Role Management

In the past years, the role of work in women's lives has changed dramatically, with an increased emphasis on the importance of professional roles (Barnett & Hyde, 2001). These changes are seen in higher education, where women are entering and graduating from professional schools at rates that are equal to or greater than men (Snyder, Charlene & Hoffman, 2001). White and Rogers (2000) report that the modal American family is a dual-earner family and women can expect to spend at least 30 years in the paid workforce. Despite changes in this realm of women's lives, equal advances in traditional gender roles in the home have not seen such brisk changes.

Multiple role research has established a connection between multiple roles and issues of role strain and role overload. Role overload is defined as a feeling of having so many roles that the individual feels unable to perform them all adequately (Barnett & Baruch, 1985). Working women are most vulnerable to role overload (Crosby, 1991). Women are often unequally responsible for household and family obligations while at the same time attending to work responsibilities. These multiple roles contribute to sense of role overload. Gutek et al. (1991) identified role overload as being distinctly different from role conflict.

In a study of 423 male and female, psychologists, Gutek, Searle & Klepa (1991) measured role overload by looking at the number of hours spent in a given role. To look at the difference between role overload and work/family conflict, the study included only professionals who reported having a family role, which was defined as being married, living with a partner, or having a child living at home. To compare role overload and work/family role conflict, the researchers compared the number of hours spent in paid employment and the number of hours spent taking care of household responsibilities for both men and women. They found that although women reported spending a greater number of hours working in the home than men, they did not experience a greater amount of work-family role conflict. Gutek et al. (1991) concluded that role overload does not necessarily

translate into role conflict. They described role conflict as consisting of two factors, work interfering with family and family interfering with work. The research explored that there are three different types of work-family role conflict: time-based conflict, strain-based conflict, and behavior-based conflict. Time-based conflict exists when “time spent on activities within one role generally cannot be devoted to activities within another role” (Greenhaus & Beutell, 1985). Time-based work-family role conflict can take two forms. One form of time-based work-family role conflict occurs when time obligations from one role makes it physically impossible to fulfill the expectations from another role. Another form of time-based work-family role conflict occurs when pressures from one role creates a preoccupation with that role, making it more difficult to meet the demands of another role. In this form of role conflict, a person may be physically able to complete responsibilities stemming from multiple roles, but an emotional or mental preoccupation makes this more challenging. This type of time-based work-family role conflict can take many forms, depending on the work and family variables involved. For example, a businesswoman may be preoccupied during a partner meeting because of a discipline problem a son or daughter is having at school. In this case, the time-based strain materializes because of a mental preoccupation from one role, making it more difficult to complete the responsibilities of another role.

A second form of work-family role conflict is strain-based role conflict. Strain-based work-family role conflict is when “roles are incompatible in the sense that the strain created by one makes it difficult to comply with the demands of another” (Greenhaus & Buetell, 1985). Work-family role conflict that results from strain from a given role exists when this strain affects one’s performance in another role. For example, a stressful day by a bill of lading commodity may make a woman entrepreneur more difficult to sit patiently with a child struggling with homework, or increased family responsibilities may make it more difficult to complete a work obligation on time. In this way, strain from one role, which can include stress, tension, anxiety, irritability, and fatigue, makes it more challenging to fulfill obligations of another, competing role. The final type of work-family role conflict is behavior-based role conflict, in which “specific patterns of in-role behaviors may be incompatible with expectations regarding behavior in another role” (Greenhaus & Buetell, 1985). For example, a female managerial business executive might be expected to be aggressive and objective of the job, but her family members may have different expectations of her. While at work certain behaviors are expected; interacting with her family, other behaviors are expected at home.

Antecedents and Consequences of Work-Family Role Conflict

Researchers identified several variables that influence the level of work-family role conflict. In the case of both time-based and strain-based work-family role conflict, variables such as the size of the family, the age of children, the number of hours worked outside the home, the level of control one has over one’s work hours, how flexible or inflexible work hours are, and the level of social support impact the experience of work/family role conflict (Bohen & Viveros-Long, 1981; Keith & Schafer, 1980; Pleck, Staines & Lang, 1980). While the aforementioned variables have been conceptualized as antecedents of work/family role conflict, it is also important to consider the consequences that are assumed to result from work/family role conflict. Several researchers have addressed the relationship between work/family role conflict and psychological distress and well-being. For example, Schwartzberg and Dytell (1996) addressed the impact of work and family stress relative to psychological well-being. Acknowledging the importance of work and family roles in people’s lives, Schwartzberg and Dytell (1996) looked at the consequences of work-family interference, which they defined as “one area of responsibility interfering with the other”. The results supported the hypothesis that higher levels of job-home interference were associated with lower self-esteem and higher rates of depression. These results support the relationship between work/family role conflict and negative outcomes, such as lower self-esteem and increased depression.

Categories of work-family role conflicts have important implications for marital quality, and prior research has consistently linked both forms of conflict to the decreased marital satisfaction (Amstad, Meier, Fasel, Elfering & Semmer, 2011; Ford, Heinen & Langkamer, 2007; Shockley & Singla, 2011). Hill’s study guided by family stress theory proposed that family-to-work conflict operates as a type of stress that can impact marital satisfaction, whereas Voydanoff (2005) theorized to work conflict as a cognitive appraisal predicated on demands and resources that has the capacity to shape marital outcomes. Additionally, at least two meta-analyses have conceptualized family-to-work conflict as a source of stress that is a precursor to marital satisfaction, with the results, providing support for the link between family-to-work conflict and reduced marital satisfaction (Amstad et al., 2011; Shockley & Singla, 2011).

Work-family role conflict and family-work role conflict is a result of strain created by incompatible roles and have been linked to stressful situations and negative outcomes. Work-family role conflict has been shown to have a negative impact on the quality of family life and well-being, while family-

work role conflict has been linked to lower job satisfaction, a decrease in work and job satisfaction, an increase in occupational burnout or turnover (Burke, 1988; Frone, Russell & Cooper, 1992; Greenhaus, 1988; Pleck et al., 1980).

Frone, Russell and Cooper (1997) also attempted to understand the relationship between work/family role conflict and certain health outcomes. In a longitudinal study, involving 267 employed parents over a four year span, they found significant relationships between work/family role conflict and adverse health-related outcomes. Consistent with extant research, Frone et al. (1997) looked at work-family role conflict and family-work role conflict as distinct constructs. More specifically, the researchers were interested in the relationship between work/family role conflict and depression, overall physical health, heavy alcohol use, and hypertension. Interestingly, results indicated that work-family role conflict and family-work role conflict was related to different outcomes. Family-work role conflict was positively related to both depression and poor physical health, related to elevated levels of alcohol consumption, to increase cigarette use and heavy drinking (Frone et al., 1997; Frone, Barnes & Farrell, 1994).

A small amount of research has attempted to explain the relationship between work/family role conflict and lowered job and work satisfaction (Kossek & Ozeki, 1998; Netemeyer et al., 1996; Bedeian, Burke & Moffett, 1988; Perrewe, Hochwarter & Kiewitz, 1999; Allen, Shore & Griffeth, 2000). By stress amplification theory (Minnotte, Minnotte & Pedersen, 2013) explored the combined impacts of work-to-family role conflict and family-to-work role conflict on marital satisfaction. This theory suggests that stress experienced simultaneously is more detrimental to well-being and social relationships because experiencing more than one stressor at the same time strains resources and coping mechanisms that are effective in dealing with stress (Young & Schieman, 2012). Stressors rarely occur in isolation. So, it is important to consider how stressors build upon each other to potentially negatively shape well-being and personal relationships (Avison & Comeau, 2013). Multiple stressors experienced together were associated with greater declines in well-being than when they were experienced in isolation (Ingersoll-Dayton, Morgan & Antonucci, 1997). Stress amplification refers to the experience of exacerbated strain brought about by the experience of multiple stresses (Edmond et al., 2014; 16). As such, greater exposure to stressful events undermines the ability of individuals to successfully cope, thereby potentially leading to negative outcomes (Edmond, Granberg, Simons & Lei, 2014). Minnotte et al. (2013) conceptualized both work-to-family conflict and family-to-

work role conflict as stress, and they examined how the interaction between the joint experience of work-to-family role conflict and family-to-work role conflict impacts marital satisfaction. Work-family role conflicts stemming from the blurred boundaries between work and family have been viewed as important stress encountered by modern couples (Pearlin & Bierman, 2013).

METHODOLOGY

Terminology

Basing on the literatures on this topic, the term “work-family role conflict” in this paper refers to the conflict that results from work related roles interfering with family life. Work-family role conflict can arise as a result of demands at work making it more difficult to accomplish tasks associated with the businesswoman’s family. Tasks related to family can include childcare, the care of an aging parent, household responsibilities, as well as the responsibilities of the wife’s role and the mother’s role within the family. Work related tasks encompassed hours of work in leadership, professional management, social relationship and can additionally include overtime work, work related travel, and work obligations that are fulfilled at home. Work-family role conflict can also be thought of as a form of role conflict in which, “role pressures associated with membership in one organization are in conflict with pressures stemming from membership in other groups” (Kahn et al., 1964). From a work-family perspective, this type of role conflict reflects the degree to which work demands interfere with family responsibilities.

Role conflict is studied through the signs: 1/ There is a variety of roles; 2/ There is an incompatibility between the roles corresponding to two or more positions that the person holds at the same time. 3/ Expectations and desires of roles in the family are not compatible with the expectations and responsibilities of their roles in the company. Then, three information groups are collected: information about women with family-related tasks; Information about work-related tasks of women entrepreneurs; Information about how women entrepreneurs balance between these two roles.

Upon this definition of work-family role conflict, topics for in-depth interviewing, narrative, conversation and participatory observation will be built for this study. Information focus on themes: Demographic characteristics; Expectations and desires of women entrepreneurs roles as mother and wife in the family; Expectations and responsibilities of women entrepreneurs’ roles as leader in the company; Role conflict – life experiences and the level of role conflict; How businesswomen do to get role balance; How each partner’s reports of work-family conflicts (and the interactions among

them) shape marital satisfaction; Consequences of the work-family role conflict and its resolution.

Theoretical Approach

This study uses a case study approach to investigating work-family role conflict phenomena within a real-life context. Multiple case studies will provide multiple evidence sources. So, case study approach allowed investigators collected insight information of significant variables, processes and interactions related to the trends of the specific social issues. This approach afforded data encompassing a large number of variables and conditions to illustrate or refute generalized statistical findings (Muckstadt & Isaac, 1981).

Data

We addressed the research question using data from a random sample of people in the Ho Chi Minh City (N = 250 people in Ho Chi Minh City). First, we examined the people's perception about roles of man and woman in the family and society in Vietnam; changes in the woman's social-economic status. Then, our attention turned to considering what happened when business women have to perform multiple roles. 30 business women belonging to all economic sectors in Ho Chi Minh City, between the ages of 30 to 65 years who is a chief executive officer, president and vice president or an equivalent position, participated in descriptive research. The women interviewed for this study were selected at random in the list of women entrepreneurs that was offered by the Chamber of Commerce Ho Chi Minh City. The semi-structured interview questions were developed. Two discussion groups of women managers were held to test the validity of the content of the interview questionnaire. Each female entrepreneur was interviewed personally for one hour. Transcripts of the interview were analyzed using content analysis process for the identification theme. Percentages and rankings were used for data analysis.

The statements and comments are based on quantitative data and qualitative in comparison. To gain a complete picture about work-family role conflict of women entrepreneurs, qualitative research with conversations, observation, analysis proved to be very useful to help inferring how actual behavior from survey data on subjective perception.

RESULTS

The position of woman is affected by many formal and informal institutions, then and now, including the impact of four basic institutions: political, economic, cultural and religious. This is evidenced by the current life in many countries, women's status is lower than men,... Meanwhile, there is a fact that, women occupy relatively equal positions

with men in many areas of social activity in many countries including Vietnam.

Concept about the roles of men and women in the family and society in Vietnam has made big changes. The traditional family model - the husband as breadwinner and the wife as homemaker, which has biosocial-cultural origins. It was explained by Parsons and Bales in their delineation of instrumental (male) and expressive (female) roles. The content of the traditional family model was influenced by changes in gender roles in the past years.

Gender equality in Vietnam, is shown quite clearly through the practical division of labor between men and women in the family and also female participation in the labor market. With reference to the continued efforts of the Government towards the goal of gender equality, Vietnam became one of the countries which had the highest proportion of labor age (15-60) engaged in economic activities: (85%) male and (83%) female, 2002 (Vietnam Development Report, 2004). According to the Survey of Labor - Employment in 2010, the General Statistics Office, the labor force participation rate of the population aged 15 and older is 76.5%. Labor force participation rate, a significant difference between males and females (81.3% compared with 72.0% of the male of female), and uneven across regions.

The economic function of the family was rehabilitated by changes in Vietnam's economic development policy reform in the mid-1980s. Households are recognized as economic units. It impacted strongly to the division of labor between men and women in the family, oriented based on the capacity and efficiency rather than age and gender differences. Level of economic contribution to the family of husband and wife has significantly impacted to the division of labor in the family and women's participation in the labor markets. According to survey of gender equality in 2005, women who are in the age of 35 and higher have a higher probability to be government office leaders / business owners, business and service. Like men, women who spent over 10-years working have a high probability of working in leadership positions at several government institutions and social organizations. Women represented 52% of the workforce, owned about 30% of businesses and contributed much to Vietnamese economy; Within 150,000 enterprises of all economic sectors, women made up about (25%) of the top leaders in business. In addition, there were more than (60%) of all business householders were women in total over 2 million individual business householders across the country (2006). The report, "Women in Business and Management: On the rise" of the ILO, 2014 stated that Vietnam with (23%) of women take on management roles in the enterprise. According to the Survey

of Labor and Employment, the percentage of women in the position of "leadership, management and governance" increased by (0.5%) to (24.4%) rate in 2013 compared to 2012 and increased (0.6%) from 2011 to 2012. Research findings show that the more women participate in the labor market the bigger motivation for the development and increase the competitiveness of the globe. Many studies also show a positive relationship between women's participation in decision-making groups with the highest business performance. However, there is still a long way to go before we can achieve true gender equality in the workplace, especially in senior management positions, most - Deborah France-Massin - Director of the Office of Employers Activities of the ILO - said.

Division of labor in families: From traditional patterns of "female introverted extrovert male" to trend of "taking effect". The Results of the survey in 2009 in Ho Chi Minh City shows, besides the support mold of traditional gender roles "female introverted, extroverted men" tend to favor equality. The couple shared mutual rights and obligations with respect to most of the main task of the family. This trend is reflected in the percentage of agreeing spouses are "take care of the family" (48.8%); spouses' income "(53.6%); spouses' names in the certificate key assets "(68.8%); spouses are responsible for "teaching their children at home" (72.8%); spouses are involved in activities "Social Interaction" (64.0%) and spouses decide to borrow money when necessary "(63.2%). Results interviewed women entrepreneurs in Ho Chi Minh showed flexibility, taking into account the ability and effectiveness of the division of labor for wife / husband in the family and in society. The level of economic contribution to the family of the wife or husband is a significant factor to influence the division of labor in the family.

"Unless you go out to work, I take care my younger child at home. My husband helps older child of learning at home and some other things... he is sympathetic, gentle and support me. He is deputy director of the Center for occupational safety inspection under the Ministry of Labor, Invalids and Social Affairs. He has not capacity of business. I go out to contact frequently with partners in business. My economic contribution is higher. I'm strong personality and make almost important decision of the family (Director, 38 years old, interviewee 6)".

The more the wife contributed economically the more to get sharing housework from her husband. Thus, the role of economic (income) of the wife has a positive correlation with the division of housework between husband and wife. This is a reasonable choice if analyzed from the perspective of resource allocation theory of relativity. From research findings and

observations on the fact that trends support the concept of gender equality means that women are respected and have the opportunity to have the freedom to decide the choice for themselves equality with men.

"...Do business does the extreme hardly,... It's like my passion, which is what I want to do ... and my husband know and support me "(Ms L, 39 years old, Group Interview 2)

Business is chosen by most women. According to the survey results of the Ministry of Planning and Investment, 2007 showed that women are attracted to the area of agriculture - forestry is (68.4%) and trade and services was (34.6%). Trend of Female tend to focus more men in the field of agriculture and commerce can be explained in view of "rational choice".

Portrait of Women Entrepreneurs in Ho Chi Minh City

Survey of Labor and Employment in 2013 showed that (29.5%) were female employer. The report 2014, "Women in Business and Management: On the rise" of the ILO stated, Vietnam has (23%) of women who assumes the role of management in the enterprise. The statistics on economic activity in Vietnam, including Ho Chi Minh City show that there are statistically of (21.2%) medium and small women entrepreneurs. Women entrepreneurs in Ho Chi Minh City take on the role of business leaders in the fiercely competitive environment, have high job pressure as men ones, have to fulfill the role of wife and mother in the family simultaneously. Their portrait is outlined by the qualities and the roles of the three relationships: with business, with family, with society and value system which they directed to.

In relation to the family, women entrepreneurs are in the role of the wife and the mother of their small family at the same time both a sister and the older one in a large family. For each role is a behavior pattern appropriately to social norms embodied in the concept of women who are associated with reproductive function, with housework: caring husband, son and family; shopping, cooking, washing, cleaning the house,... The role and behavior patterns were rooted in the subconscious, acting through the socialization process from family to society. In the current society, traditional standards and values still exist, even for groups of young entrepreneurs. They always think about their responsibility to take care for their children and others in the family.

"... He told me that taking care baby is my duty. Last month my baby had a fever, then I had to resolved too problems to be in hospital with my baby. He was only one night in the hospital... but also grumbled, scolded me. I have to fast, but feel too pity "(Director, Chairwoman, 33 years old, interviewee 1).

"Before getting married, an approximately 17-hour working

day is normal. Everything has changed after having children. I wake up to prepare your child for school at 5h15 every morning. I used to meet customers and partners on Saturday and Sunday, now I have to for my children.... (Mrs M. L., 42 years old, Chairwoman, CEO, group interview 2) ... I am 37 years old and currently do not want to have more children. If having children I have to spend much time of taking care him while I want to take more time to business (Mrs K. L., Director, 37 years old, group interview 2).

"I only slept about 5 hours per day. I usually get up at 5:45 am. My husband prepares all things for the two older boys and taking care baby is mine. Before having the 3rd children, I can work at the company until 7, 8 pm, now I try to accomplish all work from 5- 6pm. (Mrs Th. Director, 30 years old, group interview 2).

"...the most difficult was around 1997- 1998. At that time I had to run the laboratory hardly, then had to look after baby. My older son was in the secondary school, and then high school. He has drawbacks too, giddy too, but I always see the positive side of him to encourage him. I trust him with all my heart, guiding him to practice the role of mother"(Director of 53 years old, interviewee 15).

In relation to businesses, women entrepreneurs are those who hold key positions, to build up the business. They are owners or major shareholders of the business; member of the board of directors to be in responsible for the governance and administration of the business. They always try to act according to the expectations and social norms.

"A true entrepreneur is not just to make money" (Mrs Th, Director, 30 years old, group interviewee 2),

"I do not just for money but to meet the need of the spirit. Leaders must be tolerance, know how to attached staff so that they feel my desire" (Mrs. L., 42 years old, CEO, group interview 2).

"... The dry season, workers take three drinking lemonade freely. They meet of my requiring work overtime. To keep up deadline of Export orders, they worked up to 10-hour shifts, have volunteered to work until 12 pm as well..., they were allowed break for the next day.... I accept cost more, reduce profits" (Director of 40 years old, interviewee 7).

Entrepreneurs are professional businesswomen, the specialists in business management. They know aggregation, combining and coordination different social sources in the production and businesses. At the same time they are also a strong personality; creative and assertive, bold, adventurous in the business.

"...I do not just for the money but to express self-esteem, showing its capability in society. The company developed every moment, it does prove successful, confirmed my position

in society"(Director of 40 years old, interviewee 7).

"When being a staff in the foreign company I said that I would be my own company 5 years later, but only three years later I decided to establish the company. I chose the field of training services because Vietnam has this market "(M. L., Director, Chairwoman, 42 years old, group interview 2).

"... My spouses run Dental LA from 1980s. Around 2004, it developed into a new company and has developed strong step by step. First, I have to desire and aspirations. In my life there's always the goal to strive for, being achieved a goal, then the next step, set new ones. It's very interesting and maybe that is the secret of my success ... "(Director of 53 years old, interviewee 15)

One working day of Director of the Credit Fund: "Usually I get up at 5:30. I begin working at 7:40 am daily. There are about 600 of loan applications, approximately 25 customers of old transaction services, some new customer profiles and 10 customers to send money every day... then check internal control, check borrowers, marketing, deposit, loan,... I made decisions, or submitted Chairman of the Board of Directors. I have to consider carefully, taking into account the interests of various stakeholders: customers want low interest rates, easy terms, the Board would like high interest rates, low risk, the staff wanted to simplify, the Bank of the State wants to complete procedures to ensure safety,... I have to find a plan that all stakeholders are accepted. (Director of 36 years old, Credit Fund Manager, Interviewee 4).

A Working day of a Vocational School Principal: "Being the principal, chairman of the Board of Directors, I am still taking time for research, writing, reading books. I have to meet partners, making decision, dealing meetings daily. However, I often limited to meeting, as much as possible to take the time to write a long-term project, making development projects such as transfer to colleges and expansion schools or taking the meeting of Ministry of Education that requires the principals to present. Schedule of working day constantly is changing because of solving unexpected things"(Exchange by email, Principal of 58 years old, interviewee 2).

The Phenomenon of Work–Family Role Conflict

There are a number of reasons that have been suggested for associations between work roles and family roles. Both high work involvement and high family involvement require many hours spending at work and in family activities. Then, in turn, these hours have been linked to increased work–family role conflict (Greenhaus & Beutell, 1985). Businesswomen of Ho Chi Minh City perform many roles, in which of two main roles: the role of working in the workplace and in the family. According to theory of role, when a woman forced to play two

different roles and conflicting or incompatible in the same time, it appears the phenomenon of *role conflict*.

Test results of 19 scenarios lead to stress and expression of stress showed that if each situation equal 1 point score: less than 4 / 19 point (<16%): means normal status; if it is between 5-11/19 points (22-55%): means that they are affected by roles overload; if it is up to 15/19 (78%): means that they are stressed by the roles; if it is on 16/19 points (> 84%): means that they are in status of roles conflicting. The Survey on women entrepreneurs in Ho Chi Minh in 2009 pointed out that the average score was at 8.85 (46.6%). This means the role conflicts of businesswoman Ho Chi Minh City today are at roles overload level. When considering the situation and the status of an expression of the role conflict showed that women entrepreneurs often face a conflict situation in three dimensions: i) Pressure of time; ii) High pressure of job on both of workplace and family; iii) The difference in standards of behavior from the two environments, at workplace and at home.

Pressure of Time from Both Work and Family

In order to better understand the efforts and ability to schedule the amount of time for the work of women entrepreneurs, a question was put to the interviewee: "At what time do you begin a working day? A businesswoman with young children said:

"From 6 am to 6 pm... I take lunch at 13:00; work, work and work constantly waiting for me. I always take dinner at 10 pm daily". (Director of 37 years old, Interviewee 8).

In general is about 10 hours per day, daily, too, stress, fatigue. Such as when the child suffered from a sick and at deadline of goods contracts, overwhelmed, or malfunctioning machines ..., the unfinished work, child was sick, I had to go home, ... I have to run the affairs via the Internet to keep track of work, what if something goes wrong then check ... at home often confused roles: both a wife, a mother and a father, a teacher of children,.... (Director of 40 years old, Interviewee 7).

"Director of private enterprise is more tired, so hard; My son was a child, when having finished the work of the company, I spend a lot of time to care for child; Hiring tutors who help him to study at home; Regularly to phone home to ask about him because he was too young. I have come back home to prepare for feeding. When having taken him to school, I continued to work in the afternoon. I have to get up early morning to make breakfast for him, then take him to school and then returned to the company to work, coming back home at 6:00 pm for dinner,.... (Director of 52 years old, Interviewee 10).

According to the 2009 survey results on women entrepreneurs in Ho Chi Minh, (52%) of respondents said that *Frequently* colleagues and family are required to complete the task at the highest level; (62%) of respondents answered *frequently* faced with situations "to complete the works in reverse"; (68%) of respondents answered *frequently* "in a state of considering to choice of do business or housework first" and (77%) of respondents answered *frequently* "under great pressure of time to complete all work of company and family".

"I get up at 5 o'clock, with 2 children (the older is in grade 1, the younger is a baby) I started a day from 7-8pm of the previous day. There are 2 maids, but everything must be prepared for the day before to them". (Mrs P. Group Interview 1).

"...After completing everything, including talking to children and the husband (if lucky still married). Then just only 30-40 minutes per day for myself to do what I like". (Mrs N. Group Interview 1).

High Pressure of Job in Both of Workplace and Family

Survey results showed that (82.11%) of respondents agree that "Women entrepreneurs have to work harder than male entrepreneurs to fulfill the role of business and family"; (74.59%) of respondents who answered "not easy to fulfill both roles in the company and the family". However, there are about (49%) of women entrepreneurs often "can finish simultaneously all jobs of family and business"; (50%) of women entrepreneurs often achieve "everything was arranged as planned and satisfied with the work performance" and (45%) of women entrepreneurs "have useful time with family even having had to work overtime or work on weekends".

"... Now there are many means of contacting, I am still monitoring the work. I solved things by email and phone ... I do in the entertainment industry, It's so hard, so sensitive in the media area, just a little negligence is to face unpredictable consequences.... My baby is of 2 months, too young I can't go out for work"(CEO, Chairwoman of 33 years old, Interviewee 1).

In the working environment of fierce competition, both female and male entrepreneurs are often under pressure from work. For women entrepreneurs, work pressure at work shown in figure (56%) of respondents admitted they often "be wise to make important decisions related to many people, to the development of enterprise; (87%) of those surveyed admitted to regularly "responsible, will, energy, high-intensity work,...". When spending more time on the implementation of the roles in the workplace, women entrepreneurs often appear unjust. They are hardly to practice the role of the family as everyone expected. They are prone to fall into a conflict between the

role of work and family roles. (70%) of respondents said that when they go to work, most worried about is taking care of children.

The difference in standards of behavior from the two environments, at workplace and at home.

Businesswomen are powerful in the fiercely competitive environment, ... to make decisions related to many people, to the survival and development of enterprises, ... While, they have to meek, gentle, respected husband, ... emotional intimacy, tenderness, care children. It's the expectations and standards of society that women are required to practice their role as a mother, as a wife. Only (65%) of those surveyed answered occasionally, "I can easily adjust the behavior to practice role at work or in the home as others desired". Women entrepreneurs are facing some constraints, difficulties as simultaneously carry out many roles at work and in the family. Qualitative data do reflect their delicate situation and the interesting inner conflict than quantitative data. Due to always try to practice a variety of roles with the expectations and desires of others, women entrepreneurs are always tormented mood with that search fret themselves.

"Outside is always very nice, so perfectly. Going home, take care of children from A to Z. Being so tired we have to try behavior as a pretty lover, gentle like baby chicks with husband. These pressures make us desire to be lived truly to ourself, to be done all things as expected. If our husbands understand, just a part of it that was so lucky" (Director of 38 years old, Interviewee 9)

"The higher position Women are in the more she looks likely circus performer overhead wiring. Just neglected or not to keep a balance between family and work, immediately will be tumbling"(General Director, over 50 years old, group interview 1).

Correlation 1: The higher position's wife is than husband's one the more likely to occur emotional conflicts that lead to work – family role conflict in the family company

"...We run the business. I am a director. My husband is in the technical department. When the machine breaks down, I said it must be fixed immediately to make up row, or when I criticize his work, he offended, pouting. Finishing professional duty, he goes home, no help me any. He grumbled about my coming back home late. When our son did not achieve results at school as desired, he found fault with me, ... My husband proposed to adjust import spare machine ... I had to check, he shouts at me and said: remember you are my wife . He sometimes scolded me in front of staff,... He was forced to browse, to sign his proposal. I can not do it. Every few days occur like that again.... Actually, the role of motherhood is not difficult, much more difficult for a wife. I am a CEO. My

husband supported the idea of development, but couldn't think that much changes existed, innovate more. I was annoyance, and many negative responses. This is the most difficult stage, the toughest in the conjugal relationship. Then the success, effectiveness,... He supports my operation and believes me". (Director of over 50 years old, Interviewee 7).

Correlation 2: Spouses are the same positions, different workplace, the degree of work – family role conflict depends on the expression "Ego" of each person and the art of wife's one step backward.

"He is also a director. If I behave with him as I conduct in the company, he is proud, reacted harshly, saying that I despise him".... There was a case of not control of myself, I said: "You failed. Do you annoy of my success? It's my fault of being in a higher position than you? Baby is ours. My husband stunned, angered and said: "We should separate off. We need to think about what you just said? (Director of 33 years old. Interviewee1).

"... Is's an art (laughs) with four words: love, respect, attractive and caring to each other. Then every relationship will be good". The "Ego" is not too big, willingness to listen, to understand each other, things will be easier ... to achieve goals without stress,... should have the delicate, I have more subtle emotions,... Do not quarrel I am right or you're right,... I know the way how to win; should learn Xi Shi. (laugh), (Director of 53 years old, Interviewee 15).

Is Work-Family Roles Conflict Breakdown Structure of Roles?

Survey results of women entrepreneurs in Ho Chi Minh City showed that status of work-family over roles has both positive impact and negative one. The majority is not only the success in career but also being achieved because they have sufficient skill and knowledge to find positive solutions to control and adjust behavior to adapt to the circumstances, to escape the pressure and difficulties. When was asked: How did you do when facing a tense?

"Really, I always think positively, relatively calm. The harder it is, the more I am calm". (Director, 38 years old, Interviewee 9).

Research results found evidences that the stress of time, spending great efforts to fulfill all at the same time gave businesswoman happy. They have a feeling of their capacity to master time funds, arrangement work sensibly to accomplish the maximum work to be done. (64%) of respondents answered, feel matures; (64%) of respondents feel proud; (62%) of respondents said that they are able to overcome all difficulties and (58%) of respondents feel happy. Meanwhile, the same question as above, only (18%) of

respondents feel tired, depressed and (15%) of respondents feel lonely when "must complete all work of the business and in the family at the same time"

To be able to perform two roles simultaneously in the family and workplace with standards of behavior incompatible with each requiring a woman to be an "art or", must learn to "play and switch roles" and practice them as a routine ... They need time and tolerance to form habits and practice roles. Success in "playing and switching roles" means they have controlled by the situation. Balancing the work – family roles they will be successful both in life and in careers.

There are a lot of life situations for making multiple choices. According to the report of a recent survey, the number of women hold important positions in large corporations tend to decrease ... not because of the intense competition makes them tired but some of people would like to have a more peaceful life. It all depends on each person's choice.

CONCLUSION AND DISCUSSION

Evidences from studies showed that, concept about the roles of men and women in the family and society in Vietnam has made big changes. Gender equality in Vietnam, is shown quite clearly through the practical division of labor between men and women in the family and also female participation in the labor market. The economic function of the family was rehabilitated by changes in Vietnam's economic development policy reform in the mid-1980s. It strongly impacted to the division of labor between men and women in the family, oriented based on the capacity and efficiency rather than age and gender differences. Level of economic contribution to the family of husband and wife has significantly impacted to the division of labor in the family. Vietnamese women who are in the age of 35 and higher have a higher probability to be government office leaders or business owners, business and service. Women represented (52%) of the workforce, owned about (30%) of businesses and contributed much to Vietnamese economy; Within 150,000 enterprises of all economic sectors, women made up about (25%) of the top leaders in business. In addition, there were more than (60%) of all business householders were women in total over 2 million individual business householders across the country (2006).

Portrait of women entrepreneurs in Ho Chi Minh City is outlined by the qualities and the roles of the three

relationships: with business, with family, with society and value system which they directed to. Business women of Ho Chi Minh City perform many roles, in which of two main roles: the role of working in the workplace and in the family. According to theory of roles, when a man forced to play two different roles and conflicting / incompatible at the same time, it appears the phenomenon of *role conflict*.

Test results of 19 scenarios lead to stress and expression of stress showed that women entrepreneurs in Ho Chi Minh City are at the status of role overload. Considering the situation and the status of an expression of the role conflict, women entrepreneurs often face a conflict situation in three dimensions: i) Pressure of time; ii) High pressure of job on both of workplace and family; iii) The difference in standards of behavior from the two environments, at work and at home. However, qualitative data do reflect more clearly and fully their delicate situation and the interesting inner conflict than quantitative data. The higher position's wife is than husband's one the more likely to occur emotional conflicts that lead to work-family role conflict in family companies. Spouses are the same positions, different workplace, the degree of work – family role conflict depends on the expression "Ego" of each person and the art of wife's one step backward.

Survey results showed that work-family over roles has both positive impact and negative one. It does not breakdown structure of roles. The majority is not only the success in career but also being achieved because they have sufficient skill and knowledge to find positive solutions to control and adjust behavior to adapt to the circumstances, to escape the pressure and difficulties. They have a feeling of their capacity to master time funds, arrangement work sensibly to accomplish the maximum work to be done. These are major changes in Vietnam from a gender equality perspective. However, there are many things to be done in order to open opportunities for women's development, improve the quality of life, deserve with their contributions to the development of society in which Government plays an important role.

Qualitative research is useful in studying the phenomenon of role conflict. To gain a complete picture about work-family role conflict of women entrepreneurs, qualitative research with conversations, observations, analysis proved to be very useful to help inferring how actual behavior from survey data on subjective perception.

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