CHANGING GENDER STEREOTYPES: THE IMPACT OF CONFLICTS IN DUAL CAREER FAMILIES ON TURNOVER INTENTION
(With special reference to female professionals in Sri Lanka)

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ABSTRACT
Changing gender stereotypes is an emerging determinant in 21st century with the workforce feminization. In Sri Lankan context, the role of "good wives" who stay at home rearing the children without competing with men is still expected by most males due to cultural and social impact. Women confront dynamic conflicts with their employed spouses due to extreme tiring roles which are to be played at home as well as work place.
The main objective of the study was to explore the impact of conflicts in dual career families on turnover intention of female professionals which is derived from changing gender stereotypes. The method of the study is qualitative since the topic is related to human interactions and leans on the principles of grounded and narrative analyses. It was evident that the intervening effect of conflicts in dual career families derived from changing gender stereotypes had a marked impact on turnover intention.

Key words: Changing Gender Stereotypes, Turnover Intention, Conflicts, Dual Career Families.

1. INTRODUCTION
Person's gender is a sociological definition. Traditionally pink is for girls and blue is for boys. When they grew up as men and women, they are expected to be either masculine or feminine in their behavior. Thus, men were viewed as breadwinners whereas women were viewed as caretakers where the physical attributes

and occupations consistent with masculine or feminine roles. The concept 'gender' was coined precisely to indicate those differences between women and men that are not biologically rooted, but constructed socially (Mergaert et al, 2013). The characteristics and the roles to be played for them were socially determined in the traditional sphere. With reference to the situation in the past of Sri Lankan culture, the traditional sex role of wife calls for a woman to stay home, keep house and rear children (Jayaweera et al, 1975). A female child is subject to a more exacting code of filial and kinship obligation and she will ultimately fit her into a passive, dependent and auxiliary role (ibid). Blau and Kahn (2006) emphasized that there has been a revolution in gender roles, perceptions and stereotypes over the last 50 years.

"It's a man's world", the validity of this old saying is questionable in the 21st century along with the contemporary trend of changing gender stereotypes. In contrast to the past context, today the traditional role of men referred to as "economic agent or breadwinner of the family" is being shifting and changing with the arrival of feminized workforce in to the stage (Mergaert et al, 2013). Rising cost of living, endless desires for increasing quality of lives and other economic pressures are major causes for emergence of dual earners in families (Gabarro, 1992). Muchinsky et al, (1998) added further to the context that included benefits of dual earners in families such as higher income, the opportunity to develop beyond gender-role stereotypes and having equal power. The traditional roles have evolved over the years with more women accepting the role of paid employment in their lives and men beginning to take on household and parenting duties (Theunissen, Pleck, 1993, Vuuren and Visser, 2003). In Sri Lanka, women have started to play a vital role as economic agent in the income generation process, changing the traditional stereotype perception on women (Jayaweera et al, 2008). The main factors linked to the change are the development of feminism and non-traditional attitudes towards gender roles and perceptions, the impact of the medical advancement notably in contraceptive pill, increased levels of female educational attainment, and the growth in the number of women employed in higher employment positions (Jayaweera et al, 2008).

Figure 1: Women's share as administrative and managerial workers 1996-99 and 2000-02
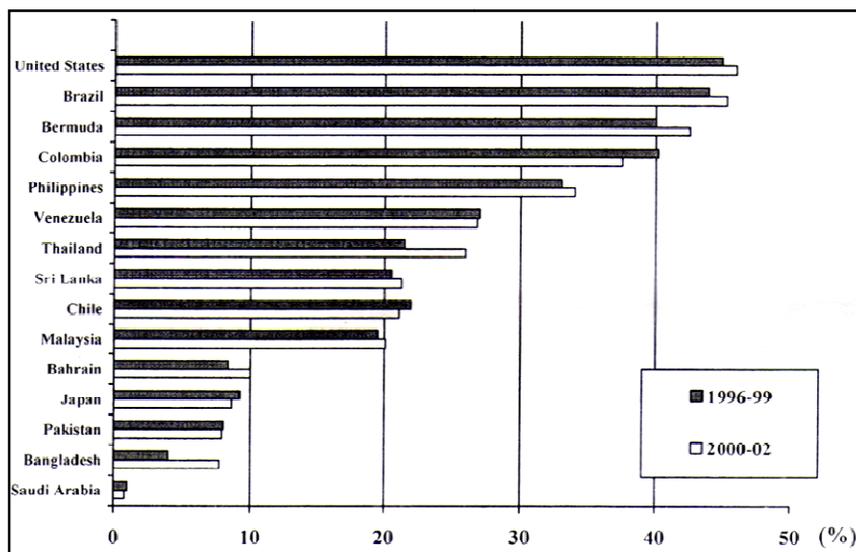
Source: Breaking through the glass ceiling-"Women in Management", CENWOR 2004, p 14

According to the figure 1, there is an improvement of Sri Lankan women's share as administrative and managerial positions in 2000-2002, compared to 1996-1999 which is approximately 2-3 percent growth.

The study was carried to explore the impact of changing gender stereotypes in the light of Sri Lankan context and its culture. In spite of the merits of being employed by both partners in families, dual career roles cause to create vast array of conflicts especially with the rejection of traditional role played by female in modern times (Garey, 1995). Most educated females expect fulfillment of power, affiliation, utilization of knowledge, and the prestige of being employed (Theunissen et al, 2003). Butler and Skattebo (2004) pointed out that since the parent role has stereotypically been associated with women, working mothers may be more prone to family-work conflict than working fathers. Roles to be played at home and workplace for females are greater than past. As consequences of multiple roles, women may confront to role overload. Leslie and Leslie (1980) indicated that women tend to have greater role overload than men. Women also tend to have identity problems if they believe that their current life style is not consistent with their earlier gender-role socialization (Greenhaus, Callanan and Godshalk, 2000).

Probability of arising conflicts based on time, behavior or strain among dual career families is high and predictable (Eagle et al, 1998) as a consequence of this trend. The family role has traditionally been seen as central to a woman's identity, working mothers are usually seen as more likely to experience stress when attempting to juggle work and family demands (Eagle et al, 1998). In Sri Lankan context, the role of traditional wives who stay at home rearing the children without competing with men is expected by most males due to the cultural and social impact (Jayaweera et al, 2008). Final impact is on the turnover intention of female professionals which will reflect in psychological withdrawals where the focus of the study was. For working mothers, it may be expected that the lower the interference from the family, the better the work performance which ultimately ends up being victims of family conflicts (Butler and Skattebo, 2004). The study was directed to explore the context along with the following main research objective:

▪ *To explore the intervening effect of work family conflicts in dual career families derived from to changing gender stereotypes on turnover intention,*

This general research objective is further divided into *two* specific research objectives as follows;

▪ *To find out the conflicts of dual career families in Sri Lanka caused by changing gender stereotypes,*
▪ *To identify the impact of turnover intention caused by conflicts of dual career families,*

Conducting a study for the mentioned topic is imperative as its effects such as impact on fertility and infant population, mental health and wellbeing which need to be addressed in Human Resource Policies and Work-Life Balance programs in the organizations. The study will generate suggestions and necessary improvements to organizations.

2. THEORETICAL BACKGROUND

The theories related to changing gender stereotypes, turnover intention and its intervening impact of conflicts in dual career families were the main considerations of this study with special reference to female professionals in Sri Lanka. The literatures were surveyed in order conceptualized the natural experience of the respondents of the study.

2.1 DEPENDENT VARIABLE: TURNOVER INTENTION

The study was to explore the turnover intentions of female professionals in Sri Lanka those who were in dilemmas on leaving from the organizations majorly due to conflicts of dual career families derived from changing gender stereotypes. Turnover intention is the "volunteer intention of employees to have intent to leave the organization" (Dougherty et al, 1985). It is the willingness of employees to develop their intentions to leave the working position of the working organization. Unlike actual turnover, turnover intent is not explicit. Turnover intention is not only influenced by a single factor as there are several variables that could predict it. Literature has identified work related factors, personal characteristics and external factors as

determinants of employee turnover tendency. According to Hunter (2008), there were three categories of voluntary turnover factors: individual level factors, organizational level factors and environmental level factors. The conceptual framework is presented bellow;

Figure 2: Theoretical framework - Hunter (2008)
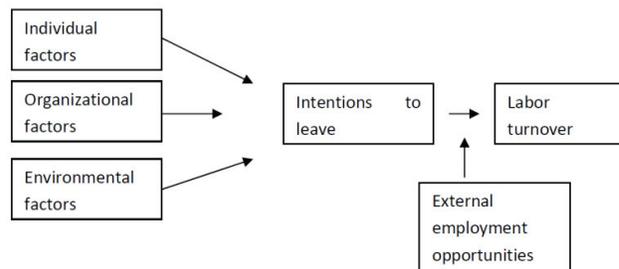
Source: Theoretical framework, Hunter (2008)

At the environmental level, factors that initiate turnover intentions are mainly non-work factors, which relate to family/personal concerns (Hunter, 2008). Therefore conflicts in families have major impact on work-family conflicts positively influence employees' turnover intention and job dissatisfaction (Ghayyur and Jamal, 2012). These conflicts positively influence withdrawal behavior likes in form of between job responsibilities associated and job satisfaction, and ultimately intention to leave (ibid).

A review of the research related to gender differences in turnover intentions and turnover rates showed mixed results. Some studies suggest that women report higher levels of turnover intentions (Miller and Wheeler, 1992) and actual turnover (Mano-Negrin, 2003), than men. Others have found that women experience a greater number of "shocks" or events that force them to decide to leave the organization, for example, pregnancy and birth of a child (Donnelly and Quirin, 2006). Not only conflicts between the two fields might affect productivity, spillover theory (Caligiuri and Cascio, 1998) rather suggests that problems in one domain (home-life) will affect the other (performance in the job).

2.2 INDEPENDENT VARIABLE: CHANGING GENDER STEREOTYPES

Gender of a person, either a male or a female is a result of sociological definition. It has been defined by the social sphere. Many social psychologists have defined the gender stereotypes as a "structured belief about personal attributes of men and women" (Ragins and Sundstrom, 1989, Bartol and Martin, 1986, Eagly and Karau, 1991). Furthermore, gender stereotyping can be described as the "totality of fixed ideas about the natural determination of male and female social characteristics (Kliuchko, 2011). It highlights the permanency of the ideas held by society about males and females, and signifies the societal constructions of what masculinity and femininity is (Selamolela, 2011). Moreover it influences individual's identity and their quest for a sense of belonging (ibid).

Though the existence of gender stereotyping could be proven with the social role theory (Biddle, 1979) and role congruity theory, presented by Eagly and Karau (2002), radical changes could be identified in gender roles in knowledge era creating a "different mark" for traditional gender roles held by both men and women. Duehr and Bono (2006) suggested two possible reasons why gender stereotypes may be changing. The first reason may be due to changing social roles, such as more women at work and more women working in management and executive positions. The second reason may be due to organizational interventions such as diversity training, which is aimed at prejudicial attitudes.

Economic pressures, inflation and poverty are forcing women to take a more active role outside the home and to pursue full-time careers (Theunissen et al, 2009). The economy needs the most competent and

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productive work force in order to remain globally competitive. However, the same work force must provide adequate care for their families at home (Gabarro, 1992). The increase in the number of families with two working spouses has made traditional approaches to the coordination of work and family lives inappropriate. In other words, the traditional division of chores between partners is no longer appropriate (Smith, 1997). Women are increasingly being forced to deal with job-related demands that limit their performance of family roles. Men are becoming more involved with their families and their priorities may even be shifting away from work (Theunissen et al, 2009). The jobs that were traditionally held by men are now being holding by women with the trend of feminization of workforce. For examples: Pilots, Civil Engineers, Gynecologists and other hard working blue collar jobs as well. Statistics indicates the growth of labor participation of females in Sri Lanka, 33.9 percent in 2000 – 34.7 percent in 2011 (World Bank). Therefore the situation has been kept on changing apparently, posing a jape for conventional gender stereotypical pattern.

2.3 INTERVENING VARIABLE: CONFLICTS IN DUAL CAREER FAMILIES IN SRI LANKA

Dual-career families can be defined as "the type of family in which both heads of households pursue careers and at the same time maintain a family life together". (Rapoport and Rapoport, 1976). The above definitions raise the traditional family structure, father as the head of house and main bread winner of the family is no longer appropriate in today's context. In other words, the traditional division of chores between partners is no longer appropriate (Smith, 1997). Since there is no statistics on how many of dual career families in Sri Lanka, a study conducted by Center for Women's Research (CENWOR), 2008 could be utilized for gaining general image of the situation. A sample of 446 respondents, out of 248 women, 198 men, and the percentage of women whose spouses were employed in the managerial / professional category was highest in statutory boards and corporations, followed by the public sector, private establishments and private small and medium establishments respectively. In the total sample, 58.7 percent of women had their spouses in professional/managerial jobs as compared to 26.2 percent of men. Of the men, 23.6 percent have spouses who were housewives. Significant changes to the structure and psychosocial characteristics which define the profile of a family have been observed over the past quarter-century (Wolcott, 1997). In addition, a range of psycho-social alterations in societal values concerning gender roles in family life (Rogers and Amato, 2000, Williams and Alliger, 1994) and generational differences in importance attached to work and non-work roles have contributed to the increase in work stress and work-family conflict (Carlson and Kacmar, 2000). Greenhaus et al, (2000) defined work-family conflict as, "work-family conflict exists when pressures from work and family roles are mutually incompatible, such as when participation in one role is made more difficult by virtue of participation in another role." As such the difficulty to create and maintain a balance between work and family may result in role conflict and role ambiguity (Davidson and Cooper, 1983, Kossek and Ozeki, 1998).

Morrison and Clements (1997) stated that dual career couples experience higher levels of role conflict and role ambiguity than traditional families. Role conflict and role overload are determinants of work-family conflict and can lead to burnout and marital dissatisfaction (Bacharach, Bamberger and Conley, 1991). Leslie and Leslie (1980) indicated that women tend to have greater role overload than men. Women also tend to have identity problems if they believe that their current life-style is not consistent with their earlier gender-role socialization (Greenhaus, Callanan and Godshalk, 2000). Greenhaus et al, (2000) analyzed the issues of jealousy and competition among dual-career couples, and found that dual career couples have a greater propensity to compete with each other than traditional couples when both spouses are employed one spouse may also become more successful than the other. Greenhaus et al, (2000) indicated that husbands become threatened if their wives are more successful. They postulate that women who are more successful

at work, experience less marital satisfaction. This suggests that their success causes resentment with their husbands.

The types of conflict that they can experience are time-based conflict, strain-based conflict and behavior-based conflict. This can be linked with inter-role conflict where one role is incompatible with another.

As Figure 3 indicates, role pressures from work and family can occur simultaneously in both directions as follows:

Figure 3: Work-Family Role Pressure Incompatibility
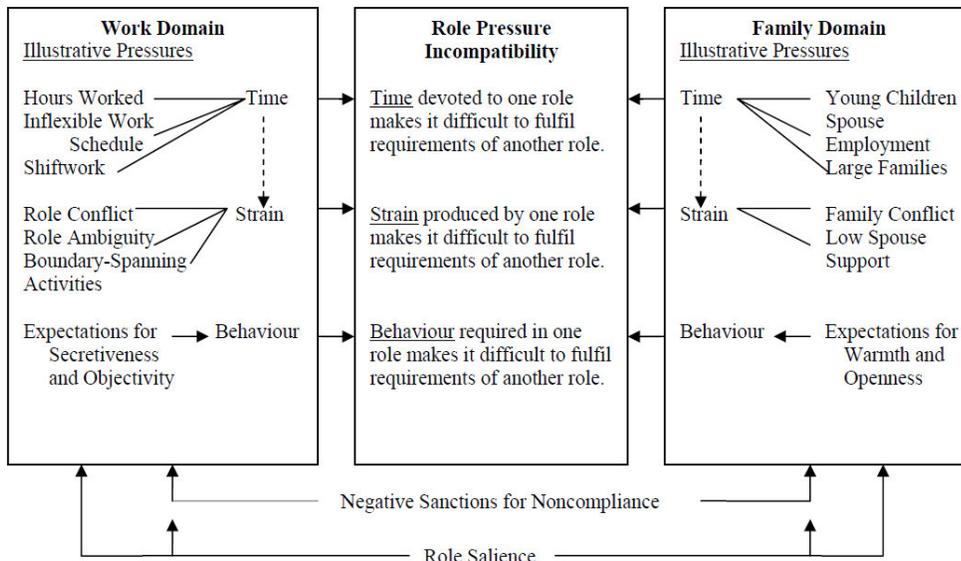
Source: Greenhaus and Beutell (1985)

Time-based conflict is experienced when roles compete for time. Time spent in the one role cannot be spent in the other role, for example out-of-town business meetings can conflict with family dinners (Greenhaus, 1987, Greenhaus et al, 2000). Bacharach et al. (1991) and Greenhaus and Beutell (1985) agreed that time devoted in one role makes it difficult to fulfill requirements in another role.

Strain-based conflict exists when the strain produced by one role affects performance in another role (Greenhaus, 1987, Netemeyer et al, 1996). Greenhaus et al, (2000) indicated that work stressors can produce strain symptoms like tension, irritability, fatigue and depression. Behavior-based conflict occurs when the behavior in one role is not necessarily appropriate for the other role (Netemeyer et al, 1996). For example, a person needs to be sensitive and caring at home, but at work an assertive, logical and impersonal approach may be required.

The type of behavior reflected at work might obviously be inappropriate at home. It is therefore postulated that couples who have information on the type of behavior that is expected of their partner at work, may enhance their understanding of certain behaviors of their partners and even display more empathy when required. The strain of trying to balance work and family may lead to dissatisfaction (Duxbury and Higgins, 1991, Frone et al, 1992, Thomas and Ganster, 1995) and depression. Moreover, couples who do not have information regarding their spouses' jobs may not understand the different roles required by their spouses and as a result experience more intra-marital conflict (Theunissen et al, 2009).

3. METHOD

This study focused on the qualitative method in order to explore the investigative objectives since the topic is emerging. In addition, dearth of previous studies related to the topic in the Sri-Lankan context, this study thought to focus on generating the data, based on what the respondents tell rather than testing any pre-existing models. Qualitative research is a creative process which aims to understand the sense that respondents make of their world (Easterby, Thorpe and Jackson, 2008). The study is more prone to psychology, sociology and human resource management, the qualitative method is the most suited to apply in order to generate better meanings from people in their natural settings. Six female professionals were opted as the sample of the study which includes senior and junior female executives and female professionals occupied in top ranks in organizational hierarchies of public or private sector in Sri Lanka. Their perception on turnover intention driven by the intervening effect was explored through this study.

The data for the study was collected by holding semi structured in-depth interviews and focused group discussions with the selected respondents. The respondents were contacted and the time for a face-to-face semi structured in-depth interview was decided. An in depth-interviewing and focused group discussion approaches were adopted for the study, using open, direct questions to elicit stories and case narratives. These approaches led to produces narratives, in which the respondent becomes the story-teller (Shaw, 1999). By collecting stories of people's life experiences, the followed approach comes close to 'life course sociology', applied in social work and clinical research (Mergaert et al, 2013). In order to gain productive data, the respondents were given full awareness about topic of the study and acquainted the researchers are independent as well as assured the respondents' privacy. During the interviews, all the responses were tape-recorded and field notes were made by the researchers whenever necessary. The data were thereafter transcribed before starting the analysis.

A combination of grounded and narrative analysis was used in the study to generate fruitful findings. The data were thereafter transcribed before starting the analysis. The analysis procedure included data reduction, data categorization and combining and connecting the resulting pieces of information. At the data-reduction stage the most relevant reasons for turnover intentions were emphasized and any unnecessary data were eliminated. Afterward, the identification turnover intentions derived from intervening effect of conflicts in dual career families in the light of changing gender stereotypes were attributed to categories as per the variables in the conceptual framework. Quotations of relevant respondents were made in tabulation format in the related category headings along with the theoretical assistance from the review of literature. All respondents of the sample were coded as R1, R2, R3, R4, R5 and R6 in order to protect respondents' privacy. Finally relationships were identified during combining and connecting the information considering the variables of the study. Factors derived from the respondents' views strengthened the existing knowledge and some views added new patterns to the sphere of the study.

4. FINDINGS

Based on the semi structured in-depth interviews and focused group discussions held with the respondents, the following factors that relate to the topic were identified which could be provided with the quotations of their stories under the relevant category.

4.1 CHANGING GENDER STEREOTYPES

The female respondents of the study revealed that they perceive the value of working women in terms of contribution to the societal development, economic development and personal development through the utilization of knowledge they gained over the time through systematic education and working experience (Refer **R2/R3/R5: Q-2**). Creating self identity and being economically independent were other aspects they

revealed in the sphere of changing gender stereotypes (Refer **R1/R4: Q-1**). However competing with men was not intended by the respondents of the sample, due to the cultural impact of Sri Lanka (Refer **R3/R6/R1:Q-3**). Quotes of the respondents have been categorized and presented in tabulation format as below:

Table 1 - Quotations of Respondents

Category	Respondents	Quotations
Changing Gender Stereotypes	R1/R4	**Q-1:***"I think working women make huge contribution to the society and they have capability to strike a balance between career and home life… Working is very much important me to use my knowledge which I gained with lot of dedication and courage …I need to create and enhance my identity within the society being independent"*
	R2/R3/R5	**Q-2:***"It's difficult to depend on one salary due to economic pressures and rising cost of living…Being employed is vital to have quality of life where I can harvest my knowledge and experience to reap good output to my family and to the society as well"*
	R3/R6/R1	**Q-3:***"Being employed is a way of utilizing brain…It is the door for understanding dynamic people and situations in the society…I myself be proud of working as it energies me…But I never tried to outperform or outshine with my husband because he has given me freedom in work which I respect always"*

The structured reasons for changing the gender stereotypes were determined by the quotes of the respondents which have been presented in each bullet points as follows:

➢ Utilization of knowledge –

The all respondents of the study have undergone a sound higher educational process. They perceived the knowledge they gained which was a result of huge investment by their parents or by their own should be utilized for value addition to their lives and to the society.

➢ Economic pressures

It could be revealed that many of respondents perceive the difficulty to depend on one salary with the current cost of living. The fact drove them to being employed. Being employed both heads of the family was a greater relief for them to have more quality of live.

➢ Self identity and independent

Desire of having self identity in the society and independent was expected by the respondents of this study which they believed being occupied in a position brings them the sense of identity and independent rather than depending on their spouses.

4.2 CONFLICTS OF DUAL CAREER FAMILIES

Most of them suffered from the time based conflicts such as missing family events, children's occasions and functions of relatives due to busy schedules holding by both partners (Refer **Q-1:R2** and **Q-2:R3**). Lack of flexibility in work place was a fact they highlighted when revealing the time constraints (Refer **Q-1:R2**). Stress produced in work has another major impact to lower the satisfaction of families (Refer **Q-3:R3**). Furthermore some stresses affected to the health of the respondents adversely (Refer **Q-4:R1**). Most of them had no time to discuss family matters with their spouses and family members due to extreme tight schedules

in work life as they hold upper and more responsible positions in organizations (Refer **Q-3:R3** and **Q-4:R1**) Therefore lack of information sharing was another fact for creating issues in their lives. Moreover unaltered behaviors also caused issues to the context which was revealed by the some respondents of this study (Refer **Q-5:R4** and **Q-6:R1**). Such conflicts associated with their behaviors when they couldn't adapt or alter due to routine style of work life such as rudeness and assertive behaviors which are used to demonstrate at home. Quotes of the respondents have been categorized and presented in tabulation format as below:

Table 2 - Quotations of Respondents

Quotations of Respondents		
Time based Conflicts	**Strain based Conflicts**	**Behavior based Conflicts**
Q-1:R2*"Actually I regret that I don't have time to spend with my family at all…More I have achieved in my career, more I have missed in my family…I'm working 12 hours…Less room for flexibility in my career even it's hard to take a leave for personal matter as I'm shouldering huge responsibility. Take caring of my kids during my abroad visits would have been a cumbersome unless my mother and unmarried sister weren't there…"* **Q-2:R3***"Time constraint matters to me a lot. My husband is Indian and a cardiologist where both of us are on tight schedules all the times…I'm to fulfill the need of my mother in my home country as well as to please my relatives in India with some frequent visits…sometime I had to miss events in my families in two countries and as a couple we find very few time to stay together …"*	**Q-3:R3***"I usually get lot of stress when I couldn't cure a patient or find a root cause to a disease…It drives me to be frustrated which I suffered it for couple of days…It sometimes caused to make worries for my family but I don't have option since it is a thing which I couldn't control so far…"* **Q-4:R1***"Recently I was sick badly because of stress produced in my career which requires long hours…It has adversely impact to my health and I'm unable to work at home unless my servant's support…I come home with huge exhausted and sleepy which I was not in a position to talk with my family even which I regret sometimes…"*	**Q-5:R4***" I myself perceive little strict and sometimes rude in work life which I get use to it even at home sometimes…My daughter is in her teenage which needed to be look after with greater care…Sometimes I may react for her good…"* **Q-6:R1***"Both of us (me and my spouse) are in the field of Law…sometimes arguments are going on upon any disagreements…it's common and it won't impact to our relationship long term…but it happens frequently which I now perceive it as a habit of us…"*

The structured reasons for conflicts of dual career families in Sri Lanka were determined by the quotes of the respondents which have been presented in each bullet points as follows:

➤ Role overload and role incompatibility

Most of respondents of the study revealed that they have to carry role at work as well as at home which is sometimes hard to bear compared to the existing capacity.

➢ Time based conflicts

The respondents from the dual career families confront high level of time constraints and related issues in their life styles.

➢ Strain based conflicts

Stress produced in work or home lives were caused to create conflicts in the lives of the respondents of this study. Frustrations in career assignments and excessive stains were confronted by the most respondents of the study. Some stories provided such excessive strain caused to physical and mental health adversely.

➢ Behavior based conflicts

Incompatibility of behaviors and non adaptive actions of respondents were subjected to create conflicts in their families. Difficulty of change the routine pattern of behaviors could result in arguments and disagreements in their lives in the study.

4.3 TURNOVER INTENTION

According to the findings of the study, many of respondents have the intentions to leave the position of the working organization even they have succeeded in their career. This was mainly due to carry the family life better. Their stories of provided the regrets of missing family events (Refer **Q-1:R2/R4**). Matters of children are greatly considered by the Sri Lankan women where the condition is further shaped by the cultural norms and habits. The respondents highly believe family relationship and caring the members is the most important thing even they had to compromise to some extent along with scarifies as per the situations in work and family lives (Refer **Q-1:R2/R4**). Being old and late mothers was another fact to be led to intention of leaving (Refer **Q-1:R2/R4**). This is because of postponing the marriages due to higher education and challenging assignments. The age range of marriage in the sample is over twenty six years.

In addition to the above, health related issues due to stress produce in home as well as work has driven the fact of thinking about early retirement or shift in occupations could be obvious in the stories of respondent while having conversation with them (Refer **Q-2:R1**). Women hold double responsibility by being employed, career obligations and family obligations. Therefore stress could be double for her which may lead to create psychological syndromes such as stress, burnouts, depression ect. Due to that, turnover intention has been emerged within themselves along with the increasing family obligations with teenage children. Quotes of the respondents have been categorized and presented in tabulation format as below:

Table 3: Quotations of Respondents

Category	Respondents	Quotations
Turnover Intention	R2/R4	**Q-1**" *Initially, I felt I could do it all, the career, the long hours, the quest for the latest development and how I would solve the hottest challenge at work…but my life turned around after having twins after a decade of waiting for children…I'm old and late mother…I had to miss lot of events of my family and it was a mess if my mother and unmarried sister weren't there to look after my two lives…now I'm thinking to take a break up to prioritize my kids"* **Q-2** *"I have extreme thought of leaving my current job because my*
	R1	*health conditions getting worse…my health is adversely affected by the stressfulness of my job. That's why I'm flowing masters in HRM with the intention to work as HR manager in a low stressful industry…"*

	R4	**Q-3***"Actual I have an intention to take up VRS (Voluntary Retirement Scheme) which provides from my organization…I'm satisfied with my earnings of thirty years working…And now it's time to help my teenage daughter's higher education being closer with her…"*

The structured reasons for turnover intention were determined by the quotes of the respondents which have been presented in each bullet points as follows:

➢ Better management of family

Many respondents believe they would be managing families better if they have time which has been already utilized for the career. More attention to kids and their education, relationship building with spouses and other household matters were wished by the respondents. Being an old and late mother was a significant issue where the respondents were regretting of planning the future of their children with relevant investments to their education. Work family conflicts which are rooted due to time, stress or behavior could be revealed from the stories of respondents due to their extreme hectic work schedules.
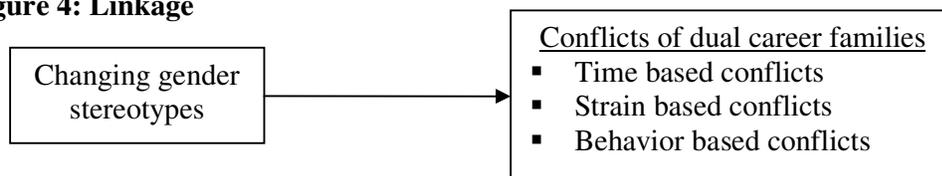
➢ Extreme stressfulness

The stress was revealed by every respondent due to role overload in their lives. Many respondents were in their mid careers. They revealed the pressure which they tolerated in early careers cannot be done in the career stage now they stand with the family obligations.

4.4 LINKING STUDY VARIABLES

This section attempts to combine and connect the variables of the study aligning the relationships among them which ultimately derive the conceptual framework for this study leans on the principles of grounded and narrative analyses.

It is evidenced that women enter into careers due to economic pressures, utilize knowledge or to have self identity and independent within the society. The situation drives lot of conflicts due to the incompatibility of roles and role overloading for female respondents of this study. This is because of the respondents changed themselves different from the traditional gender stereotypes. This change drives them to be the victims of various conflicts in their dual career family conditions. Therefore following relationship of variables could be linked with the empirical evidences:


Figure 4: Linkage

Changing gender stereotypes	→	Conflicts of dual career families ▪ Time based conflicts ▪ Strain based conflicts ▪ Behavior based conflicts

The above linkage was further extended with the turnover intentions of respondents. Thus women have to face double workload more than ever with their employed spouses. The situation creates a high level of disagreements, frustrations, and less marital satisfaction among family relationships in today's context which have been proven by the respondents' stories and their quotations on leaving intention. Therefore

following the ultimate relationship of variables could be linked from which the conceptual framework of the study is derived from the natural data as follows:

Figure 5: Conceptual Framework
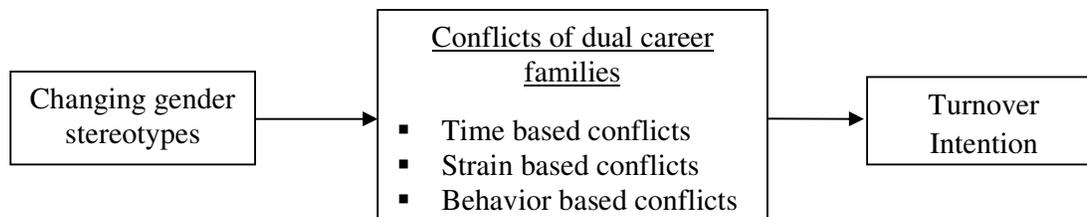
5. DISSCUSSION

The study topic is explorative and emerging, qualitative method was applied to generate results being closer to the data. Narrations of sample respondents were used in this qualitative analysis which discovered the views, perceptions and opinions from both individuals and groups through their natural language. The results of the study reveal that there is an intervening effect of study variables on turnover intention which is derived from changing gender stereotypes. Changing gender roles caused to create dynamic conflicts in dual career lives based on time, strain, behavior or any combination in the study. The ultimate impact was on the respondents' turnover intention where the objectives of the study were accomplished. An interesting fact noted by the author is that women who are working in upper management are either childless or have one child only (Hakim, 2006). Dramatic reduction in fertility rate has been observed in Sri Lankan context which could be proved in the limited sample as well. 5.0 children per women in 1963 have declined to 2.3 in 1988/1993 which currently exists (Census and Statistics, Sri Lanka 1963-1993). Considering the number of dependents of the sample profile, three respondents who have no dependents representing which is a half of the total**.** Late marriages, increasing the practice of contraception due higher education, aboard seminars, scholarships ect, were the main causes revealed during the interviews and discussions. From the same source, the singulate mean age at married for females increased from 18.3 years in 1901 to 25.5 years in 1993. When calculating the average married age of the sample, it was 27.5 years (approximately 28 years).

As the conclusion, the new model was derived from the natural language of the respondents and it confirms the prior empirical studies even the topic is new and emerging. The new model and all the relationships among variables facilitate the main objective of this study. The findings of the study cover a vast area to be considered by the industry professionals, policy makers and other researchers along with the following recommendations:

➢ Promote gender equitable and family friendly management culture -

Fundamental changes should be brought forward to corporations' value systems and cultures including flexibility, individualized approaches to career development, empowering women, supportive mentoring system and clear, objective performance goals while ensuring work life balance.

➢ Training on gender awareness, diversity and discrimination -

Organizational policies, programs and practices should be included the trainings on gender, diversity and discriminatory practices to eliminate the attitudinal barriers and encourage to think *"out of the box".*

➢ Counseling at organizational level –

The counseling sessions should encourage couples to share work-related friends and activities to develop a supportive social network. Counselors can educate couples to be more expressive and share more work-related issues in counseling sessions.

Final recommendations could be provided for the personal lives as such as sharing domestic responsibilities by both partners, appreciation and encourage women role being supportive partner and work on a day plan while managing time.

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