CHAPTER V

FINDINGS, SUGGESTIONS AND CONCLUSION

Women employees working in software industry in Chennai city were selected for the study. Experiencing conflict in their family life and work life, management of work-life conflict in family life and work-life conflict in work life, betterment of managing work-life conflict and family-life conflict, present family life and present work life were analyzed in detail in the previous chapter. The study includes 500 selected women employees working in software industry in Chennai who have participated and expressed their views on work-family conflict. Women entrepreneurs were selected and the responses were collected in the form of well-structured questionnaire and personal interviews were conducted to get their opinions. The results found in the previous chapter are displayed in this chapter.

5.1 Findings

5.1.1 Profile of women employees

- Most of the women employees (28.00%) working in software industry in Chennai are in the age group of 25 - 35 years.
- Majority of the selected women employees (75.00%) working in software industry in Chennai were married.
- Most of the women employees (50.80%) working in software industry in Chennai are working in the professional category.
- Majority of the women employees (53.40%) working in software industry in Chennai are having work experience of 5 – 10 years.
- Majority of the women employees (42.60%) working in software industry in Chennai are graduates.
• Majority of the women employees (39.80%) in software industry in Chennai are earning Rs. 20,001 - Rs. 40,000 per month.
• Most of the women employees (51.80%) working in software industry in Chennai are working 40-44 hours per week.
• Majority of the women employees’ spouse (71.20%) are employed in organizations.
• Most of the women employees (99.00%) are having children.
• Most of the women employees (44.40%) are having children with age of 5-10 years.
• 69.00% of the women employees working in software industry are having dependents at home.
• 84.20% of the women employees working in software industry are getting domestic help at home.
• 84.60% of the women employees are working as full time employees.
• 79.80% of the women employees in software industry are working in shifts.
• 63.80% of the women employees are engaged with job related travelling in software industry.
• 91.40% of the women employees expressed that they are frustrated in job in software industry in Chennai.
• Most of women employees (19.25%) are frustrated due to work pressure in software companies in Chennai.
• 47.20% of the women employees have left their company twice.
• 16.20% of the women employees have left their previous organizations for better corporate image.
• 52.60% of the women employees expressed that they are getting frequent family support.
• 56.40% of the women employees expressed that they are getting frequent support from organization.
• 52.40% of the women employees rated that their organization as one of the best in the industry.
• 45.00% of the women employees expressed that they are certainly interested to retain themselves in the same company and they are not interested in quitting the company.
5.1.2 Confirmatory Factor Analysis

- The GFI for experiencing conflict at family side is .891 and the AGFI value is .874, indicating a good fit.
- The GFI value for experiencing conflict at work environment is .901 and AGFI value is .884, shows the fit is good.
- The GFI value for managing work-life conflict at family side is .903 and AGFI value is .884, indicating a good fit.
- The GFI for managing work-life conflict at work environment is .912 and the AGFI value is .902, which shows good fit.
- The GFI value for Betterment of Managing work-life conflict at family and work environment is .941 and AGFI value is .915, indicating a good fit.
- The GFI value for Feeling about present family life is .901 and AGFI value is .891, indicating good fit, RMSEA value is .078, a smaller value indicating a better fit.
- The GFI for Feeling about present work environment is .921 and the AGFI value is .909, indicating the fit is good.

5.1.3 Family side and work environment

- Women employees of software industry are experiencing conflict at family side which is more than the average level.
- Women employees of software industry are experiencing conflict at work environment which is more than the average level.
- “Receive fullest cooperation from family”, “Able to have leisure hours to take children” and “Physical and emotional satisfaction” are the main aspects which brings good satisfaction to the software professionals towards managing work-life conflict at family side. “Able to plan for family commitments”, “Able to fulfil my family responsibilities” and “Able to take care my elders at home” are the factors that bring less satisfaction to the software professionals towards managing work-life conflict at family side.
- “Don’t have difficulty with traveling time”, “Able to avail leave benefits” and “Job security” are the main aspects which brings good satisfaction to the software
professionals towards managing work-life conflict at work environment. “Able to work at ease with my team”, “Support from manager” and “Recognition and promotion” are the aspect that brings less satisfaction to the software professionals towards managing work-life conflict at work environment.

- “No physical or mental strain”, “Never expect physical and financial strain” and “Work time to fulfil family responsibility” are the main aspects which brings more expectation to the software professionals towards betterment of managing work-life conflict at work environment. “Demand of work never interferes with family life”, “Sufficient time to spend with children” and “Expect job security” are the aspect that brings less expectation to the software professionals towards betterment of managing work-life conflict at family and work environment.

- Women employees of software industry are having more expectation level in present family life which is more than the average level.

- Women employees of software industry are having more expectation level in present work environment which is more than the average level.
5.1.4 Influence of Women employees’ demographics on Family life and work environment

5.1.4.1 Experiencing conflict in their family life

- Significant influence of employees’ age on experiencing conflict in their family life is observed. Employees having age below 25 years are more affected and experience more conflict and the employees with age above 45 years are less affected and experience less conflict towards their family side.
- Significant influence of employees’ marital status on experiencing conflict in their family life is not observed.
- Significant influence of employees’ category of job on experiencing conflict in their family life is not observed.
- Significant influence of employees’ work experience on experiencing conflict in their family life is not observed.
- Significant influence of employees’ educational qualification on experiencing conflict in their family life is observed. Employees possessing graduation are more affected and experience more conflict and the employees with professional degree are less affected and experience lesser conflict towards their family side.
- Significant influence of employees’ monthly income on experiencing conflict in their family life is observed. Employees earning monthly income less than Rs. 20,000 are more affected and experience more conflict and the employees earning monthly income more than Rs. 50,000 are less affected and experience lesser conflict towards their family side.
- Significant influence of employees’ working hours per week on experiencing their family life is observed. Employees working 45-49 hours per week are more affected and experience more conflict and the employees working 35-39 hours per week are less affected and experience lesser conflict towards their family side.

5.1.4.2 Experiencing conflict in their work environment
• Significant influence of employees’ age on experiencing conflict in their work environment is observed. Employees having age of 25 - 35 years are more affected and experience more conflict in their work and the employees with age above 45 years are less affected and experience lesser conflict towards their work environment in software industry in Chennai.

• Significant influence of employees’ marital status on experiencing conflict in their work environment is observed. Married employees are more affected and experience more conflict and the employees with marital status as single are less affected towards their work environment in software industry in Chennai.

• Significant influence of employees’ category of job on experiencing their work environment is not observed.

• Significant influence of employees’ work experience on experiencing conflict in their work environment is observed. Employees having work experience less than 5 years are more affected and experience more conflict and the employees with work experience more than 15 years are less affected and experience lesser conflict towards the work environment in software industry in Chennai.

• Significant influence of employees' educational qualification on experiencing their work environment is observed. Graduates are more affected and experience more conflict and the employees possessing professional degree are less affected and experience lesser conflict towards their work environment in software industry in Chennai.

• Significant influence of employees’ monthly income on experiencing conflict in their work environment is observed. Employees earning monthly income less than Rs.20,000 are more affected and experience more conflict and the employees earning monthly income above Rs. 50,000 are less affected and experience lesser conflict towards the work environment in software industry in Chennai.

• Significant influence of employees’ working hours per week on experiencing conflict in their work environment is observed. Employees working 35-39 hours per week are more affected and experience more conflict and the employees working above 50 hours per week are less affected and experience lesser conflict towards the work environment in software industry in Chennai.
5.1.4.3 Managing work-life conflict at family side

- Significant influence of employees’ age on managing work-life conflict at family side is observed. Employees having age of 36 - 45 years are more able to manage the work-life conflict at family side and the employees having age above 45 years are less able to manage the work-life conflict at family side.

- Significant influence of employees’ marital status on managing work-life conflict at family side is not observed.

- Significant influence of employees’ category of job on managing work-life conflict at family side is observed. Professionals are more able to manage the work-life conflict at family side and the non-professionals are less able to manage the work-life conflict at family side.

- Significant influence of employees’ work experience on managing work-life conflict at family side is observed. Employees having work experience less than 5 years are more able to manage the work-life conflict at family side and the employees with work experience of above 15 years are less able to manage the work-life conflict at family side.

- Significant influence of employees’ educational qualification on managing work life conflict at family side is not observed.

- Significant influence of employees’ monthly income on managing work-life conflict at family side is not observed.

- Significant influence of employees’ working hours per week on managing work-life conflict at family side is observed. Employees working 35-39 hours per week are more able to manage the work-life conflict at family side and the employees working more than 50 hours per week are less able to manage the work-life conflict at family side.

5.1.4.4 Managing work life conflict at work environment

- Significant influence of employees’ age on managing work-life conflict at work environment is observed. Employees having age of 25 - 35 years are more able to manage the work-life conflict at work environment and the employees with age above 45 years are less able to manage the work-life conflict at work environment.
• Significant influence of employees’ marital status on managing work-life conflict at work environment is observed. Married employees are more able to manage the work-life conflict at work environment than the employees living as single.

• Significant influence of employees’ category of job on managing work-life conflict at work environment is not observed.

• Significant influence of employees’ work experience on managing work-life conflict at work environment is observed. Employees with work experience less than 5 years are more able to manage the work-life conflict at work environment and the employees with work experience above 15 years are less able to manage the work-life conflict at work environment.

• Significant influence of employees’ educational qualification on managing work-life conflict at work environment is observed. Employees possessing post-graduation are more able to manage the work-life conflict at work environment and the employees possessing professional degree are less able to manage the work-life conflict at work environment.

• Significant influence of employees’ monthly income on managing work-life conflict at work environment is observed. Employees earning monthly income of Rs. 20,001 to Rs. 40,000 are more able to manage the work-life conflict at work environment and the employees earning monthly income of above Rs. 50,000 are less able to manage the work-life conflict at work environment.

• Significant influence of employees’ working hours per week on managing work-life conflict at work environment is observed. Employees working 35-39 hours per week are more able to manage the work-life conflict at work environment and the employees working above 50 hours per week are less able to manage the work-life conflict at work environment.

5.1.4.5 Betterment of managing work-life conflict at family and work environment

• Significant influence of employees’ age on betterment of managing work-life conflict at family and work environment is observed. Employees having age below 25 years are expecting more in the betterment of managing work-life conflict and employees
having age above 45 years are expecting lesser in the betterment of managing work-life conflict.

- Significant influence of employees’ marital status on betterment of managing work life conflict at family and work environment is observed. Married employees are expecting more in the betterment of managing work-life conflict than the employees living as single.

- Significant influence of employees’ category of job on betterment of managing work-life conflict at family and work environment is observed. Employees working in professional category are expecting more in the betterment of managing work-life conflict and the employees working in non-professional category are expecting less betterment in managing work-life conflict.

- Significant influence of employees’ work experience on betterment of managing work-life conflict at family and work environment is observed. Employees having work experience less than 5 years are expecting more in the betterment of managing work-life conflict and the employees with work experience of 11 - 15 years are expecting lesser in the betterment of managing work-life conflict.

- Significant influence of employees’ educational qualification on betterment of managing work-life conflict at family and work environment is observed. Graduates are expecting more in the betterment of managing work-life conflict and the employees possessing professional degree as their educational qualification are expecting lesser in the betterment of managing work-life conflict.

- Significant influence of employees’ monthly income on betterment of managing work-life conflict at family and work environment is observed. Employees earning monthly income less than Rs. 20,000 are expecting more in the betterment of managing work-life conflict and the employees earning monthly income of above Rs. 50,000 are expecting lesser in the betterment of managing work-life conflict.

- Significant influence of employees’ working hours per week on betterment of managing work-life conflict at family and work environment is observed. Employees working 35-39 hours per week are expecting more in the betterment of managing work-life conflict and the employees working above 50 hours per week are expecting lesser in the betterment of managing work-life conflict.

5.1.4.6 Present family life
• Significant influence of employees’ age on feeling about their present family life is not observed.
• Significant influence of employees’ marital status on feeling about their present family life is not observed.
• Significant influence of employees’ category of job on feeling about their present family life is not observed.
• Significant influence of employees’ work experience on feeling about their present family life is observed. Employees having work experience less than 5 years are more comfortable and the employees with work experience of 11 – 15 years are less comfortable towards the present family life of women employees working in software industry in Chennai.
• Significant influence of employees’ educational qualification on feeling about their present family life is not observed.
• Significant influence of employees’ monthly income on feeling about their present family life is not observed.
• Significant influence of employees’ working hours per week on feeling about their present family life is observed. Employees working 35-39 hours per week are more comfortable and the employees working 45-49 hours per week are less comfortable towards their present family life of women employees working in software industry in Chennai.

5.1.4.7 Present work environment
• Significant influence of employees’ age on feeling about their present work environment is not observed.
• Significant influence of employees’ marital status on feeling about their present work environment is observed. Married employees are more comfortable than the employees living as single are less comfortable towards the present work environment in software industry in Chennai.
• Significant influence of employees’ category of job on feeling about their present work environment is not observed.
• Significant influence of employees’ work experience on feeling about their present work environment is not observed.
• Significant influence of employees’ educational qualification on feeling about their present work environment is not observed.

• Significant influence of employees’ monthly income on feeling about their present work environment is not observed.

• Significant influence of employees’ working hours per week on feeling about their present work environment is observed. Employees working 35-39 hours per week are more comfortable and the employees working more than 50 hours per week are less comfortable towards the present work environment in software industry in Chennai.

5.1.5 Frustration in Job in software industry

• Significant association between family support and frustration in job is observed. Most of the women employees (46.60%) having frequent support from the family are frustrated in the job.

• Significant association between feel about organization support and frustration in job is observed. Most of the women employees (48.40%) getting organization support are frustrated in the job.

• Significant association between intention to retain in the same company and frustration in job is observed. Most of the women employees (43.00%) frustrated in job are probably retained in the same company.

• Significant association between experiencing conflict at family and frustration in job is observed. Most of the women employees (32.20%) having poor experience in family and experience more conflict are frustrated in job.

• Significant association between experiencing conflict at Work environment and frustration in job is observed. Most of the women employees (33.00%) having fair experience at work environment and experience moderate conflict are frustrated in job.

• Significant association between Work-life conflict at family side and frustration in job is observed. Most of the women employees (40.20%) having high conflict at family side are frustrated in job.
• Significant association between Work-life conflict at Work environment and frustration in job is observed. Most of the women employees (34.40%) having high conflict at Work environment are frustrated in job.

• Significant association between age and frustration in job is not observed.

• Significant association between marital status and frustration in job is not observed.

• Significant association between Category of job and frustration in job is not observed.

• Significant association between work experience and frustration in job is observed. Chi-square value (24.846) shows that the null hypothesis is rejected at 1% level. Most of the women employees (50.00%) with work experience of 5-10 years are frustrated in job.

• Significant association between Educational qualification and frustration in job is observed. Most of the women employees (37.80%) having non-professional degree are frustrated in job.

• Significant association between monthly income and frustration in job is observed. Most of the women employees (37.00%) earning Rs.20,001-40,000 are frustrated in job.

• Significant association between working hours per week and frustration in job is observed. Most of the women employees (48.20%) working 40-44 hours per week are frustrated in job.

• Significant association between working in shift and frustration in job is not observed.

• Significant association between job related travel and frustration in job is not observed.

• Significant association between full time employee and frustration in job is observed. Most of the women employees (80.80%) working as full time employees are frustrated in job.
5.1.6 Correlation analysis for family life and work life

- Positive significant correlation was observed between Experiencing conflict at Family side and Managing Work-life conflict at family side \( (r = .566) \), which is good relationship and it shows that management of work-life conflict at family side has improved women employees’ family life by 56.6% in software industry in Chennai.

- Significant correlation was observed between Experiencing conflict at Family side and Betterment of managing work-life conflict at family and work environment \( (r = .554) \), which is a positive relationship and it shows that Betterment of work-life conflict at family and work environment will improve women employees’ family life by 55.4% in software industry in Chennai.

- Positive significant correlation was observed between Managing Work-life conflict at family side and Betterment of work-life conflict at family and work environment \( (r = .424) \), which shows that Betterment of work-life conflict at family and work environment will help women employees to manage work-life conflict at family side by 42.4% in software industry in Chennai.

- Positive significant correlation was observed between Experiencing conflict at work environment and Managing Work-life conflict at work environment \( (r = .688) \), which is good relationship and it shows that management of work-life conflict at work environment has improved women employees’ work-life by 68.8% in software industry in Chennai.

- Significant correlation was observed between Experiencing conflict at work environment and Betterment of work-life conflict at family and work environment \( (r = .487) \), which is a positive relationship and it shows that Betterment of work-life conflict at family and work environment will improve women employees’ work life by 48.7% in software industry in Chennai.

- Positive significant correlation was observed between Managing Work-life conflict at work environment and Betterment of work-life conflict at family and work environment.
environment (r = .433), which shows that Betterment of work-life conflict at family and work environment will help women employees to manage work-life conflict at work environment by 43.3% in software industry in Chennai.

5.1.7 Predictor variables for rating of organization

- Experiencing conflict at work environment, managing work-life conflict at family side, managing work-life conflict at work environment, betterment of managing work-life conflict at family and work environment, Retaining in the same company and Working hours per week serves as significant predictors.

Model fit Summary

The model is fitted for managing work life conflict in software companies in Chennai. The model fit Chi-square $\chi^2 = 2.103$ and it is insignificant shows the model is good. The goodness of fit index (GFI) is .921, its adjusted goodness of fit (AGFI) is .903. The Root Mean Square Error of Approximation (RMSEA) is .071, a smaller value indicates better model, and Expected Cross Validation Index (ECVI) is .091, which are within the acceptable range indicating a better model fit.
5.2 SUGGESTION

- Most of the women employees (48.20%) are found to be working for 40-44 hours in a week, so the women employees are frustrated in the job. In this regard the human resource department has to understand the women employee’s feelings, working constraints and their physical and mental support needed for their regular official work and also help them to manage their family life. Hence, Organization has to reduce the work load of the employees and also find out means to avoid more work pressure in future. This may lead to retaining the employees and utilize their skill for further development in the organization.

- Based on the analysis, women employees (50%) who have 5-10 years of experience are frustrated in the job and also experience more conflict in work-life. In this regard, the less experienced women employees are not in a position to manage their professional work front as well as manage their personal life. Hence the Human resource department has to analyse the less experienced women employee’s problem and their inability to manage their work-life which results in frustration in the job. In this respect, the management has to arrange either orientation programs or motivational programs to enable them to manage the work-life conflict and provide them avenues to reduce the job frustration with less experienced period through some psychological expertise.

- Most of the women employees (34-40%) are frequently facing problems from their family front and this results in frustration in the job in regular working environment. In this regard, the management has to understand each and every employee’s family and personal problems and motivate them to resolve their issues and enhance their contribution for betterment of the organization. The Human resource manager has to manage the sharing of work load in a team, assign the project in a fair manner and manage the working shift. This may lead to improve women employees’ confidence for managing work-life conflict.
• Women employees who have a fair experience (33%) in the work environment are found to be frustrated in job. This is due the fact that women feel their job to be frustrating even if they share a fair experience in the work environment. Organizations can concentrate on giving a better working environment so that the women employees may feel happy working for the organization. Human resource manager can arrange for refresher training courses and arrange for family meets and parties outside the organization in order to motivate the employees to have a better perception about the work environment.

• Women employees who perceive to be having a poor experience in the family (32.20%) are found to be frustrated in job. Women employees seem to face lots of problem in their family life which makes them perform poor in work as well. In order to make them come out of family issues, the organization can provide counselling sessions and can provide stress relieving activities inside the organizations.

• Women employees who fall under the age category of less than 25 are found to expect more betterment in managing the work-life conflict. In order to fulfil such expectations of the age group of 25 and lesser, organizations can concentrate on activities which would boost their skills to manage their work-life conflict better. The activities can include family meets, parties etc. which can encourage active participation of employees under this age category.

• Women employees who are married expect more betterment in managing their work-life conflict. Organizations can concentrate on family participative activities which will highlight the importance of working woman to the other family members.

• Most of the women employees are supported by the family members for their work-life balance, though (46.60%) of women employees are not in a position to manage work conflict, hence the management has to give proper training to manage their emotional balance in different project assignment and also tackle the real time working environment and manage the work-life conflict in the changing work environment.

5.3 CONCLUSION
The Indian Software Industry is the uncrowned king in the outsourcing of software services. They have shifted emphasis to off-shore projects since the on-site software development has virtually come to a standstill. They have started to scout for newer markets, improve on the per capita efficiency, concentrate on future technologies and revamp their organizational and marketing structure. The share of onsite work has come down as most foreign companies prefer to sustain as much of their own employees rather than outsiders. Companies in India have now shifted gears doing off-shore development which is much cheaper. They have started looking at the European and Japanese markets which have not yet been affected by the slowdown. Other markets which they are tentatively eyeing are the Australian, South American and Middle East markets. Most companies have decided to tide over the problem of reduced profits by resorting to layoffs and cutting down heavily on fresh recruitment. More over in Indian software industry, where around 37% of women employees are in the work force, most of the employees are found to be struggling to manage family and work place. The researcher has analysed the work-life conflict of women employees on software industries and based on the study objectives and methodologies the inferences are well correlated.

The research insists that work-life conflict of women employees is found to be high for employees with 5-10 years of experience in software industry, where the women employees felt that the working hours per week are very tedious and they are not in a position to manage the work-life. The newly married women employees who report less experience in managing family are frustrated in job and this leads them to experience work-life conflict. In the competitive working environment, women employees’ contribution in software industry is very remarkable and since their conflict is found to be very high both in family and working environment, the current research analysis and findings and suggestions would enable the women employees improve their confidence, belief and manage the work-life conflict in the competitive working scenario.

The findings that emerged from the analysis and interpretation highlighted the pervasive factors that impact the work life conflict of women. The societal role expectations, women’s career ambitions, and the nature of the software industry challenges the way they manage their professional and personal lives. While their self-identities primarily lie in their work, they are strongly influenced to perform the roles of homemaker and dependent care provider given the societal expectations; this does require negotiation both at home and at work in terms of how and when work can be done. An implication is that organizations may
not be aware of the conflict and taking measures to resolve them but implementing HR policies and practices would facilitate women in pursuing their career goals and dependent care responsibilities. With an increasing number of women entering the workforce it appears that understanding the role of work and family in the lives of women professionals will become an important HR concern. Indian women software professionals can achieve the work family balance by resolving the conflict and setting priorities in their work and personal lives and by having support systems both at work, formally through HR policies and programmes, and informally through supervisor and co-worker support and at home. The identified dimensions could serve as a platform for further research on women software professionals and the study on work-life conflict will serve as a guide for organisations to address the work family issues of working women by designing and implementing HR policies and practices for facilitating the work-family balance. This, in turn, would go a long way in enabling women to perform better at work, be more committed to the organisation, and ultimately contribute to the growth of the economy and positively impact society as whole.

5.4 IMPLICATION OF RESEARCH:

The research inferences would able to have implications in software industry, the Human resource department of the Software Industry, Society and the Government.

1. The research inferences are more useful to software industry and almost all the research inferences are more relevant to software women employees since there are around 50 percent of women employees working in software industry.

2. The research inferences are more useful to understand the basic reasons for work-life conflict of women employees and also find various remedial measures to manage the work-life conflict of women employees in any situation or context. Hence the research inferences have implications in the software industry not only in India but in a global context.

3. The Human resource department is one of the most vibrant in software industry to locate and identify the potential personality for developing business. The research
findings have more implications in human resource department which helps them to find out the feeling and opinion of women employees, their perception on working environment, workload, the capacity of women employees to manage the regular work-life and their various means adopted to tackle the problems in day to day work-life.

4. In the modern society, there is a visible change and improvement in women empowerment and there is a due recognition of women and their constant support for the growth of country, economy, industry and society. The research findings have more implications to the society at large as it brings out the problems faced by women employees in their day-to-day work life in software industry. The various means of managing the work-life conflict in every situation is also brought out clearly in the research. Hence the study proves to be useful to the society in terms of the role of women employees in software industry and their means of managing effectively the work-life conflict.

5. The Government role plays a vital role in formulating women employee’s policies and regulations especially in software industry, because majority of the Indian workforce are employed in the software industry. Hence the government could utilize these research inferences for formulating policies, regulations and guidelines pertaining for the betterment of life of software employees and contribute to their success of their personal life and professional work.