CHAPTER V

CONCLUSIONS

The sector-wise conclusions obtained on the basis of the research objectives derived in chapter II, research methodology described in chapter III and analyses of data described in chapter IV are as follows:

5.1 Private Banks

Objective 1: To examine the factors of individual employees which influence work-family conflict (i.e. to explore the factors of work-family conflict and check which of these explored factors as well as some demographic variables are significant in determining the work-family conflict).

Research Question 1: “What are the main reasons that generate a conflict among the employees resulting into mutual incompatibility of role pressures from work and family domain?”

Conclusion: The factors extracted in this analysis are Professional requirements, Self-obligations, Expectations and Human orientation. The work-family conflict depends mainly on Professional requirements, Expectations, Human orientation, Self Obligations, Presence of children, Age and Gender. It indicates that the employees in banking sector believe that the professional requirements expected by the organization may create conflict. Also, the employees’ own expectations of them at work and obligations may result into pressure of fulfilling them. They also believe that if they show a co-operating attitude towards each other at work, there are chances that conflict would reduce to a certain extent. They have also agreed that personal problems like presence of children at home make them worried. Employees also feel that demographic characteristics like age and gender are also responsible for generating mental conflict in their minds.
Objective 2: To determine the role of perceived job stress and role description issues in work-leisure conflict (i.e. to explore the factors of work-leisure conflict and check which of these explored factors are significant in determining the work-leisure conflict)

Research Question 2: “Why do the employees perceive that they are under job stress? Is it because they do not have sufficient time (after accomplishing their work roles) free from their paid work or other obligatory activities?”

Conclusion: The factors extracted in this analysis are Job Stress, Work Characteristics, Working Style, Expected work-benefits and Role Compulsions. The Work-Leisure Conflict depends upon Job Stress, Work Characteristics, Working Style and Role Compulsions. It indicates that the Leisure time of the employees is disturbed because of their job stress, the characteristics of their job, style of working required and the unavoidable compulsions attached to their jobs.

Objective 3: To establish the relationship between organization related factors and quality of work-life (i.e. to explore the factors of quality of work-life and check which of these explored factors as well as some demographic variables are significant in determining the quality of work-life).

Research Question 3: “Does the work-place environment stimulates or hinders the productivity of the employees (from their own perspective)?”

Conclusion: The factors extracted in this analysis are Flexible Working Policies, New Working conditions, Diverse Job Dimensions and Positive work benefits. The Quality of Work-Life depends on Flexible working procedures, New work conditions, Diverse Job Dimensions, Positive Work Benefits, Basic Responsibilities, Telecommuting, Any Other Schedule Flexibility, Study Leave, Maternity Leave, Prenatal Leave, Emergency Leave, Unpaid Leave, Counseling Services, Health Programs, Exercise Facilities and Any Other Employee Welfare Service. It indicates that the quality of work-life can stimulate the productivity of employees if the banks would provide and give importance to the benefits mentioned above.
5.2. Information Technology Companies

Objective 1: To examine the factors of individual employees which influence work-family conflict (i.e. to explore the factors of work-family conflict and check which of these explored factors as well as some demographic variables are significant in determining the work-family conflict)

Research Question 1: “What are the main reasons that generate a conflict among the employees resulting into mutual incompatibility of role pressures from work and family domain?”

Conclusion: The factors extracted in this analysis are Self-Development, Interpersonal relationships, Role Commitments and Employee dedication. The work-family conflict depends mainly on Self Development, Interpersonal relationships, Employee Dedication, any other employee welfare scheme and Exercise facilities. It indicates that the employees want to have self development including some work-flexibility, medical care, support from the supervisor and encouraging mentoring relationships which would enable him or her to be effective at work. The employees also believe that strong interpersonal relationships may help in resolving conflict issues. They also expect that the organization should facilitate good health through providing exercise facilities at work.

Objective 2: To determine the role of perceived job stress and role description issues in work-leisure conflict (i.e. to explore the factors of work-leisure conflict and check which of these explored factors are significant in determining the work-leisure conflict)

Research Question 2: “Why do the employees perceive that they are under job stress? Is it because they do not have sufficient time (after accomplishing their work roles) free from their paid work or other obligatory activities?”

Conclusions: The factors extracted in this analysis are Role description, Role conflict, Style of working, Expectations at work and Job Stress. The Work-Leisure Conflict depends upon Role Description, Role Conflict, Style of Working and Job Stress. It indicates that these factors eat the Leisure time left with employees after their work is over and result into a conflict in their minds.
Objective 3: To establish the relationship between organization related factors and quality of work-life (i.e to explore the factors of quality of work-life and and check which of these explored factors as well as some demographic variables are significant in determining the quality of work-life)

Research Question 3: “Does the work-place environment stimulates or hinders the productivity of the employees (from their own perspective)?”

The factors extracted in this analysis are Flexible working procedures, New work dimensions, New work conditions and Work expectations. The Quality of Work-Life depends on Flexible working procedures, New work dimensions, New Work conditions, Work Expectations, Study Leave, Prenatal Leave, Emergency Leave, Sick Leave, Exercise Facilities, Counseling services, any other schedule flexibility and any other Employee Welfare Service. It indicates that flexibility in work procedures, new dimensions in working, new conditions at work and fulfillment of expectations at work may stimulate the productivity of employees in IT sector. They also feel that effective leave arrangements like Study Leave, Prenatal Leave, Emergency Leave, Sick Leave may provide them time to take care of their personal obligations. Exercise facilities or rehabilitation centres, counseling services at work may also benefit them in reducing some stress.

5.3 Call Centers
Objective 1: To examine the factors of individual employees which influence work-family conflict (i.e to explore the factors of work-family conflict and check which of these explored factors as well as some demographic variables are significant in determining the work-family conflict)

Research Question 1: “What are the main reasons that generate a conflict among the employees resulting into mutual incompatibility of role pressures from work and family domain?”

Conclusions: The factors extracted in this analysis are Work-Family Synergy, Multiple Life Role Commitments, Building of Networks and Career management Strategies. The work-family conflict depends mainly on Work-Family Synergy, Multiple Life Role Commitments, Building of Networks, Presence of children, Flexi-
time, Part-Time Work, Telecommuting, Counseling Services, Referral Services and Health Programs. The balance of work and family life could be obtained only if the call center employees bring a synergy in both parts of their lives, manage their career efficiently and building network of contacts and friends at work. The employees also expect that the organization should implement employee friendly facilities at work like Part-Time Work, Telecommuting, Counseling Services, Referral Services and Health Programs.

**Objective 2:** To determine the role of perceived job stress and role description issues in work-leisure conflict (i.e. to explore the factors of work-leisure conflict and check which of these explored factors are significant in determining the work-leisure conflict)

**Research Question 2:** “Why do the employees perceive that they are under job stress? Is it because they do not have sufficient time (after accomplishing their work roles) free from their paid work or other obligatory activities?”

**Conclusions:** The factors extracted in this analysis are Role Conflict, Job Characteristics, Role Ambiguity, Expected returns from the job, Self values and Role expectations. The Work-Leisure Conflict depends upon Role Conflict, Job Characteristics, Role Ambiguity, Expected returns from the job, Self values and Role expectations. The Leisure time of call center employees gets affected because of the above mentioned reasons.

**Objective 3:** To establish the relationship between organization related factors and quality of work-life (i.e. to explore the factors of quality of work-life and check which of these explored factors as well as some demographic variables are significant in determining the quality of work-life)

**Research Question 3:** “Does the work-place environment stimulates or hinders the productivity of the employees (from their own perspective)?”

**Conclusion:** The factors extracted in this analysis are Flexible working arrangements, Family friendly policies and New Working Conditions. The Quality of Work-Life depends on Flexible Working arrangements, Family Friendly policies, New Working
conditions, Referral services and Flexi-Time. The productivity of call center employees can be stimulated if the organizations implement the above mentioned policies at work.

5.4 Managerial Implications

1. The results have helped to understand the concept of Work–family conflict and brought out the reasons for such conflicts. This may pave the way towards finding solutions to conflict issues raised by the employees of the three sectors used in this study. Work-family conflict can be regarded as an antecedent for the imbalance faced by individuals in the work and family life.

2. The analyses have revealed the main reasons for the imbalance of work and the period of time free from paid work or other obligatory activities (Leisure) as stated by the employees in the three sectors used in this study.

3. The findings have brought out the role of leave arrangements and family friendly policies in maintaining the quality of work-life of the employees.

5.5 Limitations: The results obtained in this study could be subject to some limitations as mentioned below:

- Since the responses were recorded on a Likert scale, there were no available means to verify the accuracy of the data collected. Thus, it was assumed that the data was error free.
- The ability to generalize the results may be affected by the size and composition of the sample.
- The analyses were limited to only three sectors namely IT, Banking and BPO sector. The other sectors may result into different conclusions.
- The data collected was cross-sectional and collected from one city only.
5.6 Future Avenues: Some avenues for further research are as follows:

- There may be other variables that may affect the work-life balance of the employees apart from the ones mentioned in this study. Detailed analysis of these variables may be very helpful for finding the reasons of conflict and fostering better integration of work and life activities.

- A gender-wise analysis would provide the exact picture on the difference in the problems faced by males and females individually in context of work-life balance.

- A study can be conducted on analyzing the benefits of work-life balance from the perspectives of employees as well as organization.

- An analysis of factors affecting work interfering with family and factors affecting family interfering with work can also be useful in knowing the consequences of work-life balance on family life of employees.

- A study on exploring the consequences of work-life balance from organizational point of view can be done to explore the WLB benefits.

- The responses from various age groups may also prove very helpful in generating variety of responses.