Chapter - VII

Conclusions and Recommendations

The present study was undertaken with the following objectives:

- To investigate personal and organizational constraints in work-roles and family roles of women.
- To measure the strength of relationship with respect to role efficacy and emotional intelligence factors.
- To study the organizational initiatives in motivating women employees to career success.
- To analyze the impact of role efficacy and emotional intelligence issues on demographic factors.

Hypotheses of the study

Hypotheses framed based on Role Efficacy Variables

1. Hypothesis (H₁): Age difference has significant impact on Decision making in role.

2. Hypothesis (H₂): There is a significant difference between Qualification and Creativity.

3. Hypothesis (H₃): Designation has significant difference on Self assistance.

4. Hypothesis (H₄): a) Work-hours have significant impact on Role significance.
   b) Work-hours have significant impact on Personal Growth.

5. Hypothesis (H₅): Work experience has significant effect on Role efficacy

6. Hypothesis (H₆): Annual Income has significant effect on Role efficacy.

7. Hypothesis (H₇): Elder care responsibility has significant impact on Role efficacy.

8. Hypothesis (H₈): Number of children has significant impact on Role efficacy.

9. Hypothesis (H₉): Mode of transport has significant effect on Role efficacy.
Hypothesis framed based on Emotional Intelligence variables

10. Hypothesis (H_{10}): Age has significant impact on Ability of alternative thinking.

11. Hypothesis (H_{11}): Qualification has significant effect on Confidence

12. Hypothesis (H_{12}): Designation has significant impact on Optimistic thinking

13. Hypothesis (H_{13}): Work Hours have significant impact on Public relations

14. Hypothesis (H_{14}): Work experience has significant effect on Emotional intelligence

15. Hypothesis (H_{15}): Annual Income has significant impact emotional intelligence

16. Hypothesis (H_{16}): Elder care responsibility shows significant impact on Emotional intelligence

17. Hypothesis (H_{17}): Number of children has significant impact on Emotional intelligence

18. Hypothesis (H_{18}): Mode of Transport has significant effect on Emotional intelligence.

Sample for the study

The Sample chosen in the present study consisted of 443 career women. The sample were chosen from Government and private companies in the service sectors of Insurance, Banking, Educational Institutions, Information Technology, Research Institutes and Manufacturing organizations in the areas of Hyderabad, Andhra Pradesh. Data was also collected from 59 HR managers and consultants from various sectors.

Tools used for the Data Collection: The following tools were used for data collection

- Demographic profile
- Role efficacy
- Emotional intelligence
- Working-life questionnaires
- HR managers interview schedule
Findings on Personal and organizational constraints in work-roles and family roles of women were as follows:

- Sociological changes resulted in increase of nuclear families and dual working couples.
- Working women experience conflict in fulfilling their work related obligations and in the role as a home maker.
- Women were found to climb the career ladder faster than men.
- Majority of the sample enjoy supportive climate at home and possess emotional maturity.
- Women are working out of their personal choice.
- Most of the women restricted themselves to the non-transferable job.

Findings of measuring the strength of relationship with respect to role efficacy and emotional intelligence factors are:

From the Factor analysis the seventeen variables of role efficacy were reduced to eight major factors using Kaiser’s rule.

These eight factors account for 62.4% of the co-variance among the variables and renamed as given below:

- Career Aspiration
- Career Planning
- Hierarchical approach
- Career Growth
- Inter-personal Relations
- Handling Career Barriers
- Creativity
- Initiative.

A step wise regression was conducted and the results reveal that eight factors taken together are significantly related to role efficacy.
Similarly the forty three variables of emotional intelligence were reduced to twelve major factors using Kaiser’s rule. These twelve factors account for 61.34% of the covariance among the variables and renamed as given below:

- Self Awareness
- Problem solving
- Convincing Capability
- Managing Capabilities
- Emotional Success
- Decision Making
- Self Appraisal
- Making Relations
- Self Evaluation
- Anger Management
- Dealing issues
- Anger Management.

A stepwise regression was conducted to find the best combination of predictors of emotional intelligence. The twelve factor coefficients also reveal the standardized beta weights and show the relative contribution of each of the predictors in emotional intelligence.

**Findings of organizational initiatives in motivating women employees to career success**

- The study reveals that there is a necessity to provide required infrastructural facilities in promoting employee work-life effectively are Canteen, Hospitals, Crèche facilities, fitness centers and counseling centres to cope with work-life balance art.

- The study identified that work-family initiatives such as work from home, relocation assistance, eldercare facility support, financial support for dependent care and long term loan facility need to be endorsed by the organizations.
• It is also observed that there is need to provide Part time working options, Career advancement modules, Support for further education to the employees.

Findings on the impact of role efficacy and emotional intelligence issues were tested based on demographic factors which include

• Age
• Qualification
• Designation
• Income
• Work experience
• Working hours
• Elder care responsibility
• Child care and
• Mode of transport

Impact of Role Efficacy on demographic factors

• Age and experience contribute for differential participation in the organization (H1 proved).
• Increase in educational qualifications widens the scope in the thinking processes and contribute for divergent thinking (H2 proved).
• Designation of an employee influences the amount of collaboration with other positions (H3 proved).
• Quality time spent in an activity is an indication of commitment and involvement of an individual (H4 proved).
• When employees work for long hours in the workplace then organizations provide ample opportunity in the form of training or higher learning for their personal growth (H5 proved).
• Significant different exists between women employees work experience and their role efficacy (H6 proved).
• Higher the income greater the responsibilities and the role also demands certain
obligations from an individual (H7 proved).

• Employees found to be supporting in the family and also executing their role in
the organization effectively (H8 proved).

• Employees’ role efficacy difference in relation to the age of children they had.

• Mode of transport influence time and work related activities (H9 proved).

Impact of Emotional intelligence on demographic factors

• Age progresses its help to develop alternative thinking while fulfilling multiple
responsibilities (H10 proved).

• Increase in qualifications increases knowledge levels and skills and also the depth
of thinking in an individual (H11 proved).

• Women employees in different management cadres are optimistic and have
motivated nature in work-life (H12 proved).

• Relationship under mutual benefit between work associates to compete during
work hours improves public relations (H13 proved).

• Irrespective of work experience women employees showed emotional maturity on
handling situations (H14 disproved).

• Women at senior positions not only enjoy financial benefits but also shoulder
additional and critical responsibilities which call for emotional maturity (H15
proved).

• No significant difference was found while testing the impact of eldercare
responsibility on emotional intelligence (H16 disproved).

• Emotional maturity is high in women having children of different ages as
intensively and voluntarily they need to handle many issues effectively (H17
proved).

• Women employees are capable of handling barriers that exists during mode of
transport (H18 proved).
Certain other observations from the interactions of women employees:

Even though our results show some positive correlation between role efficacy and emotional intelligence some percentage of the sample have articulated their feelings which are paraphrased below:

- There are instances where women have not accepted promotions for fear of disturbing children’s education. Here promotions are also linked to transfer to a different place which results in relocation of the family and women either sacrificed or postponed their promotions.

- A sizable number of women are taking care of elders and in-laws in the family and managing their job as well.

- Women do carry work home and experience work related tensions at home also.

- Some women have developed strong networks in the office to ventilate some of their home related issues.

- Few women also complained about gender discrimination in the workplace.

- Some women felt that marriage and career are like “contracts” which need to be executed and fulfilled come what may.

- Women do experience dilemmas and conflicts about their children which has resulted in some psychosomatic disorders.

- Irrespective of some physical problems women still continue to do well in the organizations.

- Women agreed that immediate boss plays an important role in having a smooth work-life.
• Women complained that they are not having enough personal space and time to pursue their heartfelt interest.

• Many women stated that there is no appreciation or recognition for the work done at home.

• Women also admitted that the act of balancing takes place by compromising mentally and emotionally.

In summary it is clear that work-life balance is being aimed at by the women and is achieved because of their high coping mechanisms which are reflected in emotional maturity. However, the stresses and strain of this balancing act are affecting the psychological wellbeing of the women. A lot of them do experience a sense of guilt for not having been able to spent time with the family; primarily the reason could be that women feel that their primary role is that of a home maker and career comes next, but when work role demands prioritize the family, the balancing act results in either a compromise or a sacrifice.

Recommendations

Analyses of the results in the study have highlighted certain issues and conflicts experienced by working women. They are able to execute their roles effectively. However, more measures are required both from the organization and personal side for achieving effective work-family balance. Some of the measures that may be made operational are as follows:

Recommendations to organizations

• Providing crèche facilities: In the multiple roles of women major stress is experienced in balancing the obligations in the roles as a mother and an employee. The tension is more when the children are in infancy stage or small. Hence organization may provide support by creating child care facilities in the workplace. The psychological trauma of leaving the children is reduced and helps
for better concentration. Law has supported this cause but it is not in practice in most of the private organizations.

- Creation of help desk or counseling centre supports the employee in ventilating their feelings and getting apt advice and direction. Counseling can take place at a personal and also in career related aspects. The counselor needs to be a professional who understands the organizational policies and also relates with the employees easily. Hence care is required in identifying and placing a suitable person in the role of a counselor.

- Recreational facilities: Providing an opportunity for recreational facilities has become necessary in recent times. To relieve the work related tensions, to make use of rest period effectively and also to bring out the latent talent among the employees indoor and outdoor recreational facilities need to be put in place by the management. Some of the employees themselves may be made in-charge of these activities which in turn will make them feel that they are contributing for the organization.

- Mentoring: Mentoring consists of establishing in formal relationships between junior and senior colleagues or peers. These relationships contribute to career and family aspects like coaching, protecting, awareness, handling challenging work etc. Having mentors in the organizations benefits in a twofold way from the employee side. It results in job satisfaction, clarity in career progress, commitment for the mentor and the mentor also derives satisfaction and job involvement in the role.

- Net working: fostering and nurturing healthy employee relationships is beneficial to the organization. Net working can take place at an individual group and department levels. It is a small group where members express their thoughts freely and trust each other. Thus the sharing provides for a lot of psychological support and the employees feel belongingness to the group.
• Providing for special leave assistance: one of the ways in which job insecurity feelings and dilemmas of work-life can be over is by providing a grant of assistance of special leave. Hence the employees may be given options of sabbatical leave, part time working or flexi-time working to meet the demands of the home. Those employees may be allowed to comeback and place in such positions without much loss of seniority.

**Recommendations to women employees**

There is no prescriptive way of balancing work-life roles. Each individual will be facing challenges which are special and unique only to them. However, certain aspects and factors do contribute for realizing work-life balance. Some of them which emerged from research are:

• Women need to have clarity in their personal and career goals.

• Sequential planning in the career should also collaborate with the needs and necessities at home particularly with children.

• Women also may prioritize family and career alternatively left to avoid certain types of tensions and dissatisfactions.

• The goals need to synchronize with resources and capabilities available at any given time.

• A positive attitude definitely brings about a change in perceptions which lowers the tensions both in work place and in personal life.

• Since the broad perception of the society about women is that of a home maker and so while opting to work a good understanding needs to be developed between the couples and other family members.

• The time spent with children may be utilized for creating awareness and understanding about the work related roles.
• Women need to create some personal space and time for themselves to pursue their personal interest, hobbies etc... In a day at least fifteen to thirty minutes is devoted in pursuit of this interest, women will definitely feel regenerated.

• Women in the organizations may plan for a “Retreat” (away from routine) to rejuvenate themselves

**Suggestions for further research**

• The present study was conducted on 443 women and may be a larger sample including dual career couples may be researched.

• The gendered nature of workplace indicates the possibility of variations in the work and family experiences of men and women. The findings can be checked against gender in future to see if there are any gender differences.

• The sample had a predominant bias in the age group of 23-35 years. Hence further study may compare women in early stages of career with women in later stages of career.

• The study identified eight predictors of role efficacy variable and twelve predictors of emotional intelligence variable. These new factors would help in orienting and furthering research in work-life balancing linkages.