CHAPTER 5:
SUMMARY, CONCLUSIONS, LIMITATIONS,
SUGGESTIONS AND IMPLICATIONS

5.1 OVERVIEW
5.2 SUMMARY
5.3 CONCLUSIONS
5.4 LIMITATIONS OF THE STUDY
5.5 SUGGESTIONS FOR FUTURE RESEARCH
5.6 IMPLICATIONS
CHAPTER 5

SUMMARY, CONCLUSIONS, LIMITATIONS, SUGGESTIONS AND IMPLICATIONS

5.1 OVERVIEW

The present section captures the summary of the entire research. It states the important findings in the form of conclusion. It describes limitations of the study which gives rise to suggestions for future research. The practical implications of this study are discussed.

5.2 SUMMARY

Exploring the underpinnings of Work-family enrichment is aimed at through this study. Role of perceived social support and the newly emerging construct of PsyCap are studied along with the mediating effect of PsyCap. Through the qualitative data light is thrown on the complexities of the phenomena.

Initially, the scope of Psychology was limited to studying what was wrong with people but with advent of positive psychology it started focusing on the strengths. Similarly, research on work-family interface was restricted to conflict between the two domains. Recently, the positive aspects of combining the two have gained prominence.

The constructs of perceived social support, PsyCap and work-family enrichment have been elaborated upon. Socially supportive groups are a resource to people. There are different definitions of support from which view the people around as a valuable resource for giving them identity and tangible benefits. Support can be described as a feeling of being love and wanted for oneself. The varied definitions of support throw light on the multidimensional nature of the concept. Social support has been studied from different streams like rehabilitation, patient care and work family interface. The types of social support are emotional support, tangible support, informational support, companionship support (Wills, 1985; Uchino, 2004) and sources of support are work and non-work. The social support mechanisms are the Stress and Coping perspective, Appraisal perspective, Social Constructionist perspective, Relationship perspective, and the Relational regulation theory. This study supports the stance that perceived social support is derived from the cognitive judgments that people make.
regarding their environment and these perceptions of social support are stable and linked to core self evaluations. Social support works through the direct hypothesis, which states predicts that social support is beneficial all the time, irrespective of stress; and the buffering hypothesis holding the view that social support would protect or buffer the person only during high level of stress.

PsyCap is defined as “an individual’s positive psychological state of development that is characterized by: (1) having confidence (self efficacy) to take on and put in the necessary effort to succeed at challenging tasks; (2) making a positive attribution (optimism) about succeeding now and in the future; (3) persevering toward goals and, when necessary, redirecting paths to goals (hope) in order to succeed; and (4) when beset by problems and adversity, sustaining and bouncing back and even beyond (resiliency) to attain success “ (Luthans, Youssef,& Avolio, 2007, p. 3).

It is a modern perspective to human resources. Research on PsyCap indicates that people make the difference to work outcomes like job satisfaction, performance and work engagement. The important aspect is that it is state-like and so open to development. Social support and PsyCap are the predictor variables of the study. PsyCap is the mediator in the relationship between social support and work-family enrichment.

The work-family enrichment is “The extent to which experiences in one role improves the quality of life in the other role” (Greenhaus & Powell, 2006; p 73). It is different from positive spillover, facilitation and balance. It involves generation of resources and its transfer from one domain so that the role performance in the other domain improves. It is bidirectional and has instrumental path and affect path which enables transfer of resources. This model is conceptually developed by Greenhaus and Powell (2006) and Carlson et al., (2006) developed a tool to measure it. There are traditional ways in which role dynamics are discussed as well as the contemporary approaches to it. The historical background of the concept is seen through the western and Indian outlook.

Women entering workplace in big numbers has changed the social milieu of both work place and home. This has brought new challenges for both genders to enhance their well-being. Employees aspire to combine work and family domains in a positive way in order to lead happy lives, but are clueless on how to achieve this. The companies
too are faced with the question of how to help their employees to achieve this. The present study is first of its kind and bridges the gap in knowledge with regard to how the Indian employees measure on positive construct of PsyCap and how much does it along with social support predict the variance in the work-family enrichment. More importantly it hypothesized PsyCap as a mediator between the two. This marks the significance of the study.

Since the areas of work-family enrichment and PsyCap are in their nascent stages the research evidences are few and from Indian context there are hardly any researches. Hence, the hypotheses are formulated based on theory and empirical evidences.

The three main theoretical foundations for this study are (a) Conservation of resources – based on it, perceived Social support and PsyCap is viewed as the valuable resources which people try to acquire, preserve and generate more resources from them; (b) Job demands and Resources – that supports the view of perceived social support and PsyCap as important job resource which protect employees from the ill effects of job stress and more importantly motivates them towards accomplishing work tasks as well as leading to personal growth and development; Finally, (c) Broaden and Build attributes PsyCap development to the positive emotions that accrue due to the presence of helpful others. The individuals high on PsyCap over a period reach the flourishing state which enables them to achieve work-family-enrichment.

The review indicates that social support has widely been studied in various cultural setting and is associated with work life conflict as well as work life enrichment. Greenhaus and Powell (2006) call it the social resource. Research has been found on work place social support and non-work place social support. There is no identical research found in the review that studied availability and satisfaction together. The review also indicates that personality factors and work-family enrichment is an understudied topic. There are few studies on PsyCap and its components being linked to work-family enrichment; and those which are reported show that they are associated with each other. Similarly, there are scarce studies connecting social support and PsyCap. Therefore, hypotheses of association between these variables are drawn majorly on the premise of the theories mentioned above.
Primary focus of the research was to verify whether PsyCap acts as a mediator in the relationship between perceived social support and work-family enrichment. The investigator’s aim was not to explore gender difference amongst the sample. Both genders were included so as to not limit the study to one gender and to add to its scope of applicability to the population. Therefore, when the initial screening of the data revealed significant gender difference on work-family enrichment; the hypotheses were reformulated keeping the same direction for each gender. This was thought appropriate as it helped in lucid discussion of the findings.

1. Perceived social support i.e. (a) availability of support and (b) satisfaction with support, is positively and significantly related to PsyCap for male employees.
2. Perceived social support i.e. (a) availability of support and (b) satisfaction with support, is positively and significantly related to PsyCap for female employees.
3. Perceived social support i.e. (a) availability of support and (b) satisfaction with support, is positively and significantly related to work-to-family enrichment for male employees.
4. Perceived social support i.e. (a) availability of support and (b) satisfaction with support, is positively and significantly related to work-to-family enrichment for female employees.
5. Perceived social support i.e. (a) availability of support and (b) satisfaction with support, is positively and significantly related to family to work enrichment for male employees.
6. Perceived social support i.e. (a) availability of support and (b) satisfaction with support, is positively and significantly related to family to work enrichment for female employees.
7. PsyCap is positively and significantly related to work-to-family enrichment for male employees.
8. PsyCap is positively and significantly related to work-to-family enrichment for female employees.
9. PsyCap is positively and significantly related to family to work enrichment for male employees.
10. PsyCap is positively and significantly related to family to work enrichment for female employees.
11. PsyCap mediates in the relationship between perceived social support and work-to-family enrichment for male employees.
12. PsyCap mediates in the relationship between perceived social support and work-to-family enrichment for female employees
13. PsyCap mediates in the relationship between social support and family to work enrichment for male employees.
14. PsyCap mediates in the relationship between social support and family to work enrichment for female employees.

This study uses Mixed Methods Sequential Explanatory approach (Ivankova, et al, 2006) that allows for use of both the Quantitative method as well as the Qualitative method. This approach is adopted primarily for getting insight into employees’ experience. In this design, quantitative method takes precedence over the qualitative. The tools for data collection are standardized tools with good psychometric properties.

The data for quantitative analyses was collected from 300 employees who were working full time in either manufacturing sector or service sector. They all had a working spouse and at least a child. The sample was equated on various criteria of inclusion.

For the qualitative analyses, semi-structured interviews of 10% of respondents (n = 30) drawn from the initial sample, were taken. Fifteen employees (6 males and 9 females) were selected as they belonged in the top quartile of work-family enrichment and 15 employees (7 males and 8 females) belonged to the bottom quartile of work-family enrichment. A set of questions probing the phenomenon, causes, consequences and strategies employed by employees to achieve work-family enrichment was directed towards the smaller sample and formed a part of the qualitative analysis.

Since the design used Mixed Methods Sequential Explanatory approach, the analysis is done at two levels namely quantitative and qualitative. Before the quantitative data analysis is computed the data was screened for outliers and case replacement technique was adopted following which outlier raw score is replaced with the score closest to non-outlying value based on z scores (Tabachnick & Fidell, 2007). The assumption for normality and carrying multiple regressions is fulfilled. The bivariate correlation analyses indicate the following:

**Social Support - PsyCap:** Social support satisfaction is positively associated with PsyCap as well its domains namely efficacy, hope, resilience and optimism. This
reflects that higher the perceived social support satisfaction experienced more is the value of PsyCap and its domain scores. In men, Social Support availability was associated with PsyCap, Efficacy, and resilience. While in woman it was significantly related to optimism and Efficacy. In men, Social Support availability was not associated with hope and optimism. In women, it was not associated with PsyCap, resilience and hope.

**Social Support – Work–Family Enrichment:** In both genders, satisfaction with support is positively and significantly associated with work-to-family enrichment and family to work enrichment. While social support availability is not significantly associated with work-to-family enrichment and family to work enrichment in both genders.

**PsyCap – Work–Family Enrichment:** In both genders, PsyCap and its domains are significantly related to work-to-family enrichment and family to work enrichment. Mediating effect of PsyCap was found between social support satisfaction and work-to-family enrichment.

Gender difference is found with women being higher than men on work-to-family enrichment and on family to work enrichment. Besides, Men are higher than women on PsyCap. With respect to perceived social support availability the network size of men is smaller than women but there is no significant difference on their satisfaction levels. The correlations of the socio demographic variables with predictors and criterion variables are also computed.

The sample for qualitative is purposive and is made as varied as possible to collect representative data. The data gathered through interviews is subjected to content analysis as per the dictates of grounded research theory. The paradigm model of Strauss and Corbin (1996) is followed to understand work-family enrichment. The central themes are identified and labeled according to theory. The central themes are sub classified into categories or domains. The central themes are Work-Family Enrichment, social resources, context for work-family enrichment, psychological resources, building of resource pool and outcomes of work-family enrichment.

Participants acknowledged the Work-to-family enrichment and family to work enrichment by transferring of views, perspectives and attitudes from work-to-family,
positive affect from work-to-family and family to work; and urgency to complete work as family waits for them. The role of social support is emphasized by the sample. Social support is received mainly from spouse, parents, extended family, colleagues and boss. Domestic help is heavily relied upon and it comes from the informal unorganized sector. The work place support from boss and colleagues is sought. The participants revealed experiences in the context of their family, organization and cultural roots and religious practices. The respondents’ narrative about their own personality description shows that they are high on positive affect. They describe themselves as extraverts, enthusiastic, punctual, multi-taskers, optimists and tough people. Role salience is important too. It is found that when an individual cherishes a particular role, he/she is bound to invest his energy and effort in it, therefore enhancing his chances of being successful in it. They engaged in new experiences and developed new skills. Work-family enrichment resulted into work engagement and life satisfaction according to the participants.

The discussion of both quantitative as well as the qualitative data brings forth the following aspects: (i) Availability of social support sources does not predict work-family enrichment for the present sample. (ii) The qualitative data shows that no doubt employees valued different sources of support in their lives from spouse, family, work place and domestic help, there were certain reservations expressed for each type. Employees reported a central role for personal characteristics in their work-family experience. Employees stated that supportive others in one’s life can be of value, provided they themselves learnt and developed their competence over time. The employees reported that developing skills like time management, prioritizing and scheduling, using leisure constructively, participating in social causes and being actively involved in various community groups made a big difference in enriching their lives and led to life satisfaction and work engagement.

5.3 CONCLUSIONS

- Perceived availability of social support and PsyCap along with efficacy and resilience are positively and significantly related in male employees.
- Perceived satisfaction with social support and Psychological Capital with its domains namely hope, efficacy, resilience and optimism are positively and significantly related in male employees.
- Perceived availability of social support and Optimism and Efficacy are positively and significantly related in female employees.
- Perceived satisfaction with social support and Psychological Capital with its domains namely hope, efficacy, resilience and optimism are positively and significantly related in female employees.
- Perceived availability of social support and work-to-family enrichment are not significantly related in male employees.
- Perceived satisfaction with social support and work-to-family enrichment are positively and significantly related in male employees.
- Perceived availability of social support and work-to-family enrichment are not significantly related in female employees.
- Perceived satisfaction with social support and work-to-family enrichment are positively and significantly related in female employees.
- Perceived availability of social support and family-to-work enrichment are not significantly related in male employees.
- Perceived satisfaction with social support and family-to-work enrichment are positively and significantly related in male employees.
- Perceived availability of social support and family-to-work enrichment are not significantly related in female employees.
- Perceived satisfaction with social support and family-to-work enrichment are positively and significantly related in female employees.
- Psychological Capital with its domains namely hope, efficacy, resilience and optimism and work-to-family enrichment are positively and significantly related in male employees.
- Psychological Capital with its domains namely hope, efficacy, resilience and optimism and work-to-family enrichment are positively and significantly related in female employees.
- Psychological Capital with its domains namely hope, efficacy, resilience and optimism and family-to-work enrichment are positively and significantly related in male employees.
- Psychological Capital with its domains namely hope, efficacy, resilience and optimism and family-to-work enrichment are positively and significantly related in female employees.
- Psychological Capital mediates the relationship between Perceived satisfaction with social support and work-to-family in employees of both genders.
- Psychological Capital mediates the relationship between Perceived satisfaction with social support and family-to-work in employees of both genders.
5.4 LIMITATIONS OF THE STUDY

Every study has its share of limitations. The present study lacks in the following aspects:

- The sample size though adequate is not truly representative.
- Random sampling procedure was not employed.
- The data is from Non-IT sector; therefore, the present results may not hold true for employees from IT sectors.
- Since the questionnaires from the sample were filled at a single point in time and no other source was tapped into like supervisors’ rating, it could have resulted into response bias and common source variance.
- The sample reported finding the questionnaire on social support bit lengthy.

5.5 SUGGESTIONS FOR FUTURE RESEARCH

- The present sample excluded individuals who are unmarried. Future studies may explore the phenomenon from the point of view of unmarried, as well as divorced and single parents.
- A longitudinal study may be carried out to explore these relationships over time.
- Structural Equation modeling can be employed to verify the mediating effect.
- Also, further research can build on the findings and probe into cultural dimensions of religiosity, spirituality and health.

5.6 IMPLICATIONS

Findings of the study have varied implication for the individual employee, organization and policy makers.

Looking at the findings there is value for PsyCap as a mediating variable in enhancing work-family enrichment when the individual is satisfied with the support provided. Therefore, the study can have the following implications:

- Employee assistance programs (EAP) which are popular in UK, USA and Japan should be encouraged and strengthened in Indian organizations, too. These programs provide counseling services and can enable employee to improve interpersonal skills as well as improve hope, resilience and optimism.
 Assertiveness training program could be organized for the employees especially for women employees who have to deal with hierarchical male patterns.

 At the organization level, lot can be done to improve employee PsyCap. There can be a buddy system in place so that there are opportunities for learning from each other.

 The supervisors can be trained to be sensitive towards family demands of their employees and encourage them to themselves achieve enrichment so that they are role models for other employees.

 PsyCap intervention program to enhance the existing levels of PsyCap.

 Mentoring in organizations could be a relevant measure to improve satisfaction from support system as well as it can provide means to improve resilience, hope and self efficacy enhancing PsyCap.

 Apart from work place, organizations should encourage employees to have good family relation. This can happen by organizing events where the family can participate. Also in Indian scenario, organizations which allow flexible work arrangement so that employees can participate in family functions or religious ceremonies, enhance positive attitude in the family about the organization and thus enhance PsyCap through family support.

 At the macro level the study is valuable to policy makers as they can create community level resources for the working parents. Good quality, professionally run crèches is the need of the hour.

 The employed parents of the study depend heavily on the paid domestic help for carrying out the household chores. But the quality of help that is received from this source is unreliable and so can lead to distress. Therefore, the domestic help which comes from the unorganized and informal sector needs to be organized by the interventions of the government. This will have two-fold effects: firstly, quality and consistency of their service would be maintained and secondly the cleaners, cooks and maids can avail leaves and other welfare benefits as per the provisions of various employee acts. Domestic help needs to be formal and be covered by statutory provisions. This research basically points out that by investing in good relationships and enhancing psychological capital one can improve employee work-family enrichment, which could lead to better work and life outcomes.