CHAPTER 6
SUMMARY, FINDINGS AND RECOMMENDATIONS

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6.1 Summary

The concept of work life balance has emerged as an important variable in the modern organizations. The organizations today are realizing the importance of people as the most valuable resource. They are striving hard to attract best of the talent and making every effort to retain the people in the organizations. With economic development and improvement in the level of living, employees have become conscious about the quality of work life. The predominant use of technology and automation has changed the face of factories and work place. Even in countries like Japan and Germany the working hours and working conditions for the workers has changed the traditional systems and work life of employees. Many organizations in the developed countries are facing shortage of working age population. For organizations having skilled and ageing workforce, it has now become imperative to embrace work life balance practices.

From the Indian perspective there is an urgent need to increase the participation of women in the economic development. The National Sample Survey Office (NSSO) 68th Report on Employment released on 20th June 2013, suggests that only 23 percent of our women participate in the labor force – this is way behind China (67%). Economists estimate that if female labor force participation had equaled men (50%) then we would have added 4% to our annual growth rate over the last ten years.
A growing number of educated women in India are participating in the urban, organized, and industrial sector in technical, professional, and managerial positions. Various researches on the working women in India show that work and family dilemmas are very different from that of their western counterparts. As compared to the working women in other parts of the world, Indian women employees face a lot of difficulties in managing their work and life. On one hand social, legal and economic reforms enabled women to join the workforce in India but on the other side the continuing influence of normative attitudes and values have prevented them from altering the perceptions of the society as well as their stereotyped roles. This has badly affected the career prospects of women in particular. The employers have to be attentive towards this issue in order to retain the quality employees by framing a systematic policy to address this important issue.

The IT industry and other ITES companies are constantly reframing their work-life policies due to high attrition rates. Information Technology Industry is the sun rising sector where the long working hours and work overload are typical characteristics of the work-place. Though most of the IT firms have a five-day week, the workload is going up. After the 2001-02 slumps, companies that downsized did not always hire more people after business picked up. This means that being called to work on weekends and 14-hour working days have become synonymous with the sector. The skewed work-life balance affects their health and family life. Unlike other sectors, this fast growing business sector is looking for knowledge only and therefore there is no discrimination on the basis of 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. 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; good physical fitness and also has pressure to complete the task on time due to cut throat competition.

All these factors have brought focus on to the concept of 'Work life Balance'. Although the concept is of relatively recent origin, but a lot of research has taken place in this area in the last two decades. The field is still in its rudimentary stage of development, there is no universally accepted terminology; the basic language and key constructs. A number of theories have been propounded emphasizing the need and the underlying factors relating to the concept of work life balance. In Indian context the concept of work life balance has emerged as an important issue particularly after economic reform process started in early nineties. With the increased participation of women in the work place, nuclear families and double working couples. There are few research studies conducted in India on this issue. The findings of the research on the topic are generally relevant in the Indian context, but it has been found that due to diverse demographic settings the conclusions of the present study are variant from the western studies.

The present study contributes to an unblemished understanding about perceptions of women executives in IT companies towards their work and family roles and how their performance is influenced with their work life balance. The objective of the study is to study the perception of respondents towards the relationship between the work-life balance factors and the performance, regarding the barriers to their advancement to senior management positions, relationship between the family responsibilities and the career decisions and to investigate the organizational support expected by women executives to achieve better work life balance. Also the study explores the
impact of demographic variables of women executives on their perceived performance and work-life balance. The thesis is divided into five chapters. The overview of work-life balance in Indian it firms is summarized in chapter 1. This chapter throws light on the changing role of women in organizations, need for work-life balance in IT companies and challenges of women professionals and the role of organization in providing work-life balance. Chapter 2 represents the review of different empirical and descriptive research studies carried out in the area of work-life balance and related to figure out the gaps in research and psychographics to understand its impact on work-life balance. Further chapter 3 highlights the research methodology used for analyzing the data set. A total of 250 respondents were surveyed across six cities considered to be dominant in the IT sector namely Hyderabad, New Delhi, Chennai, Mumbai, Gurgaon, and Noida. The complete description of sample taken, research procedure followed, the measurement tools adopted in the study are discussed at large in this chapter. The assumptions that the demographic transition made and objectives are statistically tested in chapter 4 and findings are being summed up in the following section of the present chapter 5. In following section of the chapter certain generalizations have been presented on the basis of our study. Attempt has also been made to make a comparison of our findings and conclusions with the studies in the review of literature.

6.2. Findings of the Study

A. WORK-LIFE BALANCE FACTORS AND PERFORMANCE

The prime objective of the study was to find out from the women executives working in the IT companies about the work life balance activities in the companies and whether or how much is
its affect on their performance at the work, by the reduced absenteeism from the jobs, taking less number of leaves, working stress free and meeting the targets on time. To find the perceptions regarding the impact on performance, 250 women executives were asked the questions ranging from questions 1 to 20 for the purpose of study objective 1 as discussed in details in earlier chapter on analysis.

A. 1.1. Supportive Work Culture and Performance

The findings indicate that the supportive work culture has a significant influence on their performance at the work place in the IT companies. The supportive work culture, the superior’s style, the freedom to openly discuss the issues related to their work life with them, the amount of time spent at work etc does influence their absenteeism from their jobs and ultimately their performance. The Support of superior's style towards the wok-life balance of women employees has been found to be one of the main constituent of the supportive work culture and in turn of work-life balancing activities that influences their performances. More than half of the respondents agreed that the superior’s style towards the work-life balance does influence their performance. Thus the findings of our study is similar to the study of Baral & Bhargava 2010[1] who said, "Supportive work-family culture enhances the psychological resource base for employees by increasing a sense of self-acceptance and flexibility which can aid individuals develop positive effect towards work". Work-family enrichment is the extent to which experience in one role improves the quality of life and affects performance, in the other. The need for a balance between work and personal life has become an integral element of employee expectations from employers. More than half of the respondents agreed that the superior’s style towards the work-life balance does influence their performance. An important fact emerged
from this analysis is that more than half of the respondents felt that “work life balance has influence on the absenteeism of employees.”

A.1.2. Behavior of Male Colleagues and Performance

The findings state that women executives agree that the behavior of male colleagues does not influence their performance at the work place in the IT companies. The presence of more male colleagues in their work group puts stress on their work, and that the male colleagues’ behavior is cooperative towards them in the company. The behavior male colleagues’ thus plays a significant role in the stress level of women executives, that would in turn have a positive influence on their performance. Majority of the respondents agree that the provision of long leave, maternity leave etc. influence their performance at the work and that their male colleagues’ behavior is cooperative; it has an influence over their performance.

A.1.3. Flexible Work Schedule and Performance

The women executives in the IT companies are of the opinion that there exist an influence of flexible work schedule on their performance. The facility of working from home, in shifts, time off for family emergencies and events, flexible work schedule, facility of part time or reduced work hours as per convenience etc are, resulting into more satisfaction and thus influence their performance positively. Influence of flexible work schedule on the performance of women executives is an important component for performance. Majority of respondents (84 percent) agree that if they are given the work-life balance facilities they can give better performance. Time off for family emergencies & events, facility of working in shifts
influence their performances. Facilities of working in shifts and flexible working hours too are important influencing components of work-life balance facilities.

A.1.4. Remuneration and Performance

The findings indicate that women in IT companies at various executive levels are almost neutral on the influence of remuneration on their performance although this view varied w. r. t. age, marital status, family monthly income, husband’s profession, number of kids etc as shown in the factor analysis applied on the first objective against the demographic variables taken for the study. It is a common and general perception that the remuneration does influence the performance but the result here highlighted that the job status, the work itself and other factors mentioned earlier i.e. supportive working conditions, behavior of male colleagues, flexible work schedule etc played more significant role. This sub objective was not found to be agreed by most of the respondents. It is evident from the analysis that more than half of the respondents agreed that the incentives and benefits updated from time to time would influence their performance.

A.2. Factors Determining Work life balance

The six factors (Flexi Working Conditions, Supportive working environment, Stress at workplace, working hours, Provision of extra benefits and Work culture) are derived by applying the factor analysis on the statements in order to know the relation between the work life balance activities and the performance of women executives. All the factors have been given appropriate names according to the variables that have been loaded on each factor. The six factors are discussed below:
A.2.1. Flexi Working Conditions

The rotated matrix has revealed that respondents have perceived this factor to be the most important factor with the highest explained variance of 15.150%. Five out of twenty work-life features load on significantly to this factor. This factor has been named as Flexi Working Conditions as it includes statements like working from home, working in shifts, time off for family emergencies and events, flexible working hours, facility of part time or reduced working hours etc. Hence it can be concluded that the flexible working conditions is the most crucial factor considered by women executives working at various levels in the IT companies.

A.2.2. Supportive Working Environment and Performance

It has been revealed to be the second most important factor with explained variance of 11.366%. Four features were loaded on to this factor. Work profile of the women executives, male colleague's behavior, and facilities available at work place and incentives and benefits updated from time to time are the features highly loaded on this factor and thus this factor is named Supportive working environment and this is the second most important factor influencing the women executives performance at their work place in IT companies. This indicates the attitude of the respondents and reflects their opinions of working environment and their actual work related experiences in the organization.

A.2.3. Stress at Workplace

Another important factor that emerges from factor analysis which accounts for 10.323% of the variance is stress at work place. Three statements out of twenty were found significant on to this factor. Freedom to discuss openly the issues related to the work life of the women executives
with their superior, work life balance and the presence of male colleagues in a work group are the features that load high on this factor that results in the stress level on the work. The findings of present study have been strongly supported by the earlier studies also. Lewis and Cooper (1987); (1988) in their respective studies stated that developed countries in the West, especially in North America, sources of stress for women include role overload from paid work and family work, role conflict, pressures associated with child care and other family care, and aspects of spouse relationships, including dissatisfaction with spouses’ contribution to family work. Bharat (2003) carried a research and found that although conflict between career and family roles can be a potential source of stress for both women and men managers, it affects women in India more than men because of many reasons. Davidson and Cooper, (1986) carried a research that suggests that women managers report greater stress than men managers due to childbearing, conflicts with their partners, and other family-related problems. This indicates that even though career demands may be equal for both the partners, married women managers do not receive the support they need from the organizations and society.

A.2.4. Working Hours

Two types of features load on this factor and together account for 8.435% of the variance. This factor includes statements of the feeling of being burdened with the amount of time spent at work and the expectations to work beyond the working hours. This factor concerns the influence of working hours on the work life balance and in turn on the performance of the women executives at IT companies. Bharat, (2001) focused through his study that the inflexible working hours and the absence of childcare facilities constitute impediments rather than sources of support for employed mothers. Though in urban India, things have started improving, yet they are not
adequate. For maintaining work-life balance, social support plays a very significant role for women managers.

**A.2.5. Provision of Extra Benefits**

Two types of features load on this factor and together account for 8.123% of the variance. This factor includes the availability of child care facilities and emergency care for the children and the provision of remuneration for the extra work. Ashforth, Kreiner & Fugate (2000) stated that blurring the line between work and personal life by bringing day care, recreation facilities and other aspects of personal life to work it makes it more difficult for employees to transition between roles and may compromise the integrity of home, work and third places. In trying to find a solution to a major problem that employees are facing, it is possible that it has created another problem. Haar & Roche (2010) stated that the benefits with work life balance programs at the organizational level include: lower recruitment, lower training costs, improved productivity, decreased job burnout easier service delivery, enhanced quality service, enhanced employee capability, less absence, lower turnover, employee flexibility, increased organizational commitment, and increased levels of participation within the organization and initiative.

**A.2.6. Supportive Work Culture**

Two types of features load on this factor and together account for 8.008% of the variance. This factor includes the presence of supportive work culture and support of the superior’s style in the work life balance of the women executives working in the IT Companies. Allen, (2001) stated that employees experience many positive outcomes when they feel that they have attained work-life balance. Employers are often motivated to implement family-friendly policies based on the
premise that economic gains will be realized from increased employee productivity and reduced turnover as a result of such policies. Maxwell & McDougall, (2004) stated that Work-life balance programs contribute to creating a culture of honesty and trust where staff can admit to home problems and get support skills to succeed in rapidly changing markets. It has been found that work-life balance programs allowed supervisors the option to help staff and made the management role less difficult.

A.3. Relationship between Demographical Variables and Work Life Balance Factors
Testing of Hypothesis was also done to find out whether the various demographic variables of the women executives in the IT companies have any significant relationship with the above factors and also to study the relationship between the factors resulting in work life balance and the performance of the respondents. The hypothesis relating to demographic variables was for the fifth objective. The various hypotheses were formulated for testing the relationship between various demographic variables on factors emerging from factor analysis carried out in the chapter on analysis of data. In the following section the findings from analysis of the above mentioned variables has been presented.

A.3.1. Age on Work-Life Balance
From the findings it is clear that there is a significant relationship between different age groups and the four factors of work-life balance i.e., supportive working environment, stress at work place, working hours and provision of extra benefits. It is evident that the age group of 35-45 gives more importance to supportive working environment. The reasons may be that at this age the women executives climb higher in the organization, where the number of women is
less and also they have increased family responsibilities, have children in school going age. The behavior of their male counterparts and their support influences the environment and their performance. The work profile itself becomes more challenging with increased responsibilities thus they seek more work life facilities, incentives and benefits etc. The age group below 25 indicates that the stress at work place influences their absenteeism from their job and in turn their performance. They say that the presence of the male colleagues make them positively stressed to perform better. This age group of below 25 women executives gave importance to the flexible working hours and provision of extra benefits for the work life balance. This may be due to the reason that many of the women executives at this young age want to settle themselves at good companies with best of work life balance benefits so that they can get married and start up the family. For the same reasons they give importance to the remuneration for extra work taken by the organization.

A.3.2. Designation on Work-Life Balance

From the findings it is evident that the senior executives give maximum importance to the flexi working conditions. The reasons may be that at that senior level the responsibilities at the work place as well as the domestic or family front get double fold where they need to give more time to their families and children, their education so they require flexible working conditions such as working from home, working in shifts, time off for family emergencies or events, flexible working hours and the facility of part time or reduced working hours etc. The senior executives also give importance to the supportive working environment. They expressed that the behavior and support of their male counterparts influences the environment and their performance. The work profile itself becomes more challenging with increased responsibilities thus they seek more
work life facilities, incentives and benefits etc. The trainees and executives say that the stress at work place influences their absenteeism from their job and in turn their performance. The young women executives at trainee level and executive level gave importance to the flexible working hours at the work place. This may be due to the reason that many of the women executives at this young stage want to get themselves with the higher studies or they are expected to get married, get settled, complete the family and fulfill the family commitments at this young stage.

A.3.3. Marital Status on Work-Life Balance

There is a significant relationship between the marital statuses of the respondents and the two factors the stress at work place, and provision of extra benefits. It is evident that the women executives who are single give more importance to both the factors as important work life balance activities that would influence their performance. The trainees and executives who are single say that the stress at work place influences their absenteeism from their job and in turn their performance. This group of unmarried executives gave importance to the flexible working hours and provision of extra benefits for the work life balance. This may be due to the reason that many of the women executives at this young stage want to settle themselves at very good companies with best of work life balance benefits so that they can get married and start up the family. For the same reasons they give importance to the remuneration of the extra work if taken by the organization. The reason could be that the married women executives don’t want to put extra work, as they prefer to devote time to their newly married relationship, which also supplements their income and make them financially comfortable. The newly married executives prefer to enjoy their married life. The unmarried group has a lot of uncertainties in life, so in
order to secure their future they focus more on extra income and desired pleasure out of their financial earnings rather than anything else.

A.3.4. Occupation of Spouse on Work-Life Balance

It is evident from the analysis that the husbands of the women executives who are in corporate jobs give more importance to the working hours and work culture calculated by regression method of factor analysis. The reasons may be that are aware of the corporate culture existing in the industries. The women executives whose spouses are working in corporate expects that the working hours if are too high would make them feel burdened and that they are expected to work beyond the working hours. They also gave importance to the work culture and the superior’s style does support their work life balance.

A.3.5. Family Monthly Income on Work-Life Balance

The findings indicate that respondents with family monthly income category more than Rs 80,000 give more importance to the flexi working conditions, and supportive working environment than the women executives of other income levels. The reasons may be that when they have higher income they feel themselves less bounded to abide by the strict and long working hours. Moreover Income is generally higher at the senior level where the responsibilities at the work place are increased and targets are higher, and also till this stage the family responsibilities are also increased where they need to give more time to their families and kids, their education so they require flexible working conditions. The respondents with the family monthly income Rs.40,000 to Rs.80,000 gave importance to the working hours and the work culture. They felt that the long working hrs make them feel burdened as it tires them physically.
as well as mentally, the superior's style motivates and supports the work-life balance of the women executives whereas the monthly family income level less than Rs. 40,000 do not give importance to the flexi working conditions, supportive working environment or working hours but give importance to the provision of extra benefits. The reason could be that due to less family income they are willing to do more work and do not bother about the working environment or working hours etc but from the analysis it is clear that they give importance to the extra provisions and benefits such as remuneration for extra work and other facilities of child care and emergency care in order to earn more for fulfilling the family requirements.

A.3.6. Qualification on Work-Life Balance

The findings indicate that respondents with lowest higher qualifications in the category i.e., those who were undergraduates give more importance to the flexi working conditions, while post graduates give them less importance. The women executives who are undergraduates or at trainee level might give the importance to these factors as they might have to complete their higher studies or higher qualifications to settle themselves at good places. They require more time for that too. And also the reason may be that because they are still in their learning stage therefore less importance is given by them to the supportive work environment that includes the superior's style and behavior etc. Since at low age, less responsibility and they take less stress as they are yet to be settled. They expect least being at the lower level of the job. Moreover their jobs were more or less temporary basis. The findings also exhibits that the graduates feel that the stress at work is significant to them. This may be because at this level of work in the corporate, they face pressure of superiors more. The flexi working conditions and the working hours are the least significant ones for the postgraduates and then graduate women executives. The reasons
could be due to the increased job responsibilities of the levels at which these qualified executives are appointed. For the post graduates supportive working environment is more significant. The reason may be that they are generally at more important designations and have higher responsibilities as team leaders etc therefore the supportive working environment. It is more important for them as they have to meet higher targets which could be met with the support of the peers, superiors and the subordinates.

A.3.7. Number of Children on Work-Life Balance

The findings clearly indicate that there is a significant relationship between the factor the stress at work place and the number of children the women executives have. Stress at work place is considered to be more significant for those who have more than two children. The reason may be because the parental responsibilities are more intense with increase in number of children that raise the requirements of their children’s upbringing and studies. They are required to pay more attention to the domestic front. Stress at work is also significantly high for those who don’t have children as compared to those having 1 or 2 children. The reason might be because they are more comfortable with the supportive superiors style and the other male colleagues, when are open to discuss their issues related to their work life they feel there is less stressed and would therefore perform better.

A.3.8. Age of the Children on Work-Life Balance

There is a significant relationship found between the age of the eldest child on the three factors the flexi working conditions, working hours and working culture. The flexi working conditions are more significant for the women executives who have children between 10-15 than that of
those with elder child age’s age is from 5-10 yrs. The flexi working conditions play significance to the women executives whose have the elder child at least above 5 years. The reason might be that the working women are expected to play a significant role at the home as well in the studies of their kids. The children after 5 years of age start going to school and they seek more attention for their grooming and development, moreover the parents today are very conscious about the overall development of their kids, and they not only want to make their children sound in academics but also enhance other skills in them and sharpen their hobbies etc for which they feel that the flexi working conditions such as working from home, job sharing or reduced working hours would fulfill their responsibilities towards their children. From the same analysis it is clear that the working hours are more significant for those whose children are below 2. And for this the reason might be that the children of this age require more time and attention by their mothers for their basic requirements. The third factor i.e., work culture is found to be significant for the working women executives whose children are in between the age group of 10-15 yrs. Being the mother of children of higher age it is generally shown that they would be of more age and that would state high responsibility in the company and if the work culture is healthy and supportive that would make them free minded and stress free from the work and can perform better both in the company as well as the responsibilities towards their children as at this age group the kids seek the involvement of their parents company for excursions, games, hobbies etc.

A.3.9. Family Type on Work-Life Balance

Findings indicate that there is no significant relationship between the type of family in which the women executives resides with any of the six factors namely the flexi working
conditions, supportive working environment, stress at work place, working hours, provision of extra benefits and work culture. It shows that the performance women executives who are working in IT companies are not significantly related to the work life balance activities in the companies such as the flexi working conditions, supportive working environment, and stress at work place, working hours, provision of extra benefits or the work culture.

B. BARRIERS TO THE ADVANCEMENTS TO SENIOR MANAGEMENT POSITIONS

To know the perceptions of women professionals regarding the barriers to their advancement to senior managerial positions in the IT companies, it is very important to know about the factors which they consider as the barriers to the advancement to senior managerial positions, so that the companies may take some corrective measures resulting into decline in job turnover. To find the views regarding the above said barriers, 250 women executives were asked questions ranging from questions 21 to 34.

B.1.1. Promotional Opportunities and Advancement to Senior Managerial Positions.

The findings of study state that the women in IT companies at various executive levels feel that the discriminating promotional opportunities do act as a barrier for their advancement to senior managerial position. The respondents state that the promotional or growth opportunities, if provided in the company and that too if it is free from gender bias, definitely influence their performance. The reasons might be that the promotional opportunities would give them both the hike in status at work-place and social life as well at the same time resulting into a permanent hike in salary. Their work if recognized and provided with the promotional opportunities would
motivate them for improved performance. The respondents supported that the promotion system free from gender bias and based on fair performance appraisal system does influence their performance.

B.1.2. Existence of Barriers from Personal Front

The analysis states that the women agree that there are barriers from personal front in their advancement to senior management positions at work place. The women in the IT companies say that working hours and working in shifts etc. hinders one's choice for the senior managerial position. They agreed that incapability of serving the responsibilities at domestic front, due to additional and new job responsibilities and the new demanding working conditions etc. such as working in shifts, long working hours etc. they do not get family's support for their professional advancements. The responsibilities and new working conditions themselves become the hindrances or barriers for their advancement to senior management positions at work place.

A majority of respondents agreed that they get support from their family for professional advancement to senior position. A few respondents also agreed that working for long hours and working in shifts hinders one's own choice for the senior managerial position. This alerts the companies to focus on the some new facilitating working ways to retain the women executives in the company. Rosen and Jerdee (1973)\textsuperscript{[11]} carried a study and revealed that although, in certain cases where women managers may not reduce their work involvement, it is found that family involvement can also have a negative impact on career prospects. Similar conclusions emerged from study by Kingstone and Nock (1985).\textsuperscript{[12]} Their research further supported the above mentioned findings and stated that working women experiencing the role conflict would devote less active time towards their jobs. They conducted a research and also indicates that women
who experience extensive role conflict and time pressures from their career and family roles tend to reduce their level of career involvement. Gutek, Repetti and Silver (1988) \cite{13}; Olson and Frieze, (1987) \cite{14} in their research observed that the extensive family responsibilities, especially those involving marriage, childcare, and household activities can impede women managers' career achievements and advancements.

**B.1.3. Benefits at the Managerial Position and Career Advancement**

The findings exhibit that the women agree that the benefits at a managerial position do influence career advancement at work place in the IT companies. The monetary benefits associated to the higher position or advancement in career is considerably important in adapting the career advancement at work place. Also other gender sensitive benefits which might help them in maintaining their work life balance would influence the women in IT companies in going for career advancements. The respondents agreed that the monetary benefits at the senior managerial position influence their decisions to opt for career advancement and that lack of the mentoring influences their advancement to senior managerial position.

**B.1.4. Gender Discrimination and Decision of Taking the Senior Positions**

The findings clarifies that the women executives in the IT companies agree that there is an influence of gender discrimination on their performance. This clearly shows that if the discrimination is practiced in any company, women are reluctant in taking up senior positions at work place. They accepted that the Proper training is imparted from time to time for the career advancement of the women executives. The respondents disagree that the Gender discrimination at the organization does not influence in taking the senior positions at work place. So this means
gender discrimination does influence the taking up of senior managerial positions at work-place. Most of the respondents disagree that male stereotyping plays an obstacle in Women Professional’s advancement to senior positions. The women executives in the IT companies do agree that the gender discrimination is done and it does influence their taking up senior position. This clearly shows that if the discrimination is practiced in any company, women are reluctant in taking up senior positions at work place and that the respondents disagree that the Gender discrimination at the organization does not influence in taking the senior positions at work place. So this means gender discrimination does influence the taking up of senior managerial positions at work-place. Nearly half of the respondent’s percent disagree that male stereotyping plays an obstacle in Women Professional’s advancement to senior positions.

B.2. Barriers in Advancement to Senior Managerial Positions.

The five factors (Work policies, Challenges at senior managerial position, Gender Stereotypes, Gender Biasness, Family Support) are drawn in support to understand the perceptions of women professionals regarding the barriers to their advancement to senior management positions.

B.2.1. Work Policies

The rotated matrix has revealed that respondents have perceived this factor to be the most important factor with the highest explained variance of 16.259%. Six out of fourteen service features load on significantly to this factor. This factor has been named as work policies as it includes statements like fair performance appraisal system, unbiased promotional opportunities, mentoring at work place, the monetary benefits at senior positions and impartation of training from time to time etc. Hence it can be concluded that the work
policies of the company is the most crucial factor considered by women executives working at various levels in the IT companies.

**B.2.2. Challenges at Senior Managerial Position**

The rotated matrix has revealed that respondents have perceived this factor to be the most important factor with the highest explained variance of 15.444%. Three out of fourteen service features load on significantly to this factor. This factor has been named as Challenges at senior managerial position as it includes statements like working for long hours and in shifts at senior positions, the struggle for the promotion being women, gender based reservations for some senior positions etc. Hence it can be concluded that the Challenges at senior managerial position is a second most crucial factor considered by women executives working at various levels in the IT companies. They consider few of them to be the barriers to their advancement to senior position.

**B.2.3. Gender Stereotypes**

The rotated matrix has revealed that respondents have perceived this factor to be the most important factor with the highest explained variance of 12.811%. Two out of fourteen service features load on significantly to this factor. This factor has been named as Gender Stereotypes as it includes variables such as the availability of gender sensitive policies by the employer and male. It can be concluded that the Gender Stereotypes is a very important factor considered by women executives working at various levels in the IT companies while going for career advancements or opting for senior managerial position. The above findings of the study are supported by a study conducted by Rajadhakshya and Bhatnagar (2000) in
the Indian context, reported that men are more committed to work or occupation than women and that gender-role expectations and gender based socialization lead men to identify themselves with 'work-roles,' and women to identify themselves with 'family roles.' Rosenbaum and Cohen (1999) \(^{16}\) conducted a study and found that in societies, where there is low gender egalitarianism, such as in India, spousal support is extremely important for women. Gutek, Repetti and Silver (1988) \(^{17}\) carried a study and revealed that there is indeed a critical linkage between career and family of the women managers. It is found that women managers' involvements, demands, and accomplishments in the employment and family domains are mutually interdependent. The internalization of the belief that roles are gender specific prescribes different life-options for men and women. For men, this life option implies prioritization of work over family, whereas for women, it implies prioritization of family over work.

**B.2.4. Gender Biasness**

The rotated matrix has revealed that respondents have perceived this factor to be a very important factor with the high explained variance of 11.290%. Two out of fourteen service features load on significantly to this factor. This factor has been named as gender biasness as it includes statements that depict the biasness if any is done in the company and included the recognition of competence of women in the team and the biasness in training imparted or not. Hence it can be concluded that the Gender biasness is a very important factor considered by women executives working at various levels in the IT companies while going for career advancements or opting for senior managerial position.
B.2.5. Family Support

The rotated matrix has revealed that respondents have perceived this factor to be the most important factor with the highest explained variance of 9.290%. Only service features load on significantly to this factor. This factor has been named as Family Support as it includes statement regarding the family’s support for professional advancement to senior position.

B.3. Relationship between Demographic Variables and Barriers to the Advancement to Senior Management Positions.

The various hypotheses were formulated testing the relationship between 9 various demographic variables. 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 supporting the second objective i.e. to understand the perceptions of women professionals regarding the barriers to their advancement to senior management positions

B.3.1. Age and Barriers to the Advancement to Senior Management Positions

From the descriptive analysis it is evident that the age group of 35-45 gives more importance to work policies of the company such as fair performance appraisal system, unbiased promotional opportunities, mentoring at work place, the monetary benefits at senior positions and impartation of training from time to time etc. The reason could be that, at that age a women climb to higher positions where the number of women is less. At this stage they are also involved in developing their families, have children to start with their schooling. The behavior and support of their male counterparts influences the environment and their
performance. The work profile itself becomes more challenging with increased responsibilities thus they seek more work life facilities, incentives and benefits etc. The age group below 25 says that the work policies do not influences their perceptions of women professionals regarding the barriers to their advancement to senior management positions. This age group of below 25 women executives since is of trainee levels are yet to get established concretely in the profession, are less aware of the significance of work policies.

B.3.2. Designation and the Barriers to the Advancement to Senior Management Positions

The findings indicate that there is a significant relationship between designations of the respondents and the three factors i.e., the work policies, challenges at work place and the gender biasness as the barriers to their advancement to senior management positions. From the descriptive analysis it is evident that the women with designation of senior executive position say that the work policies does influences their perceptions regarding the barriers to their advancement to senior management positions. The women with lower designations i.e. at executive and trainee levels do not perceive the work policies as important factor in the barriers to their advancement to senior positions. The reasons may be that at that senior level the responsibilities at the work place as well as the domestic or family front get double fold where they need to give more time to their families and kids, their education so they require good and fair work policies such as fair performance appraisal system, unbiased promotional opportunities, mentoring at work place, the monetary benefits at senior positions and impartation of training from time to time etc. as this would make them relaxed and motivated in the company therefore they are ready to take up the senior managerial position. The senior executives also said that the challenges at senior managerial position and gender biasness factors acting as
the barriers to their advancement to senior managerial positions. They say that struggling more for the promotion being women, working for long hours, working in shifts etc., are the challenges at the senior managerial positions which the women consider while making their decision of taking advancement to senior position. At the senior level women do consider themselves at par with male counterparts and they can not want to bear any kind of gender biasness at that stage.

B.3.3. Marital Status and Barriers to the Advancement to Senior Management Positions

The study expounds that there is no significant relationship between the views of the women executives of different marital status in the IT companies on any of the five factors i.e., the work policies, challenges at work place, gender stereotypes, gender biasness or family support as the barriers to their advancement to senior management positions. From the descriptive analysis it is evident that the woman with either the marital status of being single or married does not influence their perceptions of women professionals regarding the barriers to their advancement to senior management positions.

B.3.4. Occupation of Husband and Barriers to the Advancement to Senior Management Positions

From the descriptive analysis it is evident that the spouses of the women executives who are in the government jobs give more importance to the gender stereotypes as the factor acting as a barrier to the advancement to senior managerial positions. The reason may be that they have a secured government job of their husband so are not that bothered about losing any job so are not willing to work at place where gender stereotypes are practiced. It is evident from the study
that the women whose husbands are in corporate considered family support as an important factor which would act as a motivator or de motivator for taking up the advancement to senior managerial position. The reasons may be that are aware of the corporate culture existing in the industries. The women executives who’s spouses are working in corporate expects an equal family support for them only when they get this they are willing to take up the senior managerial position because otherwise they wouldn’t be able to balance their work responsibilities which are increased and would demand more efforts and domestic responsibilities for which the time and energy would be reduced due to senior managerial position. Else the increased responsibilities would make them feel burdened.

B.3.5. Family Monthly Income and Barriers to the Advancement to Senior Management Positions

There is a significant relationship found between income levels and the factor work policies as the barriers to their advancement to senior management positions. Descriptive mean analysis suggests that respondents with family monthly income category more than Rs 80,000 give more importance to the work policies as an important factor while taking up the advancement to senior managerial position than the women executives of other income levels. The women with lower monthly family income levels do not perceive the work policies as important factor in the barriers to their advancement to senior positions. The reasons may be that when they have higher income they feel themselves less bounded to abide by the strict and long working hours. The work policies such as fair performance appraisal system, unbiased promotional opportunities, mentoring at work place, the monetary benefits at senior positions and impartation of training from time to time etc act as the motivators to the working women as these give them
the feeling of contentment and also supports the work life balance of the women executives so if provided they would not be hesitant in taking the senior managerial positions whereas if the company do not have sound work policies this would act as a barrier to the advancement of senior managerial position.

B.3.6. Qualification and the Barriers to the Advancement to Senior Management Positions

There is a significant relationship shown in study between different qualifications of the respondents and the two factors challenges at senior managerial positions and gender biasness as the barriers to their advancement to senior management positions. Descriptive mean analysis suggests that respondents with lowest educational qualifications in the category i.e., those who were undergraduates give more importance to the challenges at senior managerial positions while others give them less importance. They say that struggling more for the promotion being women, working for long hours, working in shifts etc., are the challenges at the senior managerial positions. The reason might be that they are quite young and ready to accept the challenges but then these challenges might become the barriers in advancement to the higher positions, because the women executives who are undergraduates or at trainee level might have to complete their higher studies or higher qualifications to settle themselves at good places. They require more time for that too. Descriptive table also states that the post graduate women executives give importance to the gender biasness as a barrier in the advancement to the senior managerial position. The reason may be that they are generally at more important designations and have higher responsibilities as team leaders etc therefore the gender biasness becomes intolerable and de motivating to them at work place.
B.3.7. Number of Children and Barriers to the Advancement to Senior Management Positions

The null Hypothesis is partially accepted as it expounds that there is no significant relationship between work policies, challenges at senior managerial positions, gender stereotypes, gender biasness, family support etc, are the factors of the perceptions of women professionals regarding the barriers to their advancement to senior management positions and the number of children the women executives in IT companies. It clearly shows that the number of children the women executives have would not influence any of these factors as the barriers in taking up the advancement to senior management positions.

B.3.8. Age of the Children and the Barriers to the Advancement to Senior Management Position

The study shows a significant relationship between the age of the eldest child of the women executives in the IT companies and the two factors the work policies and gender biasness as the barriers in advancement to the senior managerial position. Descriptive mean analysis suggests that the work policies such as fair performance appraisal system, unbiased promotional opportunities, mentoring at work place, the monetary benefits at senior positions and impartation of training from time to time etc are more significant for the women executives who have children between 10-15 and then for the ones whose elder child age’s age is from 5-10 yrs. The work policies play significance to the women executives whose have the elder child at least above 5 years. The reason might be that the working women are expected to play a significant role at the home as well in the education of their kids. The work policies such as fair performance appraisal system, unbiased promotional opportunities, mentoring at work place, and
impartation of training from time to time etc would make them feel competent, confident and would give them mental satisfaction at work place. In addition to theses the monetary benefits at senior positions also would fulfill their responsibilities towards their children and domestic needs as the education of children of this age would be more expensive. It would fetch them a good status in the company as well as the society. So if they are not provided they would act as a barrier in the advancement to the senior managerial positions. From the same descriptive table it is clear that the gender biasness are more significant for those whose kids are between 5-10 years. And for this the reason might be that the children of this age Being at the senior positions there would be high responsibility in the company and if the work culture is free from gender biasness that would make them free minded and stress free at the work and can perform better both in the company as well as at domestic front. The competence of women should not be overlooked in her advancement to senior managerial position. Thus gender biasness could act as a factor or barrier in taking up the advancement to senior positions.

B.3.9. Family Type and Barriers in Advancement to Senior Management Positions.

There is a significant relationship between the family types of the women executives in the IT companies and the three factors the challenges at senior managerial positions, gender stereotypes and gender biasness as the barriers in advancement to the senior managerial position as per the study. Descriptive mean analysis suggests that the women executives, who reside in joint families, perceive that the challenges at senior managerial positions and gender biasness both factors may act as the barriers to the advancement to the senior managerial position. The women executives also give importance to the challenges at senior managerial position factor as an important one. They say that struggling more for the promotion being
women, working for long hours, working in shifts etc. are the challenges at the senior managerial positions which the women consider while making the decisions of advancement towards senior managerial positions. The reason may be that residing in the joint family makes them free to work at the work place in different times or in shifts too as the women executives are more carefree towards their domestic chores and responsibilities towards children too. Whereas the women executives who are residing in nuclear families face difficulty in maintaining the work life balance as there is no one to support at the domestic front and the roles to be played are comparatively multiple. These women executives who are residing in joint families also give importance to the gender biasness as a barrier to the advancement to senior managerial position. The reason could be that being more free in working at the work place the women executives expects unbiased treatment they consider themselves at par with male counterparts and do not want to bear any kind of gender biasness at that stage. Descriptive mean analysis also suggests that the women executives, who reside in nuclear families, perceive that gender stereotypes may act as the barrier to the advancement to the senior managerial position. The reason may be that they have a many responsibilities on themselves and are overburdened. This makes them even more conscious of the gender stereotypes and if found practiced at the senior levels in the company they are reluctant to take up the advancements towards the senior managerial positions.

C. FAMILY RESPONSIBILITIES ON THE CAREER DECISIONS

To study the impact of the family responsibilities on the career decisions of the women executives in IT companies, it is important to know about the factors which they consider as the important determinants of the family responsibilities so that their impact on the career decisions
such as that of transfer of the job, taking new projects or assignments or availing promotion, etc. can be studied. The various records and studies in newspapers and internet it is very clear that the working women decide about their career options and various decisions on basis of their domestic or family responsibilities. Probably this is due to the gender stereotypes established in our society and the multiple roles expected out of the working women both at family, society as well as the work place. It is due to this reason the women are very less in comparison to the men that top. To find the views regarding the above variables, 250 women executives were asked the questions ranging from questions 35 to 45.

C.1.1. Family Responsibilities of Women Executives

The study reveals that the personal or family worries, husbands or family’s help, family type i.e., nuclear or joint, the social norms and commitments to family responsibilities etc do influence the career decisions of the women executives in the IT companies such as the station location, transfer of job, working in shift or the nature of work itself. The respondents agreed that the commitment to the family responsibilities hinders their professional advancement. They agreed that Personal or family worries and problems distract them at their work. Respondents agreed that the responsibilities towards children in the nuclear families hinder their professional advancement. The study also indicates that respondents agreed that putting career prior to family leads to social disapproval and rejection. This coincides with the study conducted by Fitzgerald, Fassinger, & Betz, (1995) [18] focused on women’s traditional roles and revealed that it is a social norm that the women should take care of the family responsibility. And also those women’s traditional roles in homemaking and mothering influence their career choice.
C.1.2. Salary of the Husband and the Career Decisions

The study states that there does not exist any influence of the salary of the husband over the career decisions of the women executives in an organization. The salary of husband, the designation of the husband etc., do not influence the career decisions of women executives in the organization. This probably shows that the women executives are independent of their working decisions and there is a level of independence among the working couple towards their career decisions. But it is evident that the monetary need of family does influence the career decisions of the women executives. Schreiber (1998) said that women's career choice and career development processes are unique and different from those of men due to social contexts of role and expectations.

C.2. Factors Influencing Career Decisions

There were four factors, emerged out of factor analysis to study the impact of the Family Responsibilities on the Career Decisions of the Women Executives namely Influence of Family Responsibility, Salary of spouse, monetary needs of family and Family Structure.

C.2.1. Influence of Family Responsibilities

The rotated matrix has revealed that respondents have perceived that family responsibilities to be an important factor with the highest explained variance of 24.535%. Four out of eleven service features load on significantly to this factor. This factor has been named as Influence of family responsibilities as it includes statements like distraction at work due to personal or family worries and problems, putting career prior to family leads to social disapproval and rejection, undertaking career tradeoffs to take care of family
responsibilities in nuclear families, responsibilities towards children in the nuclear families hinder the women professionals advancements. Hence it can be concluded that the Influence of family responsibilities is the most crucial factor considered by women executives working at various levels in the IT companies. The study thus approves that made by Crosby (1987) who found that the challenge of balancing work and other priorities, affects women more since they do most of the work associated with the household activities, apart from taking care of children, older family members, and other dependents. It further aligns with the studies made by Frone, Russel and Cooper (1991) ;(1992); Lewis and Cooper (1987); (1988); Pleck’s (1977) who stated in their researches that family-to-work spill-over is much stronger for women than men.

C.2.2. Salary of Spouse

It has been revealed to be the second most important factor with explained variance of 13.075%. Three features were loaded on to this factor. Salary of spouse and its impact on the career decisions, the higher designation of wife restricts her career growth graph and commitment to the family responsibilities are the features highly loaded on this factor and thus this factor is named Salary of spouse and this is the second most important factor influencing the Career Decisions of the Women Executives at their work place in IT companies.

C.2.3. Monetary Needs of the Family

This is the next important factor, which accounts for 12.788% of the variance. Two statements out of eleven were loaded on to this factor. Considering the women to take care of the family as a social norm and influence of monetary needs of the family over the career decisions of the
women executives are the features that load high on this factor that results in the influence of the monetary needs of the family of the women working in IT companies over their career decisions. The study is in confirmation with that of study conducted by Wentling (1998) who quoted that the success of women’s career development is manifested in the linkage of family needs and community responsibilities to career decisions, so as to balance both roles.

C.2.4. Family Structure
Two types of features load on this factor and together account for 12.258% of the variance. This factor includes statements related to the support the respondents get from family front, such as the joint family putting obstacles in the career decisions and the help the respondents get from their husband in their household works etc. This factor concerns the influence of the family structure or type on the career decisions of the women executives at IT companies.

C.3. Relationship between Demographic Variables and Career Decisions
The various hypotheses were formulated testing the relationship between 9 various demographic variables and factors influencing career decisions that emerged out of factor analysis to study the impact of the Family Responsibilities on the Career Decisions of the Women Executives namely Influence of Family Responsibility, Salary of spouse, monetary needs of family and Family Structure.

C.3.1. Age and the Career Decisions
From the descriptive analysis it is evident that the age group of 25-35 gives more importance to the influence of family responsibility the most on the career decisions. The reasons may be
that at that age the women generally gets involved in a relationship i.e., gets married as per the Indian culture and also starts with her family, develop their families & have children to start with their schooling. The women need more hike in salary, career etc due to the increased responsibilities so these increased responsibilities at the domestic front enable them to take the decisions regarding their career for e.g. to take (an promotional opportunity associated with increased working hrs or change in station) or to leave it due to the family problem. The age group below 25 are in favor that the family structure i.e., family type whether joint or nuclear also influences their career decisions. The reasons may be that the joint family might share the domestic responsibilities and so that the women executives can concentrate more keenly on their work. Hence it might enable them to take the decisions quickly and more in favor of their career growth. For the growth in career would fetch them more monetary benefits that would help them in getting settled better in domestic life.

C.3.2. Designation and the Career Decisions

From the descriptive analysis it is evident that the senior executives give more importance to the influence of family responsibility and the salary of the spouse on the career decisions of the respondents. The reasons may be that being reached that designation the satisfaction level at the career is achieved to some extent and by this time the responsibilities at the house in the form of children’s education; the care of old aged parents etc. also become important to be attended and given quality time. ally gets involved in a relationship i.e., gets married as per the Indian culture and also starts with her family, develop their families & have children to start with their schooling. At the same time the spouse’s salary to meet the domestic children’s education expenses etc plays a vital role in taking the career decisions such as transfer or change of station,
taking higher goals, promotional opportunities expecting more time and efforts from the respondents. On the other hand the executives give importance to the monetary needs of the family in influencing the career decisions of the women executives. The trainees gave importance to the family structure i.e., joint or nuclear in the decisions regarding their career for e.g. to take (an promotional opportunity associated with increased working hrs or change in station) or to leave it due to the family problem. The reason might be that the joint family might share the domestic responsibilities and so that the women executives can concentrate more keenly on their work. Hence it might enable them to take the decisions quickly and more in favor of their career growth. For the growth in career would fetch them more monetary benefits that would help them in getting settled better in domestic life.

C.3.3. Marital Status and the Career Decisions

From the descriptive analysis it is evident that group of married executives give more importance to the factor salary of spouse the most on the career decisions. Also the descriptive table indicates that the family structure act as a strong factor influencing their career decisions amongst the respondents who are single. The group of unmarried executives gave importance to the flexible working hours and provision of extra benefits for the work life balance. This may be due to the reason that many of the women executives at this young stage want to settle themselves at very good companies with best of work life balance benefits so that they can get married and start up the family. For the same reasons they give importance to the remuneration of the extra work if taken by the organization.
C.3.4. Occupation of Spouse and the Career Decisions

Out of the four factors i.e., the influence of family responsibility, salary of spouse, monetary need of the family and the family structure, the monetary needs of the family is influenced by the occupation of the spouse of the respondents. From the descriptive analysis it is evident that the women executives whose spouses are in corporate jobs give more importance to the monetary needs of the family as the factor influencing their career decisions. The women whose husbands are in corporate have considered that family support is the important factor which would act as a motivator or de motivator for taking up the advancement to senior managerial position. The reasons may be that being both the husband and wife in the corporate there is less time they could devote to meet their domestic and family needs, therefore they might adopt new work changes, challenges or the career decisions only when they would be able to get some benefits noticeably higher in order to meet the monetary needs of the family. The women executives who’s spouses are working in corporate expects an benefits and support from the company only when they get this they are willing to take up the challenges of their career decisions because otherwise they wouldn’t be able to balance their work responsibilities.

C.3.5. Family Monthly Income and the Career Decisions

Three out of four factors the influence of family responsibility, monetary need of the family and the family structure are influenced by the family monthly income of the respondents thus influencing their career decisions. From the descriptive analysis it is evident that respondents with family monthly income category more than Rs 80,000 give more importance to the family responsibilities as an important factor while taking up the career decisions than the women executives of other income levels. The women with lower monthly family income
levels do not perceive the family responsibilities as an important factor in taking their career decisions. The reasons may be that when they have higher income they feel themselves less bounded to abide by the strict and long working hours at the stake of their family responsibilities. The women executives who have a high monthly family income would prefer sacrificing less for career decisions. The respondents whose family monthly income is between Rs. 40,000- Rs. 80,000 said that the monetary needs of the family and the family structure are the important determinants for their career decisions. The reasons may be that the monetary needs of the family if left unfulfilled there are more chances of the respondents to take up even the very challenging and tedious career decisions that would fetch them more monetary benefits. Also they give the importance to the family structure or type in which they reside i.e., joint or nuclear. The joint family supports in sharing the domestic responsibilities and therefore the respondents can easily take up the new challenges of the work place or the various career related decisions.

C.3.6. Qualification and the Career Decisions

The influence of family responsibility and the family structure are the factors considered important in influencing the career decisions of the women executives in the IT companies. The descriptive mean analysis suggests that respondents with other qualifications apart from the graduation, post graduation etc such as diploma holders or any other certificate courses etc. give more importance to the family responsibilities as an important factor for taking the career decisions. The reason might be that since they are not traditionally qualified for the companies, they try to take up the career decisions that would let them achieve the stable position but for this they consider the family responsibilities to be important. In fact to fulfill the responsibilities of
the family influence their career decisions. Descriptive table also states that the graduate women executives give importance to the family structure as most important factor in taking their career decisions. The reason may be that they are generally not at very top or important designations and to climb the ladder quick they are required to take various career related decisions and for this they need to be freed from their family and other domestic responsibilities. And this would depend upon the type of the family or simply family structure i.e. joint or nuclear families in which they reside.

C.3.7. Number of Children on the Career Decisions

The descriptive analysis shows clearly that respondents with two children considered the family responsibilities as most important factor for the carrier decisions. The reason may be that the increased responsibilities of the children sometimes don’t let them take their career decisions free mindedly. The study reveals the same facts as that of Greenhaus and Beutell (1985) ; Sekaran (1986) that those working females who are married and/or those who have children tend to experience high levels of career-family conflict because of the conflicting pressures arising from family and work. The transfer or change in station due to change in designation or work profile etc. or have to be thought from the perspective of the responsibilities towards the children, their need and attention to them. The women with more than two children considered the monetary needs of the family as the most important factor for their career decisions. The reason here may be that that the more number of children would lead to increase in their requirements, their education, the requirements of the family itself etc, i.e., to meet the monetary requirements is the prime consideration. Hence the monetary benefits are to be thought with respect to their career decisions.
C.3.8. Age of the Children and the Career Decisions

Descriptive mean analysis suggests that the family structure i.e., the type of family joint or nuclear influence the women executives whose elder child’s age is below 2 years. The reason might be that the working women are expected to play a significant role at the home as well in the upbringing of their kids. Thus taking any type of career decision would be definitely be influenced by the age of the children. At the tender age of below two years the kid would need the mother more so this might act as hindrance in their career decisions but majority the respondents said career decisions cannot be taken at the stake of their kids care and their responsibilities at least in our culture.

C.3.9. Family Type Residing In and the Career Decisions

It is evident that the monetary need of the family is the most important factor that influences the career decisions of the respondents. Descriptive mean analysis suggests that the women executives, who reside in nuclear family, consider the monetary needs of the family as the most important factor that would influence their career decisions. The women executives who are residing in nuclear families face difficulty in maintaining the work life balance as there is no one to support at the domestic front and the roles to be played are comparatively multiple. To meet all the monetary needs is a challenge and therefore whenever the career decisions are to be taken the aspect of benefits of the decisions has to be considered. This ascertains the study of Desai (1996) in view of the influence of a patriarchal value structure of the family on their career aspirations and motivations for work, found that Indian women tend to impose restrictions on their career aspirations or personal achievements for family reasons. She gave that keeping a low profile in one’s career enables these women to be in both the worlds, i.e., work and family.
D. ORGANISATIONAL SUPPORT TO ACHIEVE BETTER WORK-LIFE BALANCE

This was the another very important objective to find out from the women executives working in the IT companies about their expectations regarding work life balance activities in the companies and whether or how much they effect the performance at the work in the companies by the reduced absenteeism from the jobs, taking less number of leaves, working stress free and meeting the targets on time. To find the views regarding this, 250 women executives were asked the questions ranging from questions 46 to 55.

D.1. Boss's Behavior and Work Life Balance

The analysis states that the respondents agree that the behavior of boss does influence their work life balance and in turn their performance at the work place in the IT companies. The positive attitude carried by the boss and his support, the freedom to discuss the problems related to work life imbalance with him, completion of the targets on time and up to expectation levels of the boss, encouragement to avail the parental leave in the company and the freedom to bring the children to work occasionally when required by the respondents etc. are considered to be the determinants of the behavior of the boss which influence the work life balance of the respondents. The respondents agree that they are able to complete their targets on time and up to the boss's expectation levels of their boss. 75 percent respondents agreed that their boss carries a positive attitude and is supportive the respondents' work related commitments. It is clear from the statement 48 with low mean value that the respondents are not allowed to bring their children to work-place. Nearly 50 percent respondents disagree that their boss allows them to get their children at work when needed.
D.1.2. Organizational Support and Work-Life Balance

The study states that the women agree that the organizational support given in any form does have an influence over work life balance of the respondents in the IT companies. It is expected that the work life balance policy in the organization should be customized as per individual needs of the respondents. The encouragement to avail the parental leave in the company and the freedom to bring the children to work occasionally when required by the respondents also makes the respondents balance their work life. The negative attitudes of peers and colleagues, disturbs their work life balance. The technological aids provided by the company for the effective work often acts as obstructions in the family commitments of the women executives in the study. This factor concerns the commitments towards the family and the work conditions that influence it positively or adversely and in turn the work life balance. 80 percent women executives agreed that if work-life balance is provided in the organization their performance would be more effective. The reason is they can devote completely at work without any role conflicts. There should be encouragement to avail paid/unpaid parental leave in the company. The negative attitude of peers and colleagues at work place disturbs the balance of the respondents work and family commitments. It was found that the technical aids such as laptops/ cell phones at work place do not obstruct the respondents’ family commitments. The respondents agreed that they feel work life balance policy in the organization should be customized to the individual needs of women executives.

D.2. Factors Determining Organizational Support

Four factors have been given appropriate names according to the variables that have been loaded on each factor.
D.2.1. Boss’s Behaviour

The rotated matrix has revealed that respondents have perceived this factor to be the most important factor with the highest explained variance of 22.360%. Four out of ten service features load on significantly to this factor. This factor has been named as boss’s behavior as it includes statements like the positive attitude carried by the boss, his being supportive in work related commitments, completion of the targets on time and up to expectation levels of the boss and that the good work life balance would result in effective organization etc. Hence it can be concluded that the boss’s behavior is the most crucial factor considered by women executives working at various levels in the IT companies.

D.2.2. Customization of Work Life Policies

It has been revealed to be the second most important factor with explained variance of 17.913%. Three statements or features were loaded on to this factor. Customization of the work life balance policy in the organization as per individual needs of the respondents, encouragement to avail the parental leave in the company and the freedom to bring the children to work occasionally when required by the respondents are the features highly loaded on this factor and thus this factor is named customization of work life policies and this is the second most important factor as the organizational support expected by women executives in the IT companies to achieve better work life balance.

D.2.3. Attitude of Peers

This is the next important factor, which accounts for 13.581% of the variance. The negative attitudes of peers and colleagues is the feature that load high on this factor that results in the
disturbance of the work and family commitments, thus demotivating the respondents at the work and thus it is named attitude of peers.

D.2.4. Family Commitments

Two types of features load on this factor and together account for 13.400% of the variance. This factor includes statements of the respondents not feeling hesitant in discussing the problems related to work life imbalance with the boss and the obstructions in the family commitments due to the technological aids provided by the company. This factor concerns the commitments towards the family and the work conditions that influence it positively or adversely and in turn the work life balance.

D.3. Relationship between Demographic Variables and Factors of Organizational Support

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 supporting the fourth objective i.e. To find out the organizational support women professionals seek to achieve better work life balance.

D.3.1. Age and Organizational Support Expected By Women Executives

As experienced by women professionals in IT industry there is no significant relationship between the various demographical variables age and the factors determining organizational support expected by women executives to achieve better work life balance, the reason could be that the age of employees has an insignificant, or rather no impact on any of the factors
being studied: the behavior of boss towards them, customization of work-life policies, attitude of peers towards them, or family commitments. Given the demanding working conditions today, boss's behavior is largely driven by individual performance, and team performance as a whole, in the direction of achieving the common goals. This doesn't seem to get affected by age. On similar lines, attitude of peers towards women employees are influenced by the workplace environment, and inter-personnel skills that come into play with the interactions among employees. Age is perceived to have no impact on family commitments and customization of work life policies for women IT professionals. Such factors may vary on case-to-case basis depending on various internal as well as external factors.

D.3.2. Designation and Organizational Support Expected By Women Executives

Designation influences the organizational support expected by women executives to achieve better work life balance. The reason could be that the designation is an indicator of the nature of work and the level of responsibilities expected from an employee. For women employees in IT, their designation has a considerable impact on all the 4 factors being studied. As opposed to trainees and executives being surveyed, it is largely the senior executives who believe that boss's behaviour towards them is impacted by their designation. Trainees, to a large extent, and senior executives, to some extent, feel the impact of their designation on work related policies being customized, and also on the attitude of peers towards them. On the other hand, women IT professionals at executive level strongly realize the impact of their designation on family commitments, while those at trainee level also slightly believe so.
D.3.3. Marital Status and Organizational Support Expected By Women Executives

Regarding marital status, the perception among women IT professionals is that it doesn’t affect either of boss’s behaviour or customization of policies for them. Rather, they feel that marital status does affect the level of family commitments and the attitude peers carry towards them. Amongst the women employees in IT sector, those who are single are the firm believers of the idea that the attitude of their peers towards them, and the level of family commitments are the factors that determine organizational support expected by them to achieve better work life balance. In other words, single women do feel that the perception of peers about women employees varies with their marital status and so does the level of commitments for family. On the contrary, the married ones differ in their opinion, and don’t realize any such correlation.

D.3.4. Occupation of the Spouse and Organizational Support Expected by Women Executives

There is a significant relationship pertaining between the occupation of the spouse and the factors determining organizational support expected by women executives to achieve better work life balance. Looking at demographic information pertaining to the occupation of spouse, women working in Indian IT companies are of the opinion that it highly influences the level of customization made to work life policies for them. Among the married women IT professionals, those married to Govt. employees strongly agree that occupation of spouse highly influences the customizations made to the work-life policies. Those married to businessmen and corporate employees don’t find it relevant. The factor boss’s behavior is considered to be important by those respondents whose husbands are in corporate sector and is expected from the organization.
Family commitments are considered to be another important factor influencing the expectation of organizational support by the respondents whose husbands are in various other jobs apart from corporate, government or corporate.

D.3.5. Family Monthly Income and Organizational Support Expected By Women Executives

As indicated by the respondents, income earned is another factor that describes the way peers behave and interact with women employees in IT sector. This has no relation to the other factors being studied. Particularly, those earning monthly salaries ranging from INR 40,000 to INR 80,000 strongly feel that their income level affects the attitude their peers display towards them. Whereas, respondents above or below this salary range do not agree to any such linkages. This could be linked to the reasoning that for employees above this salary range, given the nature of job responsibilities, and the mindset, salary levels don’t matter much. On the other hand, for the ones with the lesser range of salaries, they are still in the initial learning phases, figuring out the related intricacies.

D.3.6. Qualification and Organizational Support Expected by Women Executives

As indicated by the respondents, qualifications is another factor that has an effect on the way peers behave and interact with women employees in IT sector. The respondents who are under graduates or non-graduates strongly feel that their qualification levels affect the attitude their peers display towards them. The undergraduates perceive that the attitude of peers is very important determinant of the organisational support expected by them. Whereas, respondents who do not fall in this category do not agree to any such linkages.
could be linked to the reasoning that those who are not much qualified feel that others are behaving in a different manner. This could be due to the inferiority they could feel from others in their team/organisation who would be better educated/qualified. Also on the same lines those who are graduate of above do not feel this, as they might be treated as competent against all others in their team.

D.3.7. Number of Children and Organizational Support Expected By Women Executives

It can be inferred from the responses that having children does have an effect on the way peers behave, interact with women employees in IT sector and their family commitments. On the other hand, no of children has no impact either on boss's behavior or the customization of policies. Amongst the respondents, those having more than 2 children strongly feel that this has an affect the attitude their peers display towards them. Further, those not blessed with children, or yet to have kids, feel this to a certain extent, whereas, the respondents having 1 or 2 children do not agree to any such linkages. Also those with more than 2 children or none, too feel that this has an effect on their respective family commitments. In case of more than 2 children, maybe could demand too much time dedicated to family hampering the effort in office, also in the case of not having a single child could have a psychological affect on the family affairs.

D.3.8. Age of Children and Organizational Support Expected By Women Executives

In the opinion of women IT professionals, age of the children influences peers’ attitude towards them and also the behaviour of their bosses, and has no effect over family commitments or the work-life policies being customized. Women IT employees with elder child in the age bracket of 10-15 years strongly feel that the behaviour of their boss is an important determinant in
the organisational support. A reason for this could be that an employee could be too much concerned for the future of her elder child and is not able to perform the way she could in the earlier years. Also, for those having elder child aging less than 2 years, the attitude of peers towards them does get influenced by the same fact. As it is a general notion & understanding that a child needs to be with his/her parents in this tender age, peers could be willing to help their women colleagues in terms of work load and assignments, which defines the impact of the elder kid’s age on peers’ behaviour towards women employees in IT industry.

D.3.9. Family Type Residing In and Organizational Support Expected By Women Executives

The study indicates that the family type in which the respondents reside influences the factors determining organizational support expected by women executives to achieve better work life balance. Women working in IT companies feel that type of family has an effect on the way the work life policies are customised. This has no relation to the other factors being studied. Particularly, those who stay in joint family strongly feel that this has an affect on how the work policies are customised. This could be explained by the fact that being in a joint family adds a lot of responsibilities of taking care of each family member and also for scenarios. As this attribute in not of much significance for those in the nuclear family, which is verified by the responses recorded for this category.
6.3. Suggestions and Recommendations

From the analysis carried out in the earlier chapters and the conclusions discussed in the present chapter, a number of important ideas and facts have emerged. By further crystallizing the findings of the study a number of policy recommendations have been formulated, which have been presented in the following section. These recommendations have been grouped into five broad categories:

1. Gender Sensitivity With Regard to Women Executives.

2. Organizational Support System

3. Lifting the Barriers to promotions,


1. Gender Sensitivity With Regard to Women Executives

From the study and review of literature it has been observed that Indian organizations in general and IT organizations in particular have been treating all their employees alike irrespective of their gender. These organizations do not appreciate the special circumstances under which women employees have to work and the specific requirements of these employees, which need to be appreciated by these organizations. Top management of these companies need to be sensitive towards the gender specific requirements of women executives. Thus they can be more effective in improving gender diversity of their company and prevent the depletion of valuable human resource by way of attrition. By taking care of gender specific requirements the organizations can make them more productive, thereby improving the performance of the organizations as a
whole. From the present study we have been able to identify certain affirmative action that can help meeting these special requirements.

1. (i) ** Provision of child care facility:** An important factor that distracts the attention of women executives, resulting in adverse impact on the performance is a overriding concern for the care of pre-school going children at home, left at the mercy of maids. It's necessary to develop a children's programme for working mothers/fathers within the organizations. Companies need to invest in a separate space where a working parent can spend time with their kids during work hours. A progressive firm needs to make arrangements with respect to school pick-up/dropping and other basic amenities in the form of indoor games, stationary, food, etc.

1. (ii) ** Need For Full Time Counselors in the Company:** The work culture in IT sector is very different, working in shifts, working hours are long, targets are challenging, thus making it a tedious job. It becomes all the more tough when it comes to women who are expected to justify both at home as well as at work place. It is even more challenging in context of Indian women where it is moral duty of working women to fulfill the role of homemaker and also obliged to follow social and customary obligations. This inevitably has a negative influence on the mental as well as physical health of the women working in this sector. To strike a balance between physical and mental rhythm to synchronize with that of the demands of work many times the women executives are required the help of counselors. Therefore the IT companies should recruit the counselors on full time basis.
1. (iii) **Establishment of welfare committee** There is a need to establish the welfare committees at the workplace where employees are an important part and where they can voice their concerns. This could help them in their career guidance, personal decisions, domestic problems, child care, day care, children education, healthcare, monitoring workplace harassment etc.

1. (iv) **Legal Support:** There is absence of any notion of work protections and guidelines in Indian companies. There is a need of establishing an equitable and gender-safe work culture. In countries like the UK and Australia, where the IT industry is a lot older, there is a great deal of understanding on what this unique workplace entails and what needs to be done about it and have signed onto a call center charter that includes, among other things, a minimum standards code of the workplace. But in Indian IT companies, as of now, there is a lack of serious understanding of this problem, the making of a minimum standards code is yet a thought.

1. (v). **Mentoring at workplace:** The IT companies should implement mentoring systems at their workplaces for the women executives. There should be a mentor allotted to each employee with whom they can openly share their problems, grievances or the matters related to their domestic problems. The mentor can guide and help in solving their problems and take care of feeling of insecurity among the women employees. Mentoring is particularly more important for new entrant in the organizations, as they don’t have a social group, without which the learning about the work and organization culture becomes very difficult. Mentor also acts as a big emotional support to new employee in the company.
2. Organizational Support System

2. (i). Maternity leave: It has been found that in most of the traditional organizations in private sector women leave the job after they get married and this is considered a normal practice. It is because of this reason many organizations don’t prefer women employees while making new selections in the company. Apart from the discrimination at the entry stage they also face gender discrimination at the promotion stage as the management has a mindset that the employee may ultimately quit the job when she acquires children. The importance of retaining the women employees is being increasingly recognized by banking sector. As per the study child birth and childcare are the biggest career obstacles a woman faces between 25 to 35 years of her age.

2. (ii). Provision of Time-out: The people working in IT and software companies are knowledge workers and are supposed to perform creative work. The IT sector companies should appreciate that the work schedule cannot be like other manufacturing or service organizations. Time out is an efficient tool by which every employee is given an opportunity to choose time-out during work hours. This can be followed on a daily/weekly basis depending on the nature of the job and organization. An employee can take 30-45 minutes of time-out to read, listen to music, play an indoor game, take a nap, exercise, practice yoga, watch a movie, etc. But at the same time, the employee must be within the company premises at a dedicated space allocated to pursue such activities.

2. (iii). Health concerns: Long hours of work, permanent night shifts, incredibly high work targets, the odd timings and nature of work roots etc has an hazardous impact on the health of the women executives. Women psychology is different from that of men. Women executives
undergo various physical and psychological changes at different life cycle stages. IT companies should frame and reframe their workloads in accordance to state of well being of employees. Their health and health insurance should be given a prime concern.

3. Lifting the Barriers to promotions:

Women Executives should be encouraged and supported to break the Glass Ceiling. The number of women working at the middle level and higher level in most of the companies in India is drastically low. There may be a few big names in the banking sector and certain iconic names like Indira Nooie and Kiran Shaw Mazumdar who are the CEOs, but these names can be counted on fingers. The ratio of women at Board level is pathetic and it is now being realized by the management of companies that this issue needs to address seriously. In IT companies there is no big women name we can find at CEO level. The much talked about Glass Ceiling is intact and there are very few women executives who have been able to break.

3. (i). Job exchange and Job sharing: The companies should keep making the “work” as challenging but the not the working. There should be provision of work from home beyond a certain time limit. The transfers should be made keeping the considerations of family conditions of the women employees. There should be the provision of job exchange and job sharing with their male or other female counterparts.

3. (ii). Gender Stereotypes: The IT companies should break the gender stereotypes at the work place, in promotion system or any other career development of the women executives. The traditional approach of keeping certain top positions reserved for men only and treating women
unfit for field and touring jobs should be discarded. This would increase the number of women executives in middle level and higher levels of management in IT companies, resulting into better gender mix and gender diversity which is considered an important contributing factor for better performance. This would make them confident and would slow down the career trade-offs and job turnover for more comfortable jobs.

3. (iii). Gender Biasness: Gender Biasness is natural to Indian organizations. Though it is desirable that it should be completely eradicated from the modern work place, but it needs a drastic overhauling of the organizational culture and practices like selection, promotion, transfer, workloads, work place etc. This would improve gender mix ratio and in long run would have positive effect on the performance of the company.

3. (iv). Post Maternity Training: When a women joins back after the long leave, in order to reorient her relating the developments that might have taken place relating to her job, some training is desirable to improve her skills and knowledge, which will definitely contribute to her performance. The women executives should also be provided with the training in order to acquaint them with the work of the higher positions and update them with the latest in IT sector. This will go a long way in more and more women opting for higher managerial positions.

3. (v). Unbiased performance appraisal system: This study has made evident that the women executives in IT and ITES companies said that unbiased performance appraisal system motivates them for improving their performance. Male dominance, gender stereotyping has impact on the attitude of senior managers, which in turn affects the performance appraisal system.
3. (vi). Unbiased promotional opportunities: The study revealed that the women executives are of the opinion that the unbiased promotional opportunities motivate them and makes them self confident at their work. This improves their performance. Any bias in performance appraisal system may lead to discrimination in providing promotional opportunities to female employees. The two are very closely interrelated and can be addressed by cultivating Gender Sensitivity in the organization as a whole.


4. (i). Inclusion of the concept work from virtual office: We are all aware that the current generation is highly networked and uses technology seamlessly. What is likely to happen in a decade from now is that the concept of "physical office space" will be replaced by the concept of 'Virtual Office' and employees will be working from their preferred locations/time-zones. I guess it would be normal to experience employees on vacation and work at the same time. The IT Companies particularly can be the pioneers in the virtual office concept, as it is very cost effective. The office space and transportation costs which are very significant can be saved resulting into a win-win situation for both employees and the company. A large number of respondents in the study have expressed their preference for flexibility in working hours at work place.

4. (ii). Personalize the workspace: The offices are likely to provide much more than just a cubicle. The office space are presently designed to take care of employees' "needs" beyond work
but there should be facilities included that will encourage employees to stay fit, helps in grocery shopping, pursue their hobbies, etc.

4. (iii). Implementing the concept of Work-exchange: Creating a "trading place" where employees can opt to pursue something that they aspire to (read: hobby) will foster positive results. This concept has been successfully used by some companies in US.

4. (iv). Review of work processes: The work of the women executives should be monitored so as to identify the problems before they crop and to see if the burden on women employees can be lightened. This would enable the employers rectify it on time and retain the women employee in the organization.

4(v) Post Maternity Benefits: Apart from the maternity benefits mandated by law, which most of the organizations are supposed to follow, there are many Indian companies which are improvising and providing additional benefits to the women employees. Executive director ICICI bank Mr. Ram Kumar says that ICICI group provides its employees a unique leave basket: six months of paid maternity leave that can be extended by taking leave without pay on need basis; 36 days of paid child care leave each year for mothers or single fathers till child attains the age 2 years and 180 days of leave for employees undergoing fertility treatment. The bank is now exploring a maternity cover option, where for the duration that the new mother is away a temporary replacement is found either through short term attachments or fixed term contracts.
HSBC in India provides its women employees a leave for six months fully paid. The bank has recently introduced post maternity transition. A month prior to joining, a certified counselor establishes contact with the new mother to understand her state of mind as she readies to come back to work. This is followed by a post-joining group counseling session held between 60 and 90 days of joining focused on enabling development of a support group of new parents. At the Standard Chartered Bank women constitute about 30 percent of the overall workforce. Apart from six months' maternity leave, the bank offers sabbaticals and day care centers called Colors of joy across New Delhi and Mumbai. The policies have been laid out keeping future talent needs in mind.- Anumeha Chaturvedi & Saumya Bhattacharya, Banks Rocks the Rules for Moms, The Economic Times (Tuesday, 18 June 2013). The IT Companies in India should pick a leaf from the banking sector and introduce such benefits to the women executives. This will enable them to join back the work after meeting their responsibilities assigned to them by the nature.

4. (vi) Employee Assistance Programs A beneficial program that can play a vital role in an organization's eldercare program. Some of the lesser-known benefits of an EAP are referrals to community programs and contacts regarding eldercare issues. Human resource professionals could significantly increase EAP usage by learning more about EAP eldercare support and communicating this to the employees.

4. (vii). Working Women Support Index: There is a strong need of making a working women support index to keep a check upon the companies in various sectors for tacking the level of support systems that the government, corporate and communities provide women and enable
them to balance their work and family. The index could act as a yard stick on society, government and the companies etc. This should include parameters such as society being educated on the need for women to pursue a career, the government introducing policies for child care and day care centers, institutions providing career and life-related counseling services, corporate initiating work life balance programs. The corporate and government should take safety and health initiatives for the working women. The governance bodies are to be formed for monitoring workplace harassment, and taking actions against it. It is time to move beyond women empowerment and their equality issues.

4. (viii). **Total Life Planning** is a new and innovative approach to work/life benefits that helps employees to examine the important aspects of their professional and personal lives and understand how they relate. Their goal is "to encourage employees to look at their lives as a whole and assess relationships, emotional and physical wellbeing, careers, spirituality, and their personal financial situation. From these programs, employees can assess their available choices to improve balance in their lives and develop an individualized life plan the most successful programs set a goal-oriented environment with a meaningful and transformational component for each individual." The concept of the total life planning represents a paradigm shift in our society. One of the major benefits is renewed employee energy, enthusiasm for work, and increased productivity.

4. (ix) **Employee Engagement and Involvement:** The organization should engage the employees on a continuous basis. The invaluable treasure of ideas and suggestions should not be allowed to go waste. Regarding the work life balance requirements it is better to invite ideas and
suggestions from the very people for whom the organization wants to design the schemes. The organizations should gradually move towards the concept of Customization of Work Life Balance Benefits.

5. Customization of Work Life Balance Benefits

The data collected relating to demographic variables presents a diverse picture of women working in IT companies. Married women may need maternity leave, single women may need study leave for improving their qualifications as they are generally more focused on their career. Some women executives may need flexible work timings to look after the ageing parents. Child bearing women may have different requirements. Hence the idea of Customization of Work Life Balance Benefits is gaining increased acceptability in the companies in many developed countries. The IT work force has tremendous international exposure, many women executives work on projects with foreign clients, hence they expect that Indian IT companies should also follow the international best practices. The Idea of designing the work life to suit the specific requirement of a particular employee can be very effective strategy to optimize the benefits to both the organization and the employee. Hence a bouquet of benefits can be designed from the work life balance benefits discussed in the earlier part of this chapter as per the requirement of the employee.

In the end to sum up the entire discussion as a concluding remark we can say that, not only the IT companies, but all organizations need to take serious measures to attract and retain larger number of women workforce in the organizations if we want to make India as economic superpower. There is lot of evidence to suggests that helping employees to manage work and
non-work time is good for business but these ‘win-win’ solutions are not achieved by offering atypical working hours a day, which suits the needs of the business. Similarly, granting requests for flexible working practices without properly designing the new job is unlikely to achieve the best outcome for the individual or the business. Work-life policies cannot be seen as a perk. The rigid and inefficient work practices followed in most of the organizations have been contributing to rising stress levels and high attrition rates, leading to a disastrous impact on the organizations. Hence the way work is organized and rewarded has to be fundamentally challenged and nothing less than total transformation will is required.

6.4. Limitations of the Study

1. Perceptions of the women executives have been used to draw conclusions and make generalization for the present study. Like all such studies in social research which are based on the perceptions of the respondents selected in the sample, there is a big possibility of perceptual errors. All studies in the field of social sciences have to bear with this limitation.

2. Although the present study covers the response of 250 respondents in IT firms in different cities, which is an acceptable sample size, but a larger size of the sample could be more representative of the population for better generalizations of the findings. However due limitation of time and resources the sample size was restricted to 250.
6.5. Future Research

With most of the women executives in IT Companies quitting their jobs at middle levels, future research could be carried out which is focused on this particular aspect. Women working in other sectors like teaching, hospitals etc where they are employed in large numbers, a study in such organizations can make a lot of addition to the literature in this emerging area of research on HR in organizations.

In-depth studies on work-life balance in particular firms using case study method of social research would be more useful for making a comparative analysis.
REFERENCES


