CHAPTER 3

METHODOLOGY

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CHAPTER 3

METHODOLOGY

3.1. Statement of the Problem

The generalizations made about the work-life conflicts, benefits and their Impact on the organizational productivity etc. studied in foreign countries have a less implications in Indian Context, thus the present study would cover work-life balance factors existing in Indian Business environment, and more specifically befitting for IT Companies. The scope is to study the work life balance being provided by the IT firms, the expectations of the women executives, and how it can be attained. It is very important to find how the performance of the Indian women executives is influenced by these work life benefits, so that the organizations can focus better on its very vital work force having very unique psychological traits. The scope of the study would be the companies in the IT sector, because an increasing number of women are taking up executive jobs in the IT companies. Majority of the girl students opt for computer sciences and information technology as their disciplines of the study during graduation and post graduation, and are making careers into these sectors. The respondents would be provided with different statements pertaining to factors of work life balance and their impact on their performance. This study would explore attitudes towards work and family roles of professional women in India, and how the performance is influenced due to work life challenges. Results would be reviewed within the Indian cultural context and their implications for the performance enhancement of working women and ultimately to increase the productivity in organizations. With the increasing hours spent at work, the increasing number of roles that individuals are taking on, there is no wonder employees can feel stress and the sense of being overwhelmed. The purpose of this study
is to further explore women executives' perceptions of work life balance and its impact on their performance.

3.2. Need of the Study

The study aims at assessing the impact of work-life balance on the performance of the women executives, in Indian Context. The concept of work-life balance has become very important and is popularly used as an H-R tool to motivate the employees to make maximum utilization of their potentials, enhancing their performance. It also increases the satisfaction level towards their job and loyalty which in turn reduces their job-turnover. This is quite true of the Indian society, that women are expected to take care of the family responsibilities more, even if they are holding equal or superior professional positions vis-à-vis their spouses. Various researches and studies conducted revealed that women are expected and required to devote a significant portion of their time to fulfill the family commitments which made it difficult for them to concentrate on their career growth. The role of women has been changing substantially over the last decade and half, both inside and outside homes. In addition to their role within households, they are now having a larger role in the outside world also. Though women are found in all fields, their participation in the I.T. industry is more. Unlike other sectors, this fast growing business sector is looking for knowledge only. Hence, they do not discriminate the gender. As a result, there is significant number of women employees in this sector. NASSCOM Survey reveals that 38 per cent of the employees are women. When compared to the manufacturing sector, I.T. Industry includes all knowledge based activities. Both men and women are attracted by this rising sector for the lucrative pay. But this job requires profound contribution at job environment, psychological attachment of mind and good physical fitness. An attempt is made in this analysis to examine the
work life imbalance of the women employees across the various categories of employment. A number of researches have been carried out in various countries on the work-life balance of the working women and its impacts on their performance, career decisions, advancements etc. In India the same findings are not applicable, since the socio-cultural, demographic, economic, political, environment is much different. Also the cultural, ethical, morals, social values and norms are distinctly different for the Indian Women from that of the western countries. Therefore it becomes important to study the work life challenges faced by Indian Women, and factors influencing the performance with respect to the work life balance provided by the companies. Therefore it becomes much significant to study the work life challenges faced by them, and factors influencing the performance with respect to the work life balance benefits provided by the companies. The respondents were provided with 62 different statements pertaining to factors of work life balance and their impact on their performance. This study explored their perceptions towards work and family roles of women executives in the IT Companies in India, and how their performance is influenced with their work life balance. Results are reviewed within the Indian socio-cultural context and the implications are suggested for the enhancement of their performances and ultimately to increase the productivity in the IT companies.

3.3. Research Objectives

1. To study the perception of respondents towards the relationship between the work-life balance factors and the performance.

2. To study the perceptions of women professionals regarding the barriers to their advancement to senior management positions.
3. To study the perception of respondents towards the relationship between the family responsibilities and the career decisions.

4. To investigate the organizational support expected by women executives to achieve better work life balance.

5. To analyze the impact of demographic variables of women executives on their perceived performance and their work-life balance.

3.4. Sub-Objectives and Research Hypothesis of the Study

Objective 1: To study the perception of respondents towards the relationship between the work-life balance factors and the performance.

Sub-Objective 1. To know their perceptions whether Performance of women executives is influenced by the supportive work culture

Sub-Objective 2. To find their perceptions whether behavior of the male colleagues affect the performance of women executives.

Sub-Objective 3. To find their perceptions whether the flexible work schedule in the organization has any influence over the performance of the women executives.

Sub-Objective 4. To find their perceptions whether there exist any influence of the remuneration over the performance of the women executives.
Objective 2: To understand the perceptions of women professionals regarding the barriers to their advancement to senior management positions.

Sub-Objective 1. To know the perceptions of the women executives towards the influence of promotional opportunities provided on their advancement to senior managerial positions.

Sub-Objective 2. To find the perceptions women executives in IT about barriers relating to personal front in their advancement to senior management positions.

Sub-Objective 3. To know the perceptions of the women whether benefits at senior managerial position has any influence on their career advancement decisions.

Sub-Objective 4. To find the perceptions of women about the influence of Gender discrimination on reaching the senior position.

Objective 3: To study the perception of respondents towards the relationship between the family responsibilities and the career decisions.

Sub-Objective 1. To find out if there is any influence of the family responsibilities of women executives on their career decisions.

Sub-Objective 2. To find out if there exist any influence of the salary of the husband over the career decisions of the women executives in an organization.

Objective-4 To investigate organizational support expected by women executives to achieve better work life balance.

Sub-Objective 1. To know the whether the behavior of boss has any influence over work life balance.
Sub-Objective 2. To find if the organizational support given in any form has any influence over work life balance

Objective 5: To analyze the relationship of demographic variables of women executives with the performance of working women / their work-life balance.

Hypothesis: 1. There is no significant relationship between the various demographic variables and the factors determining Work life balance

All the 9 demographical variables are studied for their relationship with the five factors. The six factors (Flexi Working Conditions, Supportive working environment, Stress at workplace, working hours, Provision of extra benefits and Work culture) are from the factor analysis on the statements 1-20 related to the first objective i.e. to know the relation between the work life balance activities and the performance of women executives

Hypothesis: 2. There is no significant relationship between the various demographic variables and the factors determining the barriers to their advancement to senior management positions.

All the 9 demographical variables are studied for their relationship with the five factors. The five factors (Work policies, Challenges at senior managerial position, Gender Stereotypes, Gender Biasness, and Family Support) are from the factor analysis on statements 21-34 for the second objective i.e. to understand the perceptions of women professionals regarding the barriers to their advancement to senior management positions.
Hypothesis: 3. There is no significant relationship between the various demographic variables and the factors determining the relationship between the family responsibilities and the career decisions.

All the 9 demographical variables are studied for their relationship with the four factors. The four factors (Influence of Family Responsibility, Salary of spouse, monetary needs of family and Family Structure) are from the factor analysis on statements 35-45 of the third objective i.e. to study the Impact of the Family Responsibilities on the Career Decisions of the Women Executives.

Hypothesis: 4. There is no significant relationship between the various demographic variables and the factors determining organizational support expected by women executives to achieve better work life balance.

All the 9 demographical variables are studied for their relationship with the four factors. The four factors (Boss's behavior, Customization of Work Life policies, Attitude of peers, Family commitments) are from the factor analysis on statements 46-55 for the fourth objective i.e. To find out the organizational support women professionals seek to achieve better work life balance.

3.5. Conceptual Framework

Work-life balance, which is considered as a state of wellbeing to handle home and work place responsibilities, has become a critical factor in present socio-economic circumstances for both the individual and organizational success. Organizations, aware of the positive implications of balanced life, have begun considering family experiences as part of what workers bring to
their workplace to enrich their contributions to work and organizations (Gallos, 1989) and vice versa. In fact, work-life balance brings greater effectiveness to all aspects of life. Managing work-family challenges is not only a personal responsibility of the employees; it is also the responsibility of the employers. When the respondents were asked to answer whether they expected their employers to support them in their efforts to achieve better work-life balance, most of the respondents said they would like to have certain work-life balance provisions from their employers. The earlier studies in India have found that women in India experienced considerable dual pressure to do all that was necessary for the family before going out to work and after work. Lack of gender sensitive policies (women employee-friendly policies) by the employer has been perceived as an important factor for restricting the career growth of the female professionals from those studies. A broad review of existing literature on barriers to women’s career advancement suggests that one of the most important reasons inhibiting women’s rise to the top positions in management is the work-life conflict that women professionals experience because of their strong commitment to family responsibilities. The primary objective of this study is to understand the impact of family responsibilities on the career decisions of women professionals and also to find out the type of work-life support they would require from their employers to balance their work and life in a better manner. The study is conducted with 250 women executives working in IT sector across different levels. The perceptions of women professionals regarding their work life balance and its impact on their performance, barriers against their career advancement, and in advancement to senior managerial positions are studied. Also their expectations from the IT Companies are found. The impact of demographic factors like managerial level, marital status, and family structure on all the above-mentioned issues are also analyzed.
3.6. Research Design

“A research design is the specification of methods and procedures for acquiring the information needed. It is the overall operational pattern or framework of the project that stipulates what information is to be collected from which source and by what procedure.” (Green & Tull). The type of design chosen for the study has a major impact on the sample size. Descriptive studies need hundreds of subjects to give acceptable confidence intervals (or to ensure statistical significance) for small effects. Experiments generally need a lot less--often one-tenth as many--because it's easier to see changes within subjects than differences between groups of subjects. In the present study as mentioned survey design has been used. Research design includes the following components:

1. Research method or strategy
2. Sampling design
3. Choice of research tools
4. Choice of statistical techniques

1. Research Method

In the present study normative survey method of Descriptive research has been adopted as it deals with “what is?” It describes and interprets what exists at present. A normative survey is concerned with the conditions or relationships that exists, practices that prevail, beliefs, point of views or attitudes that are held, processes that are going on, influences that are being felt and trends that are developing. These surveys also serve as direct sources of valuable knowledge concerning human behavior. Normative surveys throw light on the various aspects of the social problems and help in understanding the causes of the problems and mutual interplay of the
causes. On the strength of the survey, practical remedies to solve and resolve problems can be put forward and these solutions will normally be efficacious because they are outcome of scientific study and analysis.

Descriptive research is also called Statistical Research. The main goal of this type of research is to describe the data and characteristics about what is being studied. The idea behind this type of research is to study frequencies, averages, and other statistical calculations. Although this research is highly accurate, it does not gather the causes behind a situation. Descriptive research is mainly done when a researcher wants to gain a better understanding of a topic.

Descriptive research is the exploration of the existing certain phenomena. It does not fit neatly into the definition of either quantitative or qualitative research methodologies, but instead it can utilize elements of both, often within the same study. The term descriptive research refers to the type of research question, design, and data analysis that will be applied to a given topic. Descriptive statistics tell what is, while inferential statistics try to determine cause and effect. Descriptive research involves gathering data that describe events and then organizes, tabulates, depicts, and describes the data collection (Glass & Hopkins, 1984). It often uses visual aids such as graphs and charts to aid the reader in understanding the data distribution. Because the human mind cannot extract the full import of a large mass of raw data, descriptive statistics are very important in reducing the data to manageable form. When in-depth, narrative descriptions of small numbers of cases are involved, the research uses description as a tool to organize data into patterns that emerge during analysis. Those patterns aid the mind in comprehending a qualitative study and its implications.
Most quantitative research falls into two areas: studies that describe events and studies aimed at discovering inferences or causal relationships. Descriptive studies are aimed at finding out "what is," so observational and survey methods are frequently used to collect descriptive data (Borg & Gall, 1989). Descriptive studies report summary data such as measures of central tendency including the mean, median, mode, deviance from the mean, variation, percentage, and correlation between variables. Survey research commonly includes that type of measurement, but often goes beyond the descriptive statistics in order to draw inferences. For example, Descriptive research is unique in the number of variables employed. Like other types of research, descriptive research can include multiple variables for analysis, yet unlike other methods, it requires only one variable (Borg & Gall, 1989). Three main purposes of research are to describe, explain, and validate findings. Description emerges following creative exploration, and serves to organize the findings in order to fit them with explanations, and then test or validate those explanations (Krathwohl, 1993). Many research studies call for the description of natural or man-made phenomena such as their form, structure, activity, and change over time, relation to other phenomena, and so on. The description often illuminates knowledge that we might not otherwise notice or even encounter. Several important scientific discoveries as well as anthropological information about events outside of our common experiences have resulted from making such descriptions. Descriptive studies have an important role in educational research.

**Population**

Population means the entire mass of observation which is the parent group from which a sample is to be taken. In the present study, the women executives working at various levels in IT and ITES Companies are taken. The 24 different IT and ITES Companies based at Hyderabad, New
Delhi, Chennai, Mumbai, Gurgaon, and Noida were considered for the study. The HCL technologies Ltd, Mahindra Satyam, Infosys Technologies Ltd., Tech Mahindra, Tata Consultancy Services, ACS(Advent Computer Services Ltd.), Information technologies Ltd, Indicom Tech, , IHG(Integrated Hitech Ltd), HCL Technologies Ltd, Mindtree Ltd, CSC, CA Technologies Ltd, and MICROSOFT., Rite Tech Chennai, ADOBE, AMAZON, New Gen, Next Gen(ITES), Global Logic (ITES), Indicom Tech(ITC), Cognizant Pune(IT & BPO), TFT, Hyderabad ICISCO, CBC Noida

2. Sampling

Sampling is the act, process, or technique of selecting a suitable sample, or a representative part of a population for the purpose of determining parameters or characteristics of the whole population. Sampling is fundamental to all the statistical techniques and statistical analysis. In fact it is an indispensable technique of behavioral research. The sample observations provide an estimate of the population characteristics as the study of the total population is impossible and impractical. It means selections of individuals from population in such a way that every individual has the equal chance to be included in the sample. Several methods have been designed to select a representative sample. A sample is a finite part of a statistical population whose properties are studied to gain information about the whole (Webster, 1985). When dealing with people, it can be defined as a set of respondents (people) selected from a larger population for the purpose of a survey.
Role of the Researcher

I have personal experience with issues balancing work and life demands. I previously worked full-time in a mentally and physically demanding job and many a times found myself in a dilemma in taking very crucial decisions when trapped in the typical stereotyped society and cultural boundations as well as the career options. Through those experiences I realized just how difficult it could be to attain work-life balance by juggling between the two extreme demands of family and job. Through observations of my family, friends and peers I noticed that the struggle was not of mine alone. Through this research my goal was to understand what has helped respondents attain work-life balance, the impact of these work/life balance activities on the performance of the women working in a unique corporate culture of the booming IT sector and also was keen to co-construct recommendations for attaining an impoverished work-life balance.

Sample Size for the present study

The population was the women Executives working in the IT or ITES companies at various levels using stratified sampling method. Further a systematic sampling has been used and finally a sample of 250 women executives from 24 different IT & ITES companies in throughout India, have selected as the sample of the study. The sample for study would be selected from cosmopolitan cities where the IT and ITES firms are located. The total number of respondents will be 300, i.e., the women executives working at various managerial levels in the IT companies. The purposive cum convenience sampling was used for carrying out the present study. The definition for work-life balance that was used for this research was: work-life balance is the individual perception that work and non-work activities are compatible and promote growth in accordance with an individual’s current life priorities (Kalliath & Brough, 2008). The
participants were asked questions in a similar structure as the framework that was presented at the beginning of the literature review.

Distribution of sample (Women Executives in IT and ITES Companies)

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<thead>
<tr>
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<th>Categories</th>
<th>Frequency</th>
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<td>Rs. 40,000 – 80,000</td>
<td>More than 80,000</td>
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Table.3.1: Distribution of sample
3. Method of Data Collection

Personal visit & Mailing method is used in the present study. The researcher instructed the sample the method of responding to the statements of the questionnaire. The Investigator discussed all the above variables whichever applicable with every respondents in each Company. The investigator promised the respondents about keeping the responses quite secret. The respondents who were sent the questionnaire through mail were instructed about every aspect through the same correspondence. In few Giants in IT Companies the personal visits were not allowed therefore the leads through the relationship marketing were also taken help for the distribution of the questionnaire, but they were asked to submit online back to the researcher directly on the mail id. Out of 357 questionnaires distributed to the respondents only 269 questionnaires were received back. Out of 269, 250 were filled up to mark and thus the invalid and half filled or wrongly filled ones were not considered for the analysis. Primary Data, was thus collectd through a structured Questionnaire and Personal Interview of women executives. For Secondary Data the newsletters, Journals, Reports from industry & trade associations and use of various websites was made. Personal visit & Mailed questionnaire were used in the proposed study.

Tools used

Research tool is a measuring technique which helps in data collection. These tools are of many types like questionnaire, schedule, interview, rating scales etc. which are employed to collect data. According to Barr, Davis and Johnson, “A questionnaire is a systematic compilation of questions that are submitted to a sampling of population from which data is desired”. Structured questionnaire is used for the present. The questionnaire is consists of 2 parts, first part to take
information regarding demographic profile of respondents; Second, part is structured in further 5 different parts which individually are further divided in various closed ended questions on Lickert’s 5 point scale to take information regarding the five different objectives respectively. First part based on the first objective to find the Work life balance activities in the company and its relationship with performance of Women Executives comprised of 20 questions. The second part on basis of the second objective of The perceptions of women professionals regarding the barriers to their advancement to senior management positions consists of 14 questions from 21 to 34. The third part for third objective Impact of the Family Responsibilities on the Career Decisions of the Women Executives consists of 11 questions no 35 to 45. The fourth part of the questionnaire to find the fourth objective The organizational support women professionals seek to get to achieve better work life balance consists of 10 questions from 46 to 55. The last part of the questionnaire is drafted to accomplish the fifth objective i.e., to study the Impact of the Life Cycle Stage of the women executives on their work place decisions that was covered with the question from 56 to 62. The sixth objective was to analyze the impact of demographic variables of women executives on their perceived performance of working women / their work-life balance was studied on all the factors of various objectives.

**Tool Description**

The following five variables i.e. Work life balance activities, the perceptions of women professionals regarding the barriers, the family Responsibilities, organizational support and other demographic factors etc are taken against which the work-life balance and its impact on performance of the women executives in IT Companies is studied. Studying work life balance activities in the company and their relationship with performance of Women Executives was the
first objective of the study. The perceptions of women professionals regarding the barriers to their advancement to senior management positions was the second objective. Studying the impact of the variable Family Responsibilities on the Career Decisions of the Women Executives was made in third objective. Also the influence of organizational support on the work/life balance is studied, and organizational support they seek to achieve better work life balance was studied. The impact of demographic factors on the performance of working women and their work-life balance are used to obtain information on the statements.

Gender stereotype statements were designed to obtain information on personal beliefs, perception and conformity about the concepts. Information collected of women executives from different IT companies, at different levels of varied age groups, of varied background and of different qualifications. Other questions framed on Gender stereotype were related to bread-earners, home-makers, responsibilities, family-caretakers, security providers etc. The information was obtained on five point scale- Strongly Agree, Agree, Neutral, Disagree, and Strongly Disagree. The statements were designed to investigate the age, education, qualification, marital status, family types, occupation of the spouse, family income, the number of children if any and then there age etc of the sample to examine their impact on the expectations of the work-life balance activities of the company, the satisfaction level out of them and ultimately its impact on their performance and their career decisions. Also the questions were drafted to find out the perceptions of the women executives about the barriers in their advancement to senior level position in the organization. The level of support they get in their job from the organization’s side, boss, and peers was also studied with the help of few questions. The role of organizational support on their performance was thus evaluated. A few statements were designed to investigate what is their own opinion about Gender Discrimination and whether they feel comfortable, satisfied with the mechanism of their college for their career advancement, goal accomplishment.
The statements were framed on the points covering- performance of working mothers, establishing harmony between work and family life, productivity of married working women, work is flexible irrespective of remuneration, equal opportunities of career advancement, fair reward and recognition policy, flexible policy of working-hours and timings, proper care of health and safety, leadership roles, decision-making policy etc.

5. Analysis of the Data

1. Descriptive analysis: it is used to describe basic characteristics of the data in the study. The measures of central tendency like mean and standard deviation were used under the descriptive analysis.

2. Analysis of variance (ANOVA): ANOVA is a data analysis technique used to determine the statistical significant differences in means of two or more groups. The present study uses this technique to find the variance in choice behavior of respondents having different demographics.

3. Factor analysis: It is applied as a data reduction or structure detection method. The work-life balance factors and demographic variables are subjected to factor analysis for data reduction, to get a small set of variables (most of which are correlated to each other).

The data collected from various sources is tabulated and analyzed systematically with the help of appropriate tools such as Mean, Standard deviation etc. to get the results. Use of SPSS (Statistical Package for Social Sciences) package is made extensively. Appropriate statistical techniques such as ANOVA, Multiple Regression analysis, Factor analysis etc will be used for the data analysis. For the purpose of applying the statistical techniques mentioned above, SPSS 16 was used.