CHAPTER-VII

SUMMARY OF FINDINGS, SUGGESTIONS AND CONCLUSION

7.1 Summary
7.2 Findings
7.3 Concluding Remarks
7.4 Suggestions
7.5 Scope for Further Research

CHAPTER-I

INTRODUCTION AND DESIGN OF THE STUDY

1.1 INTRODUCTION

Work-family relationships are complex and multidimensional and remain as an important ongoing academic and social policy area that requires multidisciplinary and multi-level investigation and collaboration. Growing out of
research on inter-role conflict (Kahn et al., 1964)¹, historically work-family research has tended to focus on relationship between specific work and family variables and usually from either family-focused or work-focused perspectives. This has resulted in an expanding body of research coalescing around the perceived ability of individual to control stressors stemming from one or other of the work and the family domains.

The work and the family domains are mutually influential in both beneficial and deleterious ways. Characteristics of one’s employment outside the home have been shown to affect functioning in the home (Frone et al., 1997²; Giles, 1999³). Likewise the characteristics of one’s non work or family domain can influence experiences at work place (Karambayya and Reilly, 1992⁴). This spillover is sometimes inferred by examining the relationship of certain work or family

---


characteristics on the corollary domain, as well as by explicitly asking people about the perceived spillover and/or conflict experienced between the family and the work roles.

Explication of the term “Work-family interface” is necessary with regard to this review in order to provide some context on the researcher’s perspective. The number of dual career couples in the work place has increased over the last few years and evidence has accumulated on the types of challenges that they encounter in managing their roles (Sahgal and Chauhan, 1999; Sekaran, 1992). The balancing of personal and work lives has always been an issue for society and social scientist, but the rapid and dramatic changes in the extent to which men and women engage in caring within families and participate in paid employment renders the reconciliation of family and working life as one of the most pressing policy and political issues. The work-family conflict has continued to grow in


importance, and much research has examined its causes and consequences (Kossek and Ozeki, 1998\(^7\)).

Economic conditions are pressuring organizations to make rapid changes to their workforces and the trends toward the restructuring and the downsizing are continuing (Hitt, 1998\(^8\)). As Moskal (1992)\(^9\) has noted, staff reductions created through restructuring and downsizing, although resulting in “lean and mean” organizations, may also lead to increased work expectations and longer working hours on the part of the surviving employees. Mounting pressures such as work-family conflict (WFC) may lead working adults to perceive increased stress and its effects, with resultant costs to both organizations and the employees within them. This situation is happening more in Information Technology (IT) and Information Technology Enabled services (ITES) field in India at a faster rate than in any other

\begin{itemize}
\end{itemize}
field (Mohsin Aziz, 2004; Sumangala, et al, 2008; Venugopal and Sasidharan, 2006)

1.2 NEED FOR THE STUDY

Work lives can either enhance or detract family lives. In the same manner, our family lives can have positive or negative influences on our work attitudes, behaviours and outcomes. For example, extensive and inflexible work hours, over involvement in work, and job stress may produce distress within the family domain, withdrawal from family responsibilities, and adversely affect one’s overall quality of life. Similarly, extensive care-giving responsibilities and intensive involvement with family activities can limit individual career choices and aspirations and negatively affect their work involvement, job satisfaction, and intention to continue their employment. In contrast, there are several resources derived from one’s work role such as income, job autonomy, and social support from co-workers and or supervisor, that can positively influence one’s experiences and well-being in the family domain. Similarly the home and the family lives of


individuals can also strengthen or enrich the quality to their work lives by providing with a variety of supportive resources to draw upon.

Because of work and family lives have a profound influence on one another; understanding the linkages between work and family roles has important implications not only for the organizations and the individuals, but also for the educators and the researchers interested in this area. Studies in general on Information Technology employees revealed that, their roles are extremely demanding. They work under different management systems where the working conditions are not similar. The IT and ITES employees are found to be workaholics, working for money ignoring their health and their families. Hence, the present study has made an attempt to analyse the antecedents and consequences of work-family interfaces and also the way in which they have to be managed.

1.3 STATEMENT OF THE PROBLEM

An organization that would like to create a “family-friendly” work place must consider from inter-related components. First, they must design and implement benefits, practices, and policies to help employees balance their work and non-work lives. Second, they must create workplace cultures and climates that reflect a concern for the lives of employees outside the work. Third, they must

encourage workplace relationships that are respectful of employees non-work responsibilities. Finally, they must revisit current work processes, systems, structures, and practices to determine which one lead to work inefficiencies, which in turn may create unnecessary stress and over work for employees. These are trends in IT industry.

Balancing both work and family lives is an increasing problem in today’s society in which there are more dual earner couples, elder care responsibilities, and single parent families. The conflict that individual experiences from this lack of balance will lead to a feeling of guilt. These negative feelings have a variety of repercussions that are detrimental to the quality of the work of the individuals and family lives. The work-family conflict can be time-based, strain-based or behaviour based. All these affect the potential source of life satisfaction and organizational performance. The intensity of work-family conflict on organizational outcome is greater than the family-work conflict. At the same time, the family-work conflicts affect the productivity of the employees. Hence, both these interferences are affecting the work and family lives, which are commonly seen in the Information Technology field in India.

in IT industry; Management Researcher, 8(1), July-September, pp.66-72.
1.4 REVIEW OF PREVIOUS STUDIES

Work-Family Conflict

Finn (2000)\textsuperscript{13} reported that work-family conflict is an important variable in determining work attitudes as well as emotional and physical well being of police officers. There is a direct connection between work-family conflict and job satisfaction. Generally, work-family conflict appears to be more strongly related to job related attitudes such as job satisfaction, job distress and turnover, while family-work conflict is more strongly related to attitudes such as life satisfaction.

Howard et al., (2004)\textsuperscript{14} found that work-family conflict-when work duties affect one’s ability to meet family responsibilities – is far more important in determining an employee’s job satisfaction than family – work conflict, which occurs when attending to family responsibilities makes it more difficult to accomplish work-related tasks.

Powell and Jeffrey (2006)\textsuperscript{15} found the role segmentations may diminish the extent of both work-family Enrichment (WFE) and work-family conflict (WFC)

\begin{itemize}
  \item Gary N., Powell and Jeffrey H. Greenhaus (2006), “Is the opposite of positive negative?: Untangling the complex relationship between work-
whereas role integration may increase the likelihood of both WFE and WFC. The relationship between WFC and WFE have led to the conclusion that WFC and WFE are independent and unrelated construct.

**Family-work conflict**

Williams and Alliger (1994)\(^{16}\) identified that inter-domain conflict between work and home domains has become a major concern for employees due to the conflict generated in families as work intrudes into family life and vice-versa. The multiple time and task requirements faced by employees as they juggle work and family responsibilities can create conflicts; and the conflict between the work and family domain is of increasing concern in today’s organizational environment.

Netemeyer et al., (1996)\(^{17}\) reported that family-work conflict is more apt to exert negative influences in the home domain, cause more internal conflict in the family unit, and contribute to less life and job satisfaction.

Kossek and Ozeki (1998)\(^{18}\) suggested that work-family conflict has negative consequences and has been linked with work place perceptions and

---

attitudes. Inter-domain conflict seems to occur with front-line, blue-collar, employee, business owners, professionals and managers.

**Antecedents of Work Family and Family Work Conflict**

Moncrief, et al., (2000)\(^{19}\) mentioned that an understanding of presence of male-female differences in the relationships between inter-role conflicts, emotional exhaustion, job performance and turnover intention’s is crucial for managers in determining if an undifferentiated or dual approach is warranted in managing frontline employees.

Allen (2001)\(^{20}\) found that work interference with family (WIF) and Family interference with work (FIW) conflict are associated with unsupportive work-family cultures. In organizations where employees come up against managers critical of family needs, unreasonable time demands, and promotion policies based on long hours and face time, the culture for work and family will look extremely poor.

---


Mainiero and Sullivan (2005)\textsuperscript{21} revealed that organisations concerned about improving their cultures for work family balance have much to gain in terms of reduced burnout and absenteeism and increased job satisfaction, commitment and performance.

Peeters et al., (2005)\textsuperscript{22} explained the importance of role of gender on the relationship between conflicts in the work-family interface, emotional exhaustion and job outcomes.

Martins et al., (2002)\textsuperscript{23} identified that there is a distinction between the two sexes impacts the type of things each gender values in various aspects of their lives including their jobs. Accordingly, one would expect inter-role conflicts to affect the job performances of relationship-valuing female employees more negatively in interactions oriented frontline jobs where employees are expected to deal with customer requests and complaints through long work hours.


Wayne et al., (2004)\textsuperscript{24} found that women value more and assign a higher priority to their family roles than their work roles. On the other hand, men attach higher priorities to their job-related responsibilities. In an era of excessive job demands, irregular and incompatible schedules, and long work hours, because of the higher priority they place on family roles, women employees experience greater family-work conflict.

Posig and Kickul (2004)\textsuperscript{25} revealed that the relationship between family-work conflict and emotional exhaustion was stronger among female employees compared with male employees.

Demerouti et al., (2005)\textsuperscript{26} demonstrated that the relationship between partner’s rating of work-family conflict and exhaustion was higher among women than men.

\begin{itemize}
\end{itemize}
Ng et al., (2002)\(^{27}\) found that individuals with higher perceived control have lower levels of work-family conflict, and that women had higher levels of overload and interference than men. Family-role expectations affect the amount of physical strain experienced by working women.

Gomez, (2004)\(^{28}\) revealed that the socio-demographic characteristic that may influence on work-family conflict is the level of education. The training and education level of some employees may reinforce their role as moving away from family and increasing their commitment to the organization. Highly-educated employees may have more opportunities to get promoted or move geographically to another organization site.

Kinman et al., (2006)\(^{29}\) identified the most stressful aspects of academic and academic-related works are long working hours, too much administrative paper work, lack of support, obtaining research funding and finding time for research, frequent interruptions, rapid change, poor leadership and management, poor salary and lack of promotion prospects.


Impact of Work-Family Conflict

Thomas and Ganster (1995)\textsuperscript{30} identified that the time balance career and family demands, manageable career progression, flexible work practices and supportive supervisors are found to be associated with lower levels of work-family conflict and job dissatisfaction.

Elloy and Smith (2003)\textsuperscript{31} revealed that dual-career couples may have different needs from those of more traditional single-career couple. In the work environment, dual-career employee stud status implies the need for greater employee sensitivity and awareness of the conflicting demands for simultaneous careers, so that employees may become more effective both at work and at home.

Siegal et al., (2005)\textsuperscript{32} reported that perception of organizational justice can moderate the impact work-family conflict upon employees organizational

commitment. Thus, if the procedures by which work hours, rosters, work load and access to work-life supports are made available are perceived to be fair. Then work-family conflict experienced is less likely to result in negative feelings towards the project.

**Coping Strategies and Work-Family Interface**

Carman and Shaffer (2001)\(^{33}\) pointed out that the parental demands and hours spent on household work were a significant predictor of behaviour based family interference with work (FIW). The role-stressor variables and hours spent on paid work were the significant determinants of work interference with family (WIF). Gender was an important predictor of both the FIW and the WIF.

Rotondo, et al., (2003)\(^{34}\) identified that both time-based conflict and strain-based conflict were lower among persons employing direct action coping at home. Direct action coping involves individually motivated effort towards the resolution of family problems that may cause work to suffer. This coping style reflects the tendency to tackle the problems and do what needs to be done within the family domain so that conflict is reduced.

---


Wilson, et al., (2007)\(^{35}\) concluded that the inclusion of social coping strategies combined with family involvement significantly reduced work-family conflict. Open response categories on the survey suggest that these reductions were due to the facilitation of a joint problem solving approach by family members. In contrast, employee focused training on psychological coping alone appears to increase family conflicts.

**Promotion of Work Life Balance (PWLB) -1**

Francis (2005)\(^{36}\) identified the importance of a supportive work environment in promoting work-life balance of employees. Managerial support was seen as a critical factor in facilitating work-life balance at the case study project, as managers and supervisors often act as “gatekeepers” for access to work life policies. Achievement of the health and well-being key result areas led to the implementation of work life intervention such as rostered days off for salaried staff and flexible working hours positively influence employees work-life balance.


Hamilton, et al., (2006)\(^{37}\) revealed that single and child-free workers do not have access to resources that can help alleviate work-life conflicts, arguably exacerbating, rather than reducing their experienced conflict.

Casper et al., (2007)\(^{38}\) suggested that organizations could enhance positive outcomes by providing work-life programmes that appealed to a wider array of employees. The needs of the employees vary according to gender, age, and stage of family development. Furthermore, it would be expected that the needs of employees needs will change over time and this will be affected by the changing nature of roles and responsibilities that employees take in their personal lives.

**PWLB - 2**

Whelan and Gardon (2000)\(^{39}\) revealed that the social support outside of work may come from an employee’s spouse or partner, parents, siblings, children, extended family, friends and husband contribute in a variety of areas including


earnings, personal financial management, home and family responsibilities, career management and support and interpersonal support.

Gersick et al., (2000)\(^{40}\) found that supportive relationships make career advancement and success more likely for women. Work-based relationships may be instrumental in supporting career advancement in management roles and creating feelings of inclusion implementation professional roles that indicate career accomplishment.

Saltzstein et al., (2001)\(^{41}\) mentioned that work-based social support had been positively related to job satisfaction directly. The work-family conflict was a mediating variable. The family-friendly policies at work may decrease work-family conflict, improving work-family balance and in turn job satisfaction.

Gordon and Whelan (2004)\(^{42}\) found that the work-based and personal social support are associated with work-family balance. In addition, work-based social support

\begin{itemize}
\end{itemize}
support was associated with all of the work out comes tested, and personal social support was associated with job satisfaction and organizational commitment.

PWLB – 3

Lee and Choo (2001) identified the need for greater spouse support, flexible work schedule, and full-day school in order to alleviate work-family conflict. Maintenance of good material relations is important in reducing spouse conflict and increasing well being in women entrepreneurs.

Posig and Kickul (2004) found a significant relationship between work-family conflict and family-work conflict for women but not for men. For male employees, the work-family conflict mediates the relationship between the work-role expectation and the emotional exhaustions. For the female employees, work-family conflict, family-work conflict, and work-role expectations were significant. Emotional exhaustion is directly influenced by work-role expectation as will as by work–family conflict.


Hanebuth et al., (2006)\textsuperscript{45} have related effort-reward imbalance to servions outcomes such as psychosomatic symptomatology sleep disturbances, fatigue, problem, alcohol consumption, absenteeism and turnover.

Fahlen.(2006)\textsuperscript{46} identified that employees who are more over committed tend to report poorer physical and psychological health.

1.5 PREVIOUS MODELS USED

Frone et al., (1997) developed a model of the work-family interface that family considers the effects of work-Interference-family (WIF) and Family Interference Work (FIW) on both domains. In their initial model, they examined the unique antecedents of both the WIF and the FIW, the reciprocal relationship between the conflict measures, and examined job distress as a mediator of the relationship between job factors, FIW, and depression. In addition, job distress was a significant mediator of the relationship between job factors, the FIW and

\begin{itemize}
\end{itemize}
employee depression. A cross-cultural study, conducted by Ayree, Luk, and Fields (1999)\(^{47}\) provided additional support for this model.

More recently, Frone et al., (1997) re-conceptualized the model to include both proximal and distal predictors of conflict. Again, they found that job distress played a critical role in the model. Specially, job dissatisfaction mediated the relationship between the FIW and the WIF. Interestingly, there was not a significant relationship between job dissatisfaction and work behaviours.

In related work, Adams et al., (1999)\(^{48}\) found that job satisfaction significantly mediated the relationships between the WIF and the job involvement with life satisfaction.

### 1.6 RESEARCH GAP

The above said review of previous studies discussed the work-life conflict, its causes, consequences, the coping strategies adopted by the employees to manage the work-life balance. All these works have been done only in foreign countries. In our country, the work-life imbalance and work-life conflict have been studied by a few studies. But there is exclusive study on both work-family conflict and family-work conflicts, its antecedents and outcomes. The information

---

technology field is a growing business field today. It provides a plenty of employment to the young people with attractive salary. In the Indian information technology industry, there are plenty of studies related to job stress, but there is no separate study on the work-family interface. Hence the present study has made an attempt to fill up the research gap. A research model has been proposed to fill up the research gap. It is given in Figure 1.1.

FIGURE 1.1
Proposed Research Model

Control Variables

Family Domain Variables

Organisation Variables

Importance of Work Roles

Work Family Conflict

Family Outcome

Organisation outcome
- Organisational Commitment
- Job satisfaction
- Job Stress
- Intent to turnover
- Rating of organization as a place to work
- Absenteeism

Positive parenting
- Family Integration
- Parental Satisfaction
- Family Adaptation
- Family Satisfaction

Employment Outcome

Job Performance

Work Domain Variables

Family-Work Conflict
Importance of Family Roles

- Burnout
- Depressed Mood
- Perceived Stress
- Perceived Physical Health
- Life Satisfaction
1.7 OBJECTIVES OF THE STUDY

Based on the proposed research model, the objectives of the study are confined

(i) to exhibit the profile of the executives in IT and ITES fields;

(ii) to identify the importance of the work roles and the family roles among the executives;

(iii) to identify the work-family and family-work conflict among the executives;

(iv) to analyse the relationship between the profile of the executives (antecedents of work-family interface) and the work family and the family work conflict;

(v) to examine the various outcomes of the work-family interface;

(vi) to evaluate the linkage between the antecedents and the outcomes of the 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.

1.8 RESEARCH METHODOLOGY

Research methodology is the way by which the research problem is systematically solved. It is a science of studying how research is conducted. The research methodology enlightens the methods to be followed in the research
activities starting from the investigation to the presentation of research report. It includes research design, area of the study, population of the study, sampling frame work, sources of data, collection of data, frame work of analysis, limitations and chapterisation.

**Research Design**

Research design is a framework or blue print for conducting the research projects. It details the procedures for obtaining the information needed to structure and / or solve the research problems. It includes an outline of what the investigator will do from writing the hypothesis and their operational implication to the final analysis of data.

The applied research design of the present study is descriptive in nature since the present study aims at answering the ‘what’ and ‘why’ of the current state of work-family interface. The present study has confined its objectives and also formulated clear-cut methodology to fulfill the objectives. It also tries to find out the association between some related phenomena namely profile variables, work-family conflict, family-work conflict and outcome of conflicts. Hence it is also diagnostic in nature. So, the applied research design of the present study is descriptive and diagnostic.

**Area of the Study**

While studying the work-family interface, it is imperative to select the employees in the IT fields since it is a growing field in the economy. A major
portion of young graduates get their employment in the IT and the ITES fields. These two fields are the important paymasters to our Indian employees. The job stress and work-life imbalances are very common in these sectors because of higher work pressure, work load, target achievement, no standardized working hours, number of earning members in the family and the like. The work-life imbalance results in various problems not only at workplace but also at the family level. Hence, Ramachandran, Director of Diabetes Research Center, says, “IT is bringing money to India but we are bleeding our youth”, (Gupta, 2008). It is highly imperative to save our youngster for the future of our nation. Hence the critical area of the study has been chosen for research to provide a solution to have a balanced life among the youngsters in the IT field.

**Selection of the Study Area**

Chennai was purposively selected as the study area by the researcher for the following reasons.

1) The IT and the ITES oriented companies are concentrated at Chennai in Tamilnadu.

2) Since, Chennai is a metro-city, most of the employees are subjected with work and family pressures because the spouse of the employee is also employed.

3) Familiarity to culture, local dialect and infrastructure facilities would help the researcher to develop a good support with the HR manager and staff in the various IT companies. Hence, better and valid response could be received.

**Description of the Population**

The total number of the IT companies providing the IT and the IT enabled services have been collected from the Association of the IT companies at Chennai. The total number of registered IT companies, number of executives working and the number of non-executives working in these industries are summarized in Table 1.1.
<table>
<thead>
<tr>
<th>Sl.No.</th>
<th>Area</th>
<th>Number of Companies</th>
<th>Number of executives working</th>
<th>Number of non-executives</th>
<th>Total number of employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Adayar</td>
<td>13</td>
<td>9034</td>
<td>806</td>
<td>9840</td>
</tr>
<tr>
<td>2.</td>
<td>Anna nagar</td>
<td>9</td>
<td>5327</td>
<td>504</td>
<td>5831</td>
</tr>
<tr>
<td>3.</td>
<td>Egmore</td>
<td>10</td>
<td>6406</td>
<td>566</td>
<td>6972</td>
</tr>
<tr>
<td>4.</td>
<td>Greems Road</td>
<td>53</td>
<td>43592</td>
<td>3816</td>
<td>47408</td>
</tr>
<tr>
<td>5.</td>
<td>Kodambakkam</td>
<td>15</td>
<td>21037</td>
<td>1021</td>
<td>22058</td>
</tr>
<tr>
<td>6.</td>
<td>Kilpauk</td>
<td>4</td>
<td>2608</td>
<td>244</td>
<td>2852</td>
</tr>
<tr>
<td>7.</td>
<td>Mylapore</td>
<td>21</td>
<td>22403</td>
<td>1365</td>
<td>23768</td>
</tr>
<tr>
<td>8.</td>
<td>Nungambakkam</td>
<td>31</td>
<td>33045</td>
<td>1984</td>
<td>35029</td>
</tr>
<tr>
<td>9.</td>
<td>Saidapet</td>
<td>15</td>
<td>10828</td>
<td>885</td>
<td>11713</td>
</tr>
<tr>
<td>10.</td>
<td>Software city</td>
<td>14</td>
<td>9474</td>
<td>924</td>
<td>10398</td>
</tr>
<tr>
<td>11.</td>
<td>T.Nagar</td>
<td>28</td>
<td>18041</td>
<td>1931</td>
<td>19972</td>
</tr>
<tr>
<td>12.</td>
<td>Velachery</td>
<td>7</td>
<td>5213</td>
<td>455</td>
<td>5668</td>
</tr>
<tr>
<td>13.</td>
<td>Others</td>
<td>11</td>
<td>16043</td>
<td>693</td>
<td>16736</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>221</td>
<td>2,03,051</td>
<td>15194</td>
<td>218245</td>
</tr>
</tbody>
</table>

Source: Association of IT companies in Chennai, 2008.

Chennai city is divided into 13 important areas namely Adayar, Anna Nagar, Egmore, Greems Road, Kodambakkam, Kilpauk, Mylapore, Nungambakkam, Saidapet, Software City, T.Nagar, Velachery and others. In total, there are 221 registered IT companies in Chennai city. In total, the number of the executives and the non-executives working in the industries are 2,03,051 and
15,194 respectively. The total number of employees working in the IT companies is 2,18,245. Out of the 13 specified areas at Chennai city, a maximum of 53 companies are identified in Greems road. It is followed by Nungambakkam and T. Nagar with 31 and 28 companies respectively.

**Classification of IT Companies**

The IT companies are classified on the basis of their services offered. Companies that are confined to only IT, companies that are confined to only ITES and both IT and ITES companies. Out of the 221 companies, only 24.43 per cent of the total IT companies provide both IT and ITES. The number of companies, the number of the executives working and the number of non-executives working in the three different categories of companies are illustrated in Table 1.2.

**TABLE 1.2**

Number of Companies and its Employees Providing IT, ITES and both Services at Chennai

<table>
<thead>
<tr>
<th>Sl.No.</th>
<th>Companies</th>
<th>Number of Companies</th>
<th>Number of executives in the companies</th>
<th>Number of non executives</th>
<th>Total Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Only IT</td>
<td>64</td>
<td>45036</td>
<td>6024</td>
<td>51,060</td>
</tr>
<tr>
<td>2</td>
<td>Only ITES</td>
<td>103</td>
<td>60676</td>
<td>4102</td>
<td>64,778</td>
</tr>
<tr>
<td>3</td>
<td>Both IT &amp; ITES</td>
<td>54</td>
<td>97339</td>
<td>5068</td>
<td>1,02,407</td>
</tr>
<tr>
<td>Total</td>
<td>221</td>
<td>2,03,051</td>
<td>15194</td>
<td></td>
<td>2,18,245</td>
</tr>
</tbody>
</table>

Source: Association of IT companies in Chennai, 2008.
As a maximum 103 companies are providing IT enabled services that is followed by IT services. The total number of executives working in above said two companies are 60676 and 45036 respectively. Even though, the number of companies offering both IT and ITES is only 54, the number of executives and the non-executives working in these companies are 97339 and 5068 respectively. Employment-wise, these 54 companies are providing employment to 1,024,07 people.

**Name of the Companies Providing IT and ITES Services**

In total, 10 popular IT companies are providing both IT and ITES at 54 centers. Since the present study focuses on the work-family interface among the executives in IT and ITES field, only the companies which have executives at the IT and the ITES field have been included for the study. The total number of executives working in the IT and the ITES field during 2008 in 54 centers of the 10 different companies are summarized in Table 1.3.
### TABLE 1.3

**Number of executives in IT and ITES Companies at Chennai**

<table>
<thead>
<tr>
<th>Sl.No.</th>
<th>Name of the Company</th>
<th>Centers</th>
<th>Number of executives in</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>IT</td>
<td>ITES</td>
</tr>
<tr>
<td>1.</td>
<td>TCS</td>
<td>10</td>
<td>14856</td>
<td>3089</td>
</tr>
<tr>
<td>2.</td>
<td>Infosys</td>
<td>2</td>
<td>6817</td>
<td>1233</td>
</tr>
<tr>
<td>3.</td>
<td>Wipro</td>
<td>6</td>
<td>11608</td>
<td>2041</td>
</tr>
<tr>
<td>4.</td>
<td>HCL info</td>
<td>14</td>
<td>12049</td>
<td>2667</td>
</tr>
<tr>
<td>5.</td>
<td>IBM</td>
<td>2</td>
<td>2434</td>
<td>482</td>
</tr>
<tr>
<td>6.</td>
<td>CTS</td>
<td>13</td>
<td>21027</td>
<td>8344</td>
</tr>
<tr>
<td>7.</td>
<td>Tech Mahindra</td>
<td>2</td>
<td>4218</td>
<td>894</td>
</tr>
<tr>
<td>8.</td>
<td>Patini</td>
<td>2</td>
<td>1332</td>
<td>367</td>
</tr>
<tr>
<td>9.</td>
<td>Hexaware</td>
<td>2</td>
<td>1889</td>
<td>434</td>
</tr>
<tr>
<td>10.</td>
<td>CSC</td>
<td>1</td>
<td>1237</td>
<td>321</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>54</strong></td>
<td><strong>77467</strong></td>
<td><strong>19872</strong></td>
</tr>
</tbody>
</table>

Source: Records of various IT and IT enabled Service Companies.

Out of the total 97339 executives, 77467 executives are working in the IT field whereas only 19872 are working in the ITES field. The company which has more centers in Chennai city is HCL info with 14 centers which is followed by CTS with 13 centers and TCS with 10 centers. The higher numbers of executives are identified in CTS, TCS and HCL info with 21027, 14856 and 12049.
executives respectively in the IT field. In the case of the ITES field, higher numbers are also identified in CTS, TCS and HCL info with 8344, 3089 and 2667 executives respectively.

**Sampling Framework of the Study**

In the present study, the IT companies providing both IT and ITES has been included since the study focuses on the work-family interface among the executives in the IT and the ITES fields. In total there are 54 centers under the banner of 10 companies in Chennai city. The number of the executives working in these companies are 97339. The sample size of the present study is arbitrarily determined as 10 per cent of the population. Hence the sample size of the study is 973. The stratified proportionate random sampling has been applied to distribute the total sample size among the various strata. The included strata for the present study are the name of the company and the name of the field (IT and ITES). The distribution of sample size and the response rate from each strata are illustrated in Table 1.4.
TABLE 1.4

Distribution of Sampled Executives of Different Companies

<table>
<thead>
<tr>
<th>Sl.No.</th>
<th>Name of the Company</th>
<th>Number of executives in IT service</th>
<th>Number of executives in ITE service</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>TCS</td>
<td>149</td>
<td>31</td>
<td>180</td>
</tr>
<tr>
<td>2.</td>
<td>Infosys</td>
<td>68</td>
<td>12</td>
<td>80</td>
</tr>
<tr>
<td>3.</td>
<td>Wipro</td>
<td>116</td>
<td>21</td>
<td>137</td>
</tr>
<tr>
<td>4.</td>
<td>HCL info</td>
<td>120</td>
<td>27</td>
<td>147</td>
</tr>
<tr>
<td>5.</td>
<td>IBM</td>
<td>25</td>
<td>5</td>
<td>30</td>
</tr>
<tr>
<td>6.</td>
<td>CTS</td>
<td>210</td>
<td>83</td>
<td>293</td>
</tr>
<tr>
<td>7.</td>
<td>Tech Mahindra</td>
<td>42</td>
<td>9</td>
<td>51</td>
</tr>
<tr>
<td>8.</td>
<td>Patini</td>
<td>13</td>
<td>4</td>
<td>17</td>
</tr>
<tr>
<td>9.</td>
<td>Hexaware</td>
<td>19</td>
<td>4</td>
<td>23</td>
</tr>
<tr>
<td>10.</td>
<td>CSC</td>
<td>12</td>
<td>3</td>
<td>15</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>774</td>
<td>199</td>
<td>973</td>
</tr>
</tbody>
</table>

Collection of Data

Even though the present study highly rests on the primary data, the secondary data which are related to the number of the IT companies, and the executives working in the IT companies in Chennai have been collected from the records of the Association of IT companies in Chennai. The primary data have been collected by the pre-structured questionnaire. The questionnaire consists of three important parts. The first part includes the various profiles of the executives whereas the second part covers the importance of work and family, work-family
conflict and family-work conflict among the executives. The third part of the questionnaire includes the variables of work-family interface, the coping strategies adopted by the executives and also the expected social support to manage the work-family balance. The relevant variables have been identified with the help of the previous studies and also the views of experts in the field.

A pre-test has been conducted among the 20 each executives in the IT and the ITES fields. Necessary modifications, additions and deletions have been carried out to prepare the final draft of the questionnaire. A reliability analysis has also been conducted to test the validity and reliability of the variables in each construct. The final draft of the questionnaire has been prepared and sent to the executives with the help of the HR managers of the IT companies. The response rates from the executives in the IT and the ITES fields are only 35.01 and 44.22 per cent to the total sample respectively within a period of three months. A reminder has been sent along with fresh questionnaire to the unresponded executives. Within a period of two months, the response rates among the executives in the IT and the ITES fields are 10.14 and 58.55 per cent to its remaining total of 503 and 111 executives respectively. Hence the total sample size of the present study is 475 executives which consists of 322 executives in the IT field (271+51) and 153 executives in the ITES field (88+65). These 475 executives have been included for the present study.
Framework of Analysis

Appropriate statistical tools have been administered to analyse the data. The tools are selected on the basis of the nature of the data and the objectives to be fulfilled. The applied statistical tools and their relevance of application are summated below:

1. T-test

The ‘t’ test has been used to find out the significant difference among the executives in the IT and the ITES fields regarding their antecedents and outcomes of work-family interface.

2. One-way Analysis of Variance

The one-way ANOVA has been administered to examine the association between the control variables, family domain variables and organization variables with the various aspects of the work-family interfaces namely the work-family conflict, the family-work conflict and the various outcomes of the work-family interfaces.

3. Exploratory Factor Analysis

The Exploratory Factor Analysis has been executed to narrate the variables related coping with the work-family interface and also social support expected by the executives to manage the work-family interface.
4. Confirmatory Factor Analysis

The Confirmatory Factor Analysis has been administered to analyse the reliability and the validity of the various constructs related to the antecedents and the outcomes of work-family interface.

5. Correlation Analysis

The correlation analysis has been executed to analyse the relationship between the work domain variables and the various variables related to the antecedents and the outcome of the work-family interface.

6. Regression Analysis

The simple regression analysis has been administered to find out the impact of work-family interface (work-family conflict and family-work conflict) on the various outcomes of work-family interface and also the job performance.

The multiple regression analysis has been applied to analyse the impact of the work-family conflict and the family-work conflict on the job performance and also the impact of the important outcomes of the work-family interface on the job performances.
1.9 LIMITATIONS OF THE STUDY

The present study has the following imitations.

1) The present study has confined itself to the executives in the IT and the ITES fields alone. Only the registered IT and ITES companies have been included for the present study.

2) The sample size of the study is arbitrarily determined as 10 per cent of the population.

3) The variables related to so many aspects in the work-family interface are generated with the help of previous studies and also with the view of the experts.

4) The antecedents and the outcomes of the work-family interface have been examined with the help of the appropriate statistical tools, which have their own limitations.

5) The variables related to the many aspects in the work-family interface have been measured at Likert five point scale for the uniformity and also the application of the relevant statistical tools.

6) Chennai city has been purposely selected for the present study. So, the sample size is too limited. Hence scope of application of the findings of the present study is also limited.
1.10 SCHEME OF THE REPORT

For a neat and clear presentation of the report, the present study is classified into various chapters.

The first chapter includes the introduction, need for the study, statement of the problem, review of previous studies, research gap, proposed research model, objectives of the study, methodology and chapterisation.

The second chapter explains the theoretical framework of the study. It also explains the family domain and the work domain variables, importance of job and family, work-family conflicts, family-work conflicts, organizational commitment, job satisfaction, job stress, intent to turnover, rating of organization, absenteeism, positive parenting, parental satisfaction, family adaptation, family satisfaction, burnout, depressed mood, perceived stress, perceived physical health, life satisfaction, job performance, coping strategy and social support expected by the executives.

The third chapter explains the profile of the executives, control variables, family domain variables, organization variables and work domain variables among the executives.

The fourth chapter covers the importance of job and family, the work-family conflict and the family–work conflict and the association between the
profile of the executives (antecedents of work-family interface) and the work-family interface.

The fifth chapter explains the various outcomes of the work-family interface namely organizational outcome, family outcome, employment outcome and job performance among the executives.

The sixth chapter includes the correlations and the consequences of the work-family interface (WFI). It presents an idea about the association between the various antecedents of the WFI and the various outcomes of the WFI, the impact of the WFC and the FWC on each outcome of the WFI, impact of the WFC and the FWC on the job performances and also the impact of the various outcomes of the WFI on the job performance.

The seventh chapter reveals the summary of the findings of the study, conclusion, suggestions and also the scope for further research.

CHAPTER–II
THEORETICAL FRAMEWORK OF THE STUDY

2.1 INTRODUCTION

There is a vast academic literature dealing with the issue of work-family interface. A complete review of literature is beyond the purview of these services of reports and counter to the primary objectives which is to get easily, understood