The highly expected social support factors among the executives in the IT field are personal support and organization support since their mean scores are 3.3144 and 3.2279 respectively. Among the executives in the ITES field, these two are personal support and work-based support since their mean scores are 3.8162 and 3.7745 respectively. Regarding the level of expectation on social support factors, the significant differences among the two group of executives have been noticed in the case of work-based support and personal support since their respective ‘t’ statistics are significant at five per cent level.

CHAPTER-VII

SUMMARY OF FINDINGS, SUGGESTIONS AND CONCLUSION

7.1 SUMMARY

The objectives of the present study were accomplished in four stages. First of all, the antecedents of the work-family interface (Profile of the executives) among the executives were examined. It was followed by the level of work-family interface (work-family conflict and family-work conflict) among the executives. The outcomes of the work-family interface among the executives were analysed at four different dimensions namely organizational outcome, family outcome, employment outcome and job performance at the third stage. Finally, the association between the antecedents of work-family interface and its outcome had been discussed with the impact of work-family interface on various outcomes and
job performance. Results of the analysis were presented and discussed in earlier chapters. The work done and its findings are summarized in this chapter to draw specific inferences and suggestions.

The specific objectives of the this study were: (i) to exhibit the profile of the executives in the IT and ITES fields; ii) to reveal the importance of work roles and family roles among the executives; iii) to identify the work-family and family work conflict among the executives; iv) to analyse the association between the profile of executives (antecedents of work-family interface) and the work-family conflict and family – work conflict; V) to examine the various outcomes of work-family interface; vi) to evaluate the linkage between antecedents and outcomes of work-family interface and vii) to exhibit the level of adoption of coping strategies to manage the work-family interface and the expected social support to manage it in future.

The concepts and the methodology were formulated according to the objectives of the study with the help of comprehensive review of the previous studies. The secondary data about the executives working in the IT and the ITES fields were collected from the association of registered IT companies in Chennai.

The applied research design in the present study is descriptive in nature. In order to collect the primary data from the executives, a well designed and
structured questionnaire was used. To collect the primary data, the registered IT companies which have both the IT and the ITES were purposively selected for the study in order to compare the work-family interface among the executives in both fields. In total 10 (ten) IT companies satisfied the selection interim which is operating in 54 centers. The total number of executives working in these companies are 97339. The sample size of the present study was arbitrarily taken as 10 per cent of the total population. The stratified proportionate random sampling had been applied to distribute the sample. Both the companies and the IT and the ITES were treated as strata. Out of the 973 executives, only 475 executives responded to the questionnaire in a full pledged number. Hence, those 475 executives were included as the total sample of the study. The collected data were processed with the help of appropriate statistical tools to get meaningful results. The various findings of the present study are summarized below.

7.2 FINDINGS

The important age periods among the executives is from 25 to 30 years and from 31 to 35 years. Among the executives in the IT and the ITES fields, the most important age groups are from 31 to 35 years and from 25 to 30 years respectively. The important gender among the executives is male which is commonly identified among the executives in the IT and the ITES fields.
The important level of education among the executives is engineering and undergraduation. The most important level of education among the executives in the IT and the ITES fields is engineering and undergraduation respectively. The dominant personal income per annum among the executives is from Rs.3 to 5 and from Rs.5 to 7 lakhs. The most important personal income per annum among the executives in the IT and ITES fields is from Rs.3 to 5 lakhs.

The dominant years of experience among the executives is from 9 to 12 and from 6 to 9 years. The most important years of experience among the executives in IT and ITES field is from 6 to 9 years and from 9 to 12 years respectively.

The most important marital status among the executives in the IT and the ITES fields is married status. The important type of family among the executives in the IT and ITES fields is Nuclear family system. The important family size among the executives is from 3 to 4 members and less than 3 members per family. The most important family size among the executives in the IT and the ITES fields is from 3 to 4 members.

The important number of earning members per family among the executives is two and one. The most important number of earning members per family among the executives in the IT and the ITES fields is ‘two’ members. The important level of education of spouse among the executives is undergraduation.
and others. The most important level of education of spouse among the executives in the IT and the ITES fields is engineering and undergraduation and others respectively.

The important nature of employment of spouse among the executives is employed which is commonly identified among the executives in the IT and the ITES fields. The most important parental status among the executives in IT and ITES field is with children. The important age of the youngest child is from 4 to 6 and less than 2 years. The most important age of the youngest child among the executives in the IT fields and the ITES fields is less than 2 years and from 4 to 6 years respectively.

The important annual family income of the executives is from Rs.10 to 15 lakhs and from 5 to 10 lakhs. The most important annual family income among the executives in the IT and the ITES field is from Rs.5 to 10 lakhs and from Rs.10 to 15 lakhs respectively.

The highly viewed care responsibilities among the executives in the IT field is child care and caring of disabled child whereas among the executives in the ITES field, it is caring of sick adult and caring of sick child. Regarding the caring responsibilities, the significant difference that has been noticed among the two group of executives in the case of child care, caring of disabled child and the
caring of sick adult. The overall caring responsibilities is identified higher among
the executives in the ITES field.

The important time devoted to family works per week among the
executives is less than 7 hours and from 7 to 10 hours. The most important one
among the executives in IT and ITES field is from 7 to 10 hours and less than 7
hours respectively. It is inferred that the time devoted to family works among the
executives in the ITES field is lesser than that in the IT field.

The dominant designation among the executives is lower level management
and middle level management. The most important designation among the
executives in the IT and the ITES fields is lower level and middle level
management respectively.

The important hours worked per week among the executives is from 61 to
70 hours and from 51 to 60 hours. The most important one among the executives
in the IT and the ITES field from 51 to 60 hours and above 70 hours. The hours
worked per week among the executives in the ITES field is greater than that in the
IT field.

The important working schedule among the executives is irregular and
regular. The most important among the executives in the IT and the ITES fields is
regular and irregular respectively.
The highly perceived work domain factors among the executives in the IT field are frequent changes in company policies, no balance between the talents and salary and no proper acceptance of employees request. Among the executives in the ITES field, these are inconvenient working hours, dumping of heavy work load and monotony of repeated work. Regarding the perception on work domain factors, the significant difference among the two group of executives has been noticed in nineteen variables out of thirty variables.

The important work domain factors identified by the factor analysis is unsupportive colleagues, pressure on work, performance inhibitors, lack of empowerment, effort-reward imbalance, working hours and working conditions. The highly perceived work domain factors among the executives in the IT field are effort-reward imbalance and performance inhibitors whereas in the ITES field, it is lack of empowerment and performance inhibitors. Regarding the perception on work domain factors, the significant difference among the two group of executives has been noticed in case of unsupportive colleagues, pressure on work, performance inhibitors, lack of empowerment and working hours.

The significantly associating important control variables of the executives and their perception on work domain factors are their years of experience and level of education. The significantly associating important family domain variables are family size, level of education of spouse, age of the youngest child,
time devoted to family work per week and caring responsibilities. The organizational variables are hours worked per week and working schedule.

The important discriminant work domain factors among the executives in the IT and the ITES are working hours and pressure on work. Both these factors are identified as very high in the ITES field than that in the IT field.

The highly focused variables in the job among the executives in the IT field is their job enrichment and problem solving in the job whereas in the ITES field, these two are job content and job enrichment. Regarding the importance given on job, the significant difference among the two group of executives has been found in the case of job analysis, problem solving in the job, job enrichment and job involvement.

The highly focused variables in the family among the executives in the IT field are caring of family members and interrelationships with spouse whereas in the ITES field, these two are daily family responsibilities and interrelationships with spouse. Regarding the importance given on family variables, the significant difference among the two group of executives has been seen in the case of interaction with the family members, interrelationship with the spouse and caring of the family members.
The importance given on job is higher than the importance given on family among the two groups of executives. But the difference between the importance given on job and family is identified as higher among the executives in the ITES field than among the executives in the IT field. The significantly associating control variables with the difference between the importance on job and family are age, gender and years of experience.

The significant family domain variables are marital status, family size, number of earning members per family, level of education of spouse, employment of spouse, age of the youngest child, family income, caring responsibilities and time devoted to family work per week. The organization variables namely designation, hours worked per week and working schedule are significantly associating with the difference between the importance given on job and family.

Significant negative correlation between the importance of job and a few work domain factors have been noticed. These are unsupportive colleagues, pressure on work, lack of empowerment and imbalance in effort-reward. In the case of importance of family, the factors are performance inhibitors, lack of empowerment and imbalance in effort-reward.

The work-family conflict (WFC) among the executives has been derived from eight related statements which is statistically valid. The highly viewed WFC
variables among the executives in IT field is inability to share the views with family members and work keep the executives away from their family members whereas in the ITES field, these two are ‘work affects the amount of time spent with family members and work keeps the employees away from family members. The work-family conflict is identified as higher among the executives in the ITES field than in the IT field.

The family-work conflict (FWC) among the executives has been derived from eight variables which show their statistical validity. The highly viewed FWC variables among the executives in the IT field are the preoccupation with family matters at work and stress caused by the children which affect the performance in the work. Among the executives in the ITES field, these two are ‘helpless family life create stress at work place and strained family relationship which lead the stress at work place. The overall FWC among the executives in the IT field is greater than in the ITES field but that difference is not statistically significant.

The significantly associating important control variables with the WFC among the executives are their age, educational qualification, personal income and years of experience whereas in the case of FWC, these are age, gender, educational qualification, personal income and years of experience. The significantly associating family domain variables with the WFC are marital status,
number of earning members per family, level of education of spouse, employment
of spouse, age of the youngest child, family income, caring responsibilities and
time devoted to family work per week. In the case of the FWC, these family
domain variables are marital status, family size, age of the youngest child, family
income, earning responsibilities and time devoted to family work per week.

The significantly associating organization variables with the WFC among
the executives are ‘hours worked per week’ and ‘working schedule’ whereas in the
case of the FWC, these are designation, hours worked per week and working
schedule. The significant positive relationship with the WFC and work domain
factors namely supportive colleagues, pressure on work, effort-reward imbalance
and working hours have been noticed among the executives. In the case of the
FWC, it is identified in the case of pressure on work only.

The outcome of the work-family interface is classified into organizational
outcome, personal outcome and employment outcome. The organizational
outcome consists of the organizational commitment, job satisfaction, job stress,
intent to turnover, rating of organization and absenteeism. The organizational
commitment among the executives are derived from seven variables which
confirm the validity and reliability. The organizational commitment among the
executives in the IT field is far better than the organizational commitment among
the executives in the ITES field. The significant difference among the two group of executives have been noticed regarding their organizational commitment.

The job satisfaction among the executives have been derived with the help of twelve related statements which confirm the reliability and validity. The highly satisfied variables among the executives in the IT field are fringe benefits and pay whereas in the ITES field, they are fringe benefits and training and development opportunities. The overall job satisfaction among the executives in the IT field is higher than the satisfaction among the executives in the ITES field. The difference between them regarding job satisfaction is statistically significant.

The job stress among the executives have been examined with the help of eighteen variables. These eighteen variables explain the job stress to a greater extent. The highly viewed job stress variables among the executives in the IT field are job insecurity and complexity of work whereas among the executives in the ITES filed they are Job security and lesser liberties. The overall job stress is very high among the executives in the ITES field compared to that of their counterparts. The significant differences among the two group of executives have been noticed in all the job stress variables except the low pay and poor working conditions.
The intent to turnover among the executives has been derived by eleven variables. The statistical reliability and validity of the eleven variables with the intent to turnover have been confirmed with the help of confirmatory factor analysis. The highly viewed variables in intent to turnover among the executives in the IT field are ‘opportunities for advancement elsewhere’ and ‘to engage in more ‘interesting work’ whereas among the executives in the ITES field, these two are personality conflicts with workers or managers and opportunities for advancement elsewhere. The overall intent to turnover is noticed as higher among the executives in the ITES field than in the IT field. The significant difference among the two group of executives have been noticed regarding their intent to turnover.

The overall rating of the organization is comparatively poor among the executives in the ITES field than in the IT field. The absenteeism among the executives has been derived from six related variables which confirm the reliability and validity. The highly rated variables in absenteeism among the executives in the IT field are absenteeism due to child care and physical fatigue whereas in the ITES field, they are absenteeism due to physical fatigue and family related problems. The overall absenteeism among the executives in the ITES field is identified as higher than the absenteeism in the IT field. The significant
difference between the two groups of executives has been identified regarding their absenteeism.

The significantly associating important control variables with the organizational outcome among the executives are their age, educational qualification and years of experience. The family domain variables are time devoted to family work per week, caring responsibilities, age of the youngest child, level of education of spouse and number of earning members per family. The organization variable is hours worked per week.

The organizational commitment is significantly related with few work domain factors namely unsupportive colleagues, pressure on work, lack of empowerment and working hours whereas in the case of job satisfaction, these are unsupportive colleagues, pressure on work, lack of empowerment, working hours and working conditions. In the case of job stress, the significantly correlating work domain factors are unsupportive colleagues, pressure on work, performance inhibitors, lack of empowerment, working hours and working conditions. In the case of intent to turnover, these work domain factors are unsupportive colleagues, pressure on work, lack of empowerment, effort–reward imbalance and working hours whereas in the case of overall rating, these are unsupportive colleagues, pressure on work and working hours. Regarding the absenteeism, the significantly
correlating work domain factors are unsupportive colleagues, pressure on work, effort-reward imbalance and working hours.

The work-family conflict (WFC) has a significant negative impact on organizational commitment, job satisfaction and overall rating of the organization. It has a significant positive impact on job stress, intent to turnover and absenteeism. Higher impact of the FWC on the organizational outcome has been noticed in the case of job stress and absenteeism.

The family–work conflict (FWC) has a significant negative impact on organizational commitment, job satisfaction whereas it has a significant positive impact on job stress and absenteeism. At the same time, the FWC has no significant impact on intent to turnover and overall rating.

The family outcome of the work-family interface has been analysed with the help of positive parenting, family integration, parental satisfaction, family adaptation, and family satisfaction. The positive parenting has been examined with the help of five statements that confirm the reliability and validity of the construct. The highly perceived positive parenting among the executives in the IT field are ‘very often I laughed together with my children’ and ‘always listen to my children’s ideas and opinions’ whereas among the executives in the ITES field, these two are ‘very often I laughed together with my children’ and ‘know where
my children were’. The overall positive parenting is seen among the executives in the IT field than among the executives in the ITES field. The significant difference between the two groups of executives has been identified regarding their positive parenting.

The family integration among the executives has been measured with the help of five related statements which confirm the reliability and validity of the construct. The highly integrated family affairs among the executives in the IT field are ‘frequent participation in all the family functions’ and ‘frequent counseling along with all the family members’ whereas in the ITES field, these are frequent participation in all family functions and feeling of ‘secured’ with the family members. The family integration among the executives in the IT field is greater than among the executives in the ITES field. The significant difference among the two group of executives have been noticed regarding their family integration.

The parental satisfaction is one of the family outcomes which has been measured with the help of six variables. The highly satisfied variables among the executives in the IT field are the achievement of the children and children’s behaviour whereas in the ITES field, these two are achievements of children and relationship with children. The overall parental satisfaction is identified as higher among the executives in the IT field than in the ITES field whereas the difference between the two groups of executives is not statistically significant.
The family adaptation among the executives has been measured with the help of six related statements which confirm the reliability and validity of the construct. The highly viewed variables in family adaptation among the executives in the IT field are adaptation with other members and higher dependent population whereas among the executives in the ITES field, these two are adaptation with the children and higher family responsibilities. Higher family adaptation is identified among the executives in IT field than among the executives in the ITES field. The significant difference among the two group of executives has been noticed regarding their level of family adaptation.

The level of family satisfaction among the executives has been measured with the help of ten variables. These ten variables explain the family satisfaction to a greater extent. The highly satisfied variables in family satisfaction among the executives in the IT field are family ability to share positive experiences and degree of closeness with family members whereas in the ITES field, these two are family’s ability to share positive experiences and family’s ability to be flexible. The level of family satisfaction is higher among the executives in the IT field than among the executives in the ITES field. The difference between the two groups of executives has been noticed statistically significant regarding their levels of family satisfaction.
The significantly associating control variables with the positive parenting are age, educational qualification, personal income and years of experience. Regarding the family integration, these significant control variables are educational qualification, personal income and years of experience whereas regarding the parental satisfaction, the control variables are age, educational qualification and years of experience. In the case of family adaptation, the significantly associating control variables are age, level of education, personal income and years of experience whereas in the case of family satisfaction, the control variables are age and years of experience.

Regarding the positive parenting and family integration, the significantly associating family domain variables are marital status, family size, level of education of spouse, age of the youngest child, family income, caring responsibilities and time devoted to family work per week. Regarding the parental satisfaction, the significantly associating family domain variables are family size, number of earning members per family, level of education of spouse, age of the youngest child, family income, caring responsibilities and the time devoted to family work per week. In the case of family adaptation, these significant family domain variables are family size, level of education of spouse, age of youngest child, family income, caring responsibilities and the time devoted to family work per week whereas regarding the family satisfaction, these family domain variables
are number of earning members per family, level of education of spouse, age of youngest child, family income, caring responsibilities and the time devoted to family work per week.

The significantly associating organization variables with the positive parenting are hours worked per week and working schedule whereas in the case of family integration, these two are designation and hours worked per week. In the case of family adaptation, it is hours worked per week whereas in the case of parental satisfaction and family satisfaction, the variables are designation, hours worked per week and working schedule.

Regarding the positive parenting family, integration and parental satisfaction the significantly and negatively correlated work domain factors are unsupportive colleagues, pressure on work, lack of empowerment and working hours whereas in family adaptation, the work domain factors are unsupportive colleagues, pressure on work, lack of empowerment, effort-reward imbalance and working hours. Regarding the family satisfaction, the significantly and negatively correlated work domain factors are unsupportive colleagues, pressure on work, lack of empowerment, working hours and working conditions.

The significantly and positively influencing work domain factors on the work-family conflict (WFC) among the executives in both fields are unsupportive
colleagues, pressure on work, effort-reward imbalance and working hours where these impacts are higher among the executives in the ITES field than among the executives in the IT field. The significantly and positively influencing work domain factors on the family work conflict is unsupportive colleagues, pressure on work and working hours whereas this impact is identified as higher in the ITES field. The impact of work domain factors on the WFC is greater than that on the FWC.

The significant negative impact of the WFC has been noticed on positive parenting, family integration and family satisfaction. The significant negative impact of the FWC has been noticed on positive parenting, family integration, parental satisfaction, family adaptation and family satisfaction.

The employment outcomes are focused by burnout, depressed mood, perceived stress, perceptions on health and life satisfaction. The burnout among the executives has been computed with the help of 10 related variables that confirm the reliability and validity of the construct. The higher burnout outcome has been noticed among the executives in the ITES field than among the executives in the IT field. The highly viewed variables in burnout among the executives in the IT field are ‘being weary and feeling of depressed’ whereas among the executives in the ITES field, these are ‘feeling of depressed’ and
‘feeling of trapped’. Regarding the burnout, significant difference between the two groups of executives has been noticed.

The depressed mood is one of the important employment outcomes. It can be measured with the help of eight variables. The highly viewed variables in depressed mood among the executives in the IT field are the negative perception on world and no faith on others whereas in the ITES field, these are ‘no scope in the present work’ and ‘no faith on others’. The overall depressed mood among the executives is identified as higher among the executives in the ITES field than in among the executives in the IT field.

The ‘perceived stress’ among the executives has been measured with the help of seven variables related to perceived stress. The variables included in perceived stress explain the perceived stress to a greater extent. The highly perceived stress variables among the executives in the IT field are higher risks in current life and events in current life which are unpredictable. Among the executives in the ITES field, these are unpredictable current life and higher risks in current life. Higher perceived stress is noticed among the executives in the ITES field than among the executives in the IT field. The significant difference among the two group of executives has been noticed regarding their level of perceived stress.
The executives in the IT field perceived that their health is good and fair whereas the executives in the ITES field, perceived that these levels are fair and poor. The life satisfaction among the executives has been measured with the help of five related statements which also confirm the reliability and validity of the construct. The highly viewed statements in life satisfaction among the executives in the IT field is ‘In most ways my life is close to my ideal’ whereas in the ITES field, it is also the same but the level of satisfaction is lesser. In total, the level of life satisfaction among the executives in the IT field is better than the level of satisfaction among the executives in the ITES field. Regarding their levels of life satisfaction, significant difference between the two groups of executives has been noticed.

The significantly associating control variables with the level of burnout among the executives are age, educational qualification and years of experience whereas with the level of depressed mood, these variables are age, personal income and years of experience. Regarding the level of perceived stress, the significantly associating control variables are age and educational qualification whereas in the case of perception on health, these control variables are age, gender, educational qualification and personal income. Regarding the level of life satisfaction, the significantly associating control variable is age.
Regarding the level of burnout, the significantly associating family domain variables are marital status, family size, level of education of spouse, age of the youngest child, family income, caring responsibilities and time devoted to family work per week. The significantly associating family domain variables with the level of depressed mood are family size, level of education of spouse, age of the youngest child, family income, caring responsibilities and time devoted to family work per week. Regarding the level of perceived stress, the significantly associating family domain variables are family size, number of earning members per family, level of education of spouse, age of the youngest child, family income, caring responsibilities and time devoted to family work per week.

Regarding the level of perception on health, the significantly associating family domain variables are marital status, number of earning members per family, level of education of spouse, employment of spouse, age of the youngest child, caring responsibilities and time devoted to family work per week whereas regarding the level of life satisfaction, these family domain variables are marital status, family size, level of education of spouse, age of the youngest child, caring responsibilities and time devoted to family work per week.

The significantly associating organization variables with the level of burnout and depressed mood among the executives is designation, hours worked per week and working schedule whereas the significantly associating organization
variable with the level of perceived stress and life satisfaction is hours worked per week. Regarding the level of perception on health, the significantly associating organization variables are hours worked per week and working schedule.

The significant positive relationship between the level of burnout and the work domain factors namely unsupportive colleagues, pressure on work, lack of empowerment, effort-reward imbalance, working hours and working conditions have been identified. Regarding the level of depressed mood, the significantly correlated work domain factors are unsupportive colleagues, pressure on work, lack of empowerment and working hours whereas regarding the level of perceived stress, the significantly associating work domain factors are unsupportive colleagues, pressure on work and working hours. Regarding the perception on health, the significantly and negatively correlated work domain factors are unsupportive colleagues, pressure on work, effort-reward imbalance, working hours and working conditions. Regarding the level of life satisfaction, the significant negative correlation is identified with all the included seven work domain factors.

The significant positive impact of the WFC has been identified on burnout, depressed mood whereas the significant negative impact of the WFC has been noticed on the perception on health and life satisfaction. The higher impact of WFC has been noticed in the case of life satisfaction and burnout.
The significant positive impact of the FWC has been noticed on burnout and depressed mood whereas the significant negative impact of the FWC has been identified on perception on health and life satisfaction. The higher impact of the WFC has been noticed on life satisfaction and burnout.

The job performance among the executives has been measured with the help of five statements related to job performance that confirm the validity and reliability of the construct. The highly performed variables in job performance among the executives in the IT field is knowledge of the expectation of customers and position in the frontline employees. Among the executives in the ITES field, the variables is position in frontline employee. Level of job performance among the executives in the IT field is higher than the level of performance among the executives in the ITES field. The significant difference among the two group of executives has been identified regarding their levels of job performance.

Both the WFC and the FWC have a significant negative impact on job performance among the executives in the IT field and the ITES field. In the two fields, the higher impact of the WFC has been noticed on the job performance. The changes in the WFC and the FWC explain the changes in job performance among the executives is identified as higher among the executives in the ITES field than among the executives in the IT field.
Among the executives in the IT field, the significant negative impact of organizational outcome has been identified on the job performance. In the case of the ITES field, the organizational and family outcomes have a significant negative impact on job performance. The changes in organization, family and employment outcome, explain that the changes in job performance among the executives in the ITES field is greater than among the executives in the IT field.

The highly adopted coping variables to control the work-family interface among the executives in the IT and the ITES fields are ‘consultation with others to solve problems’ and ‘tackle the problem by themselves’. Among the executives in the ITES field, these two are also the same. Regarding the adoption of coping variables, the significant differences between the two groups of executives have been noticed in the case of six coping variables out of eleven variables.

The important coping strategies identified by the factor analysis is avoidance, positive thinking, direct action and help seeking. The higher level of adoption of coping strategies among the executives in the IT field is identified in the case of direct action and avoidance. Among the executives in the ITES field, these two are help seeking and direct action. Regarding the adoption of coping strategies, the significant difference among the group of executives has been identified in all four important coping strategies. The overall level of adoption of
coping strategies is identified as higher among the executives in the IT field than among the executives in the ITES field.

The highly expected social support variables to control the WFC and the FWC among the executives in the IT field are supportive organization, childcare and emotional support. Among the executives in the ITES field, these are flexible work arrangement, household chores and understanding supervisors. Regarding the level of expectation among the two group of executives it has been identified in the case of understanding supervisor, sharing of experiences in life, flexible schedule, household chores, generous policy on HR, teamwork and financial support.

The significant social support factors expected to solve the WFC and the FWC are work-based, personal and organizational support. The highly expected social support factor among the executives in the IT field is personal support and organizational support. Among the executives in the ITES field, these are personal and work-based support. Regarding the level of expectation to solve the WFC and the FWC, the significant differences among the two group of executives have been identified in the case of work-based support and personal support. In total, the executives in the ITES field expect more social support to have a work-family balance than the executives in the IT field.
7.3 CONCLUDING REMARKS

The present study concludes that the work-family conflict and family-work conflict is higher among the executives in the ITES field than the executives in the IT field. The important antecedent of these conflicts are unsupportive colleagues, pressure on work, performance inhibitors, lack of empowerment, effort-reward imbalance, working hours and working conditions. These conflicts are affecting the organizational, family and employment outcomes to a greater extent among the executives whereas these are very high in the ITES field. The job performance of the executives is highly affected by the work-family and family-work conflicts. The rate of adoption of coping strategy to balance the work-family role among the executives in the ITES field is very less compared to the coping strategy among the executives in the IT field. In order to manage the work-family interface, the highly expected social support factors among the executives are work-based, personal and organizational support especially flexible work schedule, child care and supportive organization variables respectively. The study reveals that the executives in the IT and the ITES fields are highly affected by both work-family and family–work conflict. If the employers understand these problems and consider the formulation suitable HR practices to overcome the problems in order to enrich their productivity.
7.4 SUGGESTIONS

Based on the findings of the study, the following suggestions are made to maintain work-family balance. These are:

**Work-Family Programmes**

Implementation of work-family programmes is often the first step in a company’s development programmes to attract, retain, develop and advance executives, such programmes are in the evening. A flexi-time policy also may permit employees to adjust their work hours in order to utilize time for doctor’s appointment, children’s activities, hobbies, or voluntary work.

**The Compressed Workweek**

It is an arrangement of work hours that allows employees to complete their work task in fewer days than the usual five-day workweek. A common compressed workweek is four 10-hour days. For example, instead of working eight hours a day for five days, the employees could complete 40 hours of work in four 10-hour days. It will result in an increase in productivity of employees, their extended hours of service to customers and reduction in the employee turnover and absenteeism.
Job Sharing

Here two part-time employees carry out the tasks associated with a single job. Such arrangements can facilitate an organization to attract or retain valued employees who require more time to attend to child-care and other responsibilities. Job sharing had potential benefits that include the broader range of skills the associate brings to the job. For job sharing to work successfully the associates must be compatible, have good communication skills and have a bond of trust with their manager.

Reduction of Work-Family Conflict

To reduce the WFC conflict, organization should focus on reducing role conflict and role overload. It is essential that employers provide employees with the resources needed to meet the demand of the job. In addition, family supportive problems such as child-care facilities and flexible schedules can help employees balance the competing demands of work and family. Fundamental to executives retention and upward mobility, especially in their prime childbearing years.

Among the work-family initiatives that can be implemented in companies are flexible work arrangement, parental and other dependent care-related leaves, sick leave for dependent care, adoption assistance, job sharing, working from home, flexible spending accounts, child care centers, family day-care networks,
emergency childcare, training and support groups, dependent care resource and referral, relocation assistance and elder care programmes.

**Human Resource Development Initiatives**

The organizations should integrate work life balance initiatives as part of their organization development and human resource development initiatives. Some of the inputs that may be of help include time management exercise, stress management interventions, fun at work formats, employee engagement plans and the like. Child care facilities, work from home options, relaxation and fitness equipments and mechanisms will also be of help. Though the management is taking these initiatives in this regard, more innovative, cost-effective programmes may be adopted for the well being of the employees to promote work-life balance.

**Flexi-Time**

This is the practice of permitting employees to choose their own working hours, within certain limitation. The flexi-time policy may need employees be at work between certain hours, say, 10.00 a.m and 5p.m. Employees may work additional hours before or after this period in order to work the full day. One employee might arrive early in the morning in order to leave earlier to pick up children after school. Another employee might be a night owl who wishes to arrive at 10.00 a.m and work until 6:00 p.m., 7:00 p.m. or even later.
HRM Policies

The adoption of a work-family programmes is inevitable to solve the work-family interface. These programmes should be designed by adding up six different HRM policies:

(i) Flexibility (four items e.g. flexi-time, part-time work, job sharing, compressed workweek).

(ii) Leave arrangements (four items, e.g. maternity and paternity leave beyond legislation, leave to take care of sick or disabled children, unpaid holidays and short-breaks).

(iii) Childcare and eldercare facilities (four items, e.g. child care information, referral or slots in local childcare facilities, in company childcare, eldercare information).

(iv) Virtual office facilities (four items, e.g. work at home, telecommuting, telework and video conferencing).

(v) Counselling relevant to balancing work and family (three items, e.g. career counselling, psychological counselling and expatriate counselling).
(vi) Training relevant to balancing work and family (four items, e.g. antenatal courses, parenting courses, time management, stress management).

**Work Environment**

To address the issue of work-life conflict, employees need to create more supportive work environments. This means changing reward structures, accountability and measurement systems. Specific steps be taken by employees who wish to focus their efforts on cultural changes, work with employees to identify the types of support their employees would like, develop and implement appropriate supportive policies, communicate to employees the various policies that are available, encourage employees to use the policies by having senior management model appropriate behaviours, information sessions, measure the use of the different supportive policies, implement benefit packages and offer child and elder care referral services.

**Role of Executives**

The executives are advised to use the advantage of the supportive policies and flexible work arrangement available within the organization, educate themselves on how to effectively deal with stress, say ‘no’ to overtime hours, if work expectations are unreasonable, try to limit the amount of work taken to home in
the evenings, do work after the children go to bed and, try to limit the amount of
time spent in job-related travel and make a frequent family trip at various pilgrim
centers or hill resorts.

**The Role of Government**

The present study recommends the government to implement certain legislations:

- Which stipulate that an employer’s management rights do not include on
  implied right to require an employee to work overtime, except in the case of
  an emergency.

- That give employees the right to time off in lieu of overtime pay.

- That entitle employees up to five days of paid personal leave per year. This
  leave should be available on short notice and the employee should not be
  required to provide a reason for his or her absence. Such stipulations would
  give employees the flexibility to deal with personal / family matters with a
  large degree of confidentiality.

The study also recommends the government to provide assistance outside the
legislation by taking the following actions:
Government need to take the lead with respect to the issue of childcare. Develop appropriate policies for parents of children of various ages, identify and implement relevant support.

Government need to take the lead with respect to the issue of elder care. In particular, they need to determine how best help to the employed executives can help them deal with elder care issues.

Government at all levels need to place work-family balance of executives in the IT and the ITES fields at the top of their agenda if they want the country to remain globally competitive and to earn foreign exchanges through outsourcing.

Government should also contribute to work-family balance initiatives by founding research in the area, disseminating relevant information to hey stakeholders, developing and offering appropriate educational programmes relating to work-family balance.

7.5 **SCOPE FOR FURTHER RESEARCH**

The present study paves the way for the further research in the related areas in near future. The study on linkage between family domain, work domain factors and work-family alone may be intensively focused. The causes of work-family
interface among the employees may be studied in an indepth manner. The scope of the present study is limited to the executives in the IT field, in future the scope may be extended to various other fields and various types of employees. The future study may identify the work-family interface in highly stressful and lesser stressful jobs. The study on work-family synergy and its impact on job performance may be focused in future. A separate study may be conducted on the coping strategies to manage the work-life balance among the employees in various fields. The study on work-family practices and organizational performance and successful implementation of work-family policies and practices may be studied in near future.

BIBLIOGRAPHY

Books