Work-Life Conflict Experienced by Turkish Women Managers During the Covid-19 Pandemic: A Qualitative Research

Meral ERDİRENÇELEBİ[1] , Mehmet Akif ÇİNİ[2] , Ebru ERTÜRK[3] , Elif BAYKAL[4]

ABSTRACT

The changes in business life during the Covid 19 Pandemic had a significant effect on work-life balance of individuals, especially women as their roles at home and work have increased and the conflict between these roles has become more pronounced. Considering this fact, this research aimed to determine the conflicts and changes on the work-life balance of female managers during the Covid-19 pandemic. In this context, the research was carried out within the framework of workplace responsibilities, private life responsibilities, work-private life conflict, and the effects of the Covid-19 pandemic. This research was carried out in educational institutions of Turkey, through interviews with 16 married women employees who have children. The obtained data were classified following the main purpose of the research and content analysis, then coded and analyzed using the MAXQDA. The findings showed that the dominant factor in the pandemic period was Work-Life conflict and job responsibilities restricted private life responsibilities more. The fact that working at home decreases productivity, low productivity extends working hours, and the negative effects of technology increasing the workload have caused female managers, who are aware of their job responsibilities, to work more.

Keywords: Covid-19 Pandemic, Women Managers, Work-Life Conflict, Social Roles, Family Responsibilities, Work Responsibilities.

JEL Classification Codes: D23, M10

INTRODUCTION

The Covid-19 pandemic process has disrupted social-economic life all over the world. It has caused important changes in the fields of economy, education, social life, and health. This change in organizational processes also led to a sudden and significant change in the work and family roles of employees (Vaziri et al., 2020). While pre-pandemic studies have shown that work-private life conflict causes stress (Bellavia & Frone, 2005; Schieman & Narisada, 2021); during the pandemic, many employees were either unemployed or had to manage their business from home. Studies have shown that employees experience distributional injustice and unfair decline in wages, although they give priority to job requirements in comparison to family needs. (Narisada, 2020; Schieman & Narisada, 2021). In addition, during this process, employees experienced various health-related anxiety, fear, etc. Working from home and flexible working hours led to an increase in working hours including weekends, as well. The use of technology has also become a must to complete tasks. Despite the increase in the qualifications of the employees, promotion opportunities and wages have decreased (Thomason & Williams, 2020).

While these radical changes in the workforce and private life necessarily change the interaction dimensions of both living spaces, it further increases the importance of establishing a work-private life balance. Recently, one of the most important problems of the business world is the increasing permeability between the business and private life of the individuals. The workload negatively affects their family life, decreasing happiness and peace and increasing the risk of burnout. On the contrary, problems may arise in the workplace due to family-related problems, great interest, and a large amount of time spent for the family. In both cases, while one domain is positively affected, the other domain is negatively affected. If the balance cannot be achieved with this conflict, the efficiency, and productivity of both the employee and the organization decreases, while the peace and welfare of the society, of which

the organization is a stakeholder, is negatively affected. For this reason, human resources management and organizational behavior disciplines emphasize the subject (Erdirençelebi, 2021). While the issue has not yet been resolved, the Covid-19 pandemic process has been faced and the necessity of reconsidering the issue has emerged.

The main purpose of this study is to identify the conflicts experienced by Turkish female employees in the education sector regarding work-private life imbalance due to the Covid-19 outbreak.

THEORETICAL BACKGROUND

Social Roles of the Individual

According to the social role theory, which tries to explain social roles, women and men assume different roles in their daily lives. In Turkey, as in many countries, a patriarchal structure of society prevails. The patriarchal social structure, as the social role theory defends, expects men and women to display different attitudes and behaviors. In this social structure, while the man is expected to be in working life, it is the woman who should be at home (Oruç & Demirkol, 2015). While the woman has the roles of wife, mother, cousin, niece, aunt, sibling in family life, in business life she assumes the roles of boss, manager, employee, whose duties and responsibilities are different. In patriarchal societies, women should primarily fulfill the responsibilities expected from them in the private life sphere and display attitudes and behaviors depending on this. Even if she is involved in business life, she should put the responsibilities of business life in second place.

Social structure has changed a lot throughout history. Concepts such as "spouses with double careers" have come to the fore especially with the higher number of qualified female employees as career holders in business life (Harvey et al., 2010). Despite the increase in the number of female employees, until the 1980s, the rate of being qualified personnel and taking part in senior management levels remained very limited, even if included in developed countries. Unfortunately, male domination in business life still continues, making women either ignored or underrepresented (Baykal et al., 2020). Indeed, according to the results of the household labor force survey held in Turkey in 2020; the rate of the employed aged 15 and over is 45.7%, 28.7% for women, and 63.1% for men. Studies pointed out the importance of social roles related to women's ineffectiveness in business life, in particular, concepts such as glass ceiling

syndrome and learned helplessness have revealed that their social roles are obstacles to the promotion and wage of female employees (Erdirençelebi & Karakuş, 2018).

The Basics of Conflict (Imbalance) in Roles in Work and Private Life

To meet the expectations of both basic domains of life, employees sometimes have conflicts about which role to prioritize and which requirements to fulfill. In this context, as a result of the superiority of one life domain over another, the other is possibly neglected. Increasing negligence also increases conflicts among these domains and consequently decreases life satisfaction (Kossek & Ozeki, 1998). Greenhaus and Beutell (1985) argue that the imbalance/conflicts in the work-private life domains occur in three forms (Erdirençelebi, 2021):

Time-based conflict: arises when the realization of one role prevents the fulfillment of the requirements of other roles in terms of time (Greenhaus & Beutell, 1985). Individuals with different roles are obliged to fulfill all the requirements simultaneously within a certain day. However, when individuals have a new role taking too much time, it tends to take time out of other roles. In this case, the individual also experiences a time-based conflict (Cardenas & Major, 2005).

Tension-based conflict: It is the situation in which psychological symptoms such as stress, fatigue, and irritability caused by exposure to stress in one of the role areas affect the performance of the individual in another role (Greenhaus & Beutell, 1985; Kinnunen & Mauno, 1998). As a result of the negative psychological effects, the individual cannot fulfill the other role.

Behavior-based conflict: The behavior patterns required by the roles of living space are incompatible with the behavioral patterns in other roles (Greenhaus & Beutell, 1985; Kinnunen & Mauno, 1998). The individual has to exhibit the behaviors required by their roles. Problems and conflicts are likely to occur if they behave in the family environment as in the workplace and in the workplace as in the family environment.

Dimensions of Conflict Between Business and Private Life Domains

Conflict in business and private life occurs in two sub-dimensions (Wayne et al., 2004; Hill, 2005; Voydanoff, 2007): "work-family conflict" that shifts from work to family and "family-work conflict" shifting from family to work (Erdirençelebi, 2021).

Work-family conflict: It is the reflection of work-related negative moods to the family domain and potential threats to welfare and social relations in the family domain (Burley, 1995; Grenhaus & Beutell, 1985). Netemeyer et al.(1996) define work-family conflict as work activities suppressing family responsibilities.

Family-work conflict: It occurs when the family role requirements conflict with job responsibilities (Netemeyer et al., 1996), and it is the disruptive effect of the individual's family role on his/her job role (Wayne et. Al., 2004). In particular, different aspects of family life such as being married, single or widowed, the number of children, the age and health problems of children (visually impaired, down syndrome, autistic, etc.) are very effective in experiencing family-work conflict (Özdevecioğlu & Doruk, 2009).

Studies show that work is the dominant aspect in work-family life conflict (Pedersen & Minnotte, 2012; Premeaux et al., 2007; Netemeyer, et al., 1996). Similarly, Kinnunen and Mauno (1998) argue that as family boundaries are more permeable than work boundaries, the rate of experiencing work-family conflict is higher than family-work conflict. It's because employees think that when they reflect their home and family problems to their jobs, it will not be welcomed by the business community, and they may even face various sanctions (Yüksel, 2005), on the other hand, it is assumed that when they reflect their work-related problems to their families, their families will be flexible and try to help (Qui & Fan, 2015). Studies in the literature also show that female employees experience more work-family conflict than male employees (Starmer, et al., 2019; Demirel & Erdirençelebi, 2019; Özkul & Cömert, 2019; Calvo-Salguero et al., 2011).

Covid-19 Pandemic and Compulsory Change in Business Processes

Facing the Covid-19 pandemic, all countries have switched to crisis management. Extraordinary applications are exhibited in many areas, especially in health, economy, and social life. While some countries have severe restrictions and prohibitions on daily life, some countries have more flexible attitudes. Turkey has taken several measures in the context of combating the pandemic in this process. Quarantine practices, the emergence of the social distance rule, the curfew at regular intervals, travel restrictions, the complete closure of some workplaces, and some restrictions on working schedules can be given as examples of the measures (Erdirençelebi & Ertürk, 2020).

Teleworking has been another measure taken in Turkey's public and private sectors. It is remote working in any place apart from the workplace where individuals meet organizational objectives through high technology, managing their own time under less direct supervision (Contreras, et al., 2020). This practice started on March 22, 2020, in the public sector and ended on June 1, 2020. However, with the increase in the number of cases in November-2020, to prevent the spread of the epidemic, remote working and teleworking have come to the fore again (Serinikli, 2021). With the implementation, it has been observed that individuals can spare more time for their family members, they can make better use of their dead time in traffic and at work, they can spend more time on distance education of their children, and meet the needs of their elders (Akca & Küçükoğlu Tepe, 2020). In addition, this model has brought about digital transformation. People worked from home and conducted their meetings and interviews over digital applications. In addition, through these practices, lectures were given, exams were held, concerts were given, museums and libraries were visited (Dockery & Bawa, 2020). In addition to these benefits, it has been observed that individuals experience problems such as not being able to meet face-to-face with their colleagues, lack of experience in working from home, decreased social contact, inability to focus, ergonomic problems at home, and inadequate technology and equipment (Rubin et al., 2020).

While gender, marital status, age, and having children were counted as individual factors affecting work-life balance in many previous studies, staying healthy without getting sick in this period has currently come to the fore as one of the most important factors. Many employees have already experienced exhaustion due to the more intertwined work and family during the Covid-19. They've faced stress and difficulty focusing on work worrying about the health of the relatives and themselves. Moreover, the problems related to lack of technological knowledge, redefined responsibilities, and ways of doing business increase the stress levels of individuals who are more dependent on work habits and comfort, and negatively affect the work processes and family life balance (Öge & Çetin, 2020).

It seems clear that nothing will be the same again when the pandemic is over. In this sense, it is important to learn crisis management and be able to transfer it to organizational memory. In this context, managers will get the most responsibility, as usual. During the Covid-19, besides restrictions, practices and sanctions to be faced to protect the health of internal and external

stakeholders, mandatory updates according to the course of the epidemic for organizational processes create great pressure and stress on organizational management. It was also stated that in this process, managers have doubts about the fact that teleworking / flexible working / rotational working models may lead to escape from given responsibilities and there will be difficulties in performance evaluation and coordination (Bhumika, 2020). As a result, the Covid-19 process increased the workload of all employees, especially female-parent employees, and caused an imbalance in work-private life (McLaren et al., 2020).

METHODOLOGY

Purpose of the Research and Data Collection Method

Recent research from the UK, Canada, Australia, Italy, Ireland, and the United States suggests that parents have been under more time pressure in recent months, and owing to gender-based discrimination, mothers spend less time on their work and more time on household responsibilities compared to fathers during the pandemic. Although the number of double-income families is increasing, women still take the responsibility of raising children and domestic labor (Schieman et al., 2021). Therefore, it is a fact that women are more affected by the closure of schools due to the pandemic than men (Hjálmsdóttir & Bjarnadóttir, 2020). Particularly, mothers with babies and young children tend to have increased responsibilities in this process compared to mothers with children at older ages, and mothers with children aged 6-12 can give up their jobs more easily than fathers (Qian & Fuller, 2020). During this period, there has also been an increase in the roles of female employees who have sick relatives and the work-private life conflict of women employees (Boca, et al., 2020). Palumbo (2020) emphasizes that remote working can create a disadvantage in the development of employees' skills, that the boundaries between job duties and special duties related to the family can be mixed, which nurtures role ambiguity, thus, work-family conflict may increase. In their research on academics in the UK, Crabtree et al.(2020) revealed that women experienced more work-private life imbalances than men during the Covid-19 process. Actually, most of the participants who reported a deterioration in work-life balance due to childcare, homeschooling, and other care responsibilities were women.

Through semi-structured interviews with female employees in England, Adisa et al. (2020) found out that increased responsibilities of women at home as a result of starting to work remotely during the Covid-19 led to a role conflict. However, they also found that this restriction period created an opportunity to rediscover family values and intimacy with the family.

According to the data collected from male and female employees in South Korea, Lim, et al. (2020) revealed that female employees during the Covid-19 process experienced role conflicts and were unhappy with no reduction in their home responsibilities during the remote work process.

In their study conducted in different sectors of Turkey on white-collars, Tuna Akbaş and Türkmendağ (2020) revealed that changes in business environment, teleworking, the deterioration of workplace discipline, the increased workload, troubles with attendance decreased motivation levels of employees.

Reviewing the literature, the main purpose of the study was to identify the conflicts and changes occurring in the work-life balance of Turkish female managers during the Covid-19 pandemic. In this context, the research was carried out within the framework of workplace responsibilities, private life responsibilities, work-private life conflict, and the effects of the Covid-19 pandemic. Although there are few studies in the literature regarding the work-private life conflict of female employees during the pandemic period, no research has been found on female managers. Therefore, it is predicted that the research will contribute to the literature.

The interview method, one of the qualitative data collection methods, was used to collect data in the study. For this research, interview questions previously present in the literature were used. However, during the interview process, flexibility was provided and additional questions were asked for better comprehension. For this reason, semi-formal interview technique was used in the research. In this way, what kind of conflicts women managers experience in the work-life balance and what kind of changes these conflicts lead to are analyzed.

Research Universe and Sample

Most qualitative studies and qualitative content analyses employ non-probability or purposive samples. Purposive sampling is employed to raise awareness, provide new perspectives, or provide descriptions of events, beliefs,

Table 1. Information About Participants

Participants	Age	Training	Duration of Work Experience (Years)	Administrative Duty	Experince in Current Position	Number of Children
K1	41	University	15	Manager	3 years	2
K2	30	University	4	Vice Manager	1,5 years	1
K3	33	University	9	Vice Manager	2 years	1
K4	37	Graduate School	8	Manager	3 years	1
K5	30	University	6	Manager	2 years	1
K6	50	University	30	Manager	5 years	2
K7	54	University	34	Manager	6 years	3
K8	36	Graduate School	14	Manager	4 years	1
K9	36	University	12	Vice Manager	2 years	2
K10	31	University	5	Vice Manager	1 year	2
K11	40	Graduate School	17	School Principal	3 years	1
K12	48	Ph.D	28	Head of Department	6 years	2
K13	41	University	19	Manager	2,5 years	3
K14	59	Ph.D	34	Head of Department	5 years	2
K15	53	Ph.D	24	Head of Department	7 years	2
K16	46	Ph.D	23	Dean	3 years	2

and actions (Drisko & Maschi, 2016). The research was conducted through interviews with 16 female managers married with children, working in educational institutions. The most important factors in determining the female managers working in the education sector as a sample are the radical changes experienced in the education sector during the pandemic and therefore the increase in the responsibilities of women. Moreover, the participants' being married with children has been determined as another criterion, with the prediction that it will increase their private life responsibilities. Considering women might experience work-private life conflicts, it is thought that married women with children and administrative duties in the education sector will constitute a good data source for the study. Within the scope of the research, 16 female managers, who volunteered, were interviewed face-to-face and through online platforms. During the interview, the participants were asked to respond by taking their experiences in the first wave of the epidemic into account. In the study, the names of the participants and the institution names they work for were not shared

to protect their personal rights. Information about the participants is shown in Table 1. All procedures involving the participants are in compliance with the ethical standards of the [NEU Social and Humanities Scientific Research Ethics Committee, dated 19.02.2021, decision number 2021/88] and the 1964 Declaration of Helsinki and subsequent amendments or comparable ethical standards.

Data Collection/ Limitations of the Study

The semi-standardized interview involves the application of a predetermined set of questions and specific topics. Each participant is systematically asked questions, but the participant is left free to answer (Berg & Lune, 2019). During the interview process, questions were prepared in line with the purpose of the study and semi-structured interview technique. Later, the necessary approvals were obtained from the participants and an interview schedule was created with the options of face-to-face/online due to pandemic. Interviews were held

between February-March, 2021. Interviews were audio-recorded, and detailed notes were taken. Each interview lasted for about 30-50 minutes.

As with any other study, there are some limitations in this research such as the selection of participants from a unique sector, constantly changing internal dynamics of this sector owing to the pandemic, and limitations regarding time and financial concerns.

Data Analysis

The research employed "content analysis" defined by Drisko and Maschi (2017) as "a family of research techniques for making systematic, credible, or valid and replicable inferences from texts and other forms of communication". In this context, first of all, audio-recordings were transcribed and research data were created with the notes taken. Then, the data were classified following the main purpose of the research and content analysis. Later, the data were coded using the MAXQDA 18 and analyzed.

Reliability of Qualitative Research

Krippendorff (1980) mentioned three different reliability tests: stability, reproducibility, and accuracy. The codings in this study were re-performed after a certain period of time, and no difference was found, thus stability-reliability test was successfully achieved. Then, two different experts made the coding to examine coding agreement. The coding similarity rate was 88% and the reproducibility of the study was provided. Accuracy is the degree of compliance of the obtained data with a standard (Krippendorff, 1980). Since the research covers the pandemic period, there is no generally accepted standard in the literature. However, in the study, reference was made to previous studies on the subject. As already stated in Krippendorff (1980), "accuracy is not always attainable due to the ability of experts to set a standard, reproducibility is the strongest realistic method by default". In this context, it was determined that the reliability of the study was acceptable.

Research Findings

The data were analyzed through the Hierarchical Code-Sub-Code Model, and it was tried to find out the conflicts and changes in the work-private life balance of female managers working in educational institutions during the pandemic. The data included factors as Special Life Responsibilities (family responsibilities: spouse role, mother role, sibling role, child role, and daughter-in-law role, personal life responsibilities, socialization, habits, hobbies, and self-development), Workplace Responsibilities (planning, organizing, commanding, coordinating and supervising), Work-Private Life Conflict (work-private life conflict and private life-work conflict) and the Effects of the Covid-19 Pandemic (positive, negative and neutral effect). In addition, it has been observed that technology, productivity, family ties, and solidarity factors have an effect on this process and are therefore included in the study to explain the changes in the work-life balance. Hierarchical Code-Subcode Model is shown in Figure 1.

Figure 1 shows how work-private life responsibilities and related sub-elements are rated according to the negative, neutral and positive effects of the Covid-19 pandemic period. The rating was created according to the intensity of the Covid-19 effects (positive, negative, and neutral) of all elements and the number of codes. In other words, the effects of all elements on Covid-19 and their relationships with each other were evaluated, averaged, and ranked according to their degree of impact. Within the framework of the research, although these answers were used by asking separate questions to the participants to determine the work-life conflict, the answers that these elements are related to that of work and private life elements were coded together, and how the balance changed was explained. Then, a Hierarchical Code-Subcode map was created using MAXQDA 18 on which the line width for different frequencies was used.

Work-Life conflict was the biggest sub-factor negatively affected by the Covid-19 pandemic in the context of work responsibilities, private life responsibilities, and work-life conflict. Then, it was determined that the sub-factors of control, planning, coordinating, and controlling, which are job responsibilities, were again negatively affected. In this period, it is seen that technology, child, and sibling roles are approaching the balance due to both negative and positive effects. However, this does not mean that these elements are neutral or not affected by the pandemic. On the contrary, it states that it has different effects both negatively and positively. It was determined that family ties, family solidarity, the role of the daughter-in-law, and self-development, respectively, were positively affected by the Covid-19 period.

Findings and participant responses regarding the research analysis are as follows:
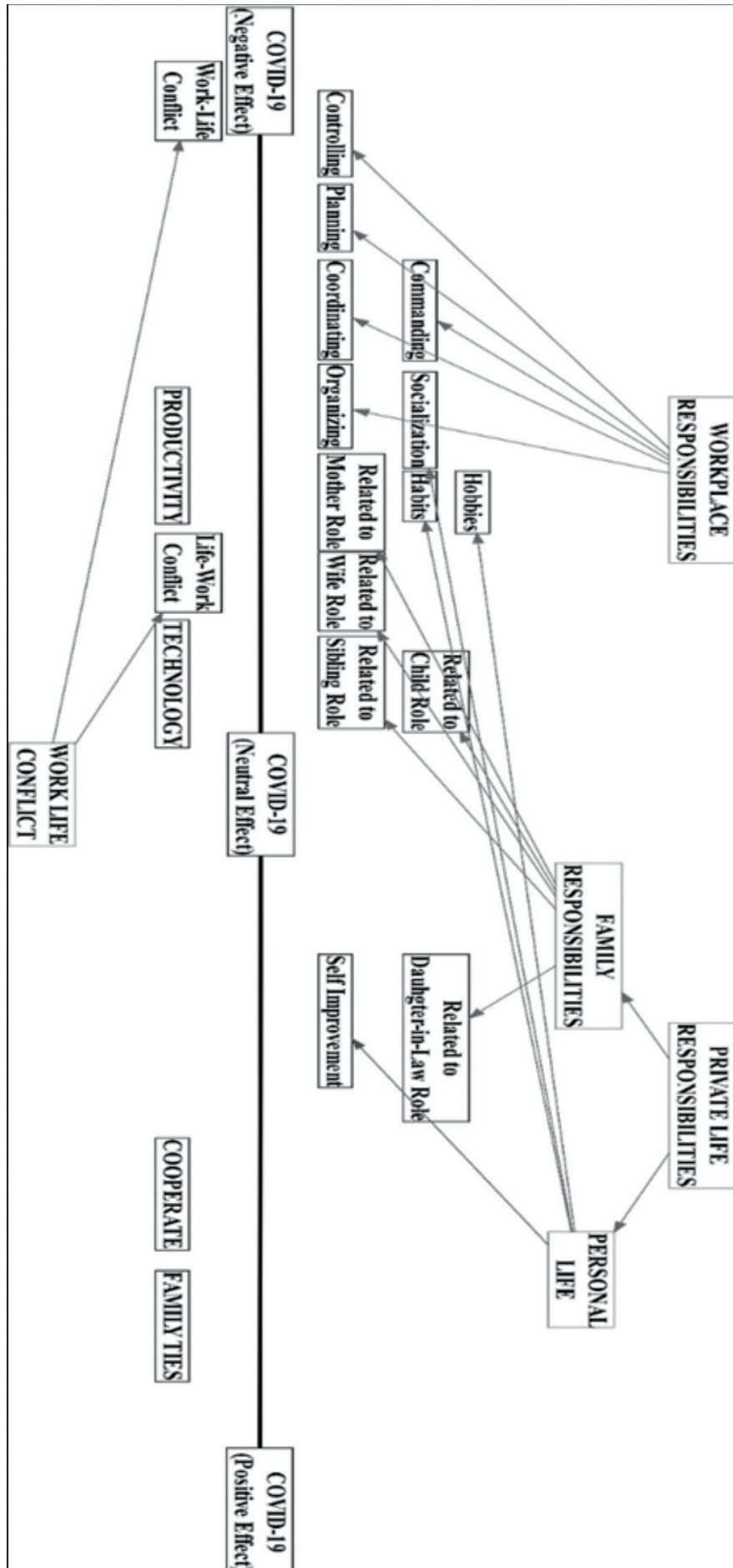
Figure 1. Work-Life Conflict Hierarchical Code-Sub-Code Model

Workplace Responsibilities

According to the degree of impact, controlling, planning, command, coordination and organization were adversely affected by the pandemic period. It has been determined that the decrease in the hierarchical effect of managers on the employees working from home is effective in the fact that controlling responsibility is in the first place compared to other types of work responsibility.

"…of course there are differences between working face-to-face and working at home in supervision. The attitude and feedback of an employee working at home may differ from that of the ones given face to face at the workplace. Because you send your directive by phone or mail while working at home during which you may not be able to use your hierarchical influence on your subordinates effectively. I think the comfort of being at home or different factors can make employees more flexible about their responsibilities of the work.."

Although there is a ranking among them, it has been determined that the degree of negative impact of all job responsibilities from the process is very close to each other in terms of impact intensities. In this process, almost all of the participants stated that even though the workload is the same, the working time has increased significantly.

"In other words, we don't do more than we normally do, but we have to report, plan, schedule, and convert many activities carried out in daily life into meetings."

"…the work, which was previously between certain hours, can now extend until 24 hours. We work at the weekend and we work in the evenings. So the limits are gone."

It has been observed that two different factors come to the fore in the prolongation of working hours and negative effects of job responsibilities in this process. The first of these factors is efficiency. According to the participants, although working from home seems comfortable compared to working in the workplace, it decreases efficiency considerably in terms of concentration and focusing on problems. In addition, it was determined that the woman at home could not work efficiently because her responsibilities in the house were constantly interrupting her work and as a result, her working hours were extended.

"…working from home is not something a married woman can do. Because at my workplace, I can concentrate on only my work during working hours. Whatever I have to do, I concentrate and work without losing my concentration, within my own planning. All in all, I am getting the result I should have gotten."

"Jobs that would finish quickly face to face were done from afar longer. At home, I can hardly do some of the things I was doing very comfortably at work."

Another factor that negatively affects work responsibilities is technology. In this process, the participants stated that documenting and reporting most of the routine work done in a natural process in the workplace utilizing technology during the home working process extends the business process a lot. In this process, technology has made things workable regardless of time and place, eliminating the working hours and home-work distinctions. Thus, there is a perception that all work can be done anytime, anywhere. In addition, the fact that the technological infrastructure in the participants' homes and the technological infrastructure in the workplace are not equivalent has led to negative consequences. In addition, it has been stated that there is a large increase in the number of transactions made, especially for educational institutions, due to the transfer of most manual work to technological environments.

"…our work was disrupted due to the inability to work efficiently during the home working period. Of course, working periods started to increase to complete these tasks given. Then, I can say that this continued as a habit. Now we have left the working-from-home model. However, when we come home at the end of the shift or at the weekend, a job instruction is received and we are expected to deal with it immediately without delays."

"During the pandemic process, doing everything and every process in a digital environment has increased my work. It exhausted me. Each lesson, exam document, similarity report, etc. took me a long time to upload to the system. Normally, I was more flexible and comfortable."

"Disconnections while working from home lead to stress. Our technological infrastructure in the business environment is much better than home. There were some difficulties with this. "

During the pandemic, along with the negative effects, technology has also provided positive outcomes, as well. It was stated that thanks to technological infrastructure, many tasks could easily be completed in comparatively shorter times than normal.

"…If you ask me whether I want to hold a face-to-face or online meeting, I'd definitely prefer online platforms because it is much more practical and easy. You can arrange the meeting wherever and whenever you want. Everyone can participate comfortably as they wish. In this process, technological equipment and remote work had great advantages. We can do many tasks in a shorter time"

Private Life Responsibilities

Private life responsibilities are examined under two headings. These; family life responsibilities and personal life. From family life responsibilities, the roles of mother, wife, child, and sibling were negatively affected by the pandemic process, and the role of the daughter-in-law was positively affected. The closure of schools and the distance students were determinant in taking *the role of the mother* in the first place. Most of the participants mentioned the difficulties of mentoring the training of their child as a parent. However, the age of the child appears to be a very important factor here. It was determined that the participants whose children were in primary and secondary education were very worn out during this process, and those with older children were not affected by this process.

"…On the first term, schools were closed and their parents mentored the training of their children. This process was very weary because I was involuntarily involved in many processes, such as mentoring my child's lessons and homework, and communication with the teacher. This situation has already become a major responsibility…"

"During the period we stayed at home, all my responsibilities inevitably increased as the time we stayed at home increased. As a working individual, I was getting service from outside for housework such as cleaning and ironing. However, during this period, I couldn't get this. Therefore, I had to do all these things. In addition, all family members were at home during this period. Therefore, the number of meals eaten at home also increased. While we were having breakfast and dinner first, we started to have lunch. Of course, all these tasks required time and effort. Sometimes it caused conflict."

"…I made a lot of effort early on, especially on hygiene. I was cleaning the whole place over and over again because there was uncertainty about how the epidemic spread, and I felt like it was my primary responsibility to clean everywhere to protect my family. I noticed that I was behaving obsessively…"

The findings revealed that some factors were positively affected in the pandemic period other than family responsibilities. The first of these elements is family bonds. In this process, the fact that all family members were at home spending more time with each other has had a positive effect on family ties. However, workload emerges as a very important factor in this process. It has also been stated that as the workload gets heavier, the family bond is negatively affected, and even in some cases, conflicts are experienced due to work stress. In other words, the respect and support of the family for the work of women has gained great importance in this process.

"…we started spending more time with my husband and children. We had breakfast with them in the mornings, prepared meals together, organized domestic activities. They were very happy. Actually, we got a little connected."

"…when we started working from home, my work and my husband's business did not go on the same period. In other words, my wife was not working when I was busy, and I was not working when he was busy. The kids wouldn't be ready if we were both idle. For example, we became unable to even have dinners together. Because when I was going to eat, he was attending an emergency meeting. I was writing a report when he wanted a meal. As our workload increased, conflicts started and I felt that family unity was broken. In this process, I realized how important your family respected your work and supported you."

Another factor positively affected by the pandemic process is domestic solidarity. In this process, husbands and children showed great cooperation in the first place and helped with household chores. However, as in the family bond factor, it was observed that the rate of assistance gradually decreased when the workload started to increase.

"My husband and children started helping with housework more than usual. There were hours we both had to work at a desk. We both got by each other for housework. This was the positive side of the process."

"…after a while, my husband's workload increased too much and he could not give the support he used to, thus my responsibilities increased considerably in the following term …"

Child and sibling responsibility has also been negatively affected by the pandemic. Participants stated that not being able to meet face to face with their mother, father and siblings negatively affected them.

"…I could not see my mother, father, siblings during this period. There was a routine that we were used to. But during this period, I could not visit them worrying about whether I would infect them. You know that as a nation, visiting elders on holidays is a tradition, but we could only communicate with them over the phone on the last holiday. This incident made me very sad."

Unlike other types of family responsibilities, the daughter-in-law role has been positively affected by the pandemic. Participants stated that the decrease in home visits of their spouse's parents, siblings, relatives during this process alleviated their workload and improved their communication.

"…we couldn't get in touch with my mother-in-law, husband's siblings, relatives, which made this period seem like a holiday to me. I used to have too many guests and much effort to entertain them. It decreased my workload. Having space also positively affected the relationship between my mother-in-law and me…"

Socialization, habits, and hobbies from personal life responsibilities were negatively affected by the pandemic period, while self-development was positively affected. Participants stated that being unable to meet face to face with their relatives and friends during this process was one of their biggest problems.

"My relationship with the social environment is really weak. I neither see my friends nor my relatives. We do not visit anyone's house as much as possible, and vice versa, so of course we have reduced our relations with the social environment."

Habits have been adversely affected by the pandemic period. As participants not being able to leave the house during the pandemic, they mentioned that their habits of shopping, personal care, clothing, etc. also changed.

"…my shopping frequency has decreased very seriously. I learned to check my clothes. My style became more sporty and casual. I could go to the hairdresser rarely, and I had to dye my hair myself. I learned manicure and pedicure. I did not wear makeup during the pandemic. I don't use my jewelry for fear of germs sticking."

Hobbies from private life responsibilities are the last factor negatively affected by the pandemic period. Participants stated that not being able to do their activities outside home during this process negatively affected their psychological states.

"…during the pandemic period, not being able to leave the house, not going to the theatre/cinema, staying away from people, etc. affected my psychology negatively. For example, we used to go on vacation every summer, we couldn't do that either…"

Self-development responsibility is the only personal life factor positively affected by the pandemic. During the pandemic, spending time at home continuously, having training opportunities for courses online from many institutions gave people the chance of personal development.

"…I attended many training activities online that I would not normally be able to attend face to face during this period, which was very advantageous for me in this respect. I reached places easily during this period, such as museums, palaces, libraries, etc. through online access by institutions."

Work-Life Conflict

Work-life conflict has been evaluated through two sub-dimensions as in the literature: work-family conflict and family-work conflict, both of which were found to be negatively affected during the pandemic. The findings showed that work responsibilities mostly limited private life responsibilities, and took priority. In this process, it was observed that the responsibilities and embarrassment of the participants towards their superiors and subordinates in the workplace prevailed, and in most processes, they left their private life responsibilities behind.

"You can have your meal an hour later or you can clean the house later. I earn money from this job and I have responsibilities, there are people I will be accountable and embarrassed when I don't. Therefore, I think job responsibilities are very important."

"After all, my family is very important to me, but I couldn't put my job behind in this process."

However, it should be clearly stated that this does not mean that private life responsibilities never restrict their job responsibilities. There were also times where the participants gave priority to their private life responsibilities.

"I felt that I was lagging behind in this process. The rush to complete housework made me spend less time on my work. Frankly, this situation bothered me a lot."

"…doing housework and running your business from home is incredibly difficult because too many responsibilities

overlap and you can easily fall apart. You can only focus on your work in your workplace. While working at home, while doing your job, eat, clean, etc. you may need to be directed to many things. This decreases your productivity a lot."

The findings showed that the most important effects of the pandemic period were the increase of Work-Life conflict and the more restriction of job responsibilities to private-life responsibilities. Working from home reduced productivity, low productivity extended working hours, and the negative effects of technology increasing the workload caused female managers who were aware of their job responsibilities to work more. In this process, it was determined that female managers who did not fulfill both types of responsibilities exerted too much effort, compromised themselves, and were psychologically worn out.

"Previously, we could leave the job outside your door and spend time in our home, in this special area, without thinking about it. At the moment, we are living at home with inefficient work, with our permanent job and the stress it brings. This was a very tiring and psychologically exhausting process. I have had moments when I was clearly neglecting my home and family. When I realized this, I made a more intense effort not to neglect them. This time I was very weary and realized that I was neglecting myself. I felt drained…"

DISCUSSION

Some negative consequences that can be drawn from this research and similar studies in the literature are as follows: The necessity of using technology more effectively has brought some new processes with it. Problems that can be solved immediately with cooperation in the workplace have become unsolvable. There were problems with focus on work at home, supervision and working time, and there was a limitation of movement. It has been observed that business processes take longer time and there are problems in technological adaptation (Tuna Akbaş ve Türkmendağ, 2020). On the other hand, due to prohibitions, lack of support (from social and family elders) regarding cleaning, childcare, food, etc., increased tendency to eat meals at home, children switching to distance education and so on. led to an increase in the responsibilities required by the roles within the family (Schieman et al., 2021; Hjálmsdóttir & Bjarnadóttir, 2020; Qian & Fuller, 2020; Boca et al., 2020; McLaren et al., 2020; Palumbo, 2020; Crabtree et al., 2020; Lim, et. al., 2020). Sometimes it led to conflicts between spouses. In addition, he longed to be unable to meet with

his extended family members and social environment (Uysal & Yılmaz, 2020). It has been stated that not being able to go on vacation, to the cinema or to the theater reduces motivation (Bhumika, 2020). Especially Ramadan and Sacrifice Feasts, which have an important place in Turkish culture, could not be celebrated with enthusiasm as before. Considering that the addition of health anxiety and fear of death caused by the Covid-19 pandemic brought psychological negativities to this situation (Öge & Çetin, 2020), burnout is in question (Kara Keskinkılıç et al., 2021). It triggered some obsessive behaviors at the point of hygiene. In addition, it was observed that the age ranges of the children of the female managers interviewed were effective in supporting housework.

In addition to the disadvantages of teleworking during the pandemic process, there were also some positive benefits. Saving from transportation time (Akca & Küçükoğlu Tepe, 2020), reducing the risk of getting viruses, freedom of clothing, spending more time with family members (Adisa et al., 2020), decreasing conflicts with the role of daughter-in law and mother-in-law, gaining excellence at kitchen, etc. are among the individual advantages of teleworking. In addition, it was observed that domestic solidarity increased, communication and dialogue with family members improved, and as a result of the change in purchasing habits, more financial savings were made. It has been observed that individuals have contributed to their personal development and career planning by participating in various trainings thanks to distance education.

CONCLUSION AND RECOMMENDATIONS

The Covid-19 pandemic process has affected the whole world. Since it has become dangerous, states have tried to protect the public by exhibiting different practices against this virus. Employees could not go to their workplaces for a long time, as the most effective practices were curfew and social isolation. In addition, businesses have demonstrated practices such as giving unpaid leave, firing or working remotely for their employees because they are aware of the danger or because of economic necessities. The method of working remotely or teleworking has gained importance during the Covid-19 pandemic in terms of both public health and mitigating the negative effects of this process on the economy. Thus, one of the prominent issues during the pandemic period for white collar workers who can perform their work independently of the workplace has been teleworking. However, in our country, which has a patriarchal social structure, this situation has increased

the work-life conflict women managers experience. This research proves this. The conflict between the work-life spheres has led to a decrease in efficiency and increased stress among female managers, and therefore conflicts with family members at times. Cases and death news triggered more anxiety and stress. Considering this situation, it may be beneficial for organizations to organize webinars on stress management, effective use of technology, and work-life balance. In addition, managers can be trained on digital leadership. Reminder trainings can also be offered on the correct use of water from natural sources in providing hygiene.

As a result, it is a matter of curiosity how some changes that started with the pandemic will continue after the pandemic. The human resources management process needs to be reconsidered. It will be beneficial to carry out studies on the subject in a wider area and in cooperation with different disciplines.

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