

# **A STUDY OF INFLUENCE OF FAMILY ON THE CAREER LIFE STAGES AND RETENTION OF FEMALES IN SELECT INDIAN ORGANISATIONS IN LUCKNOW**

BABASAHEB  
BHIMRAO  
AMBEDKAR  
UNIVERSITY



## **Thesis**

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## DECLARATION

I, **POOJA SINGH**, a student of Ph.D. hereby declare that the thesis titled “**A STUDY OF INFLUENCE OF FAMILY ON THE CAREER LIFE STAGES AND RETENTION OF FEMALES IN SELECT INDIAN ORGANISATIONS IN LUCKNOW**” submitted by me for award of the Degree of Ph.D. from Babasaheb Bhimrao Ambedkar University (A Central University), is my original work which I have completed under guidance and supervision of **Prof. Kushendra Mishra**, Department of Rural Management, School of Management Studies, Babasaheb Bhimrao Ambedkar University (A Central University), Lucknow. I hereby declare that this thesis is based on my original work except for quotations and citations which have been duly acknowledged. I also declare that this thesis or any part thereof has not been submitted to any other university or institute for award of any other degree or diploma and also undertaken that the thesis is essentially free from all kinds of plagiarism.

Date: 12<sup>th</sup> Oct '18

Place: Lucknow



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## CERTIFICATE

This is to certify that the thesis titled "**A STUDY OF INFLUENCE OF FAMILY ON THE CAREER LIFE STAGES AND RETENTION OF FEMALES IN SELECT INDIAN ORGANISATIONS IN LUCKNOW**" submitted by Mrs. Pooja Singh is an original research work and has not been previously submitted in part or full for the award of any other degree or diploma to this or any other university.

The thesis submitted to Babasaheb Bhimrao Ambedkar University Lucknow satisfies all the requirements as stipulated in the *Doctor of Philosophy (Ph.D.) regulations -1999 as amended in 2008/2010/2013* and it is fit for submission and evaluation for the award of the degree of Doctor of Philosophy of the university.

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लखनऊ-२२६०२५

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**POOJA SINGH**

## EXECUTIVE SUMMARY

The purpose of this research is to identify strategies that women employees might use to achieve better balance in their lives. This topic is examined in the context of the influences the family of the individuals have on the career life stages of the females and the outcomes of, the lack of balance between work and personal life, as well as the impact on performance and well-being. This thesis on the influence of family on the female career including on the wider range the balance issues makes a valuable contribution to research in this area. Undertaken research describes the impact of women entering the workforce on work/life balance issues focusing on the family as the centre point. The aim of this study is to study the influence of the family on the career of the females in the service sector and to identify causes of their turnover and their work-life balance. The study further tries to identify the career interruptions of female employees due to their families and the extent to which the females are ready to sacrifice their careers for family issues.

The study is focused on the influence one's family can have on the career of the females the major roles of work-life balance's four components (work-to-life conflict, life-to-work conflict, work-to-life facilitation, and life-to-work facilitation) in the relationship between support and employee outcomes were examined. Organizational efforts at providing a supportive work environment are appreciated as they go a long way towards enhancing work-life balance. In the post liberalization context, Indian organizations are trying to enable work-life balance through initiatives including flex times, part-time work, provision of childcare facilities etc. These initiatives are quite similar to those that are provided in other countries. No doubt, this is a promising trend. Yet, the respondents in this sample have reported their inability to balance work and home. In the light of this observation, the researcher suggests the need to improve work-life balance practices to enable employees to balance their lives. This will ensure a congenial workplace for employees and make work more meaningful to them.

The study has been exploratory in nature and has used both primary and secondary sources of data. Non-probability sampling has been used. For data collection, various techniques such as questionnaire, informal conversation, review of all available literature, reference material etc.

have been used. Structured Interview was conducted with HR experts & female employees. Five hundred questionnaires were distributed to different types of organizations falling under service sector viz. Banking and Financial services, Hospitals, Hotels, IT & ITES and Education and other. After eliminating the invalid questionnaires, 363 valid questionnaires were used for further analysis. The findings of this study suggested that three kinds of support (organizational support, family support, and self-support) were positively related to female employees' work-life balance. However, no significant relationship was found between the availability and usage of the work-life balance policies and employees' work-life balance. More importantly, it was found that work-life balance and four components mediate the relationship between supervisor support and all employee outcomes. The relationship between employees' awareness of the policies that organization offered and favourable employee outcomes is also mediated by work-life balance.

Interestingly, the availability and usage of the policies were not found to be related to either employees' better work-life balance or favourable employee outcomes. It is thus recommended that emphasizing supervisor support might be a better option than introducing various work-life balance policies for employees to achieve a better work-life balance. Otherwise, the work-life balance policies offered do not meet employees' needs. Research has shown that work/life balance policies can offer a range of benefits for employers and employees. However, research has highlighted that simply having work-life balance policies may not be enough for employers and employees to enjoy their potential benefits. This study examined the possible barriers for female employees to access work-life balance policies available in their workplace. Data from this study was drawn from respondents of major five types of companies under service sector. The focus of discussions revealed that while each organization had various formal and informal work-life balance policies available, there were a significant number of barriers prevalent in workplaces which made it difficult for employees to actually use these policies. For work-life balance policies to work well, organizations need to attend to the possible barriers to policy access prevalent in their workplace.

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## LIST OF ABBREVIATIONS

ILO	INTERNATIONAL LABOUR ORGANIZATION
WLB	WORK LIFE BALANCE
QWL	QUALITY OF WORK LIFE
CICA	CAREER INDUSTRY COUNCIL OF AUSTRALIA
CFAM	CAREER-FAMILY ATTITUDES MEASURE
WLP	WORK LIFE PYRAMID
WFC	WORK-FAMILY CONFLICT
FWC	FAMILY-WORK CONFLICT
NSSO	NATIONAL SAMPLE SURVEY ORGANIZATION
ASSOCHAM	ASSOCIATED CHAMBERS OF COMMERCE AND INDUSTRY
GDP	GROSS DOMESTIC PRODUCT
FDI	FOREIGN DIRECT INVESTMENT
CSO	CENTRAL STATISTICAL ORGANIZATION
IT	INFORMATION TECHNOLOGY
ITES	INFORMATION TECHNOLOGY ENABLED SERVICES
SPSS	STATISTICAL PACKAGE FOR SOCIAL SCIENCE
EAP	EMPLOYEE ASSISTANCE PROGRAMMES
USA	UNITED STATES OF AMERICA
MBA	MASTERS IN BUSSINESS ADMINISTRATION
HR	HUMAN RESOURCE
R&D	RESEARCH AND DEVELOPMENT
EFA	EXPLORATOTY FACTOR ANALYSIS
KMO	KEISER-MEYER-OLKIN
MLR	MULTIPLE LINEAR REGRESSIONS

# **CHAPTER - 1**

## **INTRODUCTION**

# CHAPTER - 1

## INTRODUCTION

---

### 1.1 BACKGROUND OF THE STUDY

Working to make ends meet has always been the prerequisite of survival. Traditionally men were always considered bread winners and their wives stayed at home as caretakers of the children and maintained the home. With the emergence of civilization, men began to obtain formal education and diversified their career path whereas women still worked as homemakers and their progression in life was linear and predictable.

Men and women, irrespective of their caste, their religion, their gender and their upbringing, come together to work in tandem and achieve something which is bigger than their individual name and fame. They contribute to the nation-building cause, to its security concerns and for the cause that makes great organizations as we move towards a more equal and humanist world and not only a feminist world. Leadership and competence has no gender has been the Ground Zero of the feminist theories. The female ancestors have put the current generation on a very strong platform. They, during their time, have fought pitched battles for issues such as the right to study, the right to work, the right to marry someone of your choice and sometimes even the right to take decisions on behalf of their own children whom they have brought into the world. The strong legacy they left behind would definitely paved the way forward for the realization of the dreams of future generations to the fullest.

One of the most significant changes in the labour market over the previous two decades has been the dramatic increase in the participation of women in the labour force. Today, women are increasingly becoming educated much ahead of their male counterparts and securing good jobs. Sometimes within a single household the woman tends to earn more money than her husband. The changing workforce demographics has made it difficult for many individuals to balance the conflicting demands of work and family life. These difficulties have forced a re-examination of the old models of coordinating work and family life (Lee & Kanungo, 1984). A gendered division of

labour, with the wife caring for the family and the husband, assuming the breadwinner role, is no longer a viable option for couples today.

But this change has not come overnight. Historically women have suffered oppression and domination by the patriarchal society in India and have faced many problems and challenges. However, this has continued to be the case despite the fact that the present society throws the impression that people are liberal-minded about the issues pertaining to gender equality. The idea of discrimination further holds good when we see studies conducted by Clutter buck & Devine (1987) which takes the view that men should go out to work while women stay at home. This hackneyed mindset has raised barriers against which women are continuously tested in pursuit of their careers. According to Kimmel (2001), women could not have it all as the men had; men had the fulfilling career as well as a loving family to which they could come home to. Today, as married women commonly pursue their careers outside the home, concerns as to their ability to achieve equal footing with their male counterparts without sacrificing their family's needs trouble both policymakers as well as economists (Blau, 2000).

The survival of women in jobs today depends on their determined willingness to confront and fight back strong barriers and trite mindset that stand their way. Women are still considered to be subordinates to men within families which leads to family resources being diverted towards male family members, thereby cementing the traditional role of women as primary caregivers for children and elderly family members. Part-time work continues to be a predominantly female domain and is often, in view of persisting gender roles, the only solution to balancing work with family responsibilities (ILO, 2010).

India since centuries has remained largely a traditional agricultural based society and despite decades of modernisation efforts since its independence in 1947, the participation of women in organisations remained low. However, in recent years, with the increased pace of urbanisation and modernisation, coupled with other factors like demographic and social changes, increased female literacy rate, focus on female higher education, exposure through media and increasing work opportunities and the widespread acceptance of women working outside the home have also resulted in

women taking up employment. Indian women, irrespective of their social caste and economic classes, are entering into paid occupations leading to a rapid change in the society in general and organization in particular. This massive participation of females in the organisation can be attributed to the increasing opportunities for women in India especially in comparison to previous decades both in urban and rural settings.

Globalization led industrialization has made available to societies cheaper and more efficient ways of working. Resulting in employees devoting longer hours and effort to their work also need for security and independence due to economic pressures have seen the entry of more women into the world of work, as many households require two incomes in order to sustain the desired lifestyle (Giddens, 2004; Straub, 2007).

This increased feminization of the labour force is also experienced within the context of India. For example, according to the Ministry of Labour, Government of India (2015), during the period between 1995 and 2005, 58% of females contributed to the growth in the labour force as compared to only 42.3% of males. The issue also gains importance from the fact that this increase in women's employment is leading to dual-career couples (Moorhead et.al. 1997). This implies a host of new challenges for today's workers as they struggle to cope up with the often competing pressures of work demands and personal responsibilities with an increased concern for the boundary between employee's worklife and personal worklife(Hochschild, 1997). The problem comes when work and personal life domains tend to spill over into one another, rather than being two segregated halves of life (Adams, King & King 1996, Frone, Russel & Cooper 1992, Williams & Alliger, 1994).

Until recently, legal and cultural practices, coupled with the aberration of restricted women's entry and participation in the workforce. Consequent to the poor socio-economic status of women and their economic dependency on men, this new change not only needs attention but also structured probing to understand the issue in totality.

## 1.2 WOMEN AT WORKPLACE

“Women constitute nearly half of the world population. Growth development and progress in any society are intimately linked to the development and empowerment of women. No nation can afford to neglect such a precious segment of human resource.” Meira Kumar ( 2011). “Economies across the world are finding it increasingly difficult to ignore women, rather it has become next to imperative to treat them as crucial components of the global system” Kartikeya Batra( 2011).

“Women as a new class of leaders can play a very transformative role in the society. There is a transformation in the way the educated and the professional women of today are bringing up and supporting their families, as they are now equal bread earners and also work out of home like the men. They are now at par with the men in professional skills and even financial returns.” Kiran Bedi (2008)

“Today, globalization offers great opportunities to women in all levels of industry and at the same time, they also face several challenges in their work life. The working women have to contend with and overcome the social and mental barriers such as lack of proper education, lack of exposure to global business, social stigma and psychological inhibition” G. Jagadeesan (2008).

“With the rise in the number of working women and mothers the demographic foundation of the stay-at-home mother evaporated. In the last 50 years, the percentage of mothers staying at home dropped from 76 % to 28 %. With the rise in corporate bankruptcy the organization's side of the psychological contract – namely job security – also dissolved. In the face of these demographic shifts and organizational upheavals, we believe that women are rejecting the outdated “work is primary” careers mode and instead are acting as career self-agents, using Flexible Work Arrangements as powerful tools in defining their terms of employment.” Mary, Cynthia, Stacy Black ( 2007).

“Indian women are all set to overtake their male counterparts in the employment growth rate, says an industry report. As the Indian economy heads towards a double-digit growth, women have surpassed men in terms of employment growth rate with a

3.35 percent rise in employment between 1998 and 2004 as against a fall of about 8 percent in the case of men, according to a study by the Associated Chambers of Commerce and Industry (ASSOCHAM) - Women Employment Growth Rate and Gender Budgeting.” IANS (2007).

“According to the nationwide sample survey on *Employment & Unemployment* undertaken by the National Sample Survey Organization (NSSO) in India during 1999- 2000, female workforce was estimated at 124 million. This constituted to about 31 percent of the total workforce of which more than 88 percent belonged to rural workers. The female workforce participation rates being 29.5 for rural areas and 12.4 for urban locations. A vast majority of women are working in agricultural or land-based occupations. Apart from this, other activities of the primary sector that employ women are related to animal husbandry, natural resource management, and so on. Among activities of the secondary sector, women are predominantly involved in informal, home-based activities. This work in most cases offers little or no social security, low wages coupled with poor working conditions.” Swaraj (2003).

“India has been experiencing a transition towards achieving gender parity. The influence of liberal feminism was to pressurize government for ensuring equal status to women at par with men. Liberal feminism tries to explain the women’s position in society in terms of unequal rights to participation in the world beyond the family and household.” K.C. Smitha ( 2009).

“Historically, India has been a male-dominated society. Yet, in the past two decades or so, social change has opened the possibility for women to attain managerial roles in corporate India. As more Indian women enter the workforce, particularly in the corporate world, this change is in dramatic contrast to the traditional Indian culture, where a woman’s expected role has been to marry, raise the family and take care of the household” Nancy (2009).

“As more women begin to take up jobs outside the home, there is an attitudinal change that is beginning to become noticeable. In the middle classes earlier, women’s jobs and incomes were viewed as supplementary to the man’s and therefore not given their due importance. In contemporary times women are frequently as professionally

qualified as the men and the incomes they earn are equally substantial. Their working hours, as well as the stress and strain of work, is in no way less than the men. Therefore, inevitably, the equations between them are also changing along with the traditional roles they have played. No longer are men and women's roles clearly defined vis-à-vis domestic work and childcare. With the inevitable change of social norms, the relationships between men and women are also going to change and perhaps become a little less lopsided than they have so far been" Sumita Parmar (2010).

"Despite the increasing workforce participation of women, India remains largely a hierarchical male-dominated society. The cultural traditions and family role structures have not changed significantly and women on average still bear responsibilities for daily household chores, such as cooking, shopping, providing care for children and aged family members ." Kalliath (2011).

"There's no doubt that women are as ambitious as their male counterparts. Ms Sunita Cherian, General Manager, Talent Engagement, and Development at Wipro Technologies, points out that the female workforce today expects to share responsibilities with male colleagues at every level. Agrees on Ms. Alka Sharma, Head, Corporate Communications, Yahoo! India, "Women employees are quite alike their male counterparts when it comes to aspirations from their job. They aim to grow within their role and organisation and are ready to work hard by exceeding performance expectations and demonstrating expertise." Anjali Prayag (2011).

"Even today, the majority of the managerial workforce in organizations consists of men. Given that the inclusion of more women in the workforce has been strongly promoted in recent times, we still have very few women in the middle and top tiers of management in organizations. In 1971 women occupied 38% of the total workforce in the United States. the percentage of women in middle and top managerial positions was insignificant." Sujoya Basu (2006).

### **1.3 CAREER**

A career is a sequential arrangement of jobs undertaken in the entire life. Career includes diverse roles including activities related to both jobs and work. Traditionally career was an indication of paid employment commonly known as occupation. However, in today's parlance, career is a continuous process of learning, leading to the development due to the inclusion of work experience, community involvement, employment life roles, enterprise activities, cultural activities, training, education, interests, sport, volunteer work.

### **1.4 INFLUENCE OF FAMILY ON CAREER**

Researchers over a great time have been exploring on a wide range of factors which are affecting the career decision-making process. Of all those factors, family influence has been given increasing attention (e.g., Paa & McWhirter, 2000; Schulenberg, Vondracek, & Crouter, 1984; Whiston & Keller, 2004). This is more critical and influential as people especially females look for assistance within their family structure, at least initially, for making decisions relating to their career. Therefore in order to facilitate positive decision making a better understanding of the influence that family has on career development needs to be seen. (Whiston & Keller, 2004). Family plays a vital role across cultures thus it is necessary to measure how its influence is related to the various career constructs in different cultures.

### **1.5 CAREER PROGRESSION AMONGST WOMEN**

Progression of women's career has many barriers which may include organisational culture and family issues. The organisational and managerial values in these organizations tend to be characterised by stereotypical views of women's roles, attributes, preferences, and commitments. These in turn influence decisions about who is suitable for particular a position, who is seen to have potential and so forth.

In hospitable organizations, culture is one of the most significant barriers to the career advancement of women and a major factor in diminishing their satisfaction with work in large organizations (Phillips, Little, and Goodine, 1997, p.571).

Owing to this in hospitable culture several women choose not to apply for more senior positions because they believe that the balance between work and life that they have managed to achieve in their current position cannot be maintained in a higher level one due to increasing job demands (Hyman, 1996). To counter this, many women leave organisations and start their own entrepreneurial venture thereby ensuring feasible timings for operations. Businesses headed by women are one of the fastest growing groups. This was further strengthened from the opinion of the women interviewed by McKenna (1997) who opined that by running their own organizations they could focus more on the quality of what they did and not over how it was done, and provide the means for their staff and themselves thereby attaining a balance between work and life.

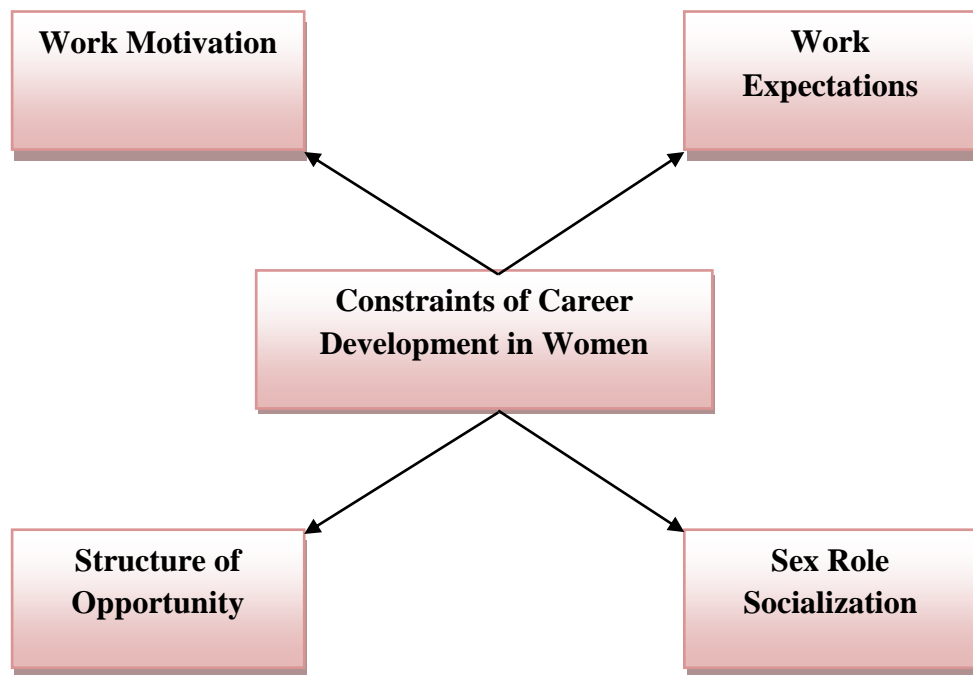
## **1.6 DEVELOPING CAREER**

Developing career is a process of schematising life, learning, and work. Career development process significantly determines the nature and quality of individuals' lives: the kind of people they become, the sense of purpose they have, the income at their disposal (Bowlsbey, 2002) further, career development also determines the social-economic contribution they make to their communities and societies.

Career development and family in the pattern of women's career development is frequently affected by family as well as work commitments and responsibilities, unlike those of men. Therefore Autin in 1984 suggested a separate theorisation of career development for the women from men. Austin model of career development is described on 4 constructs which shape women's career development.

Larwood and Gutek (1987) concluded that any theory of women's career development must take account of five factors: Career preparation, or how women are brought up to view the idea of a career and whether they believe they will have one or not, availability of opportunities should be taken into consideration, and whether they are limited to women, compared with men, marriage, viewed as neutral for men but harmful to the career of women. Similarly, pregnancy and having children inevitably cause women to take some kind of career break and timing and age, as career breaks

and family relocations often mean that women's careers do not follow the same chronological patterns as those of men.



**Figure 1.1 - Constraints of Career Development in Women**

The process of career development starts with the individual getting to know thyself and then synchronising their interests, aspirations, and skills with options for study and work. Basically developing a career is more than just job, it is all about setting the life present & future that one aspires to get.

Developing career must be pursued as an organised approach to match employee goals with the business needs of the organisation in support of workforce development initiatives. In this process, the purpose of career development must be kept job performance, enable individuals to take advantage of future job opportunities and fulfill agencies' goals for a dynamic and effective workforce (Jesse Buttrick Davis, 1871-1955).

## **1.7 WORK LIFE BALANCE THROUGHOUT THE CAREER LIFE STAGES IN FEMALES**

The problem of balancing work and family are major concerns for employees and employers. These problems may manifest themselves in the form of stress,

absenteeism, turnover, lower job commitment, errors and ultimately, lower productivity, which tends to cause a great loss to the organisation for which one is working. Family responsibilities can be a restriction on employee's advancement through an organisation, either if they actually inhibit time available to an employee for work-related tasks and activities or if they are perceived by decision makers to inhibit employees' commitment to their work.

One of the bitter consequences of one's inability to balance work and family demand is increasing the level of work-life conflicts experienced by employed mothers. Work-life conflict occurs when a female has to perform multiple roles in different avatars that require time, energy and commitment. Family interference with work occurs when family roles and responsibilities hinder performance at work. Example a child's illness can prevent a parent from going to work and in the Indian context this is the female as her initial responsibility is that of a care giver to the family. Work is the exertion of effort and application of knowledge and skills to achieve a purpose. Most people work not only to earn a living by making enough money but also to gain the satisfaction it brings in the light of ensuring the said satisfaction, business organizations are putting in measures to ensure an effective work-life balance. Women's career development or progression is different and more complex than men's because of role expectations about both paid work and family life. With the career of women, about five elements come to play; career preparation (expectations and socialization, as well as education); opportunities in society, the influence of marriage; pregnancy and child care; timing and age. Though it is very difficult to combine all these elements, women generally take responsibility for family and work. As a result, many women regard successful juggling of these simultaneous rather than sequential demands as a considerable accomplishment. While most women struggle with combining work with family life as a result of differences in physical makeup and ego, others are committed to paid employment and family work is impossible for them. This increasing man like the role of women in the society are good or bad only time can tell.

Attempting to balance one's work life and family or personal life and being successful in doing so poses a significant challenge for women (Easton, 2007). A vast amount of literature illustrates that women face many career barriers, one of them

being work-life conflict (Nzimande, 2008; Yiannakis, 2008). Family influence on career choice may also manifest itself unconsciously. According to psychoanalytic theory of Thomas Harris, familial heritage plays a significant role in occupational choice. Individuals will tend to choose an occupation that enables them to satisfy needs that were hitherto unfulfilled in their childhood and to actualize dreams passed on to them by their family (Pines & Yanai, 2001). For example, in his psychoanalytic analysis of successful business leaders, Kets de Vries (1995) suggested that many successful managers embark upon their careers in order to compensate for the absence, either physical or psychological, of their fathers during childhood. “The desire to be a manager expresses a desire to rise in the right way, with total control of your life (Pines & Yanai, 2001: 172).

Values and attitudes related to the balancing of work and family are influenced by a number of factors, including the family of origin and exposure to trends in the labour force. Sanders, Lengnick-Hall and SteeleClapp (1998) found that young individuals expressed a preference for integrating their choices regarding work and family, in contrast to making trade-offs between the two domains. These work-family attitudes show evidence of being influenced by factors related to the family and its cultural origin. This has clear implications for the continuing importance of work-family concerns in choosing a career; as increasing numbers of woman’s participate in the labour market in India, leading to a new family structure on which young children will model their own values and attitudes concerning the combination of work and family roles likely to be afforded to them by a given occupation. In addition to familial influence on a woman’s preferences for combining work and family, research shows that the occupational choices made by parents can exert a direct influence on the career choices of their children. According to Brown (2002), family or group influence impact both the decision-making process and the career an individual chooses. Research by Corcoran and Courant (1987) demonstrated that the degree to which a mother’s occupation and industry were stereotypically “female” was positively related to the extent to which her daughter chose an occupation that was similarly sex-typed. This type of familial influence may be even stronger for individuals in collectivist cultures. In such cultures, respect for and obedience to one’s parents is often a highly prioritized value (Lee, 1991), and the attitudes and values of family members may be the primary determinant of an individual’s choice

of career (Sue & Sue, 1990; Yagi & Oh, 1995). Owing to the discussion above it is quite clear that family influence not only shapes the career state in case of females in a big way but also hinders the growth in some cases. Women being the 50% of the population seems to have been affected by this phenomena hence it was chosen as the topic of the research and idea is to suggest some concrete ways to retain the female workforce in the organization and reduce their exodus by offering some practical and impeccable idea.

## **1.8 ROLE STRAIN AND ROLE ACCUMULATIONS**

Role strain is a tension that occurs when a person is facing a single role having multiple statuses. It means that it occurs within a single role. Role strain can result from the conflict of time, resources, and place. For example, some women engage in paid labor because they need to boost the family purse. This notwithstanding woman also need to make sure the home front is not lagging behind as per their duty of being the caretaker, mother, wife, and nurturer, they also need to be at home to provide care for their children, two roles which may not always be compatible. The result of unsuccessfully combining multiple roles is poor health. On the contrary, the role accumulation model (Sieber, 1974), also referred to as the role enhancement, see the prospect that the rewards of combining multiple roles might surpass the burdens.

Role accumulation may give rise to positive outcomes from role privileges, that is, the rights attached to a role like status. On this basis, the role accumulation theory believes multiple roles to be more rewarding than stressful and therefore to benefit health. Although it can result in a positive outcome, the likely inconvenience that might be experienced is role strain, but role accumulation provides adequate compensation for these strains that might be experienced. However, role strain can lead to poor health (Arber, Gilbert, & Dale, 1985).

## **1.9 WORKING AND WELL-BEING**

Most studies on work-family conflict have examined work-family conflict in general, ignoring the direction of conflict (Eagle, Miles, & Icenogle, 1997; Emslie et al., 2004), namely work-to-family (work conflicting with family life) or family-to-work (family life conflict with work). Studies that have taken into account the direction of

conflict have found mixed results. The work-to-family conflict has been found to be more prevalent than family-to-work conflict (Eagle et al., 1997; Frone, Russell, & Cooper, 1992; Swanson, Power, & Simpson, 1998). Some studies have revealed that women experience higher levels of work-to-family conflict than men, but no varying difference on gender basis with regard to family-to-work conflict (McElwain, Korabik, & Rosin, 2005). Several other studies found different associations with health measures. An example is the finding based on work-to-family conflict, but not family-to-work conflict, is the association with poor health (Adams, King, & King, 1996; Grandey & Cropanzano, 1999; Hammer, Saksvik, Nytro, Torvatn, & Bayazit, 2004). The findings from one study found a negative relationship between the two variables (Noor, 2004), that is family-to-work conflict being associated with lack of wellbeing. Furthermore, gender differences have been found to be associated with health, and family-to-work conflict to be associated with poor health for men but not women, while the work-to-family conflict was associated with poor health for women but not men (Macewen & Barling, 1994). This signifies the border the different genders invest their energy the most.

Combining the roles of work and family is generally not conducive to the well-being of men and women (Marshall & Barnett, 1993; Barnett & Hyde, 2001). Women who work full-time experience less anxiety and depression and better physical health than full-time homemakers and their husbands are more involved with caring for their children and building relationships with them (Repetti, Mathews, & Waldron, 1989; Wethington & Kessler, 1989; Barnett & Rivers, 1996). Working for pay is crucial to the economic viability of many families. Not only are two wages often necessary to adequately provide for the needs of most families, dual-earner couples are less economically vulnerable than single-earner families for whom a layoff can mean financial collapse.

During the last quarter of the twentieth century, industrialized societies witnessed a dramatic metamorphosis in the roles of men and women in the workforce and, to a lesser extent, in the home. This change was fuelled by the Women's Movement, which successfully advocated for the equal opportunity for women in the workplace (Friedan, 1963), and by the steady decline in the earning power of men's wages, making women's employment a necessity for many families (Mishel & Schmitt,

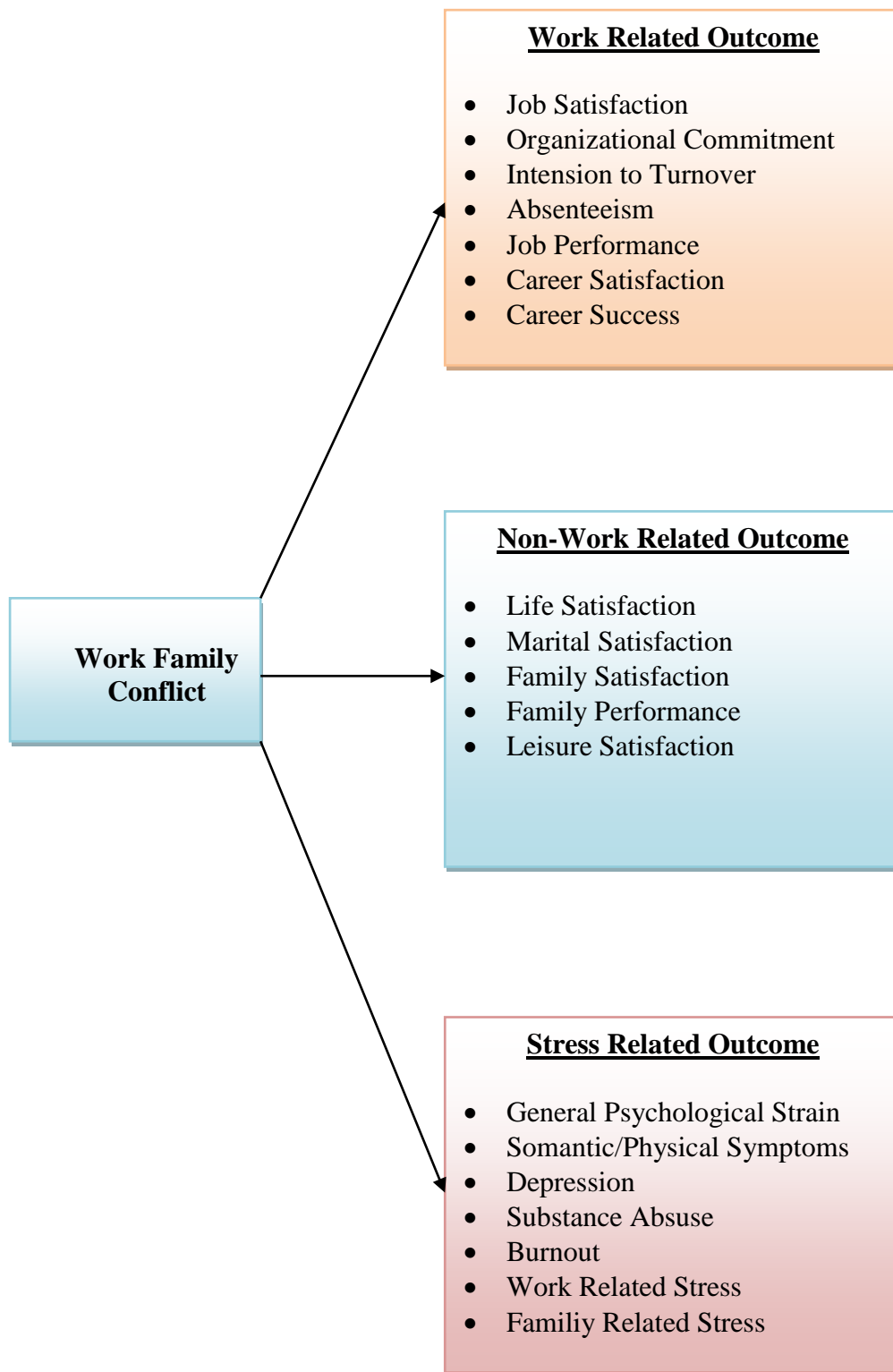
2001). Beginning in the 1960s, the traditional breadwinner-homemaker lifestyle, which was the norm for middle-class married couples, gave way, at first slowly and then gathering momentum, to the dual-earner couples, in which both members work for pay. Dual-earner couples are the norm.

Despite the fact that adequate statistics are presently not available, it is observable that in the old idea of a “full-time housewife” has given way to the new order of dual-earner couples in the face of declining economic fortunes of the country since the early 80s and vast opportunities open to both men and women in the paid labour force. Because of their dual responsibilities, working couples are particularly vulnerable to the problems of work-family spillover, conflict, and crossover (Adekola, 2006). Work-family spillover, which can be negative or positive and is bi-directional, involves the transfer of mood and behavior from one domain (home or workplace) to the other. Almeida & Chandler, 1999; Bromet, Dew & Parkinson, 1990). For instance, negative work-to-family spillover occurs when an employee is distracted and irritated at home because of pressures at work (The table on the next page explains other forms of work-family spillover).

**Table 1.1- Work-Family Spillover**

<b>SPILOVER</b>	<b>DIRECTION</b>	<b>EXAMPLE</b>
Negative Spillover	Work-family	weighty work schedule results to distraction on the job and strain at home
	Family-work	Issues of dissatisfaction with spouse lead to weak performance at work or inability to meet work target.
Positive Spillover	Family-work	Cordial/smooth relationships at home enhance and improve coping ability with the workload.
	Work-family	Pleasant experience at work leads to a more welcoming home

**Source:** Roehling & Moen (2003). Dual-Earner Couples in Sloan Work-Family Encyclopaedia Entry



**Figure 1.2 - Work-family conflict (WFC) and its outcomes (Allen et al., 2000).**

The next chapter deals with the conceptualization of the issues at hand and also pertinent literature available in those areas in schematic way.

## **CHAPTER - 2**

### **LITERATURE REVIEW: CONCEPTUAL FRAMEWORK AND THEORETICAL DEVELOPMENT**

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#### **2.0 INTRODUCTION**

This chapter describes the review of the relevant literature and conceptual framework leading to the theoretical development. In view of the fact that this study is primarily about the influence the family has on the career of females in the Indian scenario , it discusses the key factors which have been influencing the career relating decisions that the females are taking throughout the stages of their career . Section 2.1 describes the method of reviewing the literature. Section 2.2 states the process of literature review 2.3 describes the Women in Work force. 2.4 outlines the Indian Service Sector and Female Workforce 2.5 Explains the Family –Work Conflict (FWC) , 2.6 Deals with the Work Life Balance- Conceptulization and Development ,2.6.1 and 2.6.2 emphasis on the Work life balance and its impact on women employees, 2.7 deals with the Career development stages and family influence on each stage. This section also discusses different factors influencing each career of individuals. Section 2.8 presents the identification of gap in the literature and section 2.9 explains the justification of the study based on the identified research gap.

#### **2.1 LITERATURE REVIEW METHOD**

Online resources have been the major source of Review of literature . ‘Google Search and Google Scholar’ was used for searching Literature through online databases maintained by JSTOR, Science Direct, Springer Link, Taylor and Francis, Emerald etc. Review was started searching the online databases subscribed by the university. Some paid sources were also used for review of literature. More than 150 research papers were downloaded or photocopied from different resources and 97 research papers were reviewed as per their relevance to the present study.

## **2.2 LITERATURE REVIEW PROCESS**

Since the present study is mainly about the influence the family has on the career of females in the Indian scenario , it discusses the key factors which have been influencing the career relating decisions that the females are taking throughout the stages of their career . The literature review process starts with defining the terms which are generally used during the previous studies and how they are relevant in the present context. After these basics, the literature review section discusses the innumerable ways in which one's family and personal life can impact an individual's career. A review of numerous research literature reveals that an individual is greatly influenced by own's individual values, inclinations, expectations relating to future balance between family responsibilities and work while choosing a career . Then the review moves towards exploring all the factors influencing the career life statges of the females. The review concludes with the identification of gap in the literature and justification of the study based on the gap. All the factors or constructs ultimately affects the career decisions or influences the decisions is some manner or the other. This chapter describes the review of the relevant literature and conceptual development leading to the theoretical framework. In view of the fact that this study is primarily about the influence the family has on the career life stages of the females, it discusses the key factors influencing the career decisions of females at every stage. Section 2.1 describes the method of reviewing the literature. Section 2.2 states the process of literature review 2.3. describes the Women in Work force. 2.4 outlines the Indian Service Sector and Female Workforce 2.5 Explains the Family –Work Conflict (FWC) , 2.6 Deals with the Work Life Balance- Conceptulization and Development ,2.6.1 and 2.6.2 emphasis on the Work life balance and its impact on women employees, 2.7 deals with the Career development stages and family influence on each stage. This section also discusses different factors influencing each career of individuals. Section 2.8 presents the identification of gap in the literature and section 2.9 explains the justification of the study based on the identified research gap.

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greatly influenced by own's individual values, inclinations, expectations relating to future balance between family responsibilities and work while choosing a career . Then the review moves towards exploring all the factors influencing the career life stages of the females in the indian context by studying different models established by the researchers in the Literature. The review concludes with the identification of gap in the literature and justification of the study based on the gap.

### **2.3 WOMEN IN WORKFORCE**

The World Bank (2014) estimates that Indian Women make up two-third of the labor force. Singhal (1995) is of the opinion that, "Participation of women in the workforce is essential for economic development and population planning." Indian Studies on employed married women have reported an economic need as the primary reason for their employment (Srivastava 1978, Ramanna and Bombawale 1984). An increasing number of women are beginning to work full time and aspire to climb the same ladders as their male counterparts (Davidson and Cooper, 1984). Increased awareness of having fewer children compared to olden days has resulted in women getting more free time where they can opt for jobs outside, and it is not just seeking the jobs and careers. Indian women of all social classes have entered professional occupations.

While women everywhere seem to be taking breaks for childcare, in India a large number take time off to look after their elders. A much bigger proportion of women in India, as compared to Germany or US, also leave because they find their careers at stall. In India, women have learned to outsource childcare but not elder care. "Daughterly guilt is now bigger than motherly guilt". In India, women face smaller salary penalties as compared to their counterparts in developed countries upon rejoining and do not want to go back to their previous employer. This is a wake-up call for organisations. While many organisations have been able to improve their policies related to maternity leave and a few have invested in building some infrastructure for daycare for children of employees, very few have found answers for women leaving work later in their careers be it for taking care of elders or because they find their careers at stall. This is the time when most women are speaking of their career and losing them hurts both the employers and the employees.

Somjee (1989) has some very strong critical comments. She has said that "in the history of women's studies, which is not very long, a variety of approaches have been

adopted in order to understand women's problems and find solutions to them such approaches range from how women are perceived in various cultures and historical settings, given their biological functions and what nature 'intended' them to do, to their decline in power and status vis-à-vis men in the complex social evolution, to a widely shared emphasis on the need to make women equal through the economic and legal route which treats them as individuals rather than those having the sole responsibility for looking after the family.

Career aspirations represent an individual's orientation toward a desired career goal under ideal conditions. More simply stated, career aspirations "provide information about an individual's interest and hopes, unfettered by reality" (Hellenga, Aber, & Rhodes, 2002; Rojewski, 1996). Adolescence would be an ideal time to study the career development of young women, as many changes occur during this time that strongly influences the formation of career aspirations and preferences (Watson et al., 2002).

An individual's career anchor can be described as his or her self- concept, incorporating perceived career related abilities and talents, values and motivations and needs (Schein-1996). In recent years there has been an increased awareness of the impact of socioeconomic status, race, gender, and on the career decision-making process and career development (Stitt-Gohdes, 1997). Women may choose to prioritize the family's social well-being by not working to care for the children or to preserve the family's reputation in a community that does not support females in the workforce over their own. Women employees were not taken seriously by their bosses, colleagues, or society (Nieva & Gutek, 1981). Factors narrowing women into traditional role occupations included social and familial influences, a lack of awareness regarding nontraditional options, an unwelcoming environment in many male-dominated fields, discrimination within career fields, high turnover rates for women, and less seniority in given occupations. These factors also contributed to earning gaps between men and women (Stephenson & Burge, 1997).

Swanson and Woitke (1997) in their study stated that barriers partially explain the gap between the abilities of women and their achievements, or these barriers could explain the inhibitions of women's career aspirations. Barriers are significant factors

in the career development process, and the onset of such barriers frequently begins when women are children. Barriers are reinforced throughout women's schooling, college, and work, and they become more complex over time (Brown & Barbosa; Stephenson & Burge, 1997). In 1997, Swanson and Woitke acknowledged barriers could be overcome, although successfully conquering a barrier depended on the type of specific barrier and the individual's personality. Women often perceive barriers and role conflicts as obstacles in their career development process (Albert & Luzzo, 1999; Brown & Barbosa, 2001; Luzzo & McWhirter, 2001; Stitt-Gohdes, 1997).

Lagarde (2013) notes that while women constitute half the working-age population, they represent less than one-third of the actual labor force. And progress toward gender equality seems to have stalled. Despite overwhelming evidence that gender inclusion makes economic, business and social sense, the gender gap is not being closed fast enough. Women still face glass ceilings, glass walls, and even glass cliffs. The challenges of growth, job creation and inclusion are closely interlinked. However, it is true that working women have to face problems by virtue of their sex. For centuries, women have been subjected to exploitation and torture, physically, sexually and mentally. There are innumerable challenges and problems faced by them both at home and workplace. What we generally see today, in addition to various media and journal reports is that in the workplace, women generally face mental stress, sexual harassment, discriminatory practices, safety and security issues etc (Martin, 1989). India's patriarchal society thinks of women only as homemakers and sexual objects and is generally subjected to exploitation and torture (Dube, 2001).

Women in the workforce earning wages or a salary are part of a modern phenomenon, one that developed at the same time as the growth of paid employment for men; yet women have been challenged by inequality in the workforce (N. Andal 2002). To keep women in captivity, without access to work or finance or interaction with the outside world, is less than fair (Eisenhower, 2002). Economic, social and political empowerment of women is essential for the development of any society. Working women are essential for the development of the society, so empowerment of women is important to the process of upliftment of economic, social, political status of women. Traditionally, women have been the under-privileged ones in the society, not enjoying the same rights or standards of living as the other half of the population.

According to Robin (2002) “Sexism is the root oppression, the one which, until and unless we up root it, will continue to put forth the branches of racism, class, hatred, ageism, competition, ecological disaster, and economic exploitation. No other human differentiations can be similarly powerful in reproducing oppressions, and so, women are the real left.” Status of women can be broadly defined as the degree of socio-economic equality and freedom enjoyed by women. Economic, social and cultural factors interplay for reinforcing the gender differences in ownership, control, and access to land through inheritance, marriage or informal networks (Arun, 1994). Women’s economic status in the household depends on three levels of influence, viz., women’s acquired economic and social power, the socio-economic status of their households and the level of support and opportunities in the community (Zhao, 1991).

Women’s economic well-being is usually enhanced by women acquiring independent sources of income that increases self-esteem and improved conditions of their households and the overall level of development in their communities. The gender gap in the ownership and control of property is the most significant contributor to the gender gap in the economic well-being, social status, and empowerment of women (Andal, 2002).

Women have been playing vital roles in households since ages. Now women are also recognized for their value in the workplace and are engaged in a wide range of activities of work in addition to their routine domestic work. Building a society where women can breathe freely without fear of oppression, exploitation, and discrimination is the need of the hour, to ensure a better future for the next generation. It is possible to accept that as more and more women have entered the workforce, there is no longer a solid family support at home (Schwartz, 1992).

“Women have increased their participation in paid employment considerably during the past 30 years, but men have not increased their participation in housework to the same extent” (Evertsson and Neramo, 2004). Women still perform the majority of the care giving role and juggling of work in the family. Gender is seen as a significant determinant of negative job spill-over because employed women are expected to

carry out, the responsibility for family services and still be able to smoothly handle their work roles (Delgado and Canabal, 2006).

Although husbands have taken on domestic work than they did not in earlier generations, this gain for women has been offset by “escalating pressures for intensive parenting and the increasing time demands of most high-level careers” (Eagly and Carli, 2007). Added to this is the phenomenon of guilt experienced by women containing a general feeling of responsibility especially towards their own children. It gives rise to a sense of failure of responsibility that arises when they lack control over the demands made on them from different spheres of life. It is a fact that women have to face problems just by virtue of their being women. And if they are working the problems are multiplied manifold. Working women are those who are in paid employment. Social attitude to the role of women lags much behind the law. This attitude which considers women fit for certain jobs and not for other jobs influences those who are involved in the recruitment of female employees.

Mitra (1997) analyses the causes and comes to some important conclusions: “Relationship between women and professions could be perceived as one of the women in full-fledged professions, medicine, law, academics, etc and another in the semi-professions-like nursing, teaching, clerks etc.”

Okolo (1989) studied that another obstacle is the lack of role models of executive women due to their scarce presence in top managerial positions. Likewise, this study found out that there is no gender difference in organizational hierarchies when a woman has already gained access to them. “The lack of impact in women can occur because the executive and managerial women have developed survival features becoming immune to the effects of men’s hierarchies. A hierarchy composed by men solely may have an effect on the election of a managerial board, and then its further influence is not very strong.”

Ronald J. Burke, Mustafa Koyuncu and Lisa Fiksenbaum (2010) examined the relationship of the perceived presence of organisational practices designed to support women’s career advancement and their work attitudes and satisfaction and their psychological well-being. Data were collected from 286 women in managerial and

professional jobs working in a large Turkish bank, a 72 percent response rate. Five organizational experiences were considered: negative attitudes towards women, equal treatment, support, career barriers and male standards. Women reporting more supportive organizational experiences and practices were more engaged in their work, more job and career satisfied, and indicated greater levels of psychological well-being.” Wentling (2003) showed that the twin roles of women cause tension and conflict due to her social structure which is still more dominant. In her study on working women in Delhi, she has shown that “traditional authoritarian set up of Hindu social structure continues to be the same basically and hence women face the problem of role conflict change in the attitudes of men and women according to the situation can help to overcome their problem.”

Gunavathy and Suganya (2007) in their study among married women employees of BPO companies traced the causes, consequences of work-life imbalance and interventions for work-life balance. More than two-third of the respondents stated they experienced work-life imbalance primarily on account of work interference with personal life. The causes for work-life imbalance were classified as organisational and personal factors. The organisational factors included work related factors, time-related factors, and relationship-related factors. The personal factors included lack of family support, marital conflicts and frequent change in sleeping patterns. According to the study, “the three main consequences of work-life imbalance were stress and burnout, ill-health and poor work performance. The respondents also experienced the guilt of not being able to spend time with family, anxiety about poor performance, displacement of negative emotions on family members and on co-workers.” Ming (2007) “examined the relationship of self-efficacy, work-family conflict, social support, gender role attitude, role model and career aspiration to top management among women in middle management at the manufacturing line. This study intended to determine the contribution of each factor to career aspiration. Data were collected from 109 married women in middle management at eight private manufacturing companies located in Bangi and Nilai. This study found that self-efficacy, social support, gender role attitude and role model were significantly related to career aspiration ( $p < 0.05$ ). Specifically, self-efficacy and gender role attitude were the most significant antecedents of career aspiration among women in middle management in the manufacturing line.”

Mathur-Helm (2006) “examined the reality of the glass-ceiling phenomenon in four major retail banks. The study investigated women’s low numbers in their top management jobs. A total of 40 women managers were interviewed for their in-depth responses, which were content analyzed. The paper provided clarity for organizational leaders to identify growth barriers existing in their organisations, leading their women workforce towards a glass ceiling. The results indicated that the glass ceiling considered a myth by many was real and are nurtured by the organisational culture, policies, and strategies besides women’s own inadequacies. The study concluded that only the most decentralized organizations, characterized by a culture that supports women’s top positions, will help in breaking down the glass ceiling, along with women’s own efforts to grow, develop and empower themselves through academic and career development.”

Lilly and Duffy (2006) wrote: “work-family conflict occurs in men and women in the sense that anyone with a job and family may need to cope simultaneously with the demands of both”. Job spill over, in the case of work and family, refers to the impact that work roles could have on that family and vice versa (Delgado and Canabal, 2006). It has been recognized that the long-hour work culture in many organizations does not support appropriate parenting (Wood and Newton, 2006). Long hour work includes working in the banking sector of every economy. After even the long hour daily for five days, Saturdays are now included. Women can either act as so-called superwomen in order to cope with these competing demands or find other ways of handling the overload at work or at home (Gordon and Whelan-Berry, 2005). Women, who felt overburdened by all of the pressures they must shoulder, run the risk of burnout and a possible end to their corporate aspirations (Gallagher and Goland, 2000, cited by Easton, 2007).

Macdonald, Phipps, and Lethbridge (cited in Easton, 2007), using fresh data on adult Canadian women and men found that women’s greater hours of unpaid work contributed to women experiencing more stress than men. Success in the workplace as a super mom in terms of balancing work and family may come at a high cost in the form of stress (MacDonald et al, 2005, cited in Easton, 2007). “This stress, if not handled carefully, could have dire effects on their careers and even their roles and

obligations to their families.” According to Elvin-Nowak and Thomsson, (2001, cited by Easton, 2007), a woman that worked was “exposed to the constant risk of her position as a mother and woman being questioned particularly where she has chosen employment for her own well-being rather than being forced to by external circumstances.” Hakim (cited in Easton, 2007) makes use of ‘preference theory’, a new theory for ‘explaining and predicting women’s choices between market work and family work.’ According to Hakim, adaptive women prefer to combine employment and family work and these women are prepared to prioritize their jobs in the same way as men with family life fitted around their work and many of these women remain childless, even when married.

Growth and stability are necessary to give women the opportunities they need. And women’s participation in the labor market is also a part of the growth and stability equation. In particular, in rapidly aging economies, higher female labor force participation can boost growth by mitigating the impact of a shrinking workforce. Better opportunities for women can also contribute to broader economic development in developing economies. A Harvard Business Review study revealed that companies that are gender-diverse and utilize female talent effectively are 45% more likely to report improved market share and 70% more likely to report capturing new markets (*Harvard Business Review, 2013, “How Women Drive Innovation and Growth”*). A different study by Catalyst focusing on Fortune 500 companies revealed that companies with the highest representation of female board directors achieved 53% higher return on equity, 42% higher return on sales, and 66% higher return on invested capital than those with the lowest representation (*Catalyst, 2011, “The Bottom Line: Corporate Performance and Women’s Representation on Boards”*). In addition to the financial benefits, other benefits of a diverse workforce include the impact of the female economy on the B2C and B2B segments of the market. While most companies target women as end users, few effectively leverage female talent to identify what these end users want and need (*A.T. Kearney in association with the Confederation of British Industry, 2014, “The Rise of the Female Economy in B2B”*).

There is a dramatic and alarming decrease in female participation as seniority increases. Women are also under represented in the Internet and high-tech sectors, especially when compared with the success women have seen in traditional services

industries. This is particularly the case in technology-related jobs, which may require specialist skills (Business Insider, 2014, “Women are vastly under represented in the tech sector”). Increasing the number of women at the entry or staff level through attraction and recruitment initiatives is likely to cause a natural rise in the proportion of women in management and senior leadership. The analysis of this study will assist the Indian companies in identifying and implementing successful recruitment, retention and promotion strategies related to female employees at each level of their career.

## **2.4 INDIAN SERVICE SECTOR AND FEMALE WORKFORCE**

Women’s Labor force participation has been increasing in many developing countries and India is no exception. The rise in women’s participation is accompanying by a shift in the employment from the agricultural to the non-agricultures sectors especially the tertiary sector what we call as the service sector. Due to increased competition and globalization, developed countries are outsourcing many of the activities to the developing countries. India is the leader in this regard. Women are finding increasing employment in trade, finance, real estate and other business services, in addition to IT Occupations ” (Basant &Rani, 2004).

“The Services Sector constitutes a large part of the Indian economy both in terms of employment potential and its contribution to national income. The Sector covers a wide range of activities from the most sophisticated in the field of Information and Communication Technology to simple services pursued by the informal sector workers, for example, vegetable sellers, hawkers, rickshaw pullers, etc. The Services Sector has been the most dynamic sector of the Indian economy, especially over the last ten years The Services Sector of the economy can be broadly grouped into three broad segments namely, the public sector, private corporate sector, and the household sector. The first two are generally referred to as the organised part of the economy, as the accounts of all the business transactions of these sectors are recorded in specified documents and are made available as public documents at regular intervals. The remaining part of the economy, that is the household or unorganized sector, constitutes all unincorporated enterprises including all kinds of proprietorship and partnerships run by the individuals.

India's emergence as one of the fastest growing economies in the 1990s is largely attributed to the rapid growth of its services sector. The sector grew in this decade at an average of 7.9% per annum, far ahead of agriculture (3%) and manufacturing (5.2%). Consequently, the contribution of services to gross domestic product (GDP) has been more than 60% per annum since 2000. The share of services in trade has also increased substantially. This growth has been accompanied by increasing foreign direct investment (FDI) approvals in the services sector. Though these trends are in line with global trends, two features are distinctive to India's services sector. First, in the period 1950s. The 1990s, the share of agriculture in GDP declined by about 25 percentage points, while industry and services gained equally. The share of industry has stabilized since 1990 and consequently, the entire subsequent decline in the share of agriculture in GDP has been picked up by the services sector. This trend (rising share of services in GDP and a corresponding decline in the share of agriculture and manufacturing sector) is seen in the growth process of high-income countries and not in general in developing countries. During the 1990s, the contribution of the services sector to the growth of GDP in India was nearly 46%, in contrast to 54% in middle-income countries, 43% in the least developed countries, and 34% in China.

Secondly, employment in services has not been in proportion to their rising share in GDP and trade in India, unlike in the rest of the world. In 1999-2000, services contributed around 24% of employment in India, in contrast to 30% in middle-income countries, 70% in Singapore, and around 35% in Thailand." Rashmi Banga (2006).

"The analysis of the sectoral composition of GDP and employment for the period 1950-2000 brings out the fact that there has taken place 'tertiarisation' of the structure of production and employment in India. During the process of growth over the years 1950-51 to 1999-2000, the Indian economy has experienced a change in production structure with a shift away from agriculture towards industry and tertiary sector. The share of agricultural sector in real GDP at 1993-94 prices declined from 55.53% in the 1950's to 28.66% in 1990's. The share of industry and services increased from 16% to 27.12% and 28.09% to 44.22% respectively during the same period. During the 1950's it was the primary sector which was the dominant sector of the economy and accounted for the largest share of GDP. But the whole scenario changed subsequently, and especially in the 1980's. The service sector output increased at a rate of 6.63%

per annum in the period 1980-81 to 1989-90 (i.e. reform period) compared with 7.71% per annum in the period 1990-91 to 1999-2000(i.e. post-reform period). The tertiary sector emerged as the major sector of the economy both in terms of growth rates as well as its share of GDP in the 1990s. It is to be noted here that while agriculture and manufacturing sectors have experienced phases of deceleration, stagnation, and growth, the tertiary sector has shown a uniform growth trend during the period 1950-51 to 1999-2000 (Joshi, 2004, 2008).The share of this sector in GDP further increased to 55.1% in 2006-07.This sector accounted for 68.6% of the overall average growth in GDP in the last five yearsbetween 2002-03 and 2006-07(Economic Survey, 2006-07).”Seema Joshi (2008)

“Among fast-growing developing countries, India is distinctive for the role of the service sector. Where earlier developers grew on the basis of exports of labour-intensive manufacturers, India has concentrated on services. Although there are other emerging markets where the share of services in GDP exceeds the share of manufacturing, India stands out for the size and dynamism of its service sector” (Barry Eichengreen (2010). It has been at the fore front of the rapid growth of the Indian economy, contributing nearly 63 percent of the GDP in 2007-08. The sector has come to play an increasingly dominant role in the economy accounting for 59.6 percent of the overall average growth in GDP in the last eight years between 2000-01 and 2007-08. Further, Dun& Bradstreet said in its 'Economy Outlook 2009-10' report that the services sector will retain its importance in GDP and its contribution is expected to reach 58 percent in 2009-10. As per the Central Statistical Organization, the services sector has continued to grow even in the third quarter of 2008-09, registering a 9.3 percent increase over the corresponding period of 2007-08.”

## **2.5 FAMILY-WORK CONFLICT (FWC)**

Work and family represent two of the most important domains of human lives. However, the work-family interface often is accompanied by conflict since it can be difficult for employees to balance work and family demands. Work-life conflict significantly depends on what associate individual’s values regarding the roles they have to perform in work and family life. Work-family conflict could be a two-dimensional construct; work to family conflict arises once work interrupts family life

whereas family to work conflict arises once family obligations interrupt work (Frone, 2000).

Kahn, Wolfe, Quinn, Snoek & Rosenthal (1964) first identified this conflict that individuals experience between their work and non-work roles in role theory. Kahn et al. (1964) posited that the inter-role conflict between work and family occurs to the level of the demands of work and family life which are mutually incompatible. The concept “work-family” conflict was scrutinized by Greenhaus & Beutell (1985) who suggested that work-family conflict arises when demands from the work roles affect one’s ability to meet the demands of both family and work roles.

Taking a cue from the unequal distribution of household responsibilities between couples, it is generally assumed that women or females who are engaged in the paid labourforce may experience more work-family conflict than men or male counterparts. Previous studies have borne this impression out (Aryee & Luk, 1996; Carlson et al., 1995). Women and especially those that are married are more likely to be members of dual-earner families, in this circumstance they need to bear a significant amount of household obligations which has to be balanced with the pursuit of their career. Thus, these women experience greater role pressures from both the work and family spheres as compared to men.

The dispute of ‘gender’ versus ‘job’ models of women’s involvement in paid labour provides some insights into the issue of work and family conflict among women executives (Feldberg & Glenn, 1979; Lorence, 1987). The ‘Job’ model suggests that factors in the workplace such as work obligations, average number of hours spent on work and job characteristics are more prominent in elucidating employees’ perceptions and work orientations (Kanter, 1977; Kohn, 1976). The ‘gender’ model helps to appraise how the level of interference of marital roles with work roles, while the ‘job’ model gives an illustration of how work interferes with family. In this way, the two models could be said to complement each other in the way we perceive work-family conflict.

Studies have considered the work-family conflict as a single dimensional construct (Greenhaus & Beutell, 1985; Khan et al., 1964). However, some studies (e.g., Frone,

Russel & Cooper, 1992; Netemeyer, Boles & McMurrin, 1996) examined two bi-directional forms of the work-family construct. For instance, Frone et al. (1992) argue that there are two distinct but related inter-role conflict dimensions, consisting of work to family conflict, that is, work affects individual's family life and family to work conflict when family life influences their work role. Netemeyer et al. (1996) explained the two dimensions of work-family conflict which are family to work and work to family conflicts. Family to work conflict is defined as a form of inter-role conflict where the general demands of the family and the time devoted to it creates a strain to work and vice versa.

The antecedents of work-family conflict can be grouped into three main categories: non-work associated, work associated and demographic/individual characteristics (Byron, 2005; Eby, Casper, Lockwood, Bordeaux, & Brinley, 2005). Non-work associated antecedents emanate mostly as a result of family demands like spousal employment, marital conflict, number of children, the age of children and child-rearing demands, among others. Work associated antecedents are mainly derived from individual job characteristics such as average work hours, work schedule, the flexibility of work schedule and work support. Demographic/individual antecedents are related to individual personality and social differences such as gender, the level of education and income level (Byron, 2005).

Role interference and constant tension among individuals who participate in paid work and family roles cannot be ignored. Work-family conflict can be in three forms as discussed previously. These are strain-based, time-based, and behavior-based (Greenhaus & Beuttell, 1985). Each of the forms of work-family conflict represents a type of interference between one role and the other role. Moreover, in some instances, work interferes with family (work-to-family conflict), whereas at other times, family interferes with work (family-to-work conflict).

In the last three decades, there has been a remarkable increase in the total number of researchers devoted to understanding the linkages between work and family life. A multiplicity of linking mechanisms has been proposed that give explanations about the nature of the relationship between work and family roles (Edwards & Rothbard,

2000). The most outstanding of these explanations are conflict (or interference), adjustment or accommodation, enrichment, compensation, and segmentation.

Work family conflict or interference explains the simultaneous pressures from the work and family domains which are equally irreconcilable in some respect such that meeting the demands of one role makes it totally impossible or difficult to meet the demands of the other role. This is sometimes referred to as unconstructive spill over. Work-family conflict can take different forms and can originate either in the work domain or the family domain.

Work-Family Segmentation refers to the notion that work and family roles are independent of one another such that females can participate in one role without any influence on the other role (Blood & Wolfe, 1960). More recently, segmentation has been viewed as an intentional separation of work and family roles such that the thoughts, feelings, and behaviors of one role are actively suppressed from affecting the individual's performance in the other role (Lambert, 1990).

Unlike conflict or interference, work-family enrichment is the process by which one role strengthens or enriches the quality of another role. Work-family enrichment can also be referred to as work-family enhancement, positive spillover, work-family facilitation. These terms describe the notion that a variety of resources from work and family roles have the capacity to provide positive experiences in the other role.

Another linking mechanism is work-family compensation, and this represents efforts of individuals to offset dissatisfaction in one role by seeking satisfaction in another role (Lambert, 1990; Zedeck, 1992). These efforts can take the form of decreasing involvement in the dissatisfying role and increasing involvement in the role that is more satisfying. Alternatively, individuals may respond to dissatisfaction in one role by pursuing rewarding or fulfilling experiences in the other role.

It is glaring that work domain can either divert one's attention from family life or help improve commitment to family life (Greenhaus & Beutell, 1985). In the same trend, family life also influences work attitudes, behaviors and outcomes positively or negatively. For example, extensive work hours, inflexible work hours, over-involvement in work and job stress could turn out distress among the family domain,

withdrawal from family responsibilities, and adversely have an effect on one's overall quality of life. Similarly, in depth care-giving responsibilities and intensive involvement with family activities will limit individual's career decisions and aspirations and negatively have an effect on their work involvement, job satisfaction, and intention to continue their employment.

In distinction, there are many resources derived from one's work role, like financial gain, job autonomy and social support from co-workers and/or supervisor, which will absolutely influence one's experiences and well-being within the family domain. Similarly, individuals' home and family lives also can strengthen or enrich the standard of their work lives by providing a range of appurtenant resources to draw upon.

Work and family lives have a profound influence on each other, understanding the linkages between work and family roles has important implications not only for organizations and individuals but also for educators and researchers interested in this area. With the growing representation of women in the workforce and a blurring of traditional gender-based roles, both men and women are confronted with the daily challenge of handling their work and family responsibilities in a way that meets the needs of their family as well as their employer.

## **2.6 WORK-LIFE BALANCE: CONCEPTUALIZATION AND DEVELOPMENT**

The term 'work-life balance' enacted as a term to explain equilibrium between responsibilities at work and responsibilities outside paid work; having a work-life balance means that this equilibrium is in the right position for the individual concerned. There is no one-size-fits-all definition for work-life balance. For some people, it means spending more time on paid work and less time at home, while for others it means ensuring that work in running the business does not encroach on the time needed for personal responsibilities. Work Family Balance can be defined as the extent to which individuals are equally involved in an equally satisfied with their family role and their work role, while work-family expansion refers to the notion that simultaneously engaging in multiple works and family roles is beneficial for the physical, mental, and relationship health of individuals (Barnett & Hyde, 2001). The quality of the roles, rather than the number of roles occupied, or the amount of time

spent in a particular role, determine the degree to which individuals experience the positive effects of participating in multiple roles.

People have always integrated the different parts of their lives and work-life balance has long been of concern to those interested in the quality of working life and its relation to the broader quality of life. Much confusion and ambiguity surround the understanding and definition of the term work-life balance. Even those who don't have multiple, externally-imposed obligations may feel they lack work-life balance if they have a wide range of other interests they want to pursue.

Work-life balance is a form of metaphor especially in Indian context. The type of work-life balance sought by many may not imply equal weight on both sides. However, balance also has a physical and psychological meaning as "stability of body or mind" . Work-life balance is a broad concept including proper prioritizing between career and ambition on one hand, compared with pleasure, leisure, family and spiritual development on the other.

Work/Life Balance is a state of equilibrium in which the demands of both a person's job and personal life are equal. Work-life balance may be a idea that supports the efforts of workers to separate their time and energy between work and also the alternative vital aspects of their lives. Work-life balance may be a daily effort to find time for family, friends, community participation, spirituality, personal growth, self-care, and alternative personal activities, additionally to the stress of the work.

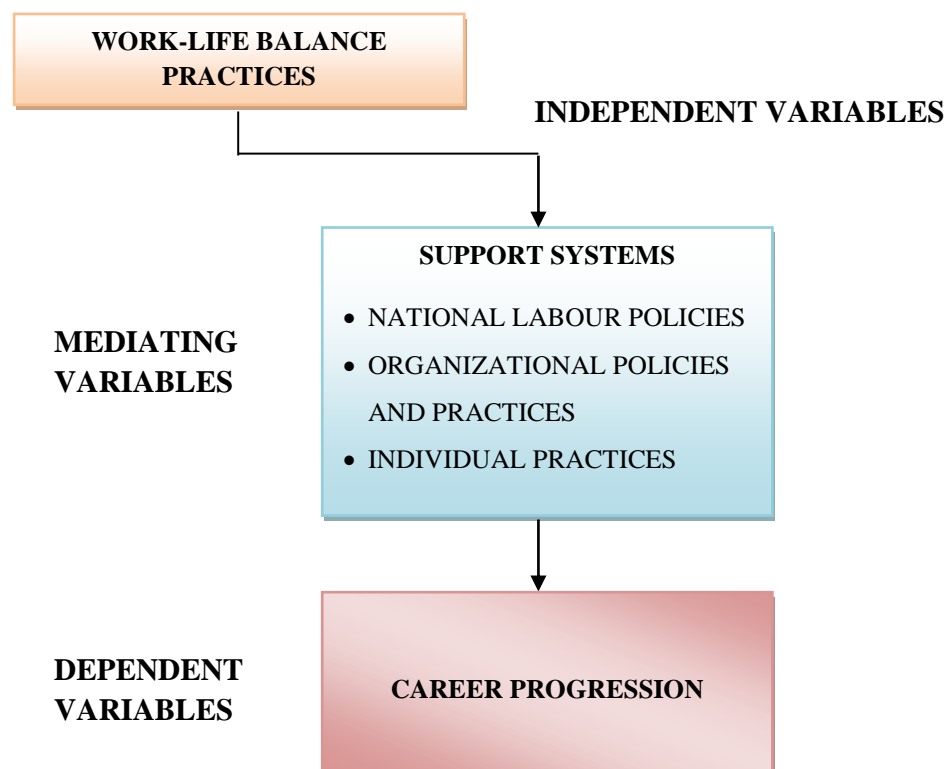
Work-Life Balance consists of the implementation of working arrangements and policies, which assist workers in combining employment with other aspects of their lives. Work-life balance is a broad concept including proper prioritizing between "work"(career and ambition) on the one hand and "life" (Health, pleasure, leisure, family and spiritual development) on the other.

The secret to work-life balance will differ depending on your field of work, family structure and finances. But some work-life balance principles are universal: saying no, prioritizing, banishing guilt. Work-life imbalance also comes with a different social perspective- How to address the work-life imbalance in the lives of the women

workforce. The society over the years has recognized women's need for legal and financial independence. Women workforce now constitutes a significant percentage of the total workforce in any organisation today.

Work-life balance is a concern for the working women to a great extent who are tired of missing out on the rest of life while balancing work and life. The concept of work-life balance is based on the notion that paid work and personal life should be seen less as competing priorities than as complementary elements of a full life. The way to achieve this is to adopt an approach that is “conceptualized as a two-way process involving a consideration of the needs of employees as well as those of employers.

In much of the debate about work-life balance, there is a loose use of language. Ideally, we should define work and life carefully. On the other hand, it is partly the blurring of the distinctions and the borders between them that have stimulated interest in the topic. In simple terms, “work” is normally conceived of in this context as including paid employment while “life” includes activities outside of work.



**Figure 2. 1- Conceptual Framework for Work-life balance of Female Lecturers**

*Source: Adapted from Anja-Kristin Abendroth, Utrecht University, Sociology/ICS, Heidelberglaan 2, 3508 TC Utrecht, Netherlands.*

**Table 2.1- Different Factors Impacting Work-Life Balance of Female Employees**

<b>Demographic profile and biographic profile</b>	<b>WORK LIFE BALANCE OF FEMALE EMPLOYEES</b>
<b>Perception towards hours of work, work logistics and lifestyle choices</b>	
<b>Professional satisfaction and willingness to continue in the present assignment</b>	
<b>Organisational support</b>	
<b>Chance for correction of errors while performing tasks</b>	
<b>Expectation of facilities at workplace and enhancement of skills</b>	
<b>Superior interaction at work</b>	
<b>Facing biological hazards while performing tasks</b>	
<b>Impact of stress on self</b>	
<b>Understanding emotions, role of empathy while performing tasks</b>	
<b>Perception towards different components for WLB policies</b>	

Balance can be lastly defined as a balance between the multiple roles that an individual play in his life (Hudson, 2005). Balance of work and life is a continuous struggle that both males and females face, however, females owing to their family obligations are more likely to face a conflict between work and family

Dundas (2008) argues that work-life balance is about managing the work and all family, including community activities, voluntary work, personal development, leisure and recreation seamlessly. On the other hand, Greenhaus, Collins, and Shaw (2003) define work-life balance as the maximisation of work and family role judiciously.

The native of work-life balance is all about contributing to the organisation and also self-development and actualization of social and family goals without much to do. So what we are looking upto is the external challenge of meaningful quantifiable work-related achievements and enjoyment of life with family. Recently, organisations have started programs and training to help the individuals especially women to be a winner in both personal and professional goal.

### **2.6.1 Work-Life Balance and Women Employees**

“Work-life balance is a swap – a deal you have made with yourself about what you keep and what you give up. It is no coincidence that work-life balance entered the public domain about the time that women and especially mothers in dual-career households started working in force. Suddenly there was a whole group of people juggling two mutually exclusive and colliding demands: being great parents and great employees at the same time . Especially in the early days, the struggles to make everything work were messy and painful for many working moms and their stories were filled with guilt, ambivalence, and anger” Jack Welch (2005)

“Perhaps the most important labour supply development of the past half-century has been the dramatic increase in participation rates of females in the labour force, rising from 23 percent in 1950 to 59.5 percent in 2000, while those of males fell from 84 percent to 72.5 percent, the greatest increase has occurred among married women, particularly those with children. Coincident with this dramatic increase in female labour force participation rates is the propensity of employed women to continue to assume a larger share than men of home production and child and elder care, giving rise to the double burden of work and family responsibilities. The research suggest that women who face such a double burden might seek non standard forms of employment” Richard P. Chaykowski (2006)

“The rise of women in the workforce has shown significant improvements for women, families and even poverty levels; and yet, most feel there is still a long way to go. Women all over the globe are dealing with the same balance issues and trying to understand how to “have it all” – both the successful family and home and the successful career.” Kathleen P., Myra D (2008)

“Nine to five rigid job structures and walking the tight rope of family and work related responsibilities have made a woman’s life, almost mechanized. With the economy spewing job opportunities in the fields of education and academics, business and outsourcing, it is now possible to work at one's convenience. This is what women have been looking for in terms of work flexibility .”P.Rao & MedhaGore (2008)

“Work-life imbalance usually arises out of a lack of adequate time and/or support to manage the work commitments as well as personal and family responsibilities. Meeting competing demands of work and family are not tiring but can be stressful and can lead to sickness and absenteeism. It inevitably affects productivity. Balancing both career and family is an arduous task for working women especially when they have small children and there are no well-equipped day-care / crèche facilities where they can leave their kids without any tension while they are at work. Women often suffer from the guilt-complex of not spending enough time at the tender age of their children and being forced to leave their children in the hands of the maids with whom they have little faith. Women employees thus face a dual burden–work and family- which creates a lot of stress and strain and role conflict ”Sanghamitra Buddhapriya, (2009)

“Corporate women, at large irrespective of whether they are working mothers with families or single mothers are unanimous when they criticize the work culture as it restricts them to meet their social responsibilities. While the majority of the Indian companies have not come out with bold initiatives to pamper their talented women executives, the glass ceiling has been shattered in a few renowned companies who have wielded diverse strategies to boost the morale of their women employees .” Debashree Mukherjee, (2009)

“There are several reasons why work-family conflict may have a greater impact on satisfaction outcomes for women. For example, psychological processes may differ by gender, due to the element of choice in the work role for some women, women’s tendency to value different aspects of work than men or because women’s inclination to experience more positive emotions from non work roles than men translates to greater positive emotions from combining roles. In addition, due to gender role expectations, working women may feel a greater sense of guilt and worry over having multiple life roles than their male counterparts.” Kristen (2011)

“Women today are glorying in marriage, motherhood, and career, but on their own terms. It's no longer a choice amongst the three. Rather, it is all about fulfilling the needs of diverse demands. A growing number of women are creating a middle ground for themselves by taking a sabbatical and then trying to reboot their careers with a lot of cooperation from the organization. Flexi-Office engagement model provides the woman with a work-life balance, which over a period of time prepares the women to take up higher responsibilities on a full-time basis .” Reshmi Majumdar ( 2011)

### **2.6.2 The Impact of Work-Life Imbalance**

“The pursuit of work-life balance reduces the stress employees experience. When they spend the majority of their days on work-related activities and feel as if they are neglecting the other important components of their lives, *stress and unhappiness* result. Work-life balance enables employees to feel as if they are paying attention to all the important aspects of their lives.” Susan M. Heathfield

“Conflict between work and home life has been linked to job dissatisfaction and turnover. Increasingly organizations are using WLB initiatives to recruit and retain the key personnel in the organizations” Jennifer Smith, Dianne Gardner (2007)

“Work- life balance seems to be an important part of corporate social responsibility now a days. Good employers need to recognise their obligations so that they can ensure employees are not working so hard to damage their lives outside of work or lead to health problems. Increasing levels of stress can rapidly lead to low employee morale, poor productivity and decreasing job satisfactory. More and more employees are expressing significant to severe stress over workload and work-time pressures” Chan Hak Fun(2007)

“Work-life balance is an essential part of Corporate Social Responsibility. Corporations are increasingly recognizing that an inadequate work-life balance can have detrimental impacts on *staff performance, satisfaction, and retention*. When employers target good work-life balance, they can see that reducing stress and frustration resulting from poor work-life balance can be beneficial to both parties.” Richard Welford ( 2008). “Having imbalanced life, strained relationships and

passionless life, *leads to reduction of productivity* in life both at work and at home and ill-health”Dr.Meena Bobdey (2010).

“The consequences associated with work to the family conflict have been found to be predominantly negative. With work to family conflict, the employees work interferes with the family and such interference is associated with the number of negative consequences, including negative association with employees *work attitudes and turnover intentions*”Stephen (2011).

## **2.7 CAREER DEVELOPMENT STAGES AND FAMILY INFLUENCE**

Greenhaus and Callanan (1994) have identified five career development stages:

1. Occupational choice, 2. Career advancement, 3. Career establishment, 4. Fourth Stage-Turnover and career exit, 5. Career satisfaction and subjective career success. The following section discuss the influence of family on females at each stage of the career.

### **2.7.1 Occupational choice**

Occupational choice being the first is perhaps one of those most influenced by family concerns, both present and anticipated. Preparation for work absorbs developing a specialised image of self in which the person makes efforts to match his or her strengths and weaknesses, values, and preferred lifestyle with the requirements and advantages of a range of different occupations . The process of choosing a career may be described as estimating ones abilities and values, estimating the required abilities and skills for work related success in a given occupation alongwith the approximation of the work values that will be satisfied by the various occupational alternatives available. (Brown (2002)

#### **2.7.1.1 Influence of work-family values on choosing a career**

For reaching a required result , values can be described as general estimated standards that serve to influence an individual’s behaviour (Rokeach, 1979). The assessibility of value-based information, specifying which ethics are likely to be reinforced in the workplace, has been shown to be influential in the career choice process (Judge &

Bretz, 1992). In recent times, research indicates that values among young workers may be shifting away from those of their antecedents and desired end states appear to reflect greater concern for a lifestyle with balance and no rigid work schedules along with respect for non-work activities, than for traditionally defined career success, involving high salaries, prestigious job titles, and intensive work hours. Lewis, Smithson, and Kugelberg (2002) through a study among young people in four European countries, found evidence that achieving work-life balance was of high importance. In another study in the USA it was found that the earlier generation gave more importance to work and on the contrary the younger people did not give as much importance to work as the previous generation (Smola & Sutton, 2002). Occupational choices of the youthful are influenced by the way their priorities are set for work and family roles, and that they tend to place a high value on both work and family rather than on one for the other (Smithson (1999)).

This change in values is not the same throughout cultures but is persistent for the western countries. Research conducted in China suggests that the Chinese are not as much concerned as the people in the Western countries with choosing a profession that allows significant time for activities and interests outside the work zone (Shenkar & Ronen, 1987; Bu & McKeen, 2001). Giving more importance to duty over enjoyment and entertainment activities may be attributable to Confucian tradition, which sees work as a vital contribution towards the well-being of the family, and/or to the standard of living currently experienced by the mainland Chinese. Today's students studying business in China are determined to pursue career success and financial wealth even if it may be at the expense of their personal or family lives, having seen their predecessors lack the opportunity to excel due to economic and political restrictions (Bu and McKeen (2001))

### **2.7.1.2 Influence of family of origin in choosing a career**

Balancing work and family are influenced by a number of factors inclusive of the values and attitudes inherited from the family of origin and exposure to trends in the labour force. An increasing number of females with children have taken up paid employment in the last two or three decades. (Duffield, 2002). The attitudes of the young women who are about to enter the process of considering occupational choices

may be influenced by this change of employment pattern of women (Marks & Houston, 2002). Every young individual irrespective of being a woman or man now appears to desire a more integrated approach to work and family, rather than the dominance of one area of life over the other. It was found by Sanders, Lengnick-Hall, Lengnick-Hall, and Steele-Clapp (1998) in their process of developing the Career-Family Attitudes Measure (CFAM), that students expressed a preference for integrating their choices regarding work and family, in contrast to making a switch between the two domains. Evidence is shown that the family of origin influences the individual's work-family attitudes to a great extent. Individuals who expressed positive attitudes toward a traditional family structure, with an employed father and homemaker mother, were more likely to have grown up in such a family themselves (Sanders et al., 1998). The importance of work-family concerns while choosing a career has clear implications; as increasing numbers of women participate in the labour market, a corresponding number of children will grow up with a different family structure and therefore combining own values and attitudes which they have modelled concerning the combination of work and family roles is likely to be afforded to them by a given occupation.

It is confirmed by researches that in addition to familial influence on an individual's preferences for combining work and family, the occupational choices made by parents can exert a direct influence on the career choices of their children. The decision making process and the career that a person chooses is strongly influenced by family or group, according to Brown (2002). The extent to which a mother's profession and industry were labeled "female" was positively related to the extent to which her daughter chose an occupation that was similarly sex-typed as established by a research by Corcoran and Courant (1987). In the socialist cultures these familial influences are more prominent where obedience to one's parents and respect for them is often a highly prioritized value (Lee, 1991), and the values, ethics and attitudes of family members may be the only determining factor on which the individual's choice of career is based. (Sue & Sue, 1990; Yagi & Oh, 1995).

The influence that the family has on the career choice may also manifest itself unconsciously. Familial heritage plays a significant role in occupational choice according to psychoanalytic theory. Individuals may tend to choose an occupation that

enables them to satisfy needs that were unfulfilled in their own childhood and compensate for them along with actualising dreams passed on to them by their family (Pines & Yanai, 2001).

### **2.7.1.3 Influence of work-family expectations on choosing a career**

Career choice of the individuals is greatly influenced by their expectations regarding how they will combine work and family in the future. In a study by Okamoto and England (1998, cited in Badgett & Folbre, 2003) it was proposed that women while choosing an occupation take family responsibilities into account. In a study conducted on academically high achieving girls aged 15 to 17 years, it was found that social pressure influenced their education and career plans were significantly and this perception also made them give up work to care for their children. The more social pressure they perceived, the less certain they were about their plans to pursue educational qualifications and establish a career, Marks and Houston (2002). Therefore according to Marks and Houston (2002) it is more expected that such high-achieving girls would opt for occupations in which they believe they can most easily combine work and family, and that these occupations will in all probability be in feminized professions such as nursing and teaching, which provide girls with examples of how this might be done in a way that male-dominated occupations such as science and technology do not.

It is clear from previous studies that young people's expectations of combining a career with factors such as values, attitudes, and demographics, the barriers, opportunities, and support perceived to exist in one's environment impacts the development of career interests (Tharenou, 2003). Work-family concerns play their part in determining occupational choice in most of the cases. Through a research done by Kolvereid, 1996 on Norwegian MBA graduates who had chosen either self-employment or a more traditional career as an employee within an organization, participants were asked to recognise the chief cause for picking up one career path over the other. Work load, incorporating family and leisure concerns, was cited by significantly more individuals who had chosen organizational employment rather than entrepreneurship, and was the second-most cited reason among this group behind job and financial security. As a perceived barrier to work-life balance, the heavy work

load expected from self-employment acted as a restriction to those choosing traditional employment.

Through a research on MBA students and alumni, Honeycutt and Rosen (1997) hypothesized that individuals with salient family and work-life balance identities would be more inclined to find organizations offering flexible career paths attractive. It was instead found that all participants were more attracted to firms that provided flexible career paths, regardless of identity. Predictable support for future work-family issues contributes to job pursuit intentions to a great extent. Accessibility of work-life benefits acts as a substitute for organizational support, this initiative is supported by the findings of Casper and Buffardi (2004), in whose research showed that dependent care assistance initiative along with work schedule flexibility offered by organizations had a positive relationship with job search intentions. Additionally it may be sketched out that despite of their current family obligations, job candidates are looking ahead to a future in which they can predict barriers to work-life balance. Organizations that provide support for these predictable problems will enjoy greater recruitment potential among this new generation of labour force entrants.

### **2.7.2 Career Advancement**

Career advancement is the second stage of Greenhaus and Callanan's (1994) career development model. At this stage it is pertinent that the individual focuses on entry into the organisation which he/she has chosen in the initial stage. With the start of work the issues relating to work-life concerns come into play. In a study by Sturges and Guest (2004) on graduate trainees it was found that achieving a balanced lifestyle is very important to the young workers both before they begin work, and once they have started at the organization. Over 80 % of the people who participated rated that maintenance of a balanced lifestyle as being important.

### **2.7.3 Career Establishment Stage**

Career establishment and achievement is considered to be the third stage of Greenhaus and Callanan's (1994) career development model. Conventionally with the pass of time the individual makes all sorts of intense efforts in order to make a space and create a favourable position for himself/herself on the hierarchical ladder

within the organisation chosen. Over the past two decades many young people have seen their parents working very hard in their organisations by putting in long hours of work and being loyal to the organisation but in return they were faced with job loss result of corporate restructuring, thus Loughlin and Barling (2001) observed new legion of workers may not be willing to make similar sacrifices in terms of disturbing the leisure or family time for the sake of their jobs. These workers prefer to have work-life balance than achieve traditional work goals, such as advancing into positions of organizational leadership. Zemke, Raines, and Filipeczak (2000).

Sturges and Guest (2004) found that as the individuals start their career they are ready to put in long hours of work and maintain heavy work load which demands a great amount of their time and energy i.e during the early stages of their career, but this is a very short term process. With the pass of time in the longer process the individuals expect to work more reasonable hours and achieve proper balance in their work and family, as they begin to experience increased demands from family responsibilities. In any condition if they cannot make a proper balance they would consider leaving the organization – as they “work to live, not live to work” (Sturges & Guest, 2004: 10). This stage of career establishment is very important as it is at this stage that the individual works to exhibit expertise, takes on greater accountability, and gains authority within the organization. Access to these opportunities may be controlled in a number of ways related to work, non-work commitments and family commitments.

Career establishment can be effected by marriage, family structure, by the necessity of prioritizing one's career over another in dual-earner partnerships, by a reduced ability to relocate for work purposes due to concern for uprooting one's spouse and/or children, and by the use of flexible working practices including family leave.

### **2.7.3.1 Influence of marriage on career advancement**

Marriage plays a very important role in determining the career advancement. There are various theories which show different impacts of marriage on the career advancement of individuals. One of the theoretical perspectives on the role of marriage in determining career advancement is the Human capital theory (Becker, 1975) which holds marriage to be a substitute for stability and responsibility by organizations

assign salaries and position. As per this those men should advance more who are married and especially those who have children, in comparison to those who are single. On the contrary are jobs with less demands and lower paid assignments were ought to be taken up by married women and especially those who had children, in order to successfully combine employment with their household responsibilities (Becker, 1985). Meaning that single women who possess more time and energy for demanding jobs are therefore able to achieve greater career advancement than married women and/or those with children (Tharenou, 1999).

Another theory by (Kanter, 1977) which is the spousal support theory recommends that men who are married are able to invest more resources in their careers than single men because their wives, particularly those who are not employed themselves, contribute time and energy in controlling household activities and help impart their husbands with additional resources towards their accomplishments (Pfeffer & Ross, 1982). Married women in contrast, are expected to provide resources for their husbands' careers instead of receiving any resources for their own careers from their husbands. Married women are not able to focus on their paid work to the same extent as single women, and will therefore experience less advancement in their careers according to this theory. (Tharenou, 1999).

As per the social expectations theory (Landau & Arthur, 1992) it is confirmed that the men who are married, need to advance further in their careers than single men as the primary earners in their families, and that men with children need to advance even further. It is not necessary for women to advance in their careers to the same degree as men as women's primary role is to manage household and family responsibilities. Research findings appear to support the latter two perspectives to a greater extent than the suggestion put forward by human capital theory. Men's careers are given priority far more frequently than women's within dual-career couples as found by Valcour and Tolbert (2003). During a study by Kirchmeyer (2002) it was further confirmed that having a spouse was associated with a higher income for male managers, and a lower income for female managers. The social expectations theory states the dominance of men's careers, and assists men's career success while helping to contribute to women's lower pay (Valcour & Tolbert, 2003).

A not very positive relationship was witnessed between marital stability and career advancement for women, a result consistent with both conformance to social expectations theory and spousal support theory. Han and Moen (1998). In the private sector, married fathers with stay-at-home wives enjoyed greater career advancement than married fathers in dual-earner partnerships, who in turn enjoyed greater career advancement than single men without children, as made know in a study of managers and professionals conducted by Tharenou (1999) This too is consistent with spousal support theory, as the resources provided by wives to their husbands' careers diminish once the wives have their own careers requiring resources, and the single men receive no spousal support at all.

Through the results of another study it was further imposed that the the highest earners were married men who had children, and the lowest earners were single, childless men Schneer and Reitman (2002). The entry of unmarried women into professional occupations may be relatively less problematic than the case of married working women who have multiple roles to fulfill resulting in strains and anxiety within herself because of conflicts of these multiple roles. Thus the implications of spousal support theory are that single women's careers should advance more than married women's, as the resources of single women can be devoted entirely to their own careers.

The woman who has chosen employment has to split her time and energy between the working world and her traditional role as a woman faces adjustment problems peculiar to her Gender. The married woman has both home and job responsibilities some what different from those of her male counterpart. Considering that Indian society is quite conservative, though women take up employment they are expected to give priority to the household roles than to their employment roles. According to a UN study (2010), women in India approximately spend 35 hours each week on household chores and family responsibilities against 4 hours per week by men. Striking a balance between home and career is one of the biggest challenges faced by the women workforce resulting in negative consequences on family life and work-life.

### **2.7.3.2 Influence of children on career advancement**

The decision to have children, and the adjustments this decision required in terms of career strategies, was identified as unfavourable to career progress by 80% of the female managers who believed their careers were damaged in some way by their household and family responsibilities as found by study conducted by Stoner and Hartman (1990) . Valcour and Tolbert (2003) through their study established that to have children was linked not only with on one hand reduced career progression within the same organization for women but on the other hand greater career progression within the same organization for men. The gender difference observed in the effect of marriage on career advancement becomes even more prominent when the impact of having children is examined. The pragmatic literature would appear to bear out this conclusion. Commitment to family responsibilities obstructs women's career progress as revealed by 83% of female respondents in a survey conducted by Opportunity Now (2000, cited in Marks & Houston, 2002).

Having children was associated with increased income levels for men, but lower levels of pay for women in the result of a research done on mid-career managers by Kirchmeyer (2002) . (Hundley, 2001; Sullivan & Lewis, 2001; Vanier Institute, 2000) The tendency for women to take on the bulk of childcare and household responsibilities can be termed as the major cause for such results .

Ahmad and Aminah (2007) examined the work-family conflict experienced by 239 married female production operators in dual-career families, the social support they received and the coping strategies used to manage the conflict. More intrusion of work was experienced by women than family intrusion with work. The intensity of work interference with family was significantly higher in the earlier life-cycle stage than in the later stage. More than half of the women indicated that they had intentions of leaving their job upon having another child, the reason being chiefly due to the increased cost of child-care services. They received the least social support from their supervisors compared to other sources, and tended to cope with conflict using reactive role behavior and personal role redefinition strategies.”

Women are criticized to be negligent mothers if they pursue their careers by some. Frequently, women employees were not taken seriously by their bosses, colleagues, or society (Nieva & Gutek, 1981). Intensive care activities for elderly relatives are also likely to be performed more by women than are men (Mooney, Statham, & Simon, 2002). Thus even after being absent from the primary childcare liability men can enjoy the image of 'stable family man', women in Daley's (1996) research – are supposed by their employers as diverting their time and energy toward childcare, and of contributing less to the organization. Thus, the presence of children assists men's career progress but obstructs that of women employees whose priorities are believed to lie elsewhere.

It is crystal clear that with children in the household some adjustment in terms of parents' work schedules, particularly if they have been accustomed to working long hours, socializing with clients after-hours, and/or travelling for business purposes is required. Through out the literature the theme of employer perceptions of women with children being less committed to the organization while assessing the effects of children on career advancement is prominent. Mothers of preschoolage children were unable to work the same number of hours and carry the same workload while dedicating a sufficient amount of time and energy to their new family responsibilities, was found out through interviews with managerial and professional women, Stoner and Hartman (1990). In another research by (Becker & Moen, 1999; Han & Moen, 2001) it became more prominent that when dual-earner couples face with situations that need for one partner to reduce their work hours and perhaps their career goals, women are disproportionately likely to be the ones to execute these setbacks.

Number of female managers suggested that their decision to have children was interpreted by their employers as a signal regarding the prominence and priority of these women's careers, from a result of interviews conducted by Stoner and Hartman (1990). In many studies the fact has been prominent that having children is as an obstacle for women's career advancement. Women were not included in after-hours meetings and other work functions because their employers assumed that they would be unable to attend due to family responsibilities. Thus it was stated by participants that the management had assumptions that there would be a work and family conflict after having children which damaged their careers not because of actual conflict

between work and family demands, but due to the assumptions of such conflicts to occur. Family commitments are seen as obstacles to women's availability in the workplace in organizations where long hours at work are the norm and are important for promotions.

Several aspects of the family structure are related to work-family conflict together with dependent care responsibilities, particularly taking care of the aged and disabled youngsters or adults and life cycle stage. Duxbury and Higgins (2003) found that each male and feminine Canadian workers with dependent care responsibilities reported higher levels of work-to-family conflict. Intuitively, these results add up as workers with youngsters and/or aged dependents are a lot of possible to possess inflexible commitments reception which will conflict with expectations or demands at work. This study additionally found that workers with dependent care responsibilities were at higher risk of caregiver strain. The presence of youngsters within the family has additionally been absolutely associated with work-family conflict (Carnicer et al., 2004).

(Aminah Ahmad, 2007; Lu, Gilmour, Kao, & Huang, 2006) have recognized an alliance between work - family conflict and life-cycle stage . Work Associate in nursing family role demands encountered throughout adulthood varies with an adult's life-cycle stage. Among feminine plant operators with youngest youngsters aged but 3 years, Aminah Ahmad (2007) found that operators with the youngest kid aged but 3 years fully fledged a lot of work-to-family conflict than those with a youngest kid aged more than 3. Similarly, Lu et al. (2006) found that age of the youngest kid was negatively correlative with each work-to-family conflict and family-to-work family. The findings support the competition that operating mothers with younger youngsters would expertise a lot of work-to-family conflict than those with older youngsters. Folks of dependent young youngsters, particularly mothers, have higher family demands than those with older youngsters. These bigger, typically unpredictable demands, like service arrangement and care of the sick kid, would end in lower levels of management over the work and family interface and so higher levels of work-family conflict. However, because the youngsters become old the stress, particularly those associated with service, would decrease, leading to redoubled levels of management and lower stress for the oldsters.

The level to which an individual refers to identity with his family is the point of his involvement with his family, the relative importance of the family to individuals' self-image and self-concept, and individuals' commitment to their family, is related to the work-family conflict as shown by studies. A mother may not be able to fully concentrate on her work if she has left a sick child at home even though she may be physically at work fulfilling her job's commitments. Carlson and Kacmar (2000) found that employees who were more involved or immersed in the family domain experienced more family interference with work conflict. Greenhaus, Parasuraman, and Collins (2001) found that the more a person was involved with one's family the more the work-family conflict was seen, a relationship that was stronger for females than males. Child care arrangements have an important impact on parents' experiences of work and satisfactory provisions help protect against pressures of dual-earner lifestyles. The importance of child care in balancing professional and personal life among female gynaecologists has been reported (Gordiner et al., 2000). Among married women in dual-earner families, concerns about their child, including quality of child care arrangements, accounted for substantial amounts of variance in the role strain experienced by these women (Greenberger & O'Neal, 1990). In a study of production operators in manufacturing companies it was found that female operators experienced more work-to-family conflict and the supremacy of conflict experienced was negatively related to satisfaction with child care arrangements (Aminah Ahmad, 2007).

### **2.7.3.3. Influence of flexible working practices on career advancement**

In a survey on HR professionals 61% of them reported that there was a belief that employees are reluctant to use flexible working practices and other work-life benefits for fear of hindering their career prospects (Management Services, 2004). Time spent on the workplace is directly linked to the commitment of the workers in that organisations and thus there is reluctance in the use of flexible working practices offered by organizations such issues emerge again in the literature outlining the effects of using flexible working arrangements. This reluctance may be justified in some cases. Flexible work schedules opted by employees were perceived as less likely to advance to partnership and more likely to leave the firm than employees not

participating in flexible work arrangements was in a study conducted in a Big Five accounting firms by Cohen and Single (2001). Teleworking has been correlated to professional seclusion, which in turn hampers professional development activities associated with career progress such as networking, informal learning, and counselling (Cooper & Kurland, 2002).

At the senior managerial level and at professional positions reduced working hours is hardly available as an option and when it is available, part-time work is often stigmatized and individuals who worked for part time were observed as less devoted to the organization and less appropriated for promotion (Higgins,Duxbury, & Johnson, 2000; Raabe, 1996). Therefore employees are reluctant to use flexible working arrangements with the perception that it will damage their prospects for career advancement (Houston & Waumsley, 2003; Lewis, 1997). Childcare and household responsibilities being primary objectives of women, due to their greater involvement in it, make up the majority of those working reduced hours (Lundgren & Barnett, 2000) and are more likely to express interest in using other ‘family-friendly’ working practices (Butler, Smart, Gasser, & Li, 2002). They are therefore more likely than men to reap any negative career penalty of using such practices.

As time at the workplace is considered by the employers as a substitute for performance,efficiency, organisational dedication, loyalty thus time is always considered as the main issue. (Bailyn, 1997). Managerial settings are prevalent with supposition regarding the link between time at work and quantity and quality of output, and assumptions regarding the necessity for managers to work long hours in order to be constantly available for consultation, coordination, and control as described by Raabe (1996) . The attitude of the senior managers toward the promotion of those not visibly present in the workplace on a daily basis or those working fewer than standard full-time hours reflect these assumptions that those employees who do not devote the maximum amount of time possible to the organization are seen as less productive and less committed, and therefore less valuable (Lewis, 1997). Result of such belief the employees who are accessible to work long hours and be present in the workplace are better able to compete successfully for career development opportunities (Burke, 2001).

### **2.7.3.4 Effect of leave on career development**

It is apparent from the literature that time spent by the employees at the workplace has direct impact on their career progress thus, keeping with the thought, time away from the workplace has deleterious consequences for career progress, therefore research indicates that taking family leave can result in career roadblocks (Waner, Winter, & Breshears, 2005). Taking leave of any kind was linked with fewer successive promotions and smaller salary increases for managers as concluded in a study by Judiesch and Lyness (1999), irrespective of their performance ratings. Family leave is more likely to be taken by women than men (Judiesch & Lyness, 1999; Kossek, Barber, & Winters, 1999), these career obstructions are predominantly faced by female employees. Maternity leave resulted in a loss of career momentum as by noted professional and managerial women in Stoner and Hartman's (1990) research. These employees were removed from the organisation focus, questions were raised among their managers regarding their return dates, shifting priorities between work and family, and changes in obligations to the managers due to them being away from the workplace. There is no consistency with the leaves of absence and managerial career progression and those who take such leaves are pertinent to find that career opportunities occur less frequently according to Stoner and Hartman (1990).

As a result of the literature available it can be seen as the reason as to why some employees deter from taking the family leaves available to them. The implications of family leave on careers are far-reaching. Research by Jacobsen and Levin (1995) showed that women continuously working for twenty years since their last employment interruption had still not caught up in terms of career progress with comparable women whose employment history was uninterrupted. In a research by Finkel, Oswang and She (1994) it was found that the females were not availing the full benefit of the policies available to them and over three-quarters of the female employees surveyed expected that taking maternity leave would have negative consequences for their careers, and only 30% of those who gave birth took the full amount of leave provided by their employers. Hammonds (1997), Perlow (1995) and Schwartz (1995) reported to have identified related apprehensions in their research.

### **2.7.3.5 Influence of family on relocation decisions**

As we have seen, upward mobility within organizations can be demanding for individuals with family commitments, especially women. Equally, when family circumstances are taken into account then mobility between organizations can be complicated. Men's careers receive priority when decisions are made that may affect both spouses' careers in dual-earner partnerships (Pixley, 2000). Married women may therefore not be able to be mobile enough to advance their own careers due to the negative effects the move would have on their husbands' career progress. Female managers were denied growth opportunities and promotions due to their lack of mobility, this result was reported in their study by Stoner and Hartman (1990). Lack of mobility was identified as the single greatest family obstruction to their career progress. Feeling controlled in their ability to relocate, women reported choosing jobs based on family friendliness rather than career impact (Stoner & Hartman, 1990). Positions that were not rigid about additional time for needs of family, or geographical convenience to children's schools or daycare were selected over those that would help career advancement. The unwillingness to disrupt their children's social lives and schooling was also apparent in women's explanations of their inability to relocate. The primacy assigned to husbands' careers over wives' also evident itself in relocations that are beneficial to men's career progress, but disadvantageous for the career advancement of their spouses.

If a man is offered a relocation opportunity that benefits his career, the decision is most often to take it, which results in disruption to the continuous employment of his wife with her organization (Valcour & Tolbert, 2003).

### **2.7.4 Turnover and career exit**

Greenhaus and Callanan's (1994) career model's fourth stage is entitled 'Mid-career', and is usually characterized by some sort of reconsideration of life and career direction among workers. During this stage, employees who are not satisfied with the progress of their career or current situation may consider withdrawing from their organization in favour of other pursuits. Leaving an organization often has deep consequences for an individual's career. Either one withdraws from the labour force altogether or takes up a new position elsewhere, which may or may not represent an improvement in career prospects. Maintaining a proper balance between work and life

is concerned to be the major factor in taking decisions relating to giving up of one organization for another. It is consistently shown through research that organizations that indicate support for their employees' personal lives and family commitments obtain rewards in terms of increased attachment and higher retention rates. A close positive relationship was found between organizational commitment and organizational support for non-work responsibilities and activities in a research by Sturges and Guest (2004). In organisations where the supervisors provided support for work-family issues reported to have greater intentions of the employees to be retained in that organization (Allen, 2001; Aryee, Luk, & Stone, 1998), the same was reported by those who observe a supportive organizational work-family culture considered by managerial support for work-life issues, while opting for flexible hours of work employees are not penalised and other family-friendly programs along with fewer organizational time demands placed on employees beyond the regular work hours. (Allen, 2001; Thompson, Beauvais & Lyness, 1999). Femal employees are associated to plan to return earlier after giving birth in the organisation where a supportive work-family culture (Lyness, Thompson, Francesco & Judiesch, 1999), and employees who perceive organizational values that are supportive of work-life balance report greater satisfaction with their careers and less intent to leave that organisation (Burke et al., 2003). Flexible working practices are major determing factor for employees dealing with simultaneous work and family demands, or other family-friendly programs can be very important in choosing whether to stay with or leave an present organisation.

The employees who have the caregiving responsibilities at the family front have shown that organizational commitment and flexibility work hours has been linked to employee loyalty (Roehling, Roehling, & Moen, 2001; Scandura & Lankau, 1997). A positive relationship between the provision of voluntary reduced hours and employee retention has been shown in a study. (Williams, Ford, Dohring, Lee, & MacDermid, 2000) Similar relationship was shown between employee's intentions to leave the organization and work schedule flexibility and employee satisfaction.(Aryee et al., 1998). Organizational attachment among employees was said to be predicted by four four individual work-life practices which are – parental leave, childcare information and referral, flexible working hours, and financial assistance with childcare, as found by a syudy conducted by Grover and Crookerin 1995. In a similar manner women

having grown up children were found to have higher loyalty towards the organisation (Roehling et al.'s (2001)) and a link was found between policies supporting work life and turnover intentions, Thompson et al. (1999).

These associations between work-family support and turnover intentions can perhaps be explained by the concept of value equivalence. Value equivalence is said to occur when an individual employee and an organization share similar values (Meglino & Ravlin, 1998). Perrewe and Hochwarter (2001) suggest that value equivalence would occur if an individual employee viewed participation in family activities as a decisive aspect of life, and these activities were supported by the employing organization. Such encouragement could take the form of compassionate and helpful administrators, a culture that supports work-life balance amongst employees, or the provision of work-life programs such as flexible hours. In contrast, where the interest of the administrators within an organization is only in maximizing the employee's work outputs at the expense of the employee's personal life, and provided none of the above-mentioned supports, this would signify a lack of equivalence of values. In an organization where there are friendly work life practices and are in line with employees involvement and satisfaction with work fewer intentions to quit have been witnessed, Cable and Judge (1996).

Sophia J. Ali (2011) "investigated the challenges facing women in career development. She found that most of the women employees were dissatisfied with career development programmes and women were discriminated against in career development opportunities. The study recommended that organisations should strive to ensure that career development programmes were set to enhance career development amongst women employees. Top management should also be committed to the career development of women, and organisations should also introduce affirmative action to urgently address career development of women." Skinner and Pocock (2008) investigated the relationship between work overload, work schedule control, work hours and their fit with preferences and work-life conflict among full-time employees (N=887). It was found that the "strongest association with work-life conflict was demonstrated by work overload, followed by work schedule control, work hours and work hours fit. Time-based work life policies, procedures, and interventions were found necessary, but not sufficient, for addressing work-life

conflict. They called for effective management of work overload to support a healthy work-life relationship.”

In most cases, problems balancing work with family commitments lead to a decision to exit the labour force entirely. This tends to be a predominantly female phenomenon. Workplace inflexibility was cited as a major factor prompting women to quit, in a study of female ‘fast-track’ managerial and professional employees who gave up their careers to stay home with their children, Stone and Lovejoy (2004). Participants during the study mentioned the unavailability of reduced-hours options in their organisation for high-level positions as the main reason to quit. 40% of the women who wanted to continue work even after having children were denied reduced hours of work by their employers. Women who were able to chalk out job-sharing or work part time arrangements found that the reduction in the number of hours as the major factor for “career derailment” (Stone & Lovejoy, 2004: 69) which in the long run influenced their decision to leave the work force altogether.. Organizational restructuring also played a role in prompting women’s decisions to leave; turnover of the managers to whom these employees reported disrupted the family-friendly work arrangements that had been negotiated, in turn leading to the turnover of the women themselves. In the study conducted by Stone and Lovejoy’s (2004) three-quarters of the women left their jobs when their children were infants or toddlers. Nearly two thirds of the women in the study spoke of their spouse’s role in finalising their decision to quit. Husbands’ key influence on the decision to quit was one also one of the major reason and this was due to the lack of assistance their husbands provided with parenting responsibilities, and their husbands’ perception of the women’s careers as subordinate to their own, irrespective of the status or income associated with those careers.

### **2.7.5. Final Stage - Career satisfaction and subjective career success**

Satisfaction with the career outcomes and career success of the employees are predicted by their attitudes toward balancing family commitments with the career , as well as the actual experience of managing competing demands from work and from home, (Sanders et al., 1998). There are two dimensions as to asses career success, it can be assessed objectively, by means of pay, promotion, and status, and

subjectively, by means of workers' reactions to their career experiences (Heslin, 2005; Hughes, 1958), these dimensions are directly associated with greater employee satisfaction, motivation, and performance (Peluchette, 1993).

It was proposed in a study conducted by Sanders et al. (1998) that if employees' expectations for the family life and configuration of work life are not met, the consequent gap between their work-family attitudes and reality may produce strain, discontent, and other negative implications for the employees and the organisation as a whole. Respectively, if there is a good fit between work-family expectations and the actual connection of work and family life, one would expect optimistic outcomes such as satisfaction and self-perceived success.

There is enough evidence that there are effects of family commitments and work-life concerns on employees' career satisfaction and subjective perceptions of success. Research has shown that women attempting to combine professional or managerial careers with family commitments report less job satisfaction, less job involvement, and less career satisfaction than women who chiefly emphasized their careers (Burke & McKeen, 1993). Kirchmeyer (2002) found that having children is associated with reduced perceptions of career success for female managers, and employees experiencing strong difficulties balancing competing work and home responsibilities have also reported lower levels of subjective career success (Peluchette, 1993).

## **2.8 Research Gap**

As discussed in the literature review section there has been an extensive research on the work life issues of employees in the present scenario, but the studies have not incorporated the influence of family on the career of individuals as it is the core from where all the work life balance issues are cropping up. The previous studies focused only on certain aspects and even though the females are the most affected by the family comprehensive studies dealing with the impact of family on their career decisions have not effectively been studied. Work-life balance has been seen as the major obstacle towards the progression of the career of the females but no comprehensive treatment of Work Life Balance could be generalized from the previous studies. For instance, in many Indian studies on Work-Life Balance, the family as an influential factor on the female employees were not studied (Fisher-

McAuley, G., Stanton, J., Jolton, J., & Gavin, J. (2003)(136)). Similarly composition of different dimensions (*Professional satisfaction*) such as a Female Retention, Job Security, Canteen facilities, Cleanliness of the organization, lays down strategies to improve their skills. *Personal satisfaction* such as overall satisfaction on female's working personal life involves Organisation will be successful only when the employees have a good balance of work and life. Females make up to nearly half of the working populations and with the upcoming times more females are perceived to be opting for paid employment and family being the core from where the issues relating to work life balance springs up, the kind of influence the family has over the career decisions of the femals needs to be addressed in a comprehensive manner. These literature gaps warranted an exhaustive study addressing these gaps apart from other aspects of Work Life Balance.

## **2.9 Justification for the Study**

The research gap listed above brings to light the need for an in-depth study of the influence of family over the career decisions of the females along with work life balance policies for women in private and public organizations. In reference to how working women manage their domestic life and professional life in such a way that at no point of time the client is at risk further a commitment and devotion to the organisation would be present only when the female are free from major challenges from the family front in addition to exacting professional demands. While customer satisfaction is important, female's status of mind is important too. But often females are exposed to different challenges at their domestic and professional end causing enormous stress affecting their psychological and physiological conditions. The reflection of this bound to influence the quality of services rendered by them.

In other words mere provision of career life stages and work life balance supports is not adequate but a periodical review of the status of work-life balance among women would turn out to be a condition for survival. Therefore, intensive studies like the present endeavor on influence of family on the career of females and work-life balance needs to be undertaken at different points of time in different organizations so that appropriate corrective and preventive steps could be initiated to maintain a healthy work-life balance among females. The current research study is one such

initiative by incorporating all the dimensions of influence of family on the career of females along with work life balance.

## **CHAPTER - 3**

### **RESEARCH METHODOLOGY**

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This chapter talks about the methodology adopted for carrying out the research including research techniques used for research design, sampling procedure, questionnaire design, data collection and data analysis. The prime object of this chapter is to discuss the tools and techniques which have been used pertinently to analyze the data and explore the results. The chapter encompasses the entire journey of research, including defining and redefining problems, formulating a relevant hypothesis and collecting, organizing and evaluating data; and at last, carefully testing the prepositions. The chapter starts with the discussion of research design, founded by operating definitions and assigning a unit to variables and then discussions upon sample, measures, and methods in order to address the central research questions of the study.

#### **3.1 INTRODUCTION**

The role of research has greatly increased in the field of business and commerce as a whole. The study of research methods provides us with the knowledge and skills adjudicate upon the problems and meet the challenges of today's modern pace of development. The usefulness and contribution of research in assisting management decisions is so crucial that it has given rise to an emerging field altogether called 'Research Methodology'. Research in common context refers to a search for knowledge in a scientific and systematic way for gaining information and knowledge on a specific topic or phenomena. This chapter presents the methods used in the study and the detailed framework for the research. The primary focus is on research design, sampling procedure and techniques, data generation, data collection and the statistical techniques employed to undertaken this research endeavor in scientific and coherent way.

#### **3.2 RESEARCH PROBLEM**

The career progression in the case of women around the world is not linear, unlike men, and retaining them as the workforce is becoming a much-debated subject. A

woman's career has a far more skewed route, which includes taking time out, working part-time, reduced hours or flex- time for a number of years. A female is influenced by her family at all the stages of her career and thereby the manner in which her decisions relating to her career are influenced needs to be studied.

At every step of career progression a woman is faced with a situation leading to either exit or get pushed out. The reasons are familiar i.e. childcare, unfair share of domestic chores, gender bias at work and family, extreme work conditions, security etc. In recent decades, a growing number of women have entered the workforce but very few make it to the top that is breaking the glass ceiling..

Despite being half of the population the economic contribution of women is not at par with expectations. Great number of females are joining the workplace but there stay there is not permanent and they leave the workplace after a few years. The present study makes an attempt to establish an inquiry regarding myriad ways in which one's family and personal life can impact a woman's career. It tries to find out the Indian organizations' strategies pertinent to retention of female employees. Further, it analyzes the role of Governments and policy makers in creating sustainable gender diversity so that the very talented females can stay at the workplace and contribute economically towards the growth of the country.

### **3.3 OBJECTIVES OF THE STUDY**

- 3.3.1 To study the influence of family on the career of female employees.
- 3.3.2 To study the influence of work life balance challenges on females.
- 3.3.3 To study the role of marriage in the career of females.
- 3.3.4 To study the effect of having children on the career of females.
- 3.3.5 To study the effect of flexible working practices offered by the organisations on the career of females
- 3.3.6 To study the effect of spousal support on the career advancement of females.
- 3.3.7 To study the influence of family on relocations of females.

3.3.8 To study the effect of family commitments on career satisfaction.

### **3.4 Hypothesis**

3.4.1 H1: there is significant effect of family on the career of females as perceived by the working women.

3.4.2 H2: there is significant effect of work life balance challenges on females as perceived by the working women.

3.4.3 H3: there is significant effect of marriage on the career of females as perceived by the working women.

3.4.4 H4: there is significant effect of having children on the career of females as perceived by the working women.

3.4.5 H5: there is significant effect of flexible working practices offered by the organisations on the career of females as perceived by the working women.

3.4.6 H6: there is significant effect of spousal support on the career advancement of females as perceived by the working women.

3.4.7 H7: there is significant effect of family on relocations of females as perceived by the working women.

3.4.8 H8: there is significant effect of family commitments on career satisfaction of females as perceived by the working women.

### **3.5 RESEARCH DESIGN**

The research design is a general plan of how a researcher intends to go about in answering their research questions. It guides the researcher in planning and implementing the study in a way that is likely to achieve the intended goals. (Saunders, et al, 2009, p.136). The study was exploratory in nature and used both primary and secondary sources of data. Non-probability sampling was used. For data collection various techniques such as questionnaire, informal conversations, review of all available literature, reference material etc. was used.

### **3.6 RESEARCH QUESTIONS**

3.6.1 Is there any influence of family on the career of female employees.

3.6.2 Is there any influence of work life balance challenges on females.

3.6.3 Is there any role of marriage in the career of females.

- 3.6.4 Is there any effect of having children on the career of females.
- 3.6.5 Is there any effect of flexible working practices offered by the organisations on the career of females
- 3.6.6 Is there any effect of spousal support on the career advancement of females.
- 3.6.7 Is there any the influence of family on relocations of females.
- 3.6.8 Is there any effect of family commitments on career satisfaction.

### **3.7 STEPS FOLLOWED FOR UNDERTAKEN RESEARCH**

**Table 3.1 - Steps Followed for Undertaken Research**

Identification of Research Problem
Review of available Literature
Formulation of the Objectives and Hypothesis
Concepts and their Measurements
Selection of Research Design
Selection of Tool for Data Collection
Selection of Sample
Collection of Data
Processing and Analysis of Data
Presentation of Research Report

### **3.8 SAMPLE DESIGN AND SAMPLING TECHNIQUE**

The study has been initiated to evaluate the influence of family on the career of females and who are employed in the service sector and their perception in Lucknow City. Appropriately, the research design of this study is within-subject design with repeated measures in the form of questionnaires, given to each of the employees during meetings of the company. A total of 510 questionnaires was administered to potential participants. Out of distributed questionnaires 342 were returned. After preliminary screening, a sample set of 263 participants was found suitable for further analysis. The relationship and the effect of family on the career life stages of of the females employed in the service sector have been studied. A convenient and purposive sampling was used for the study. The study has been conducted on a

sample of 263 employees. The participants were chosen as a purposive convenient sample.

### 3.9 SAMPLE AREA



**Figure 3.1 – Lucknow City Map**

*Source-<http://www.maps-india.com/uttarpradesh/up-map/lucknow-map.gif>*

Uttar Pradesh is the most populated state of India and Lucknow being the largest city and capital is the key economic base in north India being a prominent trading city. Important service sectors of the state including tourism, education, health services, aerospace, finance, pharmaceuticals, design, and culture. Key industries in Lucknow are distillery chemicals, machine tools, aeronautics, furniture, chikan embroidery on textiles, education, IT and software, and research and development (R&D) have their offices in the city.

With overpopulation, declining space and resources, and increasing costs, doing business in metropolitan cities are becoming demanding, smaller towns and cities

have the potential to become the new investment hubs, especially if they are well-connected and have strong industrial and educational sectors. As Lucknow meets both these conditions as it is a fast-growing with its selection as a future smart city.

### 3.10 INSTITUTIONAL DETAIL

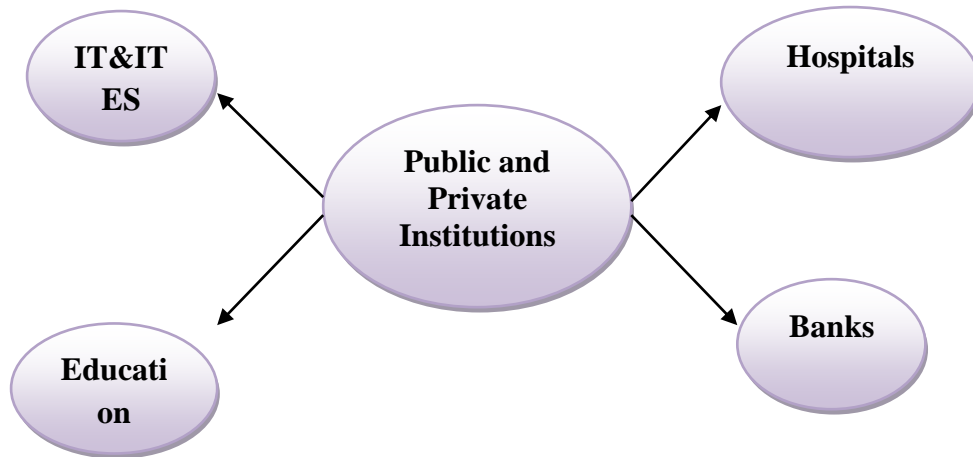


Figure 3.2 - Sample Area

Table 3.2- Sample Area

<i>Schools</i>	<i>Private</i>
<i>IT&amp;ITES</i>	<i>Private</i>
<i>Hospitals</i>	<i>Public and Private</i>
<i>Banks</i>	<i>Public</i>

### 3.11 DEFINING POPULATION

It is the aggregate of all the elements defined prior to selection of the sample. It is necessary to define the population in terms of i. Elements ii. Sampling units iii. Extent.

Table 3.3-Defining Population

<i>Element</i>	<i>Women</i>
<i>Sample Unit</i>	<i>Women employed in service sector</i>
<i>Extent</i>	<i>Lucknow City, Uttar Pradesh State</i>

A total of 20 institutions were identified for sample selection out of which 10 institutions are from public sector including hospitals and banks and rest 10 institutions are from private sectors including Education and IT & ITES.

**Table 3.4 - Sample Design and Sampling Technique**

Elements	Women
Sampling Unit	Women Employed in Service Sector
Extent	Lucknow City, Uttar Pradesh, India

### **3.12 SAMPLING PLAN FOR THE RESEARCH**

**Table 3.5 - Sampling Plan for the Research**

Preparing the list of Banks, Hospitals, Hotels, IT and ITES companies, Educational Institutions to be covered under survey
Preparing sampling plan for Pilot Survey based on different strata
Identifying the resources for distribution of questionnaire
Distribution of questionnaire
Personal interview of few resource persons

263 (out of 342 received questionnaires) employees were being selected for the sample and special care was taken to cover the employees of all age groups, all income types in different departments etc. Selecting the sample of employees the rationality of different factors influencing the career of the femals and work life balance approach was taken into consideration.

### **3.13 DATA COLLECTION**

The data for the undertaken research is collected through both the sources viz primary as well as secondary.

#### **3.13.1 Primary Data-**

The primary data is collected through structured questionnaire and unstructured personal interviews of few respondents as well as HR persons.

### **3.13.2 Secondary Data-**

The secondary data was collected through following sources: Journals and articles on Women at the workplace, Women empowerment, Women entrepreneurship, Work-Life Balance, Gender Disparity, Research Methodology, Statistics and much more.

Besides the book, a lot of many Periodicals, Manuals, Newspapers have been referred by the researcher. Many Databases paid as well as open source are used by the researcher. Many Internet Sources especially for reviewing research work related to researcher's topic on international perspective have been used

### **3.13.3 Respondents-**

Female employees in the service sector in Lucknow city with an emphasis on five important segments viz Banking and Financial Services, Hospitals, Hotels, IT & ITES and Education. Besides these segments also few respondents are from other segments of service sector which the researcher has placed in another segment.

## **3.14 DISTRIBUTION AND COLLECTION OF QUESTIONNAIRE**

Questionnaires were distributed to female employees in different organizations falling under service sector in Lucknow City through mentor, friends, relatives, and students and also personally. A total of 510 questionnaires were distributed and 342 questionnaires were received out of which 263 questionnaires were considered for the analysis owing to the treatment of the missing data values. Total 79 questioners received were omitted due reasons of incompleteness and irrelevance. The cover letter was attached to inform the participants about the purpose of this research. Participants fully voluntarily responded and respondents were assured of the strict confidentiality of their information and responses.

## **3.15 STRUCTURE OF THE SURVEY QUESTIONNAIRE**

The survey is designed to produce quantitative information. Most questions are 'close-ended' – respondents have to pick one of the available answers. This makes it easier to process the information. The survey questionnaire contains two parts, A and B; part A recorded the demographic details of the respondents. Since all the respondents were females employing working in some organizations the demographic

details recorded were name, organization name & service sector involved, age, marital status, education qualification, experience with previous and present organisation, level of management, duration with the present organization, number of family members and type of family and number of children. Part B of the questionnaire consist 28 statements related to effect of family on career of females. These psychographic variables represent the effect of different factors related to family on different stages of career of females as per the objectives. The scale was based on Fouad and et al.'s Family Influence Scale (2010). Likert type five-point rating scale is used for getting responses to different statements in the questionnaire.

### **3.16 DATA ANALYSIS**

Data analysis was done in two parts, the descriptive analysis and inferential analysis. Various tools like frequency analysis, percentages, pie charts, bar charts, graphs were employed to perform the descriptive analysis. First of all codification of variables was done followed by preparation of **master charts** in SPSS 20 because each question was treated as a separate variable. MS Excel Software is used along with SPSS to analyse the data and draw figures, tables and charts. Inferential analysis was done to test the proposed hypotheses in the study. One-Sample Chi Square Test of Equal Occurrences is applied to test the sub hypotheses related to the objectives and to measure the degree to which a series of observed frequencies deviate from the expected ones. After the chi square tests, the additive property of Chi Square value is applied to test the main hypotheses of the objectives. The inferential analysis also employs factor analysis mainly to quantify different measures in the study and to find out any latent factors in the observed data. Listing of dependent and independent **variables or factors** was done to enumerate different factors. Multiple linear regression technique was used to test the relationship between dependent variable and various independent variables or factors extracted in factor analysis. The details of data analysis are duly discussed in the next chapter.

## CHAPTER - 4

### DATA ANALYSIS: DESCRIPTIVES STATISTICS

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#### 4.1 INTRODUCTION

The methodology followed in conducting this study has already been given in detail in the previous chapter. The statistical techniques used for analyzing the data have also been discussed in the previous chapter. This chapter initiates data analysis, interpretations of the results and hypothesis testing part of the study. The questionnaire contains two parts, A and B; part A recorded the demographic details of the respondents. Since all the respondents were females employing working in some organizations the demographic details recorded were name, organization name & service sector involved, age, marital status, education qualification, experience with previous and present organization, level of management, duration with the present organization, number of family members and type of family and number of children. Part B of the questionnaire consist 28 statements related to effect of family on career of females. These psychographic variables represent the effect of different factors related to family on different stages of career of females as per the objectives. After data collection data analysis was performed and in this study it is covered in two sections:

1. Descriptive Analyses
2. Inferential Analyses

This chapter has been devoted for presentation of descriptive statistics for demographic variables as well as the descriptives related to the psychographic variables whereas the inferential analysis is done in the next chapter. The descriptive analysis is performed and presented by employing various research tools of frequency tables, cross tabs, bar charts pie charts, and graphs. Surveys were administered to female employees working in different organizations falling under service sector in Lucknow City through mentor, friends, relatives, and students and also personally. A total of 342 out of 510 distributed questionnaires were returned, yielding a response rate of 67.06%. The obtained responses were scanned prior to analysis for the completeness of data 79 questionnaires were discarded for the reasons of

incompleteness and irrelevance. After data cleaning it was found that 263 responses were complete. Subsequently tabulation and the graphical presentation is carried out using MS Excel. Descriptive and inference statistics is carried out using **SPSS 22** and thereafter employing MS excel to create tables and graphs. The descriptive analysis is presented in the following two sections

- A. Descriptives Analysis of Demographic Variables
- B. Descriptive Analysis of Family Influence Factors

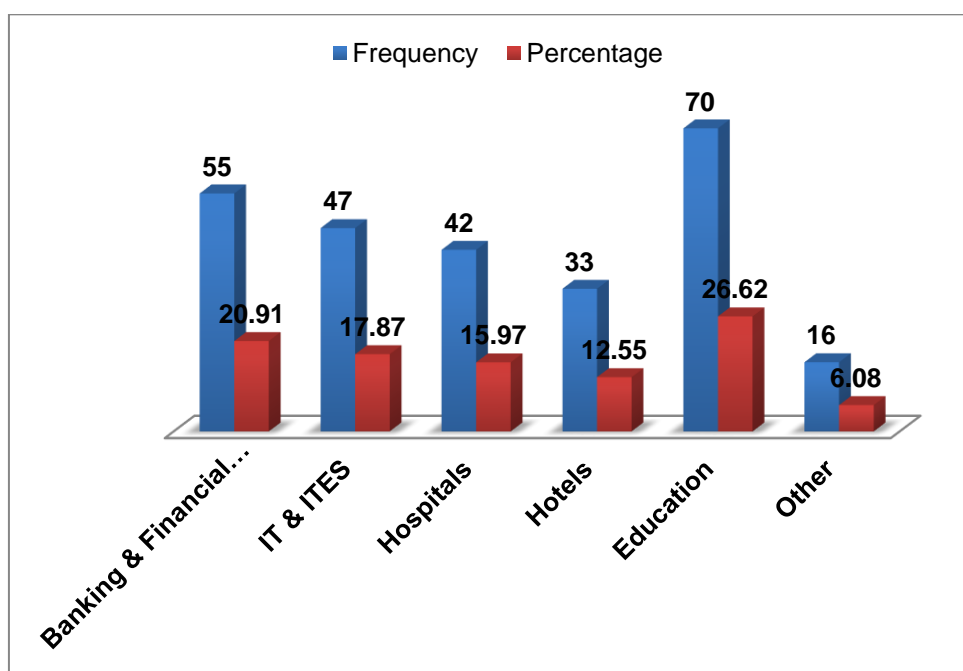
The analysis is presented from the next page.

## 4.2 DESCRIPTIVES ANALYSIS OF DEMOGRAPHIC VARIABLES

**4.2.1 Type of Industry in Service Sector:** The respondents belonged to the following industries in service sector viz. Banking and Financial Services, Hospitals, Hotels, IT & ITES, Education and other.

**Table 4.1 - Type of Industry of Respondent**

Type of Organization	Frequency	Percentage
Banking & Financial Services	55	20.91
IT & ITES	47	17.87
Hospitals	42	15.97
Hotels	33	12.55
Education	70	26.62
Other	16	6.08
<b>Total</b>	<b>263</b>	<b>100.00</b>



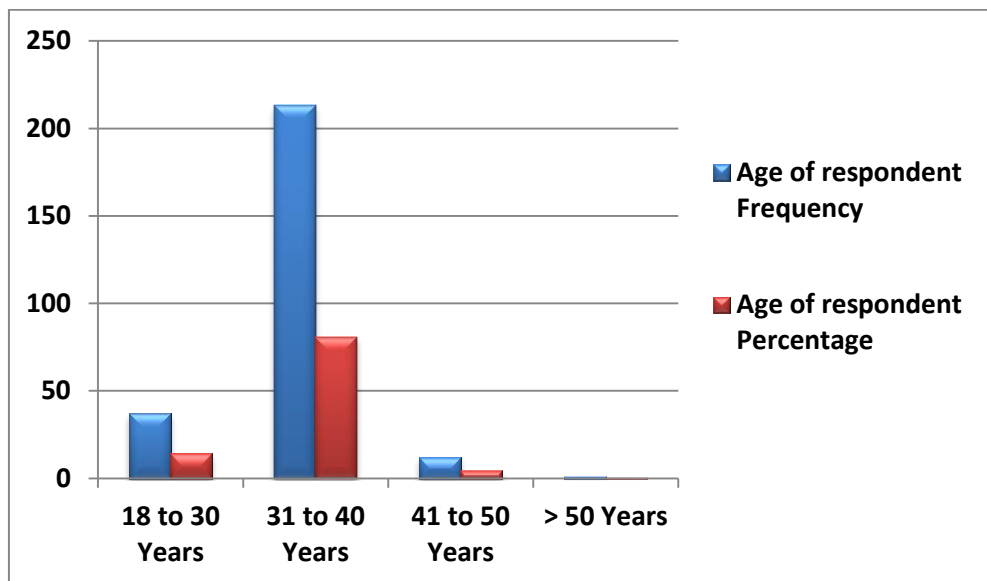
**Figure 4.1: Type of Industry of Respondent**

**Comment:** 26.62 % respondents are from education and 20.91 % from Banking and Financial Services Sector. 6 % respondents are considered in the other which come from any other type of organization besides the 5 mentioned above but which form part of service sector e.g. respondents from construction sites, cellular services etc.

#### 4.2.2 Age of Respondents

**Table 4.2 - Age of Respondent**

Age Groups	Frequency	Percentage
18 to 30 Years	37	14.07
31 to 40 Years	213	80.99
41 to 50 Years	12	4.56
> 50 Years	1	0.38
<b>Total</b>	<b>263</b>	<b>100</b>



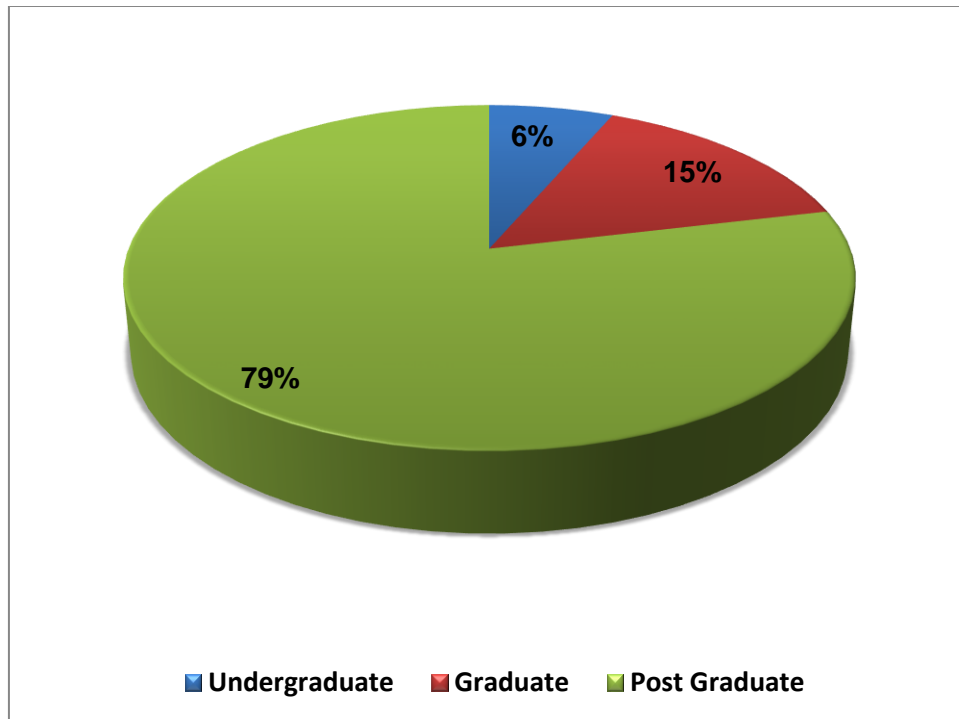
**Figure 4.2 - Age of Respondent**

**Comment:** 18 to 30 years of age, 80.99 % of respondents are having age between 31 to 40 years. Around 5% belong to 41 to 50 years group and remaining are of more than 50 years of age. The mean is approximately 35 years. This indicates that the mean age of the respondent is lies between class of 31 to 40 years.

### 4.2.3 Qualification of Respondents

**Table 4.3 - Qualification of Respondents**

	<b>Frequency</b>	<b>Percentage</b>
Undergraduate	17	6.46
Graduate	39	14.83
Post Graduate	207	78.71
<b>Total</b>	<b>263</b>	<b>100</b>



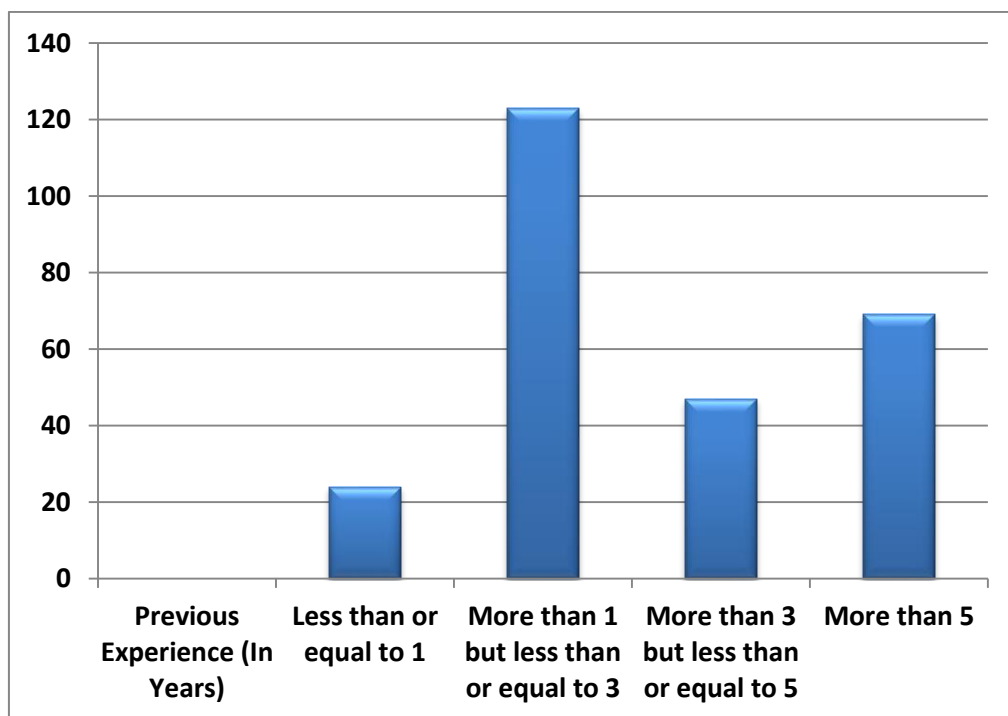
**Figure 4.3 - Qualification of Respondents**

**Comment:** 17% of the women in sample are undergraduate, around 15% graduate and 78% of respondents are postgraduates. This indicates that female employees working in the service sector are well educated. 15 % of the female employees are graduates. After the personal discussion, it was revealed by these female employees that they strive for pursuing further education.

#### 4.2.4 Experience with Previous Organizations

**Table 4.4: Previous Organization Experience**

Previous Experience (In Years)	Frequency	Percentage
Less than or equal to 1	24	9.13
More than 1 but less than or equal to 3	123	46.77
More than 3 but less than or equal to 5	47	17.87
More than 5	69	26.24
<b>Total</b>	<b>263</b>	<b>100</b>



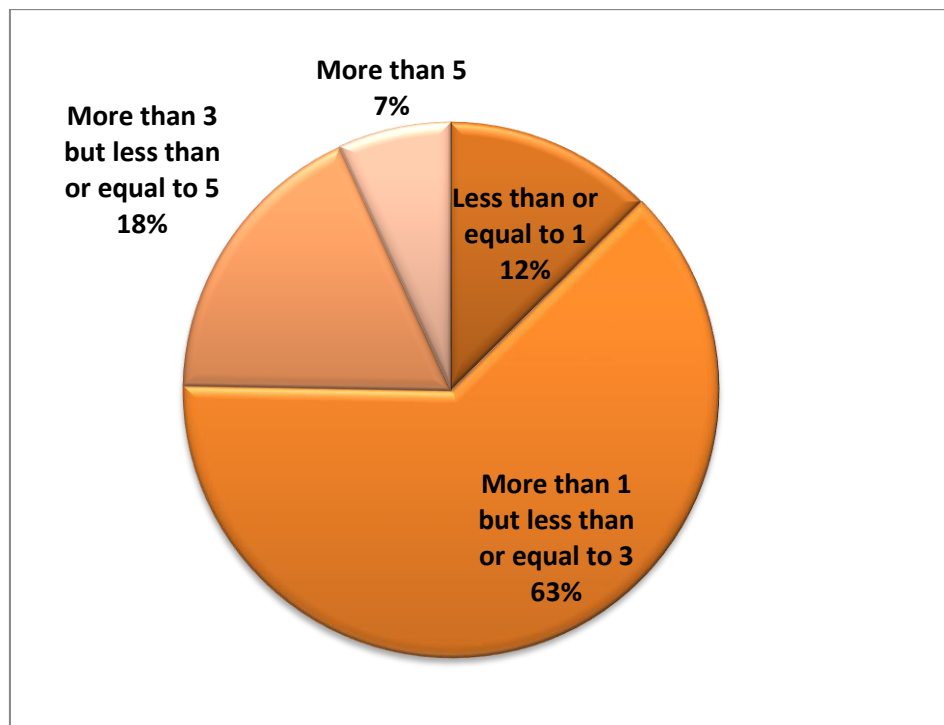
**Figure 4.4: Previous Organization Experience**

**Comment:** 9% have less than 1 year of experience with the previous organization, 46.77 % of the respondents are working in their previous organizations from 1 to 3 years, about 18% with 3 to 5 year term while 26% are working for more than five years.

#### 4.2.5 Tenure in Present Organization

**Table 4.5 - Tenure in Present Organization**

	<b>Frequency</b>	<b>Percentage</b>
Less than or equal to 1	33	12.55
More than 1 but less than or equal to 3	165	62.74
More than 3 but less than or equal to 5	47	17.87
More than 5	18	6.84
<b>Total</b>	<b>263</b>	<b>100</b>



**Figure 4.5: Tenure in present organization**

**Comment:** 12.5% have less than 1 year of experience with the present organization, 62.74 % of the respondents are working with their present organizations from 1 to 3 years, about 18% with 3 to 5 year term while 7% are working for more than five years.

#### 4.2.6 Managerial Level of Respondent

Table 4.6 - Managerial Level of Respondent

Level	Frequency	Percentage
Top	5	1.90
Middle	216	82.13
Lower	42	15.97
<b>Total</b>	<b>263</b>	<b>100.00</b>

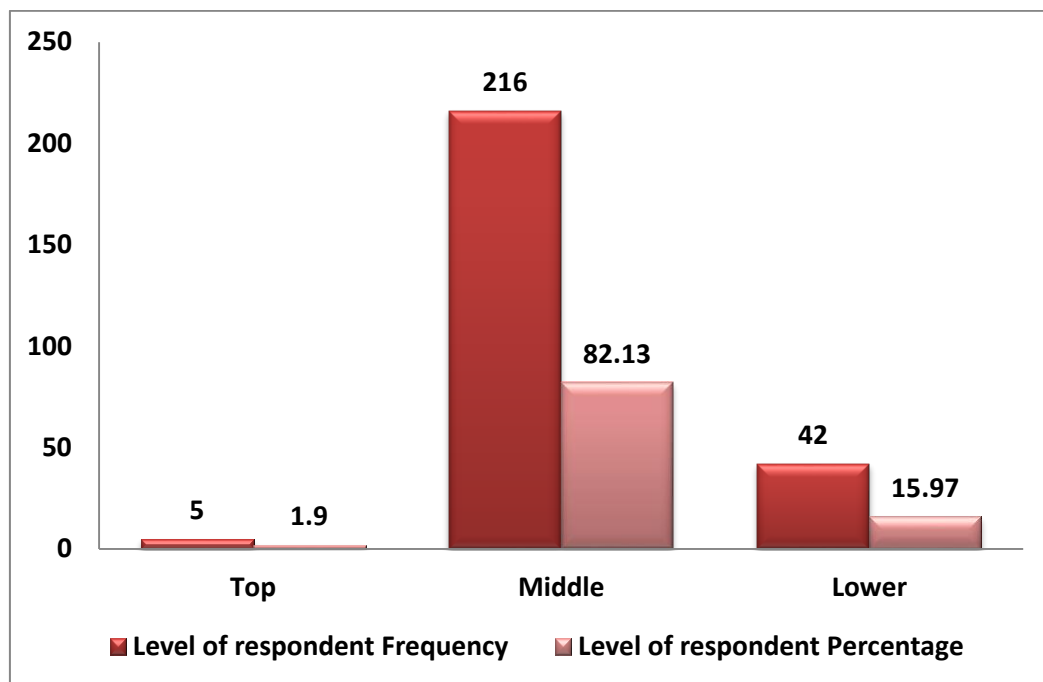


Figure 4.6 - Managerial Level of Respondent

**Comment:** 5% women are working at lower level, 82.13 % respondents are working in middle-level positions. There is very little (1.90 %) representation of female employees at the top level management.

#### 4.2.7 Type of Employment

Table 4.7: Type of Employment

Table 5.7 - Term of Contract		
	Frequency	Percentage
<b>Term Of Contract</b>		
Permanent	213	80.99
Temporary	29	11.03
Not sure	21	7.98
<b>Total</b>	<b>263</b>	<b>100</b>

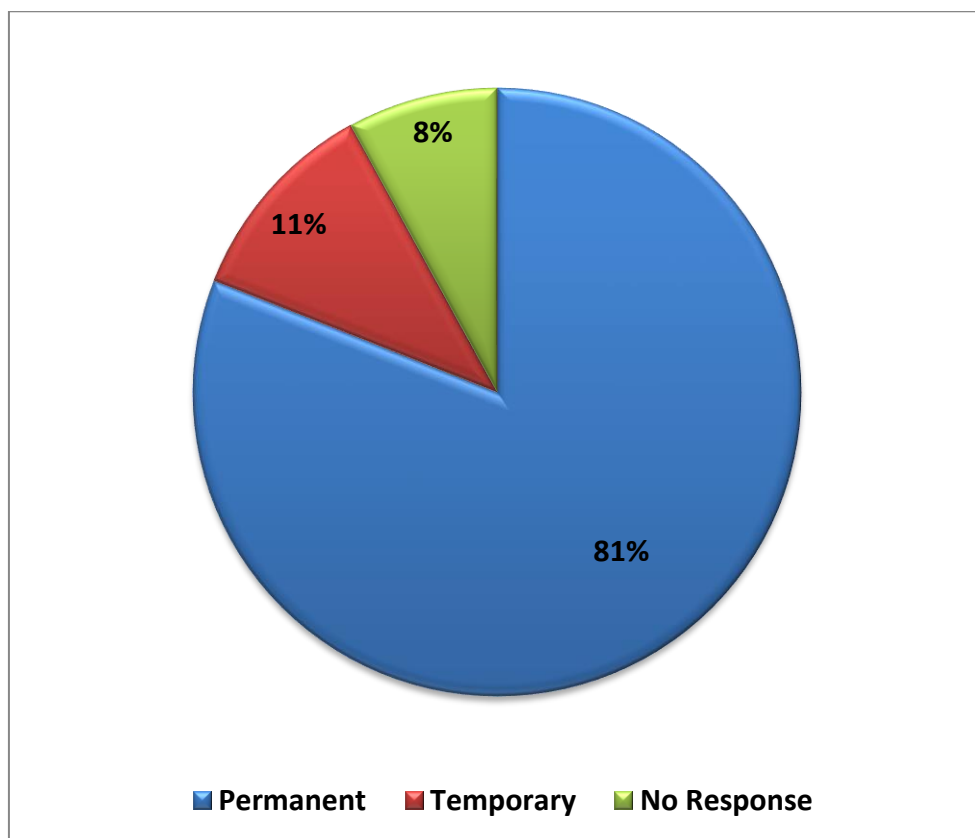


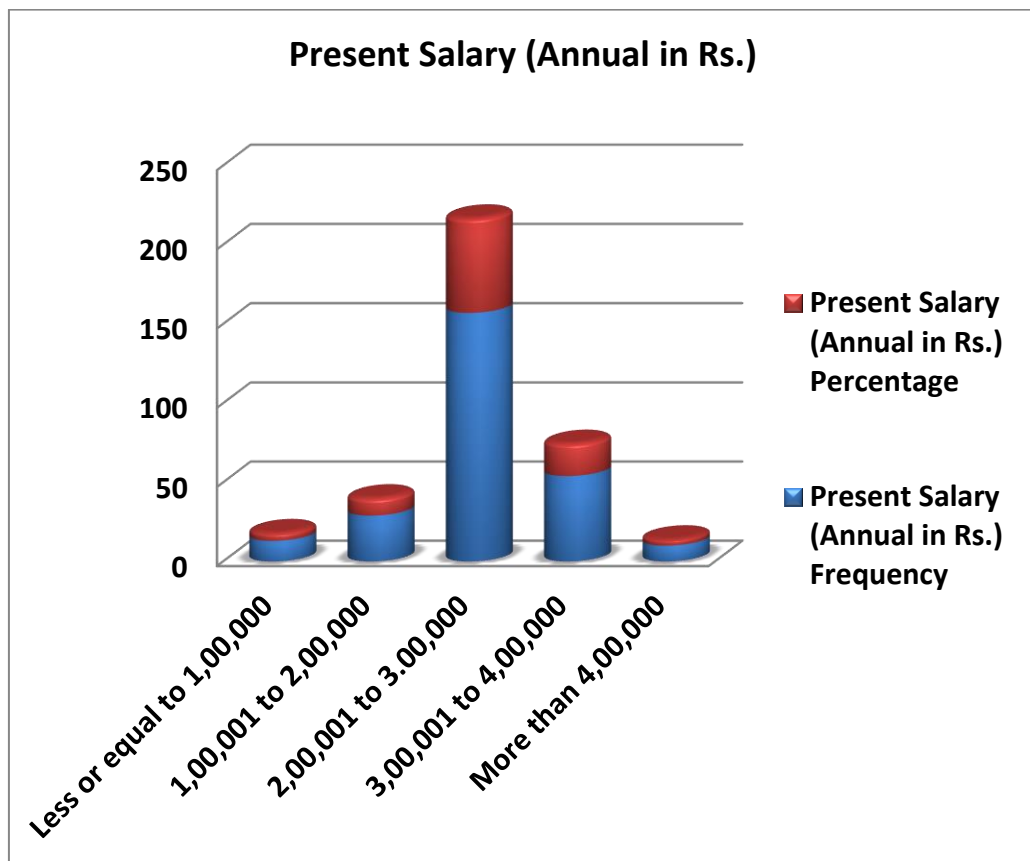
Figure 4.7: Type of Employment

**Comment:** 11% of the women were having temporary employment whereas 80.99 % or respondents are permanent in the organizations but still 7.98 % employees are unaware if they are permanent or temporary. This indicates a lack of communication on the part of employer and management.

#### 4.2.8 Income of Respondents

**Table 4.8: Income of Respondents**

	Frequency	Percentage
<b>Present Salary (Annual in Rs.)</b>		
Less or equal to 1,00,000/-	13	4.94
1,00,001 to 2,00,000	29	11.03
2,00,001 to 3,00,000	157	59.7
3,00,001 to 4,00,000	54	20.53
More than 4,00,000	10	3.8
<b>Total</b>	<b>263</b>	<b>100</b>



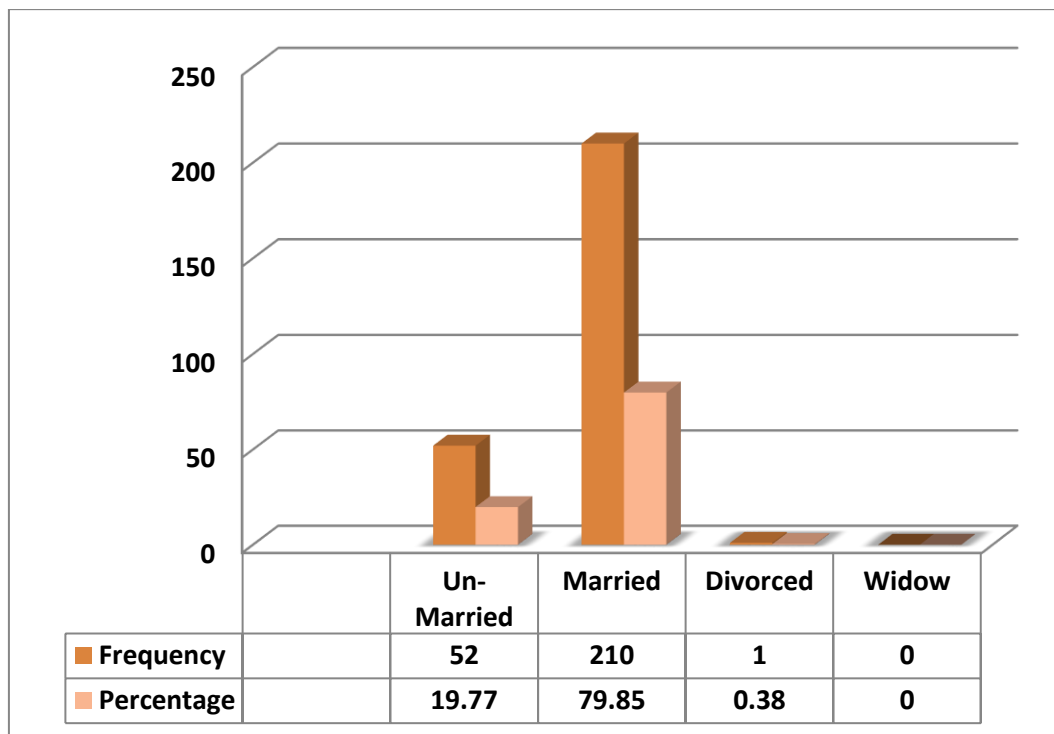
**Figure 4.8: Income of Respondents**

**Comment:** About 5% of the respondents fall into less than 1, 00, 000 income group, 11% are in 1 to 2 lac category, 59.70 % of respondents are having salaries in the range of Rs. 2 to 3 lac per annum, 20% falls in 3 to 4 lakh category whereas only 3.8% falls in more than 4 lac category.

#### 4.2.9 Marital Status

**Table 4.9 - Marital Status**

	<b>Frequency</b>	<b>Percentage</b>
Un-Married	52	19.77
Married	210	79.85
Divorced	1	0.38
Widow	0	0
<b>Total</b>	<b>263</b>	<b>100</b>



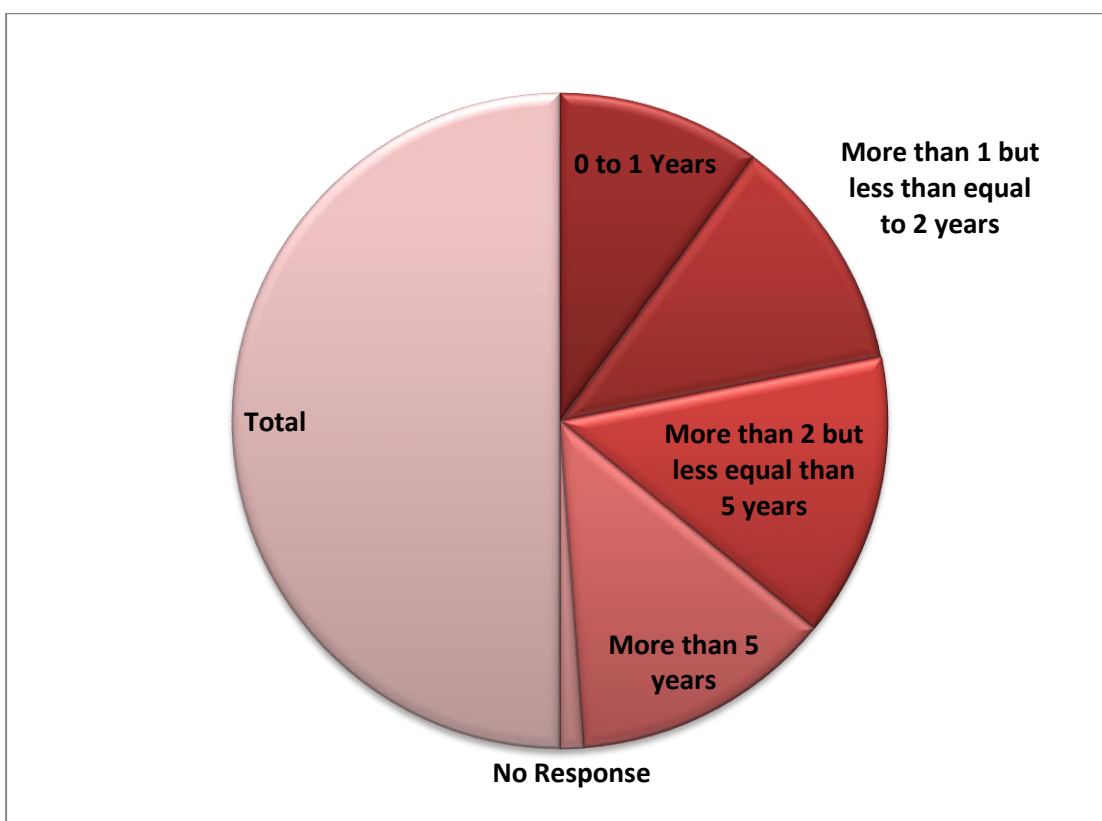
**Figure 4.9 - Marital Status**

**Comment:** 19% of the respondents were unmarried, 79.85 % of respondents are married. Also through personal discussion, it was revealed that those female respondents who are not married have plans to be getting married soon.

#### 4.2.10 Marriage Duration

**Table 4.10 - Marriage Duration**

Married Since	Frequency	Percentage
0 to 1 Years	53	16.35
More than 1 but less than equal to 2 years	62	14.83
More than 2 but less equal than 5 years	74	20.53
More than 5 years	68	25.86
No Response	6	2.28
<b>Total</b>	<b>263</b>	<b>100</b>



**Figure 4.10 - Marriage Duration**

**Comment:** around 16% women were married for less than 1 year, about 15% were married for 1 to years, 2.% for 2 to 5 years and around 26% for more than five years. Among the female employees who are married 25.86 % are married for more than 5 years.

#### 4.2.11 Type of Family

Table 4.11 - Type of Family

Type Of Family	Frequency	Percentage
Joint	49	18.63
Single	214	81.37
<b>Total</b>	<b>263</b>	<b>100</b>

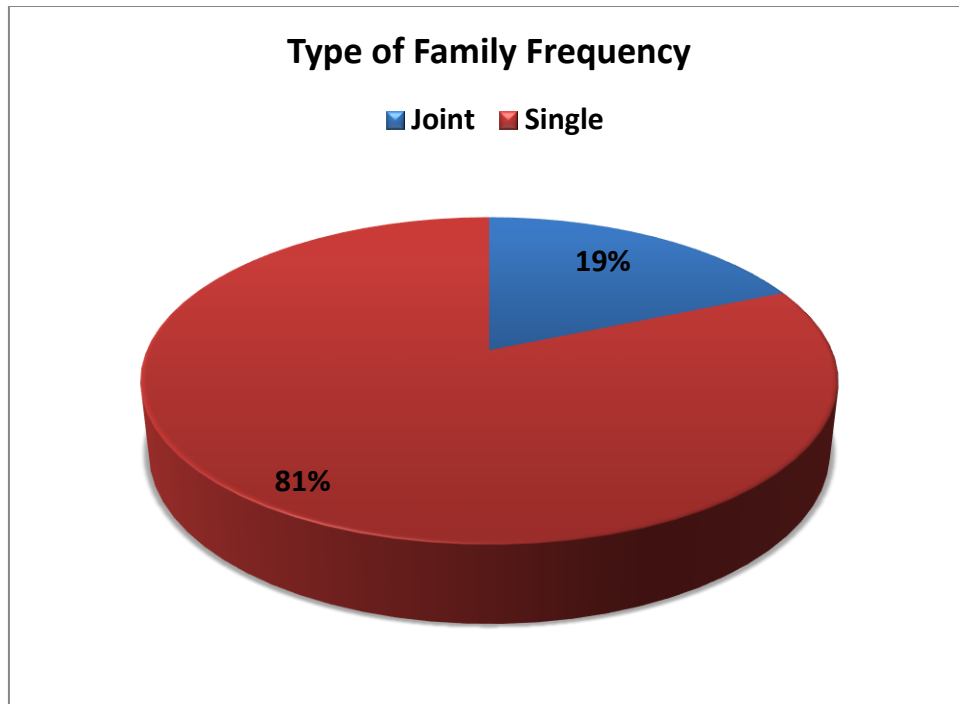


Figure 4.11: Type of Family

**Comment:** Around 17% of the women belonged to joint family whereas 81.37 % of female employees especially those who are married live in a nuclear family.

#### 4.2.12.1 Number of Children

Table 4.12.1 - Number of Children

No. of Children	Frequency	Percentage
None	63	23.95
One	47	17.87
Two	37	14.07
Three	3	1.14
Four	0	0
<b>Total</b>	150	57.03

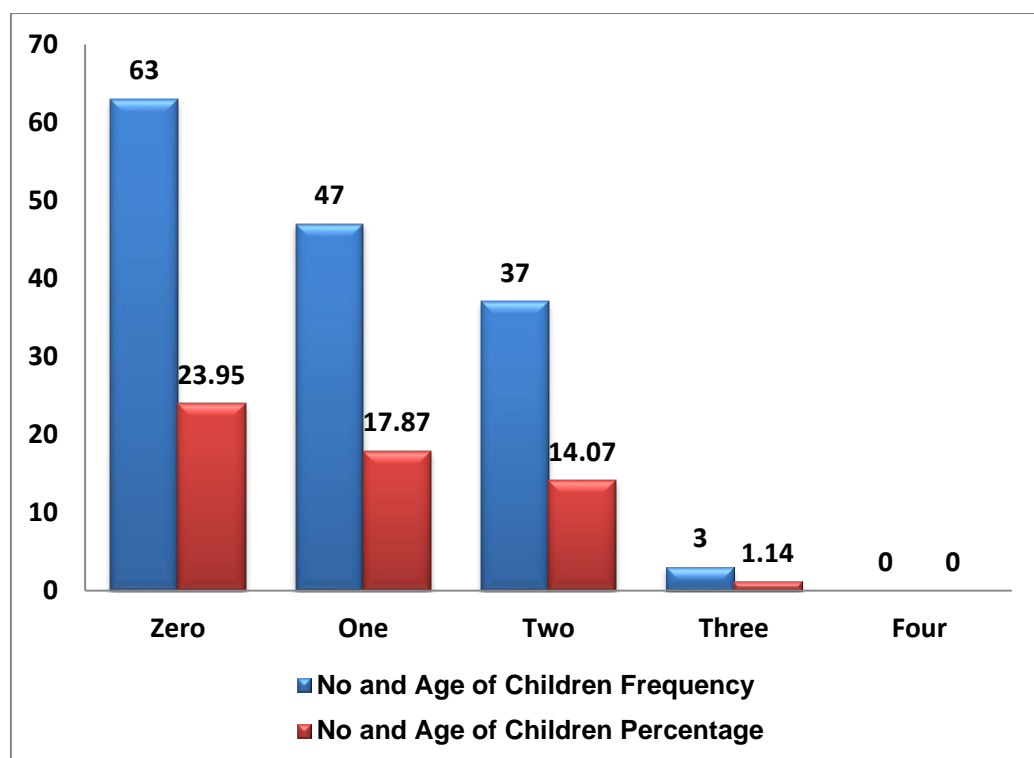


Figure 4.12.1 - Number of Children

**Comment:** Around 24% of the women were not having any children, the highest percentage in this group, around 18% were having 1 child, 14% have two child while only 1% of the women were having 3 children.

#### 4.2.12.2 Age of Children

Table 4.12.2: Age of Children

Age of Children	Frequency	Percentage
Infant/ Toddlers	37	14.07
Pre-School Going	24	9.13
Primary School	19	7.22
College-Going	7	2.66
<b>Total</b>	<b>87</b>	<b>33.08</b>

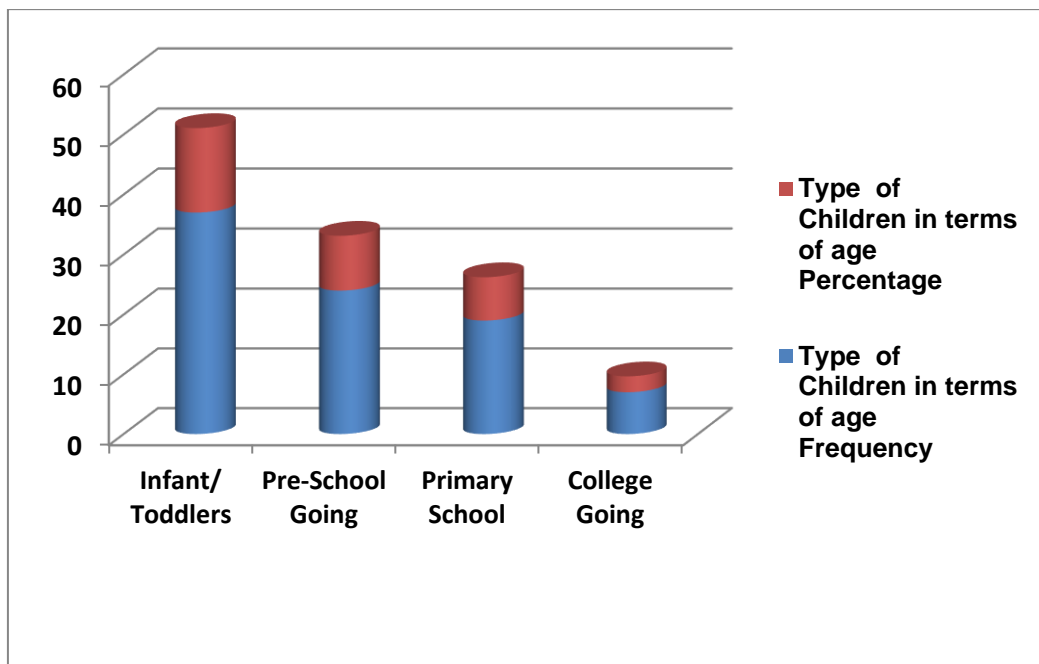


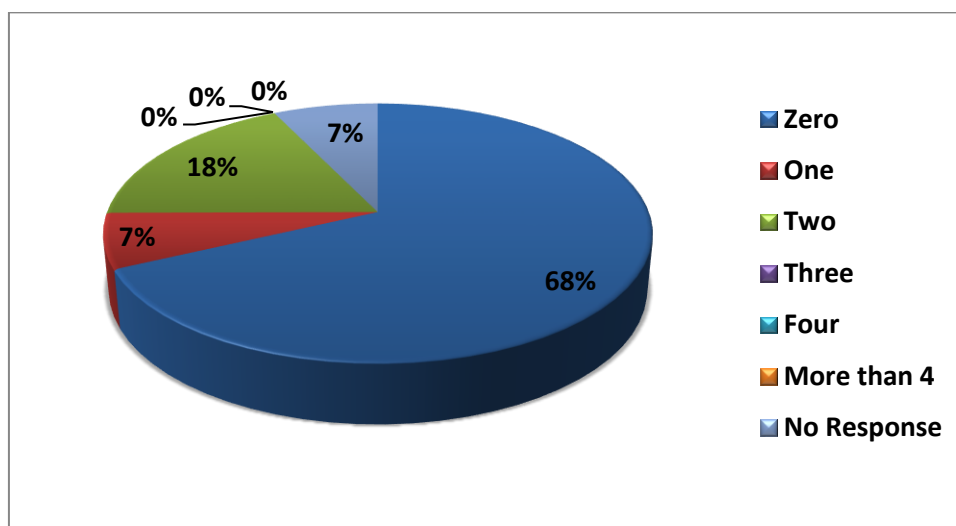
Figure 4.12.2: Age of Children

**Comment on Age of Children:** Among those who were having any children 14% have toddlers, 9% pre school going, 7.22% having children in primary school whereas only 2.5 women were having kids going to college. Seeing the above table we can find the majority of the kids are infants or pre-school going.

#### 4.2.13 Number of Dependents (Other than KIDS )

**Table 4.13: No. of Dependents (Other than KIDS )**

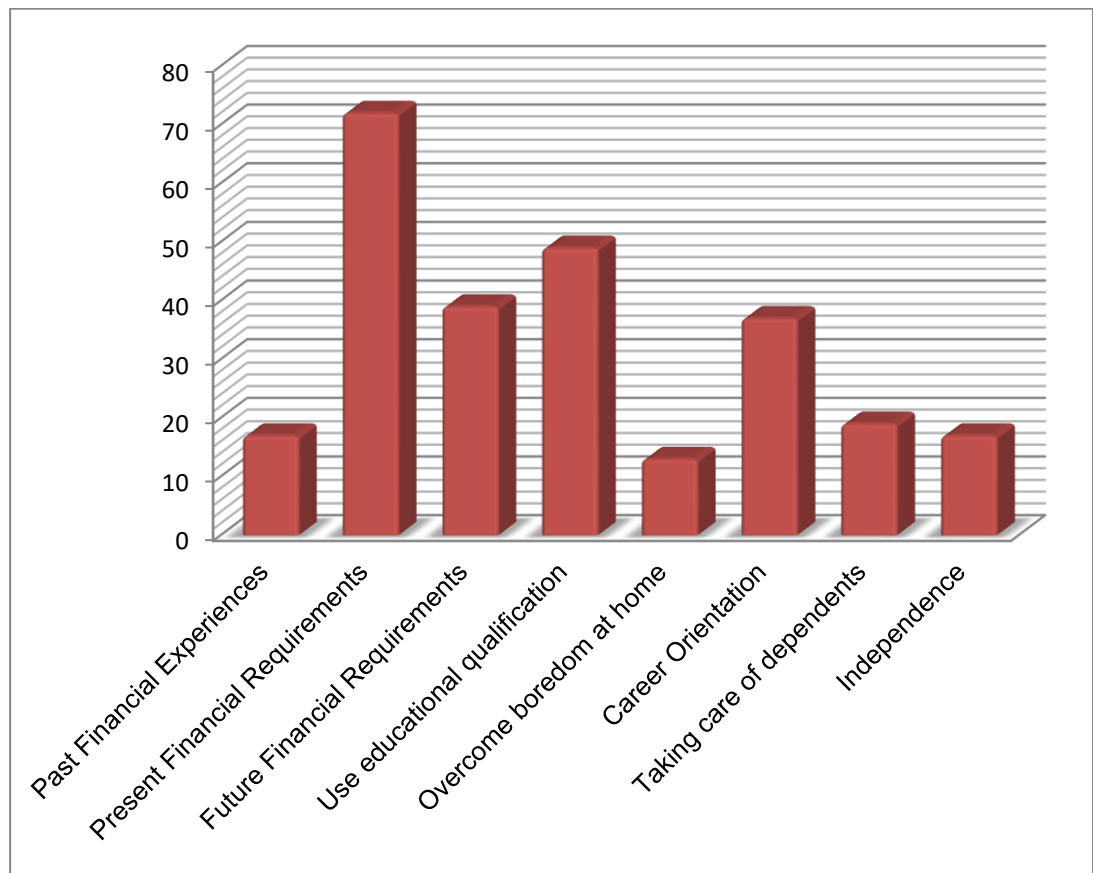
	<b>Frequency</b>	<b>Percentage</b>
Zero	179	68.06
One	18	6.84
Two	47	17.87
Three	0	0
Four	0	0
More than 4	0	0
No Response	19	7.22
<b>Total</b>	<b>263</b>	<b>92.78</b>



**Figure 4.13: No. of Dependents (Other than KIDS )**

**Comment:** 68.06 % of the female employees don't have any other dependent than KIDS.

#### 4.2.14 Reasons of Taking up the Job



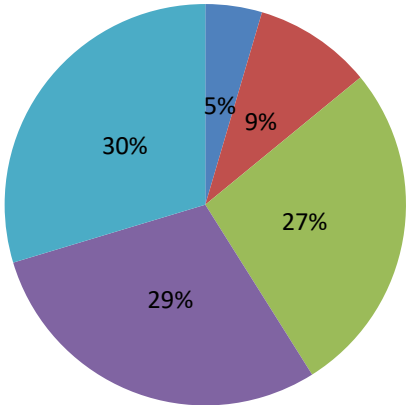
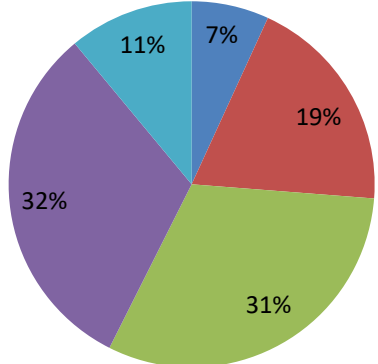
**Figure 4.14: Reasons of Taking up the Job**

From the above table it is evident that there are eight primary reasons for females to go for the employment. ‘Requirement of present financial support’ is the most preferred reason for pursuing job followed by using education qualification, career orientation, future financial security and other reasons.


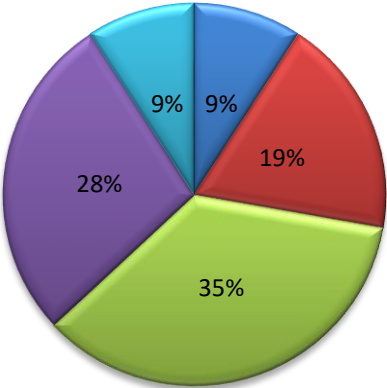
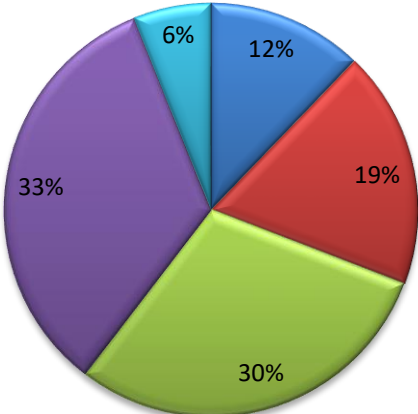
#### 4.3 DESCRIPTIVE ANALYSIS OF FAMILY INFLUENCE FACTORS

There were 28 psychographic statements related to effect of family on career of females. These psychographic variables represent the effect of different factors related to family on different stages of career of females. The descriptives i.e. the frequency and percentage for each variable or item is shown below sequentially through the tabular and graphical representation. These 28 factors were presented to respondents in a jumbled form so that all the factors representing same objective are not asked together since this is a standard practice in survey researches.

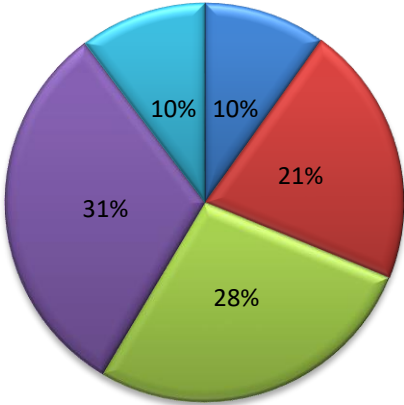
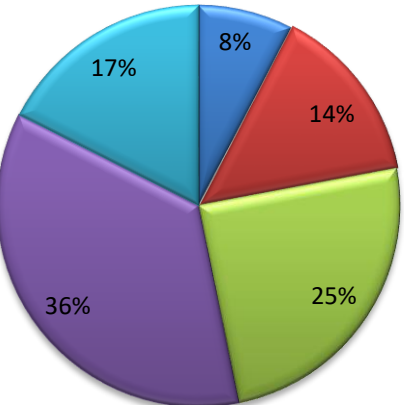
**Table 4.15: Descriptives for Psychographic Variable 1 and 2**

Item No.	Item Name, Frequency & Percentage							Charts	
1	<b>While taking up my career I had family responsibilities in mind</b>							 <p style="text-align: center;">■ SD ■ D ■ N ■ A ■ SA</p>	
	<b>Categories</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>	<b>Total</b>		
	<b>Frequency</b>	12	25	71	77	78	263		
	<b>Percentage</b>	4.6	9.5	27.0	29.3	29.7	100.0		
<p>Comment: Majority of the respondents agree that while taking up their career they had family responsibilities in mind with 29.7% strongly agree, 29.3% agree, 27% having a neutral opinion, 9.5% disagrees while only 4.6% disagrees with the statement.</p>									
2	<b>My parents and family members help me in taking my career relating decisions</b>								
	<b>Categories</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>	<b>Total</b>		
	<b>Frequency</b>	18	51	82	83	29	263		
	<b>Percentage</b>	6.8	19.4	31.2	31.6	11.0	100.0		
<p>Comment: A large number of the respondents agree that their parents and family members help them in taking their career relating decisions with 11% strongly agree, 31.6% agree, 31.2% having a neutral opinion, 19.4% disagrees while only 6.8% strongly disagrees with the statement.</p>									
SD – Strongly Disagree, D – Disagree, N – Neutral, A – Agree, SA – Strongly Agree									


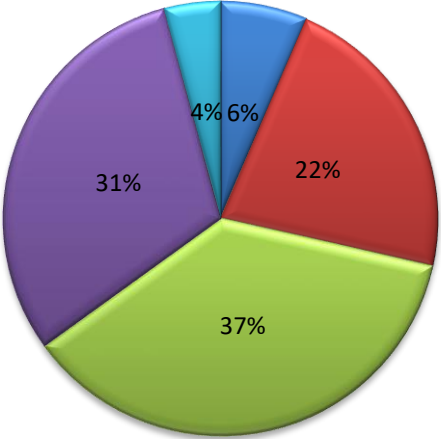
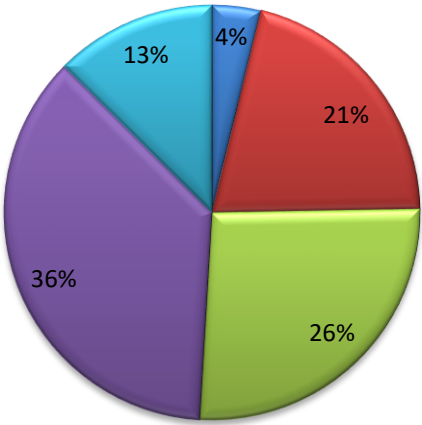
**Table 4.16: Descriptives for Psychographic Variable 3 and 4**

Item No.	Item Name, Frequency & Percentage							Charts
								
3	<b>While taking up my career I had family responsibilities in mind</b>							
	<b>Categories</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>	<b>Total</b>	
	<b>Frequency</b>	24	49	93	73	24	263	
	<b>Percentage</b>	9.1	18.6	35.4	27.8	9.1	100.0	
<p>Comment: More than one third of the respondents thinks that while taking up their career they had family responsibilities in mind with 9.1% respondent strongly agree, 27.4% agree, 35.4% having a neutral opinion, 18.6% disagrees while only 9.1% strongly disagrees with the statement.</p>								
4	<b>I place work before family commitments and personal enjoyments</b>							
	<b>Categories</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>	<b>Total</b>	
	<b>Frequency</b>	32	49	78	88	16	263	
	<b>Percentage</b>	12.2	18.6	29.7	33.5	6.1	100.0	
<p>Comment: A strong majority of the respondents agree that they place work before family commitments and personal enjoyments with 6.1% of the respondents strongly agree, 33.5% agree, 29.7% having a neutral opinion, 18.6% disagrees while only 12.2% strongly disagrees with the statement.</p>								
<p>SD – Strongly Disagree, D – Disagree, N – Neutral, A – Agree, SA – Strongly Agree</p>								

**Table 4.17: Descriptives for Psychographic Variable 5 and 6**

Item No.	Item Name, Frequency & Percentage							Charts	
5	<b>My job prevents me from giving the time I want to give to my family, relatives and friends</b>							<div style="text-align: center;">  <p>Legend: SD (Strongly Disagree), D (Disagree), N (Neutral), A (Agree), SA (Strongly Agree)</p> </div>	
	<b>Categories</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>	<b>Total</b>		
	<b>Frequency</b>	26	56	72	82	27	263		
	<b>Percentage</b>	9.9	21.3	27.4	31.2	10.3	100.0		
<p>Comment: More than one third of the respondents believe that their job prevents them from giving the time they want to give, to their family, relatives and friends with 10.3% of the respondents strongly agree, 31.4% agree, 27.4% giving a neutral opinion, 21.3% disagrees while only 9.9% strongly disagrees with the statement.</p>									
6	<b>Imbalance between work and family responsibilities/ commitments are the major reason for career interruptions</b>							<div style="text-align: center;">  <p>Legend: SD (Strongly Disagree), D (Disagree), N (Neutral), A (Agree), SA (Strongly Agree)</p> </div>	
	<b>Categories</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>	<b>Total</b>		
	<b>Frequency</b>	20	38	65	94	46	263		
	<b>Percentage</b>	7.6	14.4	24.7	35.7	17.5	100.0		
<p>Comment: Majority of the respondents agree that imbalance between work and family responsibilities/ commitments are the major reason for career interruptions with 17.5% of the respondents strongly agree, 35.7% agree, 24.7% having a neutral opinion, 14.4% disagrees while only 7.6% strongly disagrees with the statement.</p>									
<p>SD – Strongly Disagree, D – Disagree, N – Neutral, A – Agree, SA – Strongly Agree</p>									


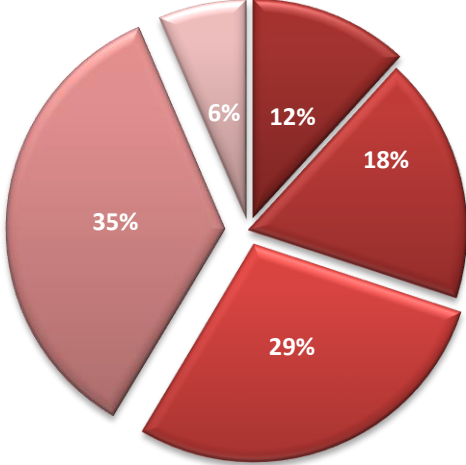
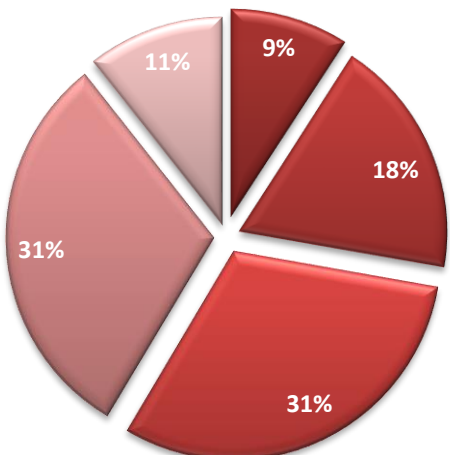
**Table 4.18: Descriptives for Psychographic Variable 7 and 8**

Item No.	Item Name, Frequency & Percentage							Charts	
									
7	<b>I can take time off / leave easily when my child/ dependent is suffering from illness</b>								
	<b>Cate-gories</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>	<b>Total</b>		
	<b>Freq- uency</b>	17	58	96	81	11	263		
	<b>Percen- tage</b>	6.5	22.1	36.5	30.8	4.2	100.0		
<p>Comment: More than one third of the respondents believe that they can take time off / leave easily when their child/ dependent is suffering from illness with 4.2% of the respondents strongly agree, 30.8% agree, 36.5% having a neutral opinion, 22.1% disagrees while only 6.5% strongly disagrees with the statement.</p>									
8	<b>Achieving a balanced lifestyle is the key to progress in my career</b>								
	<b>Cate-gories</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>	<b>Total</b>		
	<b>Freq- uency</b>	10	55	69	96	33	263		
	<b>Percen- tage</b>	3.8	20.9	26.2	36.5	12.5	100.0		
<p>Comment: Near majority of the respondents agree that achieving a balanced lifestyle is the key to progress in their career with 12.5% of the respondents strongly agree, 36.5% agree, 26.2% having a neutral opinion, 20.9% disagrees while only 3.8% strongly disagrees with the statement.</p>									
<p>SD – Strongly Disagree, D – Disagree, N – Neutral, A – Agree, SA – Strongly Agree</p>									

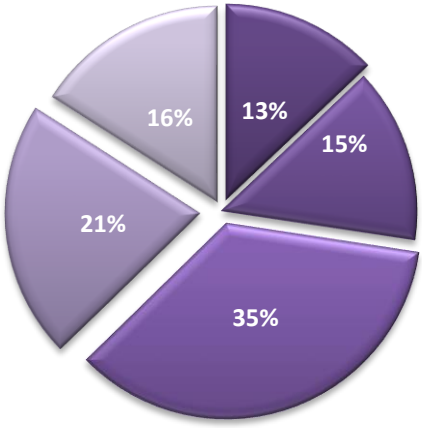
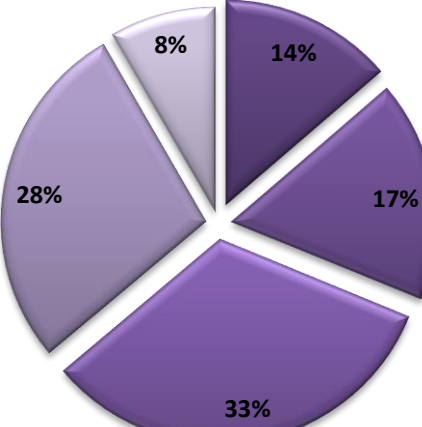
**Table 4.19: Descriptives for Psychographic Variable 9 and 10**

Item No.	Item Name, Frequency & Percentage						Charts		
							<span style="color: #800000;">■</span> SD <span style="color: #800000;">■</span> D <span style="color: #800000;">■</span> N <span style="color: #800000;">■</span> A <span style="color: #800000;">■</span> SA		
9	<b>I prefer maintaining a balance between work and family rather than sacrificing one for another</b>								
	<b>Cate-gories</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>			<b>Total</b>
	<b>Freq-ueency</b>	27	39	73	91	33			263
	<b>Percen-tage</b>	10.3	14.8	27.8	34.6	12.5			100.0
Comment: Near majority of the respondents agree that they prefer maintaining a balance between work and family rather than sacrificing one for another with 12.5% of the respondents strongly agree, 34.6% agree, 27.8% having a neutral opinion, 14.8% disagrees while only 10.3% strongly disagrees with the statement.									
10	<b>Marriage plays a vital role in the career advancement for females</b>								
	<b>Cate-gories</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>			<b>Total</b>
	<b>Freq-ueency</b>	13	26	68	112	44			263
	<b>Percen-tage</b>	4.9	9.9	25.9	42.6	16.7			100.0
Comment: More than majority of the respondents agree that marriage plays a vital role in the career advancement for females with 16.7% of the respondents strongly agree, 42.6% agree, 25.9% having a neutral opinion, 9.9% disagrees while only 4.9% strongly disagrees with the statement.									
SD – Strongly Disagree, D – Disagree, N – Neutral, A – Agree, SA – Strongly Agree									

**Table 4.20: Descriptives for Psychographic Variable 11 and 12**

Item No.	Item Name, Frequency & Percentage							Charts	
									
11	<b>Marriage leads to taking up less demanding job assignment to cope up with family responsibilities</b>								
	Categories	SD	D	N	A	SA	Total		
	Frequency	31	48	75	92	17	263		
	Percentage	11.8	18.3	28.5	35.0	6.5	100.0		
<p>Comment: More than one third of the respondents agree that marriage leads to taking up less demanding job assignment to cope up with family responsibilities with 6.5% strongly agree, 35% agree, 28.5% having a neutral opinion, 18.3% disagrees while only 11.8% strongly disagrees with the statement.</p>									
12	<b>Married women face more hurdle in their career advancement that unmarried women or men</b>								
	Categories	SD	D	N	A	SA	Total		
	Frequency	24	49	81	81	28	263		
	Percentage	9.1	18.6	30.8	30.8	10.6	100.0		
<p>Comment: More than one third of the respondents agree that married women face more hurdle in their career advancement than unmarried women or men with 10.6% of the respondents strongly agree, 30.8% agree, 30.8% having a neutral opinion, 18.6% disagrees while 9.1% strongly disagrees with the statement.</p>									
SD – Strongly Disagree, D – Disagree, N – Neutral, A – Agree, SA – Strongly Agree									

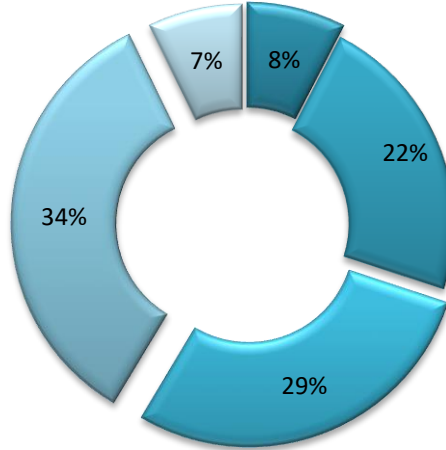
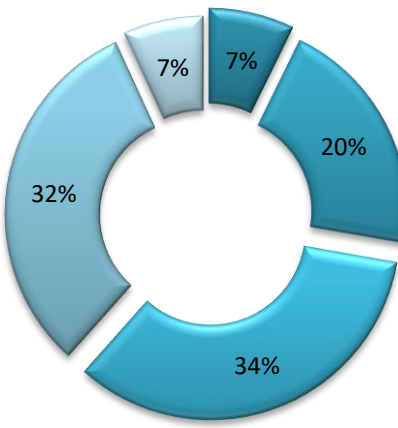
**Table 4.21: Descriptives for Psychographic Variable 13 and 14**

Item No.	Item Name, Frequency & Percentage							Charts	
13	<b>Having children has lowered the pay levels for women</b>							<p style="text-align: center;">■ SD ■ D ■ N ■ A ■ SA</p> 	
	Categories	SD	D	N	A	SA	Total		
	Frequency	34	38	93	56	42	263		
	Percentage	12.9	14.4	35.4	21.3	16.0	100.0		
<p>Comment: Majority of the respondents agree that having children has lowered the pay levels for women with 16% of the respondents strongly agree, 21% agree, 35.4% having a neutral opinion, 14.4% disagrees while 12.9% strongly disagrees with the statement.</p>									
14	<b>There is an invisible guilt feeling by mothers when work has to be chosen over child's commitment</b>								
	Categories	SD	D	N	A	SA	Total		
	Frequency	36	46	86	73	22	263		
	Percentage	13.7	17.5	32.7	27.8	8.4	100.0		
<p>Comment: More than one third of the respondents agree that there is an invisible guilt feeling by mothers when work has to be chosen over child's commitment with 8.4% of the respondents strongly agree, 27.8% agree, 32.7% having a neutral opinion, 17.5% disagrees while only 13.7% strongly disagrees with the statement.</p>									
SD – Strongly Disagree, D – Disagree, N – Neutral, A – Agree, SA – Strongly Agree									

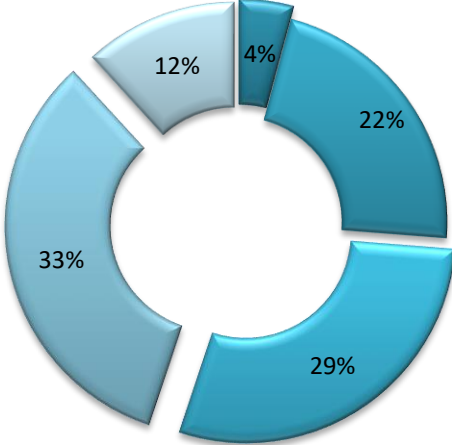
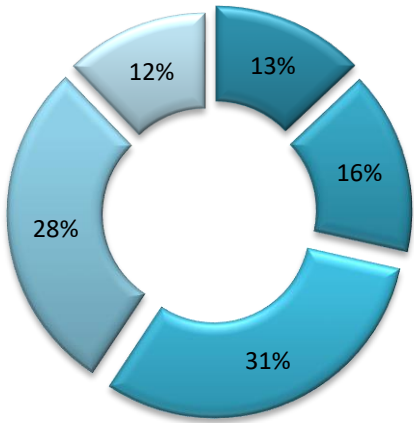
**Table 4.22: Descriptives for Psychographic Variable 15 and 16**

Item No.	Item Name, Frequency & Percentage							Charts
15	<b>Having children and additional household responsibilities has reduced my career progression</b>							<div style="text-align: center;"> <p>Charts</p> </div>
	Categories	SD	D	N	A	SA	Total	
	Frequency	24	48	84	86	21	263	
	Percentage	9.1	18.3	31.9	32.7	8.0	100.0	
<p>Comment: A strong majority of the respondents agree that having children and additional household responsibilities has reduced their career progression with 8% of the respondents strongly agree, 32.7% agree, 18.3% having a neutral opinion, 9.1% disagrees and 3% strongly disagrees with the statement.</p>								
16	<b>Organisational support for family commitments has increased organizational commitment</b>							<div style="text-align: center;"> </div>
	Categories	SD	D	N	A	SA	Total	
	Frequency	17	22	68	116	40	263	
	Percentage	6.5	8.4	25.9	44.1	15.2	100.0	
<p>Comment: Majority of the respondents agree that organisational support for family commitments has increased organizational commitment with 15.2% of the respondents strongly agree, 44.1% agree, 25.9% having a neutral opinion, 8.4% disagrees while only 6.5% strongly disagrees with the statement.</p>								
<p>SD – Strongly Disagree, D – Disagree, N – Neutral, A – Agree, SA – Strongly Agree</p>								

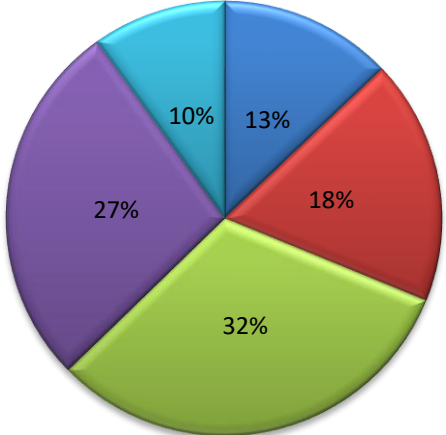
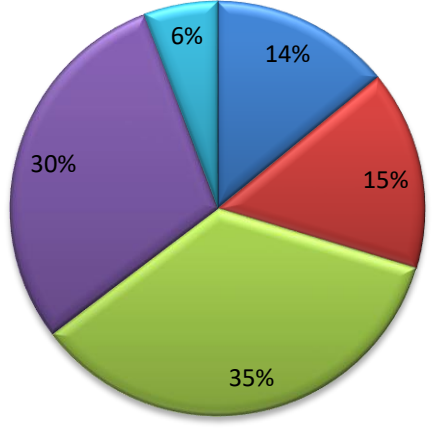
**Table 4.23: Descriptives for Psychographic Variable 17 and 18**

Item No.	Item Name, Frequency & Percentage							Charts	
17	<b>A supportive work –life culture in the organization reduces work family conflict</b>								
	Categories	SD	D	N	A	SA	Total		
	Frequency	20	59	75	90	19	263		
	Percentage	7.6	22.4	28.5	34.2	7.2	100.0		
<p>Comment: More than one third respondents agree that a supportive work –life culture in the organization reduces work family conflict with 7.2% of the respondents strongly agree, 34.2% agree, 28.5% having a neutral opinion, 22.4% disagrees while only 7.6% strongly disagrees with the statement.</p>									
18	<b>Work place inflexibility is the major reason for career breaks or total exit from labour force</b>								
	Categories	SD	D	N	A	SA	Total		
	Frequency	19	54	89	83	18	263		
	Percentage	7.2	20.5	33.8	31.6	6.8	100.0		
<p>Comment: More than one third of the respondents agree that work place inflexibility is the major reason for career breaks or total exit from labour force with 6.8% of the respondents B5strongly agree, 31.6% agree, 33.8% having a neutral opinion, 20.5% disagrees and 7.2% strongly disagrees with the statement.</p>									
SD – Strongly Disagree, D – Disagree, N – Neutral, A – Agree, SA – Strongly Agree									

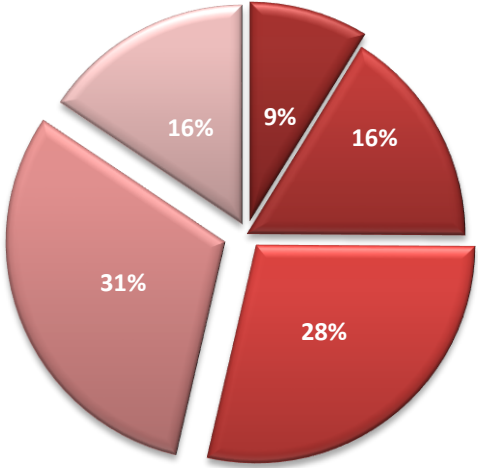
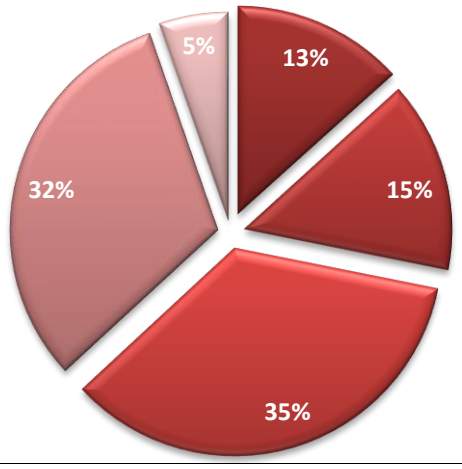
**Table 4.24: Descriptives for Psychographic Variable 19 and 20**

Item No.	Item Name, Frequency & Percentage							Charts
19	<b>Opting for flexi-timings enhances the career progress</b>							<div style="text-align: center;"> <p><b>Charts</b></p>  <p>Legend: SD (Strongly Disagree), D (Disagree), N (Neutral), A (Agree), SA (Strongly Agree)</p> </div>
	Categories	SD	D	N	A	SA	Total	
	Frequency	11	58	76	87	31	263	
	Percentage	4.2	22.1	28.9	33.1	11.8	100.0	
<p>Comment: More than one third of the respondents agree that opting for flexi-timings enhances the career progress with 11.8% of the respondents strongly agree, 33.1% agree, 28.9% having a neutral opinion, 22.1% disagrees while only 4.2% strongly disagrees with the statement.</p>								
20	<b>Spouse's career has been prioritized over my career</b>							<div style="text-align: center;">  <p>Legend: SD (Strongly Disagree), D (Disagree), N (Neutral), A (Agree), SA (Strongly Agree)</p> </div>
	Categories	SD	D	N	A	SA	Total	
	Frequency	34	41	81	75	32	263	
	Percentage	12.9	15.6	30.8	28.5	12.2	100.0	
<p>Comment: Majority of the respondents agree that Spouse's career has been prioritized over my career with 12.2% of the respondents strongly agree, 28.5% agree, 30.8% having a neutral opinion, 15.6% disagrees while only 12.9% strongly disagrees with the statement.</p>								
<p>SD – Strongly Disagree, D – Disagree, N – Neutral, A – Agree, SA – Strongly Agree</p>								

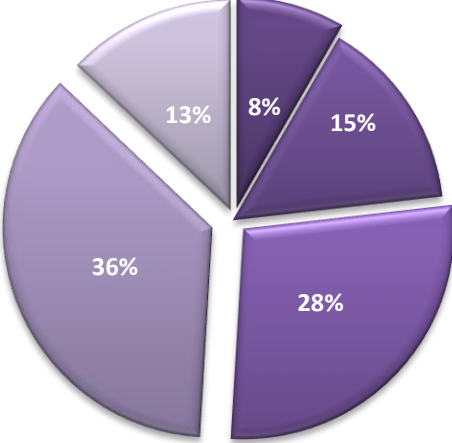
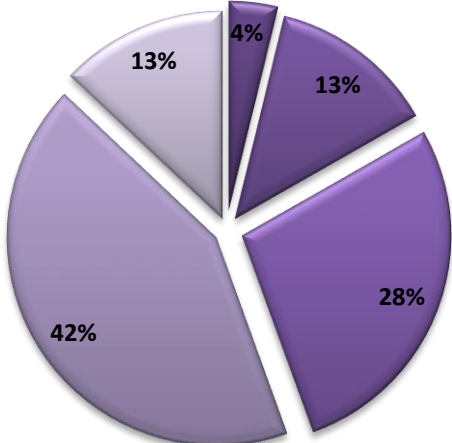
**Table 4.25: Descriptives for Psychographic Variable 21 and 22**

Item No.	Item Name, Frequency & Percentage							Charts			
21	<b>Spouse helps equally with the family responsibilities</b>										
	<b>Cate-gories</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>	<b>Total</b>				
	<b>Freq- uency</b>	34	48	83	72	26	263				
	<b>Percen- tage</b>	12.9	18.3	31.6	27.4	9.9	100.0				
<p>Comment: More than one third of the respondents thinks that spouse helps equally with the family responsibilities with 9.9% of the respondents strongly agree, 27.4% agree, 31.6% having a neutral opinion, 18.3% desagree and 12.9% stronly disagrees with the statement.</p>											
22	<b>House hold chores and other family responsibilities are taken care of by my spouse in my absence</b>										
	<b>Cate- gories</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>	<b>Total</b>				
	<b>Freq- uency</b>	37	41	92	78	15	263				
	<b>Percen- tage</b>	14.1	15.6	35.0	29.7	5.7	100.0				
<p>Comment: More than one third of the respondents agree that house hold chores and other family responsibilities are taken care of by their spouse in my absence with 5.7% of the respondents+ B5 strongly agree, 29.7% agree, 35% having a neutral opinion, 15.6% disagrees while only 14.1% strongly disagrees with the statement.</p>											
<p>SD – Strongly Disagree, D – Disagree, N – Neutral, A – Agree, SA – Strongly Agree</p>											

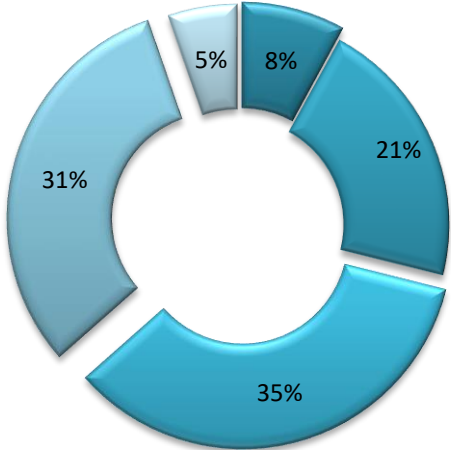
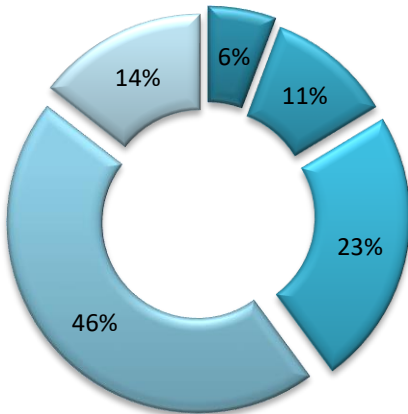
**Table 4.26: Descriptives for Psychographic Variable 23 and 24**

Item No.	Item Name, Frequency & Percentage							Charts	
23	<b>I am influenced by my family in decisions relating to transfer /relocate due to work</b>								
	Categories	SD	D	N	A	SA	Total		
	Frequency	23	43	75	81	41	263		
	Percentage	8.7	16.3	28.5	30.8	15.6	100.0		
<p>Comment: More than one third of the respondents agree that they are influenced by their family in decisions relating to transfer /relocate due to work with 15.6% of the respondents strongly agree, 30.8% agree, 28.5% having a neutral opinion, 16.3% disagrees while only 8.7% strongly disagrees with the statement.</p>									
24	<b>Females are denied growth opportunities due to lack of mobility</b>								
	Categories	SD	D	N	A	SA	Total		
	Frequency	35	39	92	83	14	263		
	Percentage	13.3	14.8	35.0	31.6	5.3	100.0		
<p>Comment: More than one third of the respondents agree that females are denied growth opportunities due to lack of mobility with 5.3% of the respondents strongly agree, 31.6% agree, 35% having a neutral opinion, 14.8% disagrees while only 13.3% strongly disagrees with the statement.</p>									
SD – Strongly Disagree, D – Disagree, N – Neutral, A – Agree, SA – Strongly Agree									

**Table 4.27: Descriptives for Psychographic Variable 25 and 26**

Item No.	Item Name, Frequency & Percentage							Charts
25	<b>Lack of assistance by husbands in parenting responsibilities is a main reason for immobility experienced by women</b>							<p style="text-align: center;">Charts</p> <p style="text-align: center;">■ SD ■ D ■ N ■ A ■ SA</p> 
	Categories	SD	D	N	A	SA	Total	
	Frequency	22	39	73	95	34	263	
	Percentage	8.4	14.8	27.8	36.1	12.9	100.0	
<p>Comment: Nearly majority of the respondents agree that lack of assistance by husbands in parenting responsibilities is a main reason for immobility experienced by women with 12.9% of the respondents strongly agree, 36.1% agree, 27.8% having a neutral opinion, 14.8% disagrees while only 8.7% strongly disagrees with the statement.</p>								
26	<b>Back home support of family members helps to concentrate on the work related issues</b>							
	Categories	SD	D	N	A	SA	Total	
	Frequency	10	34	73	112	34	263	
	Percentage	3.8	12.9	27.8	42.6	12.9	100.0	
<p>Comment: Majority of the respondents agree that back home support of family members helps to concentrate on the work related issues with 12.9% of the respondents strongly agree, 42.6% agree, 27.8% having a neutral opinion, 12.9% disagrees while only 3.8% strongly disagrees with the statement.</p>								
SD – Strongly Disagree, D – Disagree, N – Neutral, A – Agree, SA – Strongly Agree								

**Table 4.28: Descriptives for Psychographic Variable 27 and 28**

Item No.	Item Name, Frequency & Percentage							Charts
27	<b>Work family conflicts leads to reduced level of career satisfaction</b>							<div style="text-align: center;">  <p>Legend: SD (Strongly Disagree), D (Disagree), N (Neutral), A (Agree), SA (Strongly Agree)</p> </div>
	Categories	SD	D	N	A	SA	Total	
	Frequency	21	55	91	82	14	263	
	Percentage	8.0	20.9	34.6	31.2	5.3	100.0	
<p>Comment: More than one third of the respondents agree that work family conflicts leads to reduced level of career satisfaction with 5.3% of the respondents strongly agree, 31.2% agree, 34.6% having a neutral opinion, 20.9% disagrees while only 8% strongly disagrees with the statement.</p>								
28	<b>With the increase in career satisfaction the level of productivity also increases</b>							<div style="text-align: center;">  <p>Legend: SD (Strongly Disagree), D (Disagree), N (Neutral), A (Agree), SA (Strongly Agree)</p> </div>
	Categories	SD	D	N	A	SA	Total	
	Frequency	15	28	62	120	38	263	
	Percentage	5.7	10.6	23.6	45.6	14.4	100.0	
<p>Comment: Majority of the respondents agree that with the increase in career satisfaction the level of productivity also increases with 14.4% of the respondents strongly agree, 45.6% agree, 23.6% having a neutral opinion, 10.6% disagrees while only 5.7% strongly disagrees with the statement.</p>								
SD – Strongly Disagree, D – Disagree, N – Neutral, A – Agree, SA – Strongly Agree								

## **CHAPTER - 5**

### **DATA ANALYSIS: HYPOTHESIS TESTING**

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#### **5.1 INTRODUCTION**

As discussed in earlier this chapter contains the inferential analysis related to hypotheses testing. Part B of the questionnaire contained the statements or psychographic variables related to effect of family on career of females. These psychographic variables represent the perception of women working in different organizations about the effect of various factors related to family on different stages of career of females as per the objectives. The different stages of females' career starts from initiation of career, spouse support, career progression, to having children, relocation and finally the career satisfaction. The statistical analysis is done in two sections; the first section establishes the women's perception that 'there is a considerable effect of family related factors on different stages of career of females' and the second section determines the effect of various family related factors on female career satisfaction.

#### **5.2 EFFECT OF FAMILY RELATED FACTORS ON CAREER STAGES OF FEMALES**

As discussed above this section establishes the perception of women that there is a considerable influence of various family related factors on different stages of female career. The various stages of female career are represented by initiation of career, spouse support, career progression, to having children, relocation and finally the career satisfaction. Since it was asked directly from the women about the factors related to family influence on the career of females and their career life stages, the answers were recorded in five degrees of agreement or disagreement, the agreement with any statement shows that the particular factor affects the career of females. If significantly more number of the working women agree with the statement, it may be considered that there is significant impact of factors related to family on the career of females as perceived by them. Therefore it may be statistically tested that whether the significantly more number of working women agree with the statement or not. In other words it can be said that it is tested whether the probability of working women's

agreement with the statement is significantly greater than that of their disagreement or uncertainty.

In order to test whether the 'agree' category occurs significantly more than the other two categories One-Sample Chi Square Test of Equal Occurrences is applied. Initially the statements were recorded in five categories ranging from strongly agree to strongly disagree but basically it was needed to test only three categories viz. agreement, uncertainty and disagreement. So in order apply the test the answers of each statements were re-coded into three basic categories of agreement, uncertainly and disagreement. 'Strongly agree' and 'agree' categories were merged to form a single category of 'agree'. Similarly 'disagree' and 'strongly disagree' categories were merged to form a single category of 'disagree'. Uncertain was left as it is. The process of conversion of five categories into three and application of One-Sample Chi Square Test of Equal Occurrences is repeated in all the objectives since all the statements for all the objectives were asked directly from the women about their perception of influence of family related factors on their overall career including career initiation, career progression, work life balance, relocation, retention and overall satisfaction of females.

The analysis is done objective wise and one main hypothesis is formulated for each objective. Since all the objectives have at least three statements or factors therefore at least three sub hypotheses are formulated and tested separately through One-Sample Chi Square Test of Equal Occurrences. Each sub hypothesis is either rejected or accepted based on the chi square results. The main hypothesis related to a particular objective is either rejected or accepted based on the chi square results of all the factors related to that particular objective. Here the summative property of Chi Square value is used. All the Chi Square values of factors related to a particular objective is summed up along with the associated degrees of freedom. Subsequently a p value is calculated for obtained chi square value and associated degree of freedom. The main hypothesis related to a particular objective is either rejected or accepted based on this p value. Objective wise analysis is presented below:

### **5.2.1 Objective No.1: To study the influence of family on the career of female employees.**

The influence of family on the career of female employees was studied through following three instruments that were rated by women working in different organizations:

1. My parents and family members help me in taking my career relating decisions.
2. I was greatly influenced by my family for choosing the occupation I am in.
3. While taking up my career I had family responsibilities in mind.

The objective is to evaluate the whether there is any influence of family on the career choice of female employees from the perspective of women working in different organizations. The objective is accomplished by establishing the perception of working women about influence of family on the career choice of female employees. Since the objective is to identify and establish the working women's perception that there is considerable influence of family on the career choice of female employees, accordingly the main hypothesis proposed is:

H1: there is significant effect of family on the career of females as perceived by the working women.

The three instruments mentioned above were considered to be representing three factors related to family influence on the career of females and are **family influence on decision making, family influence in choosing the occupation and family responsibilities when taking up the career**. Since it was asked directly from the women about these three factors related to **influence of family on the career of female employees** and the answers were recorded in five degrees of agreement or disagreement, a significantly more number of agreement with any statement shows that the particular factor affects the **career of female employees**. **One-Sample Chi Square Test of Equal Occurrences is applied to** statistically test whether the significant number of working women agrees with the statement or not. In other words it can be said that it is tested whether the probability of working women's agreement with the statement is significantly greater than that of their disagreement or

uncertainty. Here also the process of conversion of five categories into three categories is followed and testing is done accordingly. As per the above discussion the main working null and alternate hypotheses are (three categories refer to agree, uncertain and disagree). As per the above discussion the main working null and alternate hypotheses are (three categories refer to agree, uncertain and disagree):

$H_0$ : all the three categories are equally probable regarding the women's perception of effect of **family on career of female** employees.

$H_A$ : all the three categories are not equally probable; the occurrence of 'agreement' is significantly more as far as women's perception regarding the effect of **family on career of female** employees is concerned. Since there were three factors considered for objective 1 therefore three sub null hypotheses from  $H_{1a}$  to  $H_{1c}$  were formulated and tested separately as shown in following sections.

### 5.2.1.1 Hypotheses $H_{01a}$ to $H_{01c}$ Testing

As discussed above One-Sample Chi Square Test of Equal Occurrences is applied to test Hypotheses  $H_{01a}$  to  $H_{01c}$ . First of all the hypothesis is stated, next descriptive statistics for recoded factor after recoding is shown and then the test statistics is given.

1.  $H_{01a}$ : all the three categories are equally probable regarding the women's perception of their family members helping them in taking their career related decisions.

$H_{A1a}$ : all the three categories are not equally probable; the occurrence of 'agreement' is significantly more as far as women's perception of their family members helping them in taking their career related decisions is concerned.

**Table 5.1: Hypothesis  $H_{01a}$  Testing**

<b>While taking up my career I had family responsibilities in mind</b>			
	<b>Observed N</b>	<b>Expected N</b>	<b>Residual</b>
Agree	155	90.7	-64.3
Uncertain	71	90.7	19.7
Disagree	37	90.7	53.7
Total	263		
<b>Test Statistics</b>			

Chi-Square	81.7 <sup>a</sup>
Df	2
Asymp. Sig.	0.000
a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 33.3.	

The p-value is less than .05 so the null hypothesis of equal occurrences of three categories is rejected in favor of alternate hypothesis. Therefore it is concluded that the occurrence of ‘agreement’ is significantly more as far as women’s perception of their family members helping them in taking their career related decisions is concerned.

2. H<sub>0</sub>1b: all the three categories are equally probable regarding the women’s perception of influence of their family in choosing the occupation they are in.

H<sub>A</sub>1b: all the three categories are not equally probable; the occurrence of ‘agreement’ is significantly more as far as women’s perception of influence of their family in choosing the occupation they are in is concerned.

**Table 5.2: Hypothesis H<sub>0</sub>1b Testing**

<b>My parents and family members help me in taking my career relating decisions</b>			
	<b>Observed N</b>	<b>Expected N</b>	<b>Residual</b>
Agree	112	90.7	-21.3
Uncertain	82	90.7	8.7
Disagree	69	90.7	21.7
Total	263		
<b>Test Statistics</b>			
Chi-Square	11.0 <sup>a</sup>		
Df	2		
Asymp. Sig.	0.004		
a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 33.3.			

The p-value is less than .05 so the null hypothesis of equal occurrences of three categories is rejected in favor of alternate hypothesis. Therefore it is concluded that the occurrence of ‘agreement’ is significantly more as far as women’s perception of

influence of their family in choosing their occupation is concerned. Hence it may be said that significantly more number of women agree with the perception that there is considerable influence of their family in choosing their occupation.

3.  $H_{01c}$ : all the three categories are equally probable regarding the women's perception that they had family responsibilities in mind while taking up their career.

$H_{A1c}$ : all the three categories are not equally probable; the occurrence of 'agreement' is significantly more as far as women's perception that they had family responsibilities in mind while taking up their career is concerned.

**Table 5.3: Hypothesis  $H_{01c}$  Testing**

<b>While taking up my career I had family responsibilities in mind</b>			
	<b>Observed N</b>	<b>Expected N</b>	<b>Residual</b>
Agree	97	90.7	-6.3
Uncertain	93	90.7	-2.3
Disagree	73	90.7	17.7
Total	263		0.138757488
<b>Test Statistics</b>			
Chi-Square		4.0 <sup>a</sup>	
Df		2	
Asymp. Sig.		0.138	
a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 33.3.			

The p-value is more than .05 hence we fail to reject the null hypothesis of equal occurrences of three categories in favor of alternate hypothesis. Therefore it is concluded that all the three categories are equally probable regarding the women's perception that they had family responsibilities in mind while taking up their career. Hence it may be said that though majority of women agree with the perception but not significantly more number of women believe that they had family responsibilities in mind while taking up their career.

Out of **three** factors considered it is evident that for **two** factors the occurrence of ‘agreement’ is significantly more as far as women’s perception regarding the influence of **family on career of female** employees is concerned. The three sub hypotheses related to objective one are tested through these tests. As discussed above, the additive property of chi square is employed to test to check whether we can support the main hypothesis related to objective one. Here all the values of Chi Square for respective factors are added up along with the degrees of freedom and the resultant value is compared with the table value. First the main working hypothesis is stated and then it checked whether to accept or reject the null hypothesis on the basis of added chi square as value shown below:

**Table 5.4: Hypothesis H<sub>01</sub> Testing**

<b>Hypothesis H<sub>01</sub></b>			
<b>SN</b>	<b>Factor</b>	<b>Chi Square Value</b>	<b>DoF</b>
1	I was greatly influenced by my family for choosing the occupation I am in	81.7	2
2	My parents and family members help me in taking my career relating decisions	11	2
3	While taking up my career I had family responsibilities in mind	4	2
<b>Total Chi Square Value</b>		96.7	6

The total dofs is 6 and the critical value of chi square at this dof for 95% confidence level is 12.592. Since the obtained total chi square 96.7 and it is greater than the critical value we can reject main null hypothesis in favor of alternate and conclude that a significantly more number of women’s have the perception that there is considerable influence of **family on career of female** employees. Hence it may be said that significantly more number of women agree with the perception that there is considerable influence of **family on career of female** employees.

### **5.2.2 Objective No.2: To study the influence of work life balance challenges on females.**

The influence of work life balance challenges on females was studied through following five instruments that were rated by women working in different organizations:

1. I place work before family commitments and personal enjoyments.
2. My job prevents me from giving the time I want to, to my family, relatives and friends.
3. Imbalance between work and family responsibilities/commitments are the major reason for career interruptions.
4. I can take time off / leave easily when my child/ dependent is suffering from illness.
5. Achieving a balanced lifestyle is the key to progress in my career.
6. I prefer maintaining a balance between work and family rather than sacrificing one for another.

The objective is to evaluate the whether there is any **influence of work life balance challenges on females** from the perspective of women working in different organizations. The objective is accomplished by establishing the perception of working women regarding the **influence of work life balance challenges on females**. Since the objective is to identify and establish the working women's perception that there is considerable **influence of work life balance challenges on females**, accordingly the main hypothesis proposed is:

H2: there is significant effect of **work life balance challenges on females** as perceived by the working women.

The six instruments mentioned above were considered to be representing six factors related to influence of **work life balance challenges on females** and preference of work before family commitments and personal enjoyments, **paucity of time for family due to job, imbalance between work and family responsibilities/commitments as the major reason for career interruptions, availability of time for family health or illness, considering lifestyle as the key to**

**progress in career and preference of maintaining a balance between work and family rather than sacrificing one for another.** Since it was asked directly from the women working in different organizations about these six factors related to **influence of work life balance challenges on females** and the answers were recorded in five degrees of agreement or disagreement, the agreement with any statement shows that the particular factor affects the **career of females. One-Sample Chi Square Test of Equal Occurrences is applied to** statistically test whether the significant number of working women agrees with the statement or not. In other words it can be said that it is tested whether the probability of working women's agreement with the statement is significantly greater than that of their disagreement or uncertainty. Here also the process of conversion of five categories into three categories is followed and testing is done accordingly. As per the above discussion the main working null and alternate hypotheses are (three categories refer to agree, uncertain and disagree):

H<sub>0</sub>2: all the three categories are equally probable regarding the women's perception of effect of **work life balance challenges on career of females.**

H<sub>A</sub>2: all the three categories are not equally probable; the occurrence of 'agreement' is significantly more as far as women's perception regarding the effect of **work life balance challenges on career of females** concerned. Since there were six factors considered for objective 2 therefore six sub null hypotheses from H<sub>2a</sub> to H<sub>1f</sub> were formulated and tested separately as shown in following sections.

### **5.2.2.1 Hypotheses H<sub>0</sub>2a to H<sub>0</sub>2f Testing**

As discussed above One-Sample Chi Square Test of Equal Occurrences is applied to test Hypotheses H<sub>0</sub>2a to H<sub>0</sub>2f. First of all the hypothesis is stated, next descriptive statistics for recoded factor after recoding is shown and then the test statistics is given.

1. H<sub>0</sub>2a: all the three categories are equally probable regarding the women's perception that they prefer work before family commitments and personal enjoyments.

H<sub>A</sub>2a: all the three categories are not equally probable; the occurrence of ‘agreement’ is significantly more as far as women’s perception that ‘they prefer work before family commitments and personal enjoyments’ is concerned.

**Table 5.5: Hypothesis H<sub>0</sub>2a Testing**

<b>I place work before family commitments and personal enjoyments</b>			
	<b>Observed N</b>	<b>Expected N</b>	<b>Residual</b>
Agree	104	90.7	-13.3
Uncertain	78	90.7	12.7
Disagree	81	90.7	9.7
Total	263		
<b>Test Statistics</b>			
Chi-Square		4.8 <sup>a</sup>	
Df		2	
Asymp. Sig.		0.092	
a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 33.3.			

The p-value is more than .05 hence we fail to reject the null hypothesis of equal occurrences of three categories in favor of alternate hypothesis. Therefore it is concluded that all the three categories are equally probable regarding the women’s perception that they prefer work before family commitments and personal enjoyments.

2. H<sub>0</sub>2b: all the three categories are equally probable regarding the women’s perception that job prevents them from giving the time they want to, to their family, relatives and friends.

H<sub>A</sub>2b: all the three categories are not equally probable; the occurrence of ‘agreement’ is significantly more as far as women’s perception that ‘job prevents them from giving the time they want to, to their family, relatives and friends’ is concerned.

**Table 5.6: Hypothesis H<sub>0</sub>2b Testing**

<b>My job prevents me from giving the time I want to, to my family, relatives and friends</b>			
	<b>Observed N</b>	<b>Expected N</b>	<b>Residual</b>
Agree	109	90.7	-16.3
Uncertain	72	90.7	18.7
Disagree	82	90.7	8.7
Total	263		
<b>Test Statistics</b>			
Chi-Square		7.6 <sup>a</sup>	
Df		2	
Asymp. Sig.		0.022	
a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 33.3.			

The p-value is less than .05 so the null hypothesis of equal occurrences of three categories is rejected in favor of alternate hypothesis. Therefore it is concluded that the occurrence of 'agreement' is significantly more as far as women's perception that 'job prevents them from giving the time they want to, to their family, relatives and friends' is concerned. Hence it may be said that significantly more number of women agree with the perception that perception that job prevents them from giving the time they want to, to their family, relatives and friends.

3. H<sub>0</sub>2c: all the three categories are equally probable regarding the women's perception that imbalance between work and family responsibilities/commitments are the major reason for career interruptions.

H<sub>A</sub>2c: all the three categories are not equally probable; the occurrence of 'agreement' is significantly more as far as women's perception that 'the imbalance between work and family responsibilities/commitments are the major reason for career interruptions' is concerned.

**Table 5.7: Hypothesis H<sub>0</sub>2c Testing**

<b>Imbalance between work and family responsibilities/ commitments are the major reason for career interruptions</b>			
	<b>Observed N</b>	<b>Expected N</b>	<b>Residual</b>
Agree	140	90.7	-49.3
Uncertain	65	90.7	25.7
Disagree	58	90.7	32.7
Total	263		
<b>Test Statistics</b>			
Chi-Square	45.9 <sup>a</sup>		
Df	2		
Asymp. Sig.	0.000		
a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 33.3.			

The p-value is less than .05 so the null hypothesis of equal occurrences of three categories is rejected in favor of alternate hypothesis. Therefore it is concluded that the occurrence of 'agreement' is significantly more as far as women's perception that 'the imbalance between work and family responsibilities/commitments are the major reason for career interruptions' is concerned. Hence it may be said that significantly more number of women agree with the perception that that the imbalance between work and family responsibilities/commitments are the major reason for career interruptions.

4. H<sub>0</sub>2d: all the three categories are equally probable regarding the women's perception that they can take time off / leave easily when their child/ dependent is suffering from illness.

H<sub>A</sub>2d: all the three categories are not equally probable; the occurrence of 'agreement' is significantly more as far as women's perception that 'they can take time off / leave easily when their child/ dependent is suffering from illness' is concerned.

**Table 5.8: Hypothesis H<sub>02d</sub> Testing**

<b>I can take time off / leave easily when my child/ dependent is suffering from illness</b>			
	<b>Observed N</b>	<b>Expected N</b>	<b>Residual</b>
Agree	92	90.7	-1.3
Uncertain	96	90.7	-5.3
Disagree	75	90.7	15.7
Total	263		
<b>Test Statistics</b>			
Chi-Square		3.0 <sup>a</sup>	
Df		2	
Asymp. Sig.		0.218	
a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 33.3.			

The p-value is more than .05 hence we fail to reject the null hypothesis of equal occurrences of three categories in favor of alternate hypothesis. Therefore it is concluded that all the three categories are equally probable regarding the women's perception that they can take time off / leave easily when their child/ dependent is suffering from illness Hence it may be said that though majority of women agree with the perception but not significantly more number of women believe that they can take time off / leave easily when their child/ dependent is suffering from illness.

5. H<sub>02e</sub>: all the three categories are equally probable regarding the women's perception that achieving a balanced lifestyle is the key to progress in their career.

H<sub>A2e</sub>: all the three categories are not equally probable; the occurrence of 'agreement' is significantly more as far as women's perception that 'achieving a balanced lifestyle is the key to progress in their career' is concerned.

**Table 5.9: Hypothesis H<sub>02e</sub> Testing**

<b>Achieving a balanced lifestyle is the key to progress in my career</b>			
	<b>Observed N</b>	<b>Expected N</b>	<b>Residual</b>
Agree	129	90.7	-38.3
Uncertain	69	90.7	21.7
Disagree	65	90.7	25.7
Total	263		
<b>Test Statistics</b>			
Chi-Square		28.6 <sup>a</sup>	
Df		2	
Asymp. Sig.		0.000	
a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 33.3.			

The p-value is less than .05 so the null hypothesis of equal occurrences of three categories is rejected in favor of alternate hypothesis. Therefore it is concluded that the occurrence of ‘agreement’ is significantly more as far as women’s perception that ‘achieving a balanced lifestyle is the key to progress in their career’ is concerned. Hence it may be said that significantly more number of women agree with the perception that achieving a balanced lifestyle is the key to progress in their career.

6. H<sub>02f</sub>: all the three categories are equally probable regarding the women’s perception that they prefer maintaining a balance between work and family rather than sacrificing one for another.

H<sub>A2f</sub>: all the three categories are not equally probable; the occurrence of ‘agreement’ is significantly more as far as women’s perception that ‘they prefer maintaining a balance between work and family rather than sacrificing one for another’ is concerned.

**Table 5.10: Hypothesis H<sub>02f</sub> Testing**

<b>I prefer maintaining a balance between work and family rather than sacrificing one for another</b>			
	<b>Observed N</b>	<b>Expected N</b>	<b>Residual</b>
Agree	124	90.7	-33.3
Uncertain	73	90.7	17.7
Disagree	66	90.7	24.7
Total	263		
<b>Test Statistics</b>			
Chi-Square		22.4 <sup>a</sup>	
Df		2	
Asymp. Sig.		0.000	
a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 33.3.			

The p-value is less than .05 so the null hypothesis of equal occurrences of three categories is rejected in favor of alternate hypothesis. Therefore it is concluded that the occurrence of ‘agreement’ is significantly more as far as women’s perception that ‘they prefer maintaining a balance between work and family rather than sacrificing one for another’ is concerned. Hence it may be said that significantly more number of women agree with the perception that they prefer maintaining a balance between work and family rather than sacrificing one for another.

Out of **six** factors considered it is evident that for **four** factors the occurrence of ‘agreement’ is significantly more as far as women’s perception regarding the effect of **work life balance challenges on career of females** is concerned. The three sub hypotheses related to objective one are tested through these tests. As discussed above, the additive property of chi square is employed to test to check whether we can support the main hypothesis related to objective one. Here all the values of Chi Square for respective factors are added up along with the degrees of freedom and the resultant value is compared with the table value. First the main working hypothesis is stated and then it checked whether to accept or reject the null hypothesis on the basis of added chi square as value shown below:

**Table 5.11: Hypothesis H<sub>02</sub> Testing**

<b>Hypothesis H<sub>02</sub></b>			
<b>SN</b>	<b>Factor</b>	<b>Chi Square Value</b>	<b>DoF</b>
1	I place work before family commitments and personal enjoyments	4.8	2
2	My job prevents me from giving the time I want to, to my family, relatives and friends	7.6	2
3	Imbalance between work and family responsibilities/ commitments are the major reason for career interruptions	45.9	2
4	I can take time off / leave easily when my child/ dependent is suffering from illness	3	2
5	Achieving a balanced lifestyle is the key to progress in my career	28.6	2
6	I prefer maintaining a balance between work and family rather than sacrificing one for another	22.4	2
<b>Total Chi Square Value &amp; Dof</b>		112.3	12

**Main Hypotheses:**

H<sub>02</sub>: all the three categories are equally probable regarding the women's perception of effect of **work life balance challenges on career of females**.

H<sub>A2</sub>: all the three categories are not equally probable; the occurrence of 'agreement' is significantly more as far as women's perception regarding the effect of **work life balance challenges on career of females** concerned

The total dofs is 12 and the critical value of chi square at this dof for 95% confidence level is 21.026. Since the obtained total chi square is 112.3 which is greater than the critical value we can reject null hypothesis in favor of alternate and conclude that a significantly more number of women's have the perception that there is considerable **effect of work life balance challenges on career of females** employees. Hence it may be said that significantly more number of women agree with the perception that there is considerable **effect of work life balance challenges on career of females** employees.

### 5.2.3 Objective No.3: To study the role of marriage in the career of females.

The influence of **marriage on the career of females** was studied through following three instruments that were rated by women working in different organizations:

1. Marriage plays a vital role in the career advancement for females.
2. Marriage leads to taking up less demanding job assignment to cope up with family responsibilities.
3. Married women face more hurdle in their career advancement than unmarried women or men.

The objective is to evaluate the whether there is any influence of **marriage on the career of females** from the perspective of women working in different organizations. The objective is accomplished by establishing the perception of working women about influence of **marriage on the career of females**. Since the objective is to identify and establish the working women's perception that there is considerable influence of **marriage on the career and career advancement of female**, accordingly the main hypothesis proposed is:

H3: there is significant effect of **marriage on the career of females** as perceived by the working women.

The three instruments mentioned above were considered to be representing three factors related to influence of **marriage on the career of females** and these are **vital role of marriage in the career advancement for females, taking up less demanding job assignment to cope up with family responsibilities and** facing more hurdles in their career advancement than unmarried women or men. Since it was asked directly from the women working in different organizations about these three factors related to of role of **marriage in the career of females**, the answers were recorded in five degrees of agreement or disagreement, the agreement with any statement shows that the particular factor affects the **career of females**. **One-Sample Chi Square Test of Equal Occurrences is applied to** statistically test whether the significant number of working women agrees with the statement or not. In other words it can be said that it is tested whether the probability of working women's agreement with the statement is significantly greater than that of their disagreement or

uncertainty. Here also the process of conversion of five categories into three categories is followed and testing is done accordingly. As per the above discussion the main working null and alternate hypotheses are (three categories refer to agree, uncertain and disagree):

H<sub>03</sub>: all the three categories are equally probable regarding the women's perception of effect of **marriage on the career of females**.

H<sub>A3</sub>: all the three categories are not equally probable; the occurrence of 'agreement' is significantly more as far as women's perception regarding the effect of **marriage on the career of females** is concerned. Since there were three factors considered for objective 3 therefore three sub null hypotheses from H<sub>3a</sub> to H<sub>3c</sub> were formulated and tested separately as shown in following sections.

### 5.2.3.1 Hypotheses H<sub>03a</sub> to H<sub>03c</sub> Testing

As discussed above One-Sample Chi Square Test of Equal Occurrences is applied to test Hypotheses H<sub>03a</sub> to H<sub>03c</sub>. First of all the hypothesis is stated, next descriptive statistics for recoded factor after recoding is shown and then the test statistics is given.

1. H<sub>03a</sub>: all the three categories are equally probable regarding the women's perception that marriage plays a vital role in the career advancement for females.

H<sub>A3a</sub>: all the three categories are not equally probable; the occurrence of 'agreement' is significantly more as far as women's perception that 'marriage plays a vital role in the career advancement for females' is concerned.

**Table 5.12: Hypothesis H<sub>03a</sub> Testing**

<b>Marriage plays a vital role in the career advancement for females</b>			
	<b>Observed N</b>	<b>Expected N</b>	<b>Residual</b>
Agree	156	90.7	-65.3
Uncertain	68	90.7	22.7
Disagree	39	90.7	51.7
Total	263		
<b>Test Statistics</b>			
Chi-Square		82.2 <sup>a</sup>	

Df	2
Asymp. Sig.	0.000
a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 33.3.	

The p-value is less than .05 so the null hypothesis of equal occurrences of three categories is rejected in favor of alternate hypothesis. Therefore it is concluded that the occurrence of ‘agreement’ is significantly more as far as women’s perception that ‘marriage plays a vital role in the career advancement for females’ is concerned.

2. H<sub>0</sub>3b: all the three categories are equally probable regarding the women’s perception that marriage leads to taking up less demanding job assignment to cope up with family responsibilities.

H<sub>A</sub>3b: all the three categories are not equally probable; the occurrence of ‘agreement’ is significantly more as far as women’s perception that ‘marriage leads to taking up less demanding job assignment to cope up with family responsibilities’ in is concerned.

**Table 5.13: Hypothesis H<sub>0</sub>3b Testing**

<b>Marriage leads to taking up less demanding job assignment to cope up with family responsibilities</b>			
	<b>Observed N</b>	<b>Expected N</b>	<b>Residual</b>
Agree	109	90.7	-18.3
Uncertain	75	90.7	15.7
Disagree	79	90.7	11.7
Total	263		
<b>Test Statistics</b>			
Chi-Square		7.9 <sup>a</sup>	
Df		2	
Asymp. Sig.		0.019	
a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 33.3.			

The p-value is less than .05 so the null hypothesis of equal occurrences of three categories is rejected in favor of alternate hypothesis. Therefore it is concluded that the occurrence of ‘agreement’ is significantly more as far as women’s perception

‘marriage leads to taking up less demanding job assignment to cope up with family responsibilities’ in is concerned. Hence it may be said that significantly more number of women agree with the perception that marriage leads to taking up less demanding job assignment to cope up with family responsibilities.

3. H<sub>03c</sub>: all the three categories are equally probable regarding the women’s perception that married women face more hurdle in their career advancement that unmarried women or men.

H<sub>A3c</sub>: all the three categories are not equally probable; the occurrence of ‘agreement’ is significantly more as far as women’s perception that ‘married women face more hurdle in their career advancement that unmarried women or men’ is concerned.

**Table 5.14: Hypothesis H<sub>03c</sub> Testing**

<b>Married women face more hurdle in their career advancement that unmarried women or men</b>			
	<b>Observed N</b>	<b>Expected N</b>	<b>Residual</b>
Agree	109	90.7	-18.3
Uncertain	81	90.7	9.7
Disagree	73	90.7	17.7
Total	263		
<b>Test Statistics</b>			
Chi-Square		8.2 <sup>a</sup>	
Df		2	
Asymp. Sig.		0.000	
a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 33.3.			

The p-value is less than .05 so the null hypothesis of equal occurrences of three categories is rejected in favor of alternate hypothesis. Therefore it is concluded that the occurrence of ‘agreement’ is significantly more as far as women’s perception ‘married women face more hurdle in their career advancement that unmarried women or men’ is concerned. Hence it may be said that significantly more number of women

agree with the perception that married women face more hurdle in their career advancement than unmarried women or men.

It is evident that for all the three factors the occurrence of ‘agreement’ is significantly more as far as women’s perception regarding the effect of **marriage on the career of females** is concerned. The three sub hypotheses related to objective one are tested through these tests. As discussed above, the additive property of chi square is employed to test to check whether we can support the main hypothesis related to objective one. Here all the values of Chi Square for respective factors are added up along with the degrees of freedom and the resultant value is compared with the table value. First the main working hypothesis is stated and then it checked whether to accept or reject the null hypothesis on the basis of added chi square as value shown below:

**Table 5.15: Hypothesis H<sub>03</sub> Testing**

<b>Hypothesis H<sub>03</sub></b>			
<b>SN</b>	<b>Factor</b>	<b>Chi Square Value</b>	<b>DoF</b>
1	Marriage plays a vital role in the career advancement for females	82.2	2
2	Marriage leads to taking up less demanding job assignment to cope up with family responsibilities	7.9	2
3	Married women face more hurdle in their career advancement than unmarried women or men	8.2	2
<b>Total Chi Square Value &amp; Dof</b>		98.3	6

The total dofs is 6, and the critical value of chi square at this dof for 95% confidence level is 12.592. Since the obtained total chi square is 98.3 which is greater than the critical value we can reject null hypothesis in favor of alternate and conclude that a significantly more number of women’s have the perception that there is considerable **effect of of marriage on the career of females**. Hence it may be said that significantly more number of women agree with the perception that there is considerable **effect of of marriage on the career of females**.

#### **5.2.4 Objective No.4: To study the effect of having children on the career of females.**

The influence **having children on the career of females** was studied through following three instruments that were rated by women working in different organizations:

1. Having children has lowered the pay levels for women.
2. There is an invisible guilt feeling by mothers when work has to be chosen over child's commitment.
3. Having children and additional household responsibilities has reduced my career progression.

The objective is to evaluate the whether there is any influence of **having children and on the career of females** from the perspective of women working in different organizations. The objective is accomplished by establishing the perception of working women about influence of **having children on the career of females**. Since the objective is to identify and establish the working women's perception that there is considerable influence of **having children on the career of females**, accordingly the main hypothesis proposed is:

H4: there is significant effect of **having children on the career of females** as perceived by the working women.

The three instruments mentioned above were considered to be representing three factors related to influence of **having children on the career of females** and these are **lowering of pay levels after having children, feeling of guilt by mothers when work has to be chosen over child's commitment and** reduction of career advancement after having children and additional household responsibilities. Here also it was asked directly from the women working in different organizations about these three factors related to influence of **having children on the career of females**, the answers were recorded in five degrees of agreement or disagreement, the agreement with any statement shows that the particular factor affects the **career of females**. **One-Sample Chi Square Test of Equal Occurrences is applied to** statistically test whether the significant number of working women agrees with the

statement or not. In other words it can be said that it is tested whether the probability of working women's agreement with the statement is significantly greater than that of their disagreement or uncertainty. Here also the process of conversion of five categories into three categories is followed and testing is done accordingly. As per the above discussion the main working null and alternate hypotheses are (three categories refer to agree, uncertain and disagree):

H<sub>0</sub>4: all the three categories are equally probable regarding the women's perception of effect of **having children on the career of females**.

H<sub>A</sub>4: all the three categories are not equally probable; the occurrence of 'agreement' is significantly more as far as women's perception regarding the effect of **having children on the career of females** is concerned.

Since there were three factors considered for objective 3 therefore three sub null hypotheses from H<sub>4</sub>a to H<sub>4</sub>c were formulated and tested separately as shown in following sections.

#### **5.2.4.1 Hypotheses H<sub>0</sub>4a to H<sub>0</sub>4c Testing**

As discussed above One-Sample Chi Square Test of Equal Occurrences is applied to test Hypotheses H<sub>0</sub>1a to H<sub>0</sub>1c. First of all the hypothesis is stated, next descriptive statistics for recoded factor after recoding is shown and then the test statistics is given.

1. H<sub>0</sub>4a: all the three categories are equally probable regarding the women's perception that having children has lowered the pay levels for women.

H<sub>A</sub>4a: all the three categories are not equally probable; the occurrence of 'agreement' is significantly more as far as women's perception that 'having children has lowered the pay levels for women' is concerned.

**Table 5.16: Hypothesis H<sub>0</sub>4a Testing**

<b>Having children has lowered the pay levels for women</b>			
	<b>Observed N</b>	<b>Expected N</b>	<b>Residual</b>
Agree	98	90.7	-7.3
Uncertain	93	90.7	-2.3
Disagree	72	90.7	18.7
Total	263		
<b>Test Statistics</b>			
Chi-Square		4.5 <sup>a</sup>	
Df		2	
Asymp. Sig.		0.105	
a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 33.3.			

The p-value is more than .05 hence we fail to reject the null hypothesis of equal occurrences of three categories in favor of alternate hypothesis. Therefore it is concluded that all the three categories are equally probable regarding the women's perception that having children has lowered the pay levels for women.

2. H<sub>0</sub>4b: all the three categories are equally probable regarding the women's perception that mothers feel invisible guilt when work has to be chosen over child's commitment.

H<sub>A</sub>4b: all the three categories are not equally probable; the occurrence of 'agreement' is significantly more as far as women's perception that 'mothers feel invisible guilt when work has to be chosen over child's commitment' in is concerned.

**Table 5.17: Hypothesis H<sub>0</sub>4b Testing**

<b>There is an invisible guilt feeling by mothers when work has to be chosen over child's commitment</b>			
	<b>Observed N</b>	<b>Expected N</b>	<b>Residual</b>
Agree	95	90.7	-4.3
Uncertain	86	90.7	4.7
Disagree	82	90.7	8.7
Total	263		

Test Statistics	
Chi-Square	1.3 <sup>a</sup>
Df	2
Asymp. Sig.	0.52
a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 33.3.	

The p-value is more than .05 hence we fail to reject the null hypothesis of equal occurrences of three categories in favor of alternate hypothesis. Therefore it is concluded that all the three categories are equally probable regarding the women's perception that mothers feel invisible guilt when work has to be chosen over child's commitment. Hence it may be said that though majority of women agree with the perception but not significantly more number of women believe that mothers feel invisible guilt when work has to be chosen over child's commitment.

3. H<sub>04c</sub>: all the three categories are equally probable regarding the women's perception that having children and additional household responsibilities has reduced their career progression.

H<sub>A4c</sub>: all the three categories are not equally probable; the occurrence of 'agreement' is significantly more as far as women's perception that 'having children and additional household responsibilities has reduced their career progression' is concerned.

**Table 5.18: Hypothesis H<sub>04c</sub> Testing**

Having children and additional household responsibilities has reduced my career progression			
	Observed N	Expected N	Residual
Agree	107	90.7	-16.3
Uncertain	84	90.7	6.7
Disagree	72	90.7	18.7
Total	263		
Test Statistics			
Chi-Square	7.3 <sup>a</sup>		

Df	2
Asymp. Sig.	0.026
a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 33.3.	

The p-value is less than .05 so the null hypothesis of equal occurrences of three categories is rejected in favor of alternate hypothesis. Therefore it is concluded that the occurrence of ‘agreement’ is significantly more as far as women’s perception that ‘having children and additional household responsibilities has reduced their career progression’ is considered. Hence it may be said that significantly more number of women does not agree with the perception of having children and additional household responsibilities has reduced their career progression.

Out of **three** factors considered it is evident that for **only one** factor the occurrence of ‘agreement’ is significantly more as far as women’s perception regarding the of effect of **having children on the career of females** is concerned. The three sub hypotheses related to objective one are tested through these tests. As discussed above, the additive property of chi square is employed to test to check whether we can support the main hypothesis related to objective one. Here all the values of Chi Square for respective factors are added up along with the degrees of freedom and the resultant value is compared with the table value. First the main working hypothesis is stated and then it checked whether to accept or reject the null hypothesis on the basis of added chi square as value shown below:

**Table 5.19: Hypothesis H<sub>04</sub> Testing**

<b>Hypothesis H<sub>04</sub></b>			
<b>SN</b>	<b>Factor</b>	<b>Chi Square Value</b>	<b>DoF</b>
1	Having children and additional household responsibilities has reduced my career progression.	4.5	2
2	There is an invisible guilt feeling by mothers when work has to be chosen over child’s commitment.	1.3	2
3	Organizational support for family commitments has increased organizational commitment.	7.3	2
<b>Total Chi Square Value &amp; Dof</b>		12.4	6

The total dofs is 6, and the critical value of chi square at this dof for 95% confidence level is 12.592. Since the obtained total chi square is 12.4 which is smaller than the

critical value, hence we fail to reject null hypothesis in favor of alternate and fail to conclude that a significantly more number of women's have the perception that there is considerable **effect of marriage on the career of females**. Hence it may be said that though majority of women agree with the perception but not significantly more number of women believe there is considerable **effect of having children on the career of females**.

#### **5.2.5 Objective No.5: To study the effect of flexible working practices offered by the organisations on the career of females**

The influence of flexible working practices offered by the organisations **on the career of females** was studied through following four instruments that were rated by women working in different organizations:

1. Organisational support for family commitments has increased organizational commitment.
2. A supportive work –life culture in the organization reduces work family conflict.
3. Work place inflexibility is the major reason for career breaks or total exit from labour force.
4. Opting for flexi-timings reduces the career progress.

The objective is to evaluate the whether there is any influence of flexible working practices offered by the organisations **on the career of females** from the perspective of women working in different organizations. The objective is accomplished by establishing the perception of working women about influence of flexible working practices offered by the organisations **on the career of females**. Since the objective is to identify and establish the working women's perception that there is considerable influence of flexible working practices offered by the organisations **on the career of females**, accordingly the main hypothesis proposed is:

H6: there is significant effect of flexible working practices offered by the organisations **on the career of females** as perceived by the working women.

The four instruments mentioned above were considered to be representing four factors related to influence of flexible working practices offered by the organisations **on the career of females** and these factors are **organisational support for family commitments has increased organizational commitment, a supportive work –life**

**culture in the organization reduces work family conflict, work place inflexibility is the major reason for career breaks or total exit from labour force and doing house hold chores, and Opting for flexi-timings reduces the career progress.** Since it was asked directly from the women working in different organizations about these three factors related to influence of working practices offered by the organisations **on the career of females**, and the answers were recorded in five degrees of agreement or disagreement, the agreement with any statement shows that the particular factor affects the **career of females**. To statistically test whether the significant number of working women agrees with the statement or not **One-Sample Chi Square Test of Equal Occurrences is applied**. In other words it can be said that it is tested whether the probability of working women's agreement with the statement is significantly greater than that of their disagreement or uncertainty. Here also the process of conversion of five categories into three categories is followed and testing is done accordingly. As per the above discussion the main working null and alternate hypotheses are (three categories refer to agree, uncertain and disagree):

H<sub>05</sub>: all the three categories are equally probable regarding the women's perception of effect of working practices offered by the organisations **on the career of females** employees.

H<sub>A5</sub>: all the three categories are not equally probable; the occurrence of 'agreement' is significantly more as far as women's perception regarding the 'effect of working practices offered by the organisations **on the career of females**' is concerned. Since there were three factors considered for objective 5 therefore three sub null hypotheses from H<sub>5a</sub> to H<sub>1d</sub> were formulated and tested separately as shown in following sections.

#### **5.2.5.1 Hypotheses H<sub>05a</sub> to H<sub>05c</sub> Testing**

As discussed above One-Sample Chi Square Test of Equal Occurrences is applied to test Hypotheses H<sub>05a</sub> to H<sub>05d</sub>. First of all the hypothesis is stated, next descriptive statistics for recoded factor after recoding is shown and then the test statistics is given.

1. H<sub>05a</sub>: all the three categories are equally probable regarding the women's perception that organisational support for family commitments has increased organizational commitment.

H<sub>A5a</sub>: all the three categories are not equally probable; the occurrence of ‘agreement’ is significantly more as far as women’s perception that ‘organisational support for family commitments has increased organizational commitment’ is concerned.

**Table 5.20: Hypothesis H<sub>05a</sub> Testing**

<b>Organisational support for family commitments has increased organizational commitment</b>			
	<b>Observed N</b>	<b>Expected N</b>	<b>Residual</b>
Agree	156	90.7	-65.3
Uncertain	68	90.7	22.7
Disagree	39	90.7	51.7
Total	263		
<b>Test Statistics</b>			
Chi-Square		82.2 <sup>a</sup>	
Df		2	
Asymp. Sig.		0.000	
a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 33.3.			

The p-value is less than .05 so the null hypothesis of equal occurrences of three categories is rejected in favor of alternate hypothesis. Therefore it is concluded that the occurrence of ‘agreement’ is significantly more as far as women’s perception that ‘organisational support for family commitments has increased organizational commitment’ is concerned.

2. H<sub>05b</sub>: all the three categories are equally probable regarding the women’s perception that a supportive work –life culture in the organization reduces work family conflict.

H<sub>A5b</sub>: all the three categories are not equally probable; the occurrence of ‘agreement’ is significantly more as far as women’s perception that ‘supportive work –life culture in the organization reduces work family conflict’ is concerned.

**Table 5.21: Hypothesis H<sub>0</sub>5b Testing**

<b>A supportive work –life culture in the organization reduces work family conflict</b>			
	<b>Observed N</b>	<b>Expected N</b>	<b>Residual</b>
Agree	109	90.7	-18.3
Uncertain	75	90.7	15.7
Disagree	79	90.7	11.7
Total	263		
<b>Test Statistics</b>			
Chi-Square		7.9 <sup>a</sup>	
Df		2	
Asymp. Sig.		0.021	
a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 33.3.			

The p-value is less than .05 so the null hypothesis of equal occurrences of three categories is rejected in favor of alternate hypothesis. Therefore it is concluded that the occurrence of ‘agreement’ is significantly more as far as women’s perception that ‘supportive work –life culture in the organization reduces work family conflict’ is concerned. Hence it may be said that significantly more number of women agree with the perception that ‘supportive work –life culture in the organization reduces work family conflict’.

3. H<sub>0</sub>5c: all the three categories are equally probable regarding the women’s perception that work place inflexibility is the major reason for career breaks or total exit from labour force.

H<sub>A</sub>5c: all the three categories are not equally probable; the occurrence of ‘agreement’ is significantly more as far as women’s perception that ‘work place inflexibility is the major reason for career breaks or total exit from labour force’ is concerned.

**Table 5.22: Hypothesis H<sub>0</sub>5c Testing**

<b>Work place inflexibility is the major reason for career breaks or total exit from labour force</b>			
	<b>Observed N</b>	<b>Expected N</b>	<b>Residual</b>
Agree	101	90.7	-10.3
Uncertain	89	90.7	1.7
Disagree	73	90.7	17.7
Total	263	4.7	0.097506228
<b>Test Statistics</b>			
Chi-Square		4.3 <sup>a</sup>	
Df		2	
Asymp. Sig.		0.114	
a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 33.3.			

The p-value is more than .05 hence we fail to reject the null hypothesis of equal occurrences of three categories in favor of alternate hypothesis. Therefore it is concluded that all the three categories are equally probable regarding the women's perception that work place inflexibility is the major reason for career breaks or total exit from labour force. Hence it may be said that though majority of women agree with the perception but not significantly more number of women believe that work place inflexibility is the major reason for career breaks or total exit from labour force.

4. H<sub>0</sub>5d: all the three categories are equally probable regarding the women's perception that opting for flexi-timings reduces the career progress.

H<sub>A</sub>5d: all the three categories are not equally probable; the occurrence of 'agreement' is significantly more as far as women's perception that 'opting for flexi-timings reduces the career progress' is concerned.

**Table 5.23: Hypothesis H<sub>05d</sub> Testing**

<b>Opting for flexi-timings enhances the career progress</b>			
	<b>Observed N</b>	<b>Expected N</b>	<b>Residual</b>
Agree	118	90.7	-27.3
Uncertain	76	90.7	14.7
Disagree	69	90.7	21.7
Total	263		
<b>Test Statistics</b>			
Chi-Square	15.8 <sup>a</sup>		
Df	2		
Asymp. Sig.	0.000		
a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 33.3.			

The p-value is less than .05 so the null hypothesis of equal occurrences of three categories is rejected in favor of alternate hypothesis. Therefore it is concluded that the occurrence of ‘agreement’ is significantly more as far as women’s perception that ‘opting for flexi-timings reduces the career progress’ is concerned. Hence it may be said that significantly more number of women agree with the perception that ‘opting for flexi-timings reduces the career progress.

Out of **four** factors considered it is evident that for **three** factors the occurrence of ‘agreement’ is significantly more as far as women’s perception regarding the effect of flexible working practices offered by the organisations is concerned. The four sub hypotheses related to objective one are tested through these tests. As discussed above, the additive property of chi square is employed to test to check whether we can support the main hypothesis related to objective one. Here all the values of Chi Square for respective factors are added up along with the degrees of freedom and the resultant value is compared with the table value. First the main working hypothesis is stated and then it checked whether to accept or reject the null hypothesis on the basis of added chi square as value shown below:

**Table 5.24: Hypothesis H<sub>05</sub> Testing**

<b>Hypothesis H<sub>05</sub></b>			
<b>SN</b>	<b>Factors</b>	<b>Chi Square Value</b>	<b>DoF</b>
1	Organizational support for family commitments has increased organizational commitment	82.2	2
2	A supportive work –life culture in the organization reduces work family conflict	7.9	2
3	Work place inflexibility is the major reason for career breaks or total exit from labour force	4.3	2
4	Opting for flexi-timings reduces the career progress	15.8	2
<b>Total Chi Square Value &amp; Dof</b>		110.2	8

The total dofs is 10 and the critical value of chi square at this dof for 95% confidence level is 18.307. Since the obtained total chi square is 110.2 which greater than the critical value we can reject null hypothesis in favor of alternate and conclude that a significantly more number of women's have the perception that there is considerable influence of flexible working practices offered by the organisations. Hence it may be said that significantly more number of women agree with the perception that there is considerable influence of flexible working practices offered by the organisations.

**5.2.6 Objective No.6: To study the effect of spousal support on the career advancement of females.**

The influence of **spousal support on the career advancement of females** was studied through following three instruments that were rated by women working in different organizations:

1. Spouse's career has been prioritized over my career.
2. Spouse helps equally with the family responsibilities.
3. House hold chores and other family responsibilities are taken care of by my spouse in my absence.

The objective is to evaluate the whether there is any influence of **spousal support on the career advancement of females** from the perspective of women working in different organizations. The objective is accomplished by establishing the perception of working women about influence of **spousal support on the career advancement**

**of females.** Since the objective is to identify and establish the working women's perception that there is considerable influence of **spousal support on the career advancement of females**, accordingly the main hypothesis proposed is:

H<sub>6</sub>: there is significant effect of **spousal support on the career advancement of females** as perceived by the working women.

The three instruments mentioned above were considered to be representing three factors related to influence of **spousal support on the career advancement of females** and these factors are **priority of spouse's career over females, equal help from spouse with the family responsibilities, and doing house hold chores and other family responsibilities by spouse in absence of females.**

Since it was asked directly from the women working in different organizations about the factors related to influence of **spousal support on the career advancement of females**, and the answers were recorded in five degrees of agreement or disagreement, the agreement with any statement shows that the particular factor affects the **career advancement of females**. To statistically test whether the significant number of working women agrees with the statement or not **One-Sample Chi Square Test of Equal Occurrences is applied**. In other words it can be said that it is tested whether the probability of working women's agreement with the statement is significantly greater than that of their disagreement or uncertainty. Here also the process of conversion of five categories into three categories is followed and testing is done accordingly. As per the above discussion the main working null and alternate hypotheses are (three categories refer to agree, uncertain and disagree):

H<sub>06</sub>: all the three categories are equally probable regarding the women's perception of effect of **spousal support on the career advancement of females** employees.

H<sub>A6</sub>: all the three categories are not equally probable; the occurrence of 'agreement' is significantly more as far as women's perception regarding the effect of '**spousal support on the career advancement of females**' is concerned. Since there were three factors considered for objective 6 therefore three sub null hypotheses from H<sub>6a</sub> to H<sub>6c</sub> were formulated and tested separately as shown in following sections.

### 5.2.6.1 Hypotheses H<sub>0</sub>6a to H<sub>0</sub>6c Testing

As discussed above One-Sample Chi Square Test of Equal Occurrences is applied to test Hypotheses H<sub>0</sub>6a to H<sub>0</sub>6c. First of all the hypothesis is stated, next descriptive statistics for recoded factor after recoding is shown next and then the test statistics is given.

1. H<sub>0</sub>6a: all the three categories are equally probable regarding the women's perception that their spouse's career has been prioritized over their career.

H<sub>A</sub>6a: all the three categories are not equally probable; the occurrence of 'agreement' is significantly more as far as women's perception that 'their spouse's career has been prioritized over their career' is concerned.

**Table 5.25: Hypothesis H<sub>0</sub>6a Testing**

Spouse's career has been prioritized over my career			
	Observed N	Expected N	Residual
Agree	107	90.7	-16.3
Uncertain	81	90.7	9.7
Disagree	75	90.7	15.7
Total	263		
Test Statistics			
Chi-Square		6.7 <sup>a</sup>	
Df		2	
Asymp. Sig.		0.035	
a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 33.3.			

The p-value is less than .05 so the null hypothesis of equal occurrences of three categories is rejected in favor of alternate hypothesis. Therefore it is concluded that the occurrence of 'agreement' is significantly more as far as women's perception that 'their spouse's career has been prioritized over their career' is concerned.

2. H<sub>0</sub>6b: all the three categories are equally probable regarding the women's perception that their spouse helps equally with the family responsibilities.

H<sub>A6b</sub>: all the three categories are not equally probable; the occurrence of ‘agreement’ is significantly more as far as women’s perception that ‘their spouse helps equally with the family responsibilities’ is concerned.

**Table 5.26: Hypothesis H<sub>06b</sub> Testing**

<b>Spouse helps equally with the family responsibilities</b>			
	<b>Observed N</b>	<b>Expected N</b>	<b>Residual</b>
Agree	98	90.7	-7.3
Uncertain	83	90.7	7.7
Disagree	82	90.7	8.7
Total	263		
<b>Test Statistics</b>			
Chi-Square	2.1 <sup>a</sup>		
Df	2		
Asymp. Sig.	0.354		
a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 33.3.			

The p-value is more than .05 hence we fail to reject the null hypothesis of equal occurrences of three categories in favor of alternate hypothesis. Therefore it is concluded that all the three categories are equally probable regarding the women’s perception that their spouse helps equally with the family responsibilities. Hence it may be said that though majority of women agree with the perception but not significantly more number of women believe that their spouse helps equally with the family responsibilities.

3. H<sub>06c</sub>: all the three categories are equally probable regarding the women’s perception that house hold chores and other family responsibilities are taken care of by their spouse in their absence.

H<sub>A6c</sub>: all the three categories are not equally probable; the occurrence of ‘agreement’ is significantly more as far as women’s perception that ‘that house hold chores and other family responsibilities are taken care of by their spouse in their absence’ is concerned.

**Table 5.27: Hypothesis H<sub>0c</sub> Testing**

<b>House hold chores and other family responsibilities are taken care of by my spouse in my absence</b>			
	<b>Observed N</b>	<b>Expected N</b>	<b>Residual</b>
Agree	93	90.7	-2.3
Uncertain	92	90.7	-1.3
Disagree	78	90.7	11.7
Total	263	1.6	0.452435928
<b>Test Statistics</b>			
Chi-Square	1.6 <sup>a</sup>		
Df	2		
Asymp. Sig.	0.452		
a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 33.3.			

The p-value is more than .05 hence we fail to reject the null hypothesis of equal occurrences of three categories in favor of alternate hypothesis. Therefore it is concluded that all the three categories are equally probable regarding the women's perception that house hold chores and other family responsibilities are taken care of by their spouse in their absence. Hence it may be said that though majority of women agree with the perception but not significantly more number of women believe that house hold chores and other family responsibilities are taken care of by their spouse in their absence.

It is evident that out of **three** factors considered only for one factor, the occurrence of 'agreement' is significantly more as far as women's perception regarding the effect of spousal support on the career advancement of females is concerned. The three sub hypotheses related to objective one are tested through these tests. As discussed above, the additive property of chi square is employed to test to check whether we can support the main hypothesis related to objective one. Here all the values of Chi Square for respective factors are added up along with the degrees of freedom and the resultant value is compared with the table value. First the main working hypothesis is stated and then it checked whether to accept or reject the null hypothesis on the basis of added chi square as value shown below:

**Table 28: Hypothesis H<sub>06</sub> Testing**

<b>Hypothesis H<sub>06</sub></b>			
<b>SN</b>	<b>Factors</b>	<b>Chi Square Value</b>	<b>DoF</b>
1	Spouse's career has been prioritized over my career	6.7	2
2	Spouse helps equally with the family responsibilities	2.1	2
3	House hold chores and other family responsibilities are taken care of by my spouse in my absence	1.6	2
<b>Total Chi Square Value &amp; Dof</b>		10.4	6

The total dofs is 6, and the critical value of chi square at this dof for 95% confidence level is 12.592. Since the obtained total chi square is 10.4 which is smaller than the critical value, hence we fail to reject null hypothesis in favor of alternate and we fail to conclude that significantly more number of women's have the perception that there is considerable effect of **spousal support on the career advancement of females**. Hence it may be said that though majority of women agree with the perception but not significantly more number of women believe that there is considerable effect of **spousal support on the career advancement of females**.

### **5.2.7 Objective No.7: To study the influence of family on relocations of females.**

The influence of **family on relocations of females** was studied through following three instruments that were rated by women working in different organizations:

1. I am influenced by my family in decisions relating to transfer /relocate due to work.
2. Females are denied growth opportunities due to lack of mobility.
3. Lack of assistance by husbands in parenting responsibilities is a main reason for immobility experienced by women.

The objective is to evaluate the whether there is any influence of **family on relocations of females** from the perspective of women working in different organizations. The objective is accomplished by establishing the perception of working women about influence of **family on relocations of females**. Since the objective is to identify and establish the working women's perception that there is

considerable influence of **family on relocations of females**, accordingly the main hypothesis proposed is:

H7: there is significant effect of **family on relocations of females** as perceived by the working women.

The three instruments mentioned above were considered to be representing three factors related to influence of **family on relocations of females** and these factors are **influence of family in decisions relating to transfer /relocate due to work, denial of growth opportunities due to lack of mobility, and lack of assistance by husbands in parenting responsibilities as the main reason for immobility experienced by women.**

Here also it was asked directly from the women working in different organizations about the factors related to influence of **family on relocations of females**, and the answers were recorded in five degrees of agreement or disagreement, the agreement with any statement shows that the particular factor affects the **relocations of females**. To statistically test whether the significant number of working women agrees with the statement or not **One-Sample Chi Square Test of Equal Occurrences is applied**. In other words it can be said that it is tested whether the probability of working women's agreement with the statement is significantly greater than that of their disagreement or uncertainty. The process of conversion of five categories into three categories is followed here also and testing is done accordingly. As per the above discussion the main working null and alternate hypotheses are (three categories refer to agree, uncertain and disagree):

H<sub>0</sub>7: all the three categories are equally probable regarding the women's perception of effect of **family on relocations of females**.

H<sub>A</sub>7: all the three categories are not equally probable; the occurrence of 'agreement' is significantly more as far as women's perception regarding the effect of '**family on relocations of females**' is concerned. Since there were three factors considered for objective 6 therefore three sub null hypotheses from H7a to H7c were formulated and tested separately as shown in following sections.

### 5.2.7.1 Hypotheses H<sub>0</sub>7a to H<sub>0</sub>7c Testing

As discussed above One-Sample Chi Square Test of Equal Occurrences is applied to test Hypotheses H<sub>0</sub>7a to H<sub>0</sub>7c. First of all the hypothesis is stated, next descriptive statistics for recoded factor after recoding is shown and then the test statistics is given.

1. H<sub>0</sub>7a: all the three categories are equally probable regarding the women's perception that they are influenced by family in decisions relating to transfer /relocate due to work.

H<sub>A</sub>7a: all the three categories are not equally probable; the occurrence of 'agreement' is significantly more as far as women's perception that 'they are influenced by family in decisions relating to transfer /relocate due to work' is concerned.

**Table5. 29: Hypothesis H<sub>0</sub>7a Testing**

<b>I am influenced by my family in decisions relating to transfer /relocate due to work</b>			
	<b>Observed N</b>	<b>Expected N</b>	<b>Residual</b>
Agree	122	90.7	-31.3
Uncertain	75	90.7	15.7
Disagree	66	90.7	24.7
Total	263		
<b>Test Statistics</b>			
Chi-Square		20.2 <sup>a</sup>	
Df		2	
Asymp. Sig.		0.000	
a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 33.3.			

The p-value is less than .05 so the null hypothesis of equal occurrences of three categories is rejected in favor of alternate hypothesis. Therefore it is concluded that the occurrence of 'agreement' is significantly more as far as women's perception that 'they are influenced by family in decisions relating to transfer /relocate due to work' is concerned.

2.  $H_07b$ : all the three categories are equally probable regarding the women's perception that they are denied growth opportunities due to lack of mobility.

$H_A7b$ : all the three categories are not equally probable; the occurrence of 'agreement' is significantly more as far as women's perception that 'they are denied growth opportunities due to lack of mobility' is concerned.

**Table 5.30: Hypothesis  $H_07b$  Testing**

<b>Females are denied growth opportunities due to lack of mobility</b>			
	<b>Observed N</b>	<b>Expected N</b>	<b>Residual</b>
Agree	97	90.7	-7.3
Uncertain	92	90.7	-1.3
Disagree	74	90.7	16.7
Total	263		
<b>Test Statistics</b>			
Chi-Square		3.4 <sup>a</sup>	
Df		2	
Asymp. Sig.		0.178	
a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 33.3.			

The p-value is more than .05 hence we fail to reject the null hypothesis of equal occurrences of three categories in favor of alternate hypothesis. Therefore it is concluded that all the three categories are equally probable regarding the women's perception that they are denied growth opportunities due to lack of mobility. Hence it may be said that though majority of women agree with the perception but not significantly more number of women believe that they are denied growth opportunities due to lack of mobility.

3. H<sub>07c</sub>: all the three categories are equally probable regarding the women's perception that lack of assistance by husbands in parenting responsibilities is the main reason for immobility experienced by women.

H<sub>A7c</sub>: all the three categories are not equally probable; the occurrence of 'agreement' is significantly more as far as women's perception that 'lack of assistance by husbands in parenting responsibilities is the main reason for immobility experienced by women' is concerned.

**Table 5.31: Hypothesis H<sub>07c</sub> Testing**

<b>Lack of assistance by husbands in parenting responsibilities is a main reason for immobility experienced by women</b>			
	<b>Observed N</b>	<b>Expected N</b>	<b>Residual</b>
Agree	129	90.7	-38.3
Uncertain	73	90.7	17.7
Disagree	61	90.7	29.7
Total	263		
<b>Test Statistics</b>			
Chi-Square		28.8 <sup>a</sup>	
Df		2	
Asymp. Sig.		0.000	
a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 33.3.			

The p-value is less than .05 so the null hypothesis of equal occurrences of three categories is rejected in favor of alternate hypothesis. Therefore it is concluded that the occurrence of 'agreement' is significantly more as far as women's perception that 'lack of assistance by husbands in parenting responsibilities is the main reason for immobility experienced by women' is concerned. Hence it may be said that significantly more number of women agree with the perception that lack of assistance by husbands in parenting responsibilities is the main reason for immobility experienced by women.

Out of **three** factors considered it is evident that for **two** factors the occurrence of 'agreement' is significantly more as far as women's perception regarding the of effect of **family on relocations of females** is concerned. The three sub hypotheses related to objective one are tested through these tests. As discussed above, the additive property

of chi square is employed to test to check whether we can support the main hypothesis related to objective one. Here all the values of Chi Square for respective factors are added up along with the degrees of freedom and the resultant value is compared with the table value. First the main working hypothesis is stated and then it checked whether to accept or reject the null hypothesis on the basis of added chi square as value shown below:

**Table 5.32: Hypothesis H<sub>07</sub> Testing**

<b>Hypothesis H<sub>07</sub></b>			
<b>SN</b>	<b>Factors</b>	<b>Chi Square Value</b>	<b>DoF</b>
1	I am influenced by my family in decisions relating to transfer /relocate due to work	20.2	2
2	Females are denied growth opportunities due to lack of mobility	3.4	2
3	Lack of assistance by husbands in parenting responsibilities is a main reason for immobility experienced by women	28.8	2
<b>Total Chi Square Value &amp; Dof</b>		52.4	6

The total dofs is 6, and the critical value of chi square at this dof for 95% confidence level is 12.592. Since the obtained total chi square is 52.4 which is greater than the critical value we can reject null hypothesis in favor of alternate and conclude that a significantly more number of women's have the perception that there is considerable effect of **family on relocations of females**. Hence it may be said that significantly more number of women agree with the perception that there is considerable effect of **family on relocations of females**.

### **5.2.8 Objective No.8: To study the effect of family commitments on career satisfaction.**

The influence of **family commitments on career satisfaction of females** was studied through following three instruments that were rated by women working in different organizations:

1. Back home support of family members helps to concentrate on the work related issues.
2. Work family conflicts leads to reduced level of career satisfaction.
3. With the increase in career satisfaction the level of productivity also increases.

The objective is to evaluate the whether there is any influence of **family commitments on career satisfaction of females** from the perspective of women working in different organizations. The objective is accomplished by establishing the perception of working women about influence of **family commitments on career satisfaction of females**. Since the objective is to identify and establish the working women's perception that there is considerable influence of **family commitments on career satisfaction of females**, accordingly the main hypothesis proposed is:

H8: there is significant effect of **family commitments on career satisfaction of females** as perceived by the working women.

The three instruments mentioned above were considered to be representing three factors related to influence of **family commitments on career satisfaction of females** and these factors are **back home support of family members helps to concentrate on the work related issues, work family conflicts leads to reduced level of career satisfaction, and with the increase in career satisfaction the level of productivity also increases.**

Since it was asked directly from the women working in different organizations about the factors related to influence of **family commitments on career satisfaction of females**, and the answers were recorded in five degrees of agreement or disagreement, the agreement with any statement shows that the particular factor affects the **career satisfaction of females**. To statistically test whether the significant number of

working women agrees with the statement or not **One-Sample Chi Square Test of Equal Occurrences is applied**. In other words it can be said that it is tested whether the probability of working women's agreement with the statement is significantly greater than that of their disagreement or uncertainty. The process of conversion of five categories into three categories is followed here also and testing is done accordingly. As per the above discussion the main working null and alternate hypotheses are (three categories refer to agree, uncertain and disagree):

H<sub>08</sub>: all the three categories are equally probable regarding the women's perception of effect of **family commitments on career satisfaction of females**.

H<sub>A8</sub>: all the three categories are not equally probable; the occurrence of 'agreement' is significantly more as far as women's perception regarding the effect of '**family commitments on career satisfaction of females**' is concerned. Since there were three factors considered for objective 6 therefore three sub null hypotheses were from H<sub>8a</sub> to H<sub>8c</sub> were formulated and tested separately as shown in following sections.

#### **5.2.8.1 Hypotheses H<sub>08a</sub> to H<sub>08c</sub> Testing**

As discussed above One-Sample Chi Square Test of Equal Occurrences is applied to test Hypotheses H<sub>08a</sub> to H<sub>08c</sub>. First of all the hypothesis is stated, next descriptive statistics for recoded factor after recoding is shown and then the test statistics is given.

1. H<sub>08a</sub>: all the three categories are equally probable regarding the women's perception back home support of family members helps to concentrate on the work related issues.

H<sub>A8a</sub>: all the three categories are not equally probable; the occurrence of 'agreement' is significantly more as far as women's perception that 'back home support of family members helps to concentrate on the work related issues' is concerned.

**Table 5.33: Hypothesis H<sub>0</sub>8a Testing**

<b>Back home support of family members helps to concentrate on the work related issues</b>			
	<b>Observed N</b>	<b>Expected N</b>	<b>Residual</b>
Agree	146	90.7	-55.3
Uncertain	73	90.7	17.7
Disagree	44	90.7	46.7
Total	263		
<b>Test Statistics</b>			
Chi-Square		61.2 <sup>a</sup>	
Df		2	
Asymp. Sig.		0.000	
a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 33.3.			

The p-value is less than .05 so the null hypothesis of equal occurrences of three categories is rejected in favor of alternate hypothesis. Therefore it is concluded that the occurrence of 'agreement' is significantly more as far as women's perception that 'back home support of family members helps to concentrate on the work related issues' is concerned.

2. H<sub>0</sub>8b: all the three categories are equally probable regarding the women's perception that work family conflicts leads to reduced level of career satisfaction.

H<sub>A</sub>8b: all the three categories are not equally probable; the occurrence of 'agreement' is significantly more as far as women's perception that 'work family conflicts leads to reduced level of career satisfaction' is concerned.

**Table 5.34: Hypothesis H<sub>0</sub>8b Testing**

<b>Work family conflicts leads to reduced level of career satisfaction</b>			
	<b>Observed N</b>	<b>Expected N</b>	<b>Residual</b>
Agree	96	90.7	-5.3
Uncertain	91	90.7	-0.3
Disagree	76	90.7	14.7
Total	263		
<b>Test Statistics</b>			
Chi-Square		2.7 <sup>a</sup>	
Df		2	
Asymp. Sig.		0.302	
a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 33.3.			

The p-value is more than .05 hence we fail to reject the null hypothesis of equal occurrences of three categories in favor of alternate hypothesis. Therefore it is concluded that all the three categories are equally probable regarding the women's perception that work family conflicts leads to reduced level of career satisfaction. Hence it may be said that though majority of women agree with the perception but not significantly more number of women believe that work family conflicts leads to reduced level of career satisfaction.

3. H<sub>0</sub>8c: all the three categories are equally probable regarding the women's perception that with the increase in career satisfaction the level of productivity also increases.

H<sub>A</sub>8c: all the three categories are not equally probable; the occurrence of 'agreement' is significantly more as far as women's perception that 'with the increase in career satisfaction the level of productivity also increases' is concerned.

**Table 5. 35: Hypothesis H<sub>0</sub>8c Testing**

<b>With the increase in career satisfaction the level of productivity also increases</b>			
	<b>Observed N</b>	<b>Expected N</b>	<b>Residual</b>
Agree	158	90.7	-67.3
Uncertain	62	90.7	28.7
Disagree	43	90.7	47.7
Total	263		
<b>Test Statistics</b>			
Chi-Square		84.1 <sup>a</sup>	
Df		2	
Asymp. Sig.		0.000	
a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 33.3.			

The p-value is less than .05 so the null hypothesis of equal occurrences of three categories is rejected in favor of alternate hypothesis. Therefore it is concluded that the occurrence of ‘agreement’ is significantly more as far as women’s perception that ‘with the increase in career satisfaction the level of productivity also increases is concerned. Hence it may be said that significantly more number of women agree with the perception that with the increase in career satisfaction the level of productivity also increases.

Out of **three** factors considered it is evident that for **two** factors the occurrence of ‘agreement’ is significantly more as far as women’s perception regarding the effect of **family commitments on career satisfaction of females** is concerned. The three sub hypotheses related to objective one are tested through these tests. As discussed above, the additive property of chi square is employed to test to check whether we can support the main hypothesis related to objective one. Here all the values of Chi Square for respective factors are added up along with the degrees of freedom and the resultant value is compared with the table value. First the main working hypothesis is stated and then it checked whether to accept or reject the null hypothesis on the basis of added chi square as value shown below:

**Table 36: Hypothesis H<sub>08</sub> Testing**

<b>Hypothesis H<sub>08</sub></b>			
<b>SN</b>	<b>Factors</b>	<b>Chi Square Value</b>	<b>DoF</b>
1	Back home support of family members helps to concentrate on the work related issues	61.2	2
2	Work family conflicts leads to reduced level of career satisfaction	2.7	2
3	With the increase in career satisfaction the level of productivity also increases.	84.1	2
<b>Total Chi Square Value &amp; Dof</b>		148	6

The total dofs is 6, and the critical value of chi square at this dof for 95% confidence level is 12.592. Since the obtained total chi square is 148 which is greater than the critical value we can reject null hypothesis in favor of alternate and conclude that a significantly more number of women's have the perception that there is considerable effect of **family commitments on career satisfaction of females**. Hence it may be said that significantly more number of women agree with the perception that there is considerable effect of **family commitments on career satisfaction of females**.

**Table 5.37: Overall Hypothesis Testing**

Overall Hypotheses Results					
Hypotheses	Null Result		Null Result		Overall Proposition
	Sub Hypotheses		Main Hypotheses		
H <sub>1</sub>	H <sub>01a</sub>	Reject	H <sub>01</sub>	Reject	Supported
	H <sub>01b</sub>	Reject			
	H <sub>01c</sub>	Fail to reject			
H <sub>2</sub>	H <sub>02a</sub>	Fail to reject	H <sub>02</sub>	Reject	Supported
	H <sub>02b</sub>	Reject			
	H <sub>02c</sub>	Reject			
	H <sub>02d</sub>	Fail to reject			
	H <sub>02e</sub>	Reject			
	H <sub>02f</sub>	Reject			
H <sub>3</sub>	H <sub>03a</sub>	Reject	H <sub>03</sub>		Supported
	H <sub>03b</sub>	Reject			
	H <sub>03c</sub>	Reject			
H <sub>4</sub>	H <sub>04a</sub>	Fail to reject	H <sub>04</sub>	Fail reject to	Not Supported
	H <sub>04b</sub>	Fail to reject			
	H <sub>04c</sub>	Reject			
H <sub>5</sub>	H <sub>05a</sub>	Reject	H <sub>05</sub>	Reject	Supported
	H <sub>05b</sub>	Reject			
	H <sub>05c</sub>	Fail to reject			
	H <sub>05d</sub>	Reject			
H <sub>6</sub>	H <sub>06a</sub>	Reject	H <sub>06</sub>	Fail reject to	Not Supported
	H <sub>06b</sub>	Fail to reject			
	H <sub>06c</sub>	Fail to reject			
H <sub>7</sub>	H <sub>07a</sub>	Reject	H <sub>07</sub>	Reject	Supported
	H <sub>07b</sub>	Fail to reject			
	H <sub>07c</sub>	Reject			
H <sub>8</sub>	H <sub>08a</sub>	Reject	H <sub>08</sub>	Reject	Supported
	H <sub>08b</sub>	Fail to reject			
	H <sub>08c</sub>	Reject			

## **5.3 EFFECT OF VARIOUS CAREER LIFE STAGES ON CAREER**

### **SATISFACTION OF FEMALES**

This section determines the effect of various **career life stages** related factors on female career satisfaction. As per objectives the different career life stages identified are:

1. Role of family on the career choice of female employees.
2. Work life balance challenges.
3. Role of marriage in the career of females.
4. Having children and their age.
5. Flexible working practices offered by the organisations.
6. Spousal support on the career advancement of females.
7. Relocation of females.
8. Overall Career satisfaction of females.

These eight identified factors were measure through 28 instruments or variables representing various factors with each factor having being represented by at least three instruments. Regression technique is applied to study the effect of career life stages on female career satisfaction. Prior to regression, an exploratory factor analysis (henceforth EFA) was conducted to extract and measure different latent factors existing in various instruments or items rated on five point Likert scale. Once the factors are extracted, measured and interpreted through their corresponding items, factor scores are obtained which are then employed in regression technique to study the effect of different factors on career satisfaction. The hypotheses regarding the effect of career life stages on female career satisfaction are also formulated after EFA since it may involve restructuring and reinterpretation of priori factors.

Since the data collected was on Likert scale, it was at ordinal level and to apply any parametric statistical technique it is required to measure the data at least at ratio scale level.

### 5.3.1 Factor Analysis

An exploratory factor analysis (henceforth EFA) is conducted to extract various factors existing in overall variables. Before conducting EFA, the following hypothesis was formulated

H<sub>9</sub>: there is significant correlation between different career life stages variables and latent factors exist among these variables.

As per the objectives derived eight priori factors were considered to be existed among the measured variables, an EFA was conducted to do the reality check. Prior to EFA, a reliability analysis was done on 28 instruments to check inter-item consistency between different variables. Cronbach's alpha measure was employed to test the reliability of the scale through SPSS. The Cronbach's coefficient was found to be 0.71. A coefficient value between 0.7 to 0.8 is considered to be adequate for scale to be reliable.

To initiate EFA, the 28 variables were entered into SPSS 22 and the analysis was run. Various tables and results were obtained. The first result that was analyzed was Kaiser-Meyer-Olkin (KMO) Test and Bartlett's Test of Sphericity as shown in table below. The KMO test is observed to establish the adequacy of sample size, the value of this statistic lies between 0 and 1. Keiser (1974) recommends that a value greater than 0.5 is merely acceptable, a value of 0.5 to 0.7 is mediocre, the value 0.7 to 0.8 as good where as the values between 0.8 - 0.9 are great and value greater than 0.9 as superb. The KMO value obtained for the current variables is 0.882 that can be considered as superb, thereby confirming the adequacy of sample size to conduct the EFA.

**Table 5.38: KMO and Bartlett's Test**

<b>Kaiser-Meyer-Olkin Measure of Sampling Adequacy</b>		0.882
<b>Bartlett's Test of Sphericity</b>	Approx. Chi-Square	2411.6
	Df	378
	Sig.	0.000

For latent factors to exist there should be sufficient amount of correlation between the measured variables. Bartlett's Test of Sphericity examines whether there is sufficient correlation among the variables in the population. For sufficient amount of correlation to be present in the variables the Bartlett's Test of Sphericity should be significant since the null hypothesis is that 'there is no correlation between the variables in the population' and the alternate hypothesis is that 'there is significant correlation between the variables in the population'. The obtained Chi Square statistic of Bartlett's test was quite high with a value of 2411.6, with the p-value significant 0.000 level. Therefore the null hypothesis could be rejected and it may be concluded that there is sufficient amount of correlation is present between variables to move forward and analyse the results of EFA.

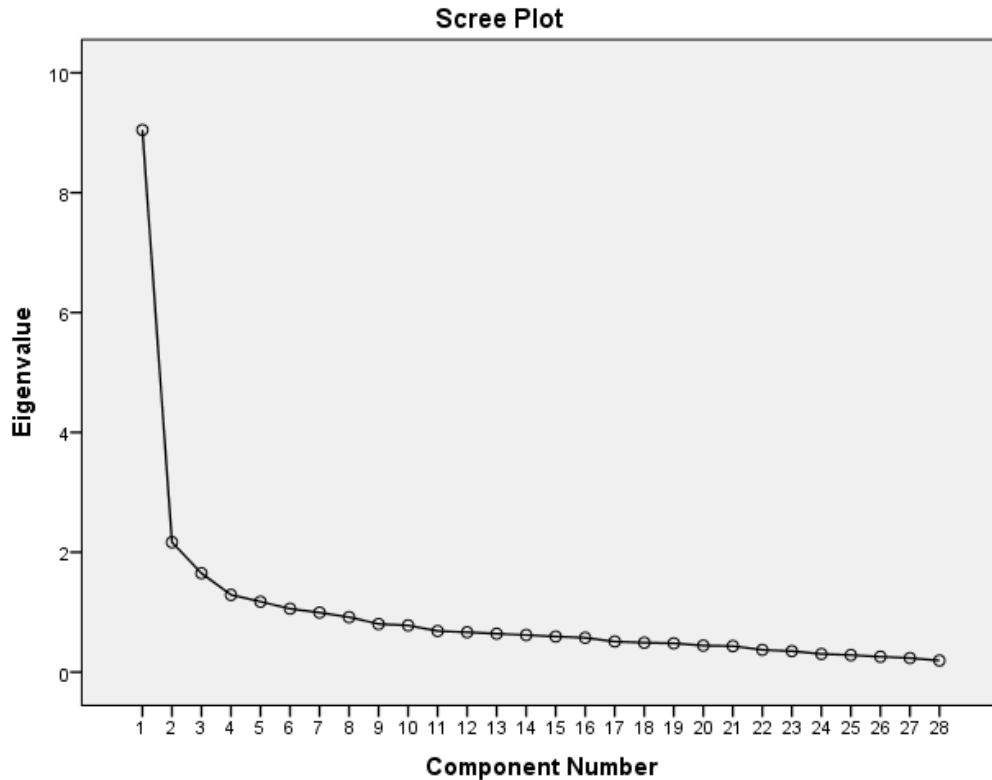
Once the sample adequacy was established and it was assessed that sufficient amount of correlation is present between the variables, the EFA results were analyzed. Initially EFA was run without any rotation and it was found that 60.89% of the variance was explained by three factors. Since these factors could not be interpreted properly, rotation of factors was done and oblique rotation method was employed since latent factors were thought to be interrelated with each other. If no relationship between factors was hypothesized orthogonal rotation method would have been used. Though, initially varimax rotation was also employed giving a somewhat better re-alignment of the extracted three factor solution that was obtained initially. Not leave anything to chance, the component transformation matrix was examined. According to Field (2009), when rotation is not required, this matrix would be an identity matrix (diagonal elements would be 1 and all off-diagonal elements would be 0) and if orthogonal rotation is proper to be employed then this matrix should be a symmetric matrix with off-diagonal elements exactly the same. The observed component transformation matrix was an unsymmetrical one suggesting interrelationship amongst latent actors (it can very well be conceived that convenience and merchandising may co-vary) and therefore suggesting oblique rotation method to be employed. Accordingly, oblique rotation was employed to interpret the factors better and the method applied for oblique rotation was Direct Oblimin method as recommended by Field (2009).

**Table 5.39: Extracted Communalities**

Extracted Communalities						
Variable No.	Initial	Extraction		Variable No.	Initial	Extraction
1	1.000	.748		15	1.000	.642
2	1.000	.646		16	1.000	.526
3	1.000	.499		17	1.000	.624
4	1.000	.661		18	1.000	.630
5	1.000	.585		19	1.000	.515
6	1.000	.625		20	1.000	.480
7	1.000	.642		21	1.000	.520
8	1.000	.642		22	1.000	.557
9	1.000	.572		23	1.000	.556
10	1.000	.603		24	1.000	.559
11	1.000	.662		25	1.000	.552
12	1.000	.739		26	1.000	.611
13	1.000	.451		27	1.000	.570
14	1.000	.469		28	1.000	.498

Extraction Method: Principal Component Analysis.

Initially, factor extraction was done using Keiser's (1960) where only those factors were extracted which have eigenvalue of more than 1. This criterion yielded three factors with 60.89% of the variance explained in variables. Keiser's criterion is accurate and accepted in two conditions first is when there are less than 30 variables and all extracted communalities are all greater than 0.7 and the second situation is when the sample size exceeds 250 and the average communality after extraction is more than 0.6. It was observed that both the criteria were not met in this case. For the first case, though the variables were only 28 all the extracted communalities were not greater than 0.7. And for the second situation, though the sample size exceeds 250 the average communality after extraction was less than 0.6.



**Figure 5.1: Scree Plot**

Next the scree plot was observed, it was found that there was no sharp point of inflexion suggestion either two or three factors to be retained. As a result, Joillife's (1986) recommendation was followed. According to Joliffe (1986), Kaiser's criterion is quite tough and it is recommended that the factor should be extracted at the eigenvalues of greater than 0.7. Following Joillife's (1986) criterion with direct oblimin rotation, SPSS extracted six factors with 77.49% of variance explained as evident from the below table:

**Table 5.40: Factor Analysis – Initial Solution**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings <sup>a</sup>
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	5.936	39.572	39.572	5.936	39.572	39.572	4.462
2	2.149	14.326	53.898	2.149	14.326	53.898	2.441
3	1.050	6.998	60.896	1.050	6.998	60.896	4.024
4	.921	6.137	67.033	.921	6.137	67.033	3.578
5	.821	5.470	72.503	.821	5.470	72.503	2.767
6	.748	4.988	77.491	.748	4.988	77.491	.991
7	.613	4.085	81.576				
...							
...							
...							
...							
...							
...							
...							
28	.182	0.691	100.000				

Extraction Method: Principal Component Analysis.

a. When components are correlated, sums of squared loadings cannot be added to obtain a total variance.

Therefore a six factor solution was accepted for the present variables, the total variance explained by these five factors was 78.34% which is quite acceptable. All the extracted communalities (appendix 1) were close to 0.7 whereas the average communality was found to be .712 indicating a substantial amount of variance explained in each observed variable. The first factor explained 39% variance and the subsequent five factors explained approx. 14%, 7%, 6%, 5.5% and 5% of the variance respectively.

Next task in EFA was to interpret the extracted factors and name them accordingly. Factor loadings of different variables onto the extracted factors were examined to interpret the factors. Normally a loading of .4 is thought of to be important as suggested by Steven (1992). Nevertheless the significance of loading depends upon the sample size. Steven (1992) suggested a critical list of loadings against different sample sizes. In nut shell if the sample size is small then only large values of loading

can be considered important whereas for a large sample size even a small value could be interpreted. In a sample size of 50 only loadings .722 can be interpreted, for 100 the loading should be greater than 0.512, for 200 it should be greater than .364 and for a sample of 1000 a value of .162 is meaningful. Considering Steven’s criterion for a sample sizes of more than 200 only a loading greater than .364 was interpreted. To get a clear structure of factors many EFA iterations were done while checking the loadings of different variables onto the respective loadings. It was found that four of the variables were cross loading onto a factor that is interpreted differently. These variables were removed and the analysis was run again to obtain the structure of loadings. The loadings of variables onto the retained factors are shown in the table below. After removal of four variables from the analysis a six factor structure emerged quite clearly with each variable loading substantially onto only a single factor. No cross loadings were found in the final analysis hence unidimensionality of each variable can be considered and explicit naming of the factors could be done.

**Table 5.41: Factor Analysis – Factor Loadings**

<b>Factor Loadings – Rotated Component Pattern Matrix</b>						
<b>Factor No.</b>	<b>Components or Extracted Factors</b>					
	1	2	3	4	5	6
<b>Variable No.</b>	Family Influence/Support	Work Life Balance	Career Satisfaction	Flexi Working Practices	Marriage Influence/Spouse Support	Children Influence
1	.834					
2	.805					
3	.739					
23	.614					
25	.592					
4		.696				
5		.580				
6		.562				
8		.514				
9		.498				
26			.755			
27			.736			
28			.627			
16				.901		

17				.865		
18				.817		
19				.784		
10					.755	
12					.731	
20					.625	
22					.605	
13						.646
14						.613
15						.561
Extraction Method: Principal Component Analysis.						
Rotation Method: Oblimin with Kaiser Normalization.						
a. Rotation converged in 24 iterations.						

The extracted factor 1 is loaded with variables related to objective one and seven with variables 1, 2, 3, 23, and 24 having a loading of .834, .805, .739, .614 and .594 respectively. These variables represent the influence of family on career choice of females and influence of family on relocation of females. Since these variables can be thought be representing the influence of family in career of females, it is being named as ‘family influence/support.’ The extracted factor 2 was loaded with the variables related to objective two with variables 4, 5, 6, 8, and 9 having a loading of .696, .580, .562, .514 and .498 respectively. These variables represent influence of work life balance challenges on females. There was no need to rename this factor and the priori name of ‘work life balance’ was retained.

The 3<sup>rd</sup> extracted factor was loaded with variables related to objective eight with variables 26, 27, and 28 having a loading of .755, .736 and .627, respectively. These variables represent the career satisfaction of females. Again there was no need to rename this factor also and the priori name of ‘career satisfaction’ was retained. Similarly the 4<sup>th</sup> extracted factor was loaded with variables related to objective five and the variables represented the flexible working practices offered by the organisations with variables 16, 17, 18, and 19 having a loading of .901, .865, .817 and .784 respectively. Since this factor was also same as of the priori the earlier name of ‘flexible working practices’ was retained.

The extracted factor 5 was loaded with variables related to objective three and six with variables 10, 12, 20, and 22 having a loading of .755, .731, .625 and .605

respectively. These variables represented the role of marriage in the career of females and the effect of spousal support on the career advancement of females. Examining these variables, it may be conceived that represent the influence of marriage related factors on career of females; accordingly it is being named as ‘marriage influence/spouse support.’ The 6<sup>th</sup> extracted factor was loaded with variables related to objective four and these variables represented effect of having children and their age on the career of females with variables 13, 14, and 15 having a loading of .646, .613, and .561 respectively. Again there was no need to rename this factor also and the priori name of ‘children influence’ was retained.

On the basis of above discussions we can fully support the hypothesis H<sub>9</sub>: that ‘there is significant correlation between different career life stages variables and latent factors exist among these variables. Consequently, the 28 career life stages variables can be reduced to six latent factors or constructs which are:

1. Family Influence/Support
2. Work Life Balance
3. Flexi Working Practices
4. Marriage Influence/Spouse Support
5. Children Influence
6. Career Satisfaction

Finally factor scores were determined employing Anderson Rubin method in SPSS as these factors were not totally independent. Since we need to determine the effect of career life stages of females on career satisfaction of females, the five above listed were recognized as career life stages and treated as independent variables and the last one was considered as dependent variable. The effect of independent variables on dependent variable was examined through multiple regression technique discussed in the next section.

### **5.3.2 Multiple Linear Regressions**

To determine the effect of career life stages of females on career satisfaction of females Multiple Linear Regression (henceforth MLR) was employed since there is one dependent variable and five independent variables. The one dependent variable is Career Satisfaction **and five** independent variables are Family Influence, Work Life

Balance, Flexi Working Practices, Marriage Influence and Children Influence. Accordingly

H<sub>10</sub>: there is a significant effect of family influence/support on career satisfaction of females.

H<sub>11</sub>: there is a significant effect of work life balance on career satisfaction of females.

H<sub>12</sub>: there is a significant effect of flexi working practices on career satisfaction of females.

H<sub>13</sub>: there is a significant effect of marriage/spouse Support on career satisfaction of females.

H<sub>14</sub>: there is a significant effect of children influence on career satisfaction of females.

As discussed above MLR was employed to test the hypotheses H<sub>10</sub> to H<sub>14</sub>.The following regression model is proposed:

Career satisfaction =  $b_0 + b_1$ .Family influence +  $b_2$ .Work life balance +  $b_3$ .Flexi working practices +  $b_4$ .Marriage influence +  $b_5$ .Childrfen influence +  $\epsilon$ .

Where  $b_0$  is intercept and  $b_1, b_2, b_3, b_4, b_5$  &  $b_5$  are the regression coefficient associated with each variable respectively, and  $\epsilon$  is the error term associated with the model. All five independent variables were entered into the regression analyses using enter method with career satisfaction as dependent variable in SPSS 22, and the results were analyzed subsequently.

**Table 5.42: Regression ANOVA**

ANOVA <sup>a</sup>					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	195.597	5	39.119	22.756	.000 <sup>b</sup>
Residual	243.218	161	1.511		
Total	438.814	166			

a. Dependent Variable: Career Satisfaction  
b. Predictors: (Constant),Family Influence, Work Life Balance, Flexi Working Practices, Marriage Influence and Children Influence

First of all the significance of the regression model is assessed. To assess the model F statistic is employed which is the ratio of the variance explained by the model and variance unexplained by the model. If this statistic is significant the model is said to be explaining significant amount of variance in the dependent variable. The observed F statistic for the model is 22.756 which is significant at p-value of .000 level. Therefore it may be concluded that the proposed model is a good fit of data suggesting overall significant impact of independent variables on dependent variable. In terms of amount of variance explained the ‘model summary’ table results were analyzed. The multiple correlation coefficient for regression model is represented by R therefore the amount of variance explained would be  $R^2$ . The observed value of R is .634 and  $R^2$  is .402, the value suggests that 40.2% variance in career satisfaction can be explained by five independent predictors in the model. The adjusted  $R^2$  is 38.8% which is not very different from  $R^2$ . It means that if the model is estimated from population there would be small reduction of only about 1.4% of variance explained in the dependent variable. Hence it may be concluded that five independent variables together explains approx. 40% of the variance in the outcome variable of career satisfaction and the overall model is considered to be a significant one.

**Table 5.43: Regression – Model Summary**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.634 <sup>a</sup>	.402	.388	1.124
a. Predictors: (Constant), Family Influence, Work Life Balance, Flexi Working Practices, Marriage Influence and Children Influence				

Once it was established that the model is significant we may proceed to interpret the effect of independent variables on career satisfaction. The observed coefficients for each independent variable is shown in the table below.

**Table 5.44: Regression – Model Coefficients**

Coefficients <sup>a</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Variables	B	Std. Error	Beta		
(Constant)	3.805	.688		5.010	.000
Marriage/Spouse Support	.271	.075	.357	4.234	.000
Work Life Balance	.237	.054	.346	4.128	.000
Flexi Working Practices	.722	.038	.166	1.540	.034
Family Support	.313	.182	.288	3.503	.003
Children Influence	.199	.931	.117	1.259	.105

The unstandardized beta coefficients, standardized beta coefficients, t values and significance level linked with each independent variable are also shown in table. Quite important and interesting results were obtained through the analysis. It was found that four out of out of five factors have significant impact on the career satisfaction of females. The largest standardized coefficient was that of Marriage/Spouse Support ( $b_2 = .357$ , p value .000) followed by Work Life Balance ( $b_1 = .346$ , p value .000), Family Support ( $b_3 = .288$ , p value .003) and Flexi Working Practices ( $b_4 = .116$ , p value .000). The effect of children influence ( $b_5 = .117$ , p value .104) on career satisfaction was found to be insignificant in this study.

Since the standardized beta coefficient is largest for marriage/spouse support and it implies that it has the strongest effect on career satisfaction hence may be concluded that marriage/spouse support is most important factor for career satisfaction of females. The factor second in line is work life balance which has the second largest standardized beta coefficient. This result is in line with the expectations that work life balance is quite important for career satisfaction of females. Family Support was found to have third strongest effect on career satisfaction of females since it has third largest standardized beta coefficient among the variables. This implies that family support is very critical for females to have satisfaction in their career. One of the interesting finding suggest that flexi working practices offered by organizations to females also has a significant effect on their career satisfaction. This is to say that the

more flexible working practices are offered by organizations the more career satisfaction females derive from their work. The most interesting finding of the analyses is that children influence does not affect female career satisfaction significantly. This result may be against the notion that having children during career reduces career satisfaction. This study finds that there is no effect of children influence on career satisfaction females.

#### **5.4 CONCLUDING NOTE ON FINDINGS**

The objectives are accomplished by establishing the perception of working women that there is considerable influence of various family related factors on different stages of female career. It is concluded that significantly more number of women had the perception that there was considerable influence of family on their careers and they also agreed with the fact that there is considerable effect of work life balance challenges and marriage on their careers.

From the findings of data analysis it may be concluded that though significantly more number of women have the perception that there is considerable effect of having children on their career not significantly more number of women believe there is considerable effect of having children on their careers thus children though perceived to be an influencing factor cannot be regarded as the major influencing factor in the career of the females.

It is concluded that significantly more number of women have the perception that there is considerable influence of flexible working practices offered by the organisations. It may be said that though majority of women agree with the perception that spouse support is necessary for career development significantly more number of women believe that the spousal support is not the major significant factor on the career advancement of females.

It is concluded that significantly more number of women have the perception that there is considerable effect of family on decisions of relocations of females. It can also be said that significantly more number of women have the perception that there is considerable effect of family commitments on career satisfaction of females.

It implies that the factor , marriage/spouse support had the strongest effect on career satisfaction and it is the most important determinant of career satisfaction of females. The second in line is work life balance followed by family support, flexible working practices offered by organizations to females. The most interesting finding of the analyses was that children influence does not affect female career satisfaction significantly.

## CHAPTER - 6

### CONCLUSION: FINDINGS, DISCUSSIONS AND SUGGESTIONS

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Findings of the study have already been given in the previous chapter. The present chapter has been devoted to arrange the findings in sequential manner as per the data analysis performed and to present the findings of the study objective wise.

#### 6.1 FINDINGS FROM DESCRIPTIVE ANALYSIS OF DEMOGRAPHIC VARIABLES

The descriptive analysis yielded the following findings about the sample collected:

**6.1.1** Type of Industry in Service Sector: 26.62 % respondents are from education and 20.91 % from Banking and Financial Services Sector. 6 % respondents are considered in the other which come from any other type of organization besides the 5 mentioned above but which form part of service sector e.g. respondents from construction sites, cellular services etc.

**6.1.2.** Age of Respondents: 14% of the respondents belong to 18 to 30 years of age, 80.99 % of respondents are having age between 31 to 40 years. Around 5% belong to 41 to 50 years group and remaining are of more than 50 years of age. The mean is approximately 35 years. This indicates that the mean age of the respondent is lies between class of 31 to 40 years.

**6.1.3** Qualification of Respondents: 17% of the women in sample are undergraduate, around 15% graduate and 78% of respondents are postgraduates. This indicates that female employees working in the service sector are well educated. 15 % of the female employees are graduates. After the personal discussion, it was revealed by these female employees that they strive for pursuing further education.

**6.1.4** Experience with Previous Organizations: 9% have less than 1 year of experience with the previous organisation, 46.77 % of the respondents are

working in their previous organizations from 1 to 3 years, about 18% with 3 to 5 year term while 26% are working for more than five years.

- 6.1.5** Tenure in Present Organization: 12.5% have less than 1 year of experience with the present organisation, 62.74 % of the respondents are working in their present organizations from 1 to 3 years, about 18% with 3 to 5 year term while 7% are working for more than five years.
- 6.1.6** Managerial Level of Respondent: 5% women are working at lower level, 82.13 % respondents are working in middle-level positions. There is very little (1.90 %) representation of female employees at the top level management.
- 6.1.7** Type of Employment: 11% of the women were having temporary employment whereas 80.99 % of respondents are permanent in the organizations but still 7.98 % employees are unaware if they are permanent or temporary. This indicates a lack of communication on the part of employer and management.
- 6.1.8** Income of Respondents: about 5% of the respondents fall into less than 1, 00, 000 income group, 11% are in 1 to 2 lac category, 59.70 % of respondents are having salaries in the range of Rs. 2 to 3 lac per annum, 20% falls in 3 to 4 lakh category whereas only 3.8% falls in more than 4 lac category.
- 6.1.9** Marital Status: 19% of the respondents were unmarried, 79.85 % of respondents are married. Also through personal discussion, it was revealed that those female respondents who are not married have plans to be getting married soon.
- 6.1.10** Marriage Duration: around 16% women were married for less than 1 year, about 15% were married for 1 to years, 2.% for 2 to 5 years and around 26% for more than five years. Among the female employees who were married 25.86 % were married for more than 5 years.
- 6.1.11** Type of Family: around 17% of the women belonged to joint family whereas 81.37 % of female employees especially those who are married live in a nuclear family.
- 6.1.12** Number and Age of Children: around 24% of the women were not having any children, the highest percentage in this group, around 18% were having 1 child, 14% have two children while only 1% of the women were having 3 children.

**6.1.13** Age of Children: among those who were having any children 14% have toddlers, 9% pre school going, 7.22% having children in primary school whereas only 2.5 women were having kids going to college.

## **6.2 OBJECTIVE WISE FINDINGS**

The objectives are accomplished by establishing the perception of working women that there is a considerable influence of various family related factors on different stages of female career. This is done through testing of at least three sub hypotheses related to the objective and one main hypothesis of the particular objective. Findings are presented accordingly, first the result of sub hypotheses is stated and then finding from main hypothesis testing is presented.

**6.2.1** Objective No.1: To study the influence of family on the career of female employees.

The influence of family on the career of female employees was studied through following three instruments that were rated by women working in different organizations:

1. My parents and family members help me in taking my career relating decisions.
2. I was greatly influenced by my family for choosing the occupation I am in.
3. While taking up my career I had family responsibilities in mind.

The objective is accomplished by establishing the perception of working women about influence of family on the career choice of female employees and it was found that:

1. The occurrence of 'agreement' is significantly more as far as women's perception of their family members helping them in taking their career related decisions is concerned. Hence it may be said that significantly more number of women agree with the perception that family members help them in taking their career related decisions.

2. The occurrence of 'agreement' is significantly more as far as women's perception of influence of their family in choosing their occupation is concerned. Hence it may be said that significantly more number of women agree with the perception that there is considerable influence of their family in choosing their occupation.
3. All the three categories are equally probable regarding the women's perception that they had family responsibilities in mind while taking up their career. Hence it may be said that though majority of women agree with the perception but not significantly more number of women believe that they had family responsibilities in mind while taking up their career.

**Main Finding:** It is concluded that a significantly more number of women's have the perception that there is considerable influence of family on career of female employees. Hence it may be said that significantly more number of women agree with the perception that there is considerable influence of family on career of female employees.

#### **6.2.2 Objective No.2: To study the influence of work life balance challenges on females.**

The influence of work life balance challenges on females was studied through following five instruments that were rated by women working in different organizations:

1. I place work before family commitments and personal enjoyments.
2. My job prevents me from giving the time I want to, to my family, relatives and friends.
3. Imbalance between work and family responsibilities/commitments are the major reason for career interruptions.
4. I can take time off / leave easily when my child/ dependent is suffering from illness.
5. Achieving a balanced lifestyle is the key to progress in my career.
6. I prefer maintaining a balance between work and family rather than sacrificing one for another.

The objective is accomplished by establishing the perception of working women regarding the influence of work life balance challenges on females and it was found that:

1. The three categories are equally probable regarding the women's perception that they prefer work before family commitments and personal enjoyments. Hence it may be said that significantly more number of women agree with the perception that perception that that they prefer work before family commitments and personal enjoyments.

2. The occurrence of 'agreement' is significantly more as far as women's perception that 'job prevents them from giving the time they want to, to their family, relatives and friends' is concerned. Hence it may be said that significantly more number of women agree with the perception that perception that job prevents them from giving the time they want to, to their family, relatives and friends.

3. The occurrence of 'agreement' is significantly more as far as women's perception that 'the imbalance between work and family responsibilities/commitments is the major reason for career interruptions' is concerned. Hence it may be said that significantly more number of women agree with the perception that that the imbalance between work and family responsibilities/commitments are the major reason for career interruptions.

4. All the three categories are equally probable regarding the women's perception that they can take time off / leave easily when their child/ dependent is suffering from illness Hence it may be said that though majority of women agree with the perception but not significantly more number of women believe that they can take time off / leave easily when their child/ dependent is suffering from illness.

5. The occurrence of 'agreement' is significantly more as far as women's perception that 'achieving a balanced lifestyle is the key to progress in their career' is concerned. Hence it may be said that significantly more number of women agree with the perception that achieving a balanced lifestyle is the key to progress in their career.

6. The occurrence of 'agreement' is significantly more as far as women's perception that 'they prefer maintaining a balance between work and family rather than sacrificing one for another' is concerned. Hence it may be said that significantly more number of women agree with the perception that they prefer maintaining a balance between work and family rather than sacrificing one for another.

Main Finding: It is concluded that a significantly more number of women's have the perception that there is considerable effect of work life balance challenges on career of females employees. Hence it may be said that significantly more number of women agree with the perception that there is considerable effect of work life balance challenges on career of females employees.

### **6.2.3 Objective No.3: To study the role of marriage in the career of females.**

The influence of marriage on the career of females was studied through following three instruments that were rated by women working in different organizations:

1. Marriage plays a vital role in the career advancement for females.
2. Marriage leads to taking up less demanding job assignment to cope up with family responsibilities.
3. Married women face more hurdles in their career advancement than unmarried women or men.

The objective is accomplished by establishing the perception of working women about influence of marriage on the career of females and it was found that:

1. The occurrence of 'agreement' is significantly more as far as women's perception that 'marriage plays a vital role in the career advancement for females' is concerned. Hence it may be said that significantly more number of women agree with the perception that marriage plays a vital role in the career advancement for females.
2. The occurrence of 'agreement' is significantly more as far as women's perception 'marriage leads to taking up less demanding job assignment to cope up with family responsibilities' in is concerned. Hence it may be said that significantly more number of women agree with the perception that marriage leads to taking up less demanding job assignment to cope up with family responsibilities.
3. The occurrence of 'agreement' is significantly more as far as women's perception 'married women face more hurdle in their career advancement that unmarried women or men' is concerned. Hence it may be said that significantly more number of women agree with the perception that married women face more hurdle in their career advancement that unmarried women or men.

Main Finding: It is concluded that a significantly more number of women's have the perception that there is considerable effect of marriage on the career of females. Hence it may be said that significantly more number of women agree with the perception that there is considerable effect of marriage on the career of females.

**6.2.4 Objective No.4:** To study the effect of having children on the career of females.

The influence having children on the career of females was studied through following three instruments that were rated by women working in different organizations:

1. Having children has lowered the pay levels for women.
2. There is an invisible guilt feeling by mothers when work has to be chosen over child's commitment.
3. Having children and additional household responsibilities has reduced my career progression.

The objective is accomplished by establishing the perception of working women about influence of having children on the career of females and it is found that:

1. All the three categories are equally probable regarding the women's perception that having children has lowered the pay levels for women. Hence it may be said that though majority of women agree with the perception but not significantly more number of women believe that having children has lowered the pay levels for women.
2. All the three categories are equally probable regarding the women's perception that mothers feel invisible guilt when work has to be chosen over child's commitment. Hence it may be said that though majority of women agree with the perception but not significantly more number of women believe that mothers feel invisible guilt when work has to be chosen over child's commitment.
3. The occurrence of 'agreement' is significantly more as far as women's perception that 'having children and additional household responsibilities has reduced their career progression' is considered. Hence it may be said that significantly more number of women does not agree with the perception of having children and additional household responsibilities has reduced their career progression.

Main Finding: We fail to conclude that significantly more number of women have the perception that there is considerable effect of marriage on the career of females. Hence it may be said that though majority of women agree with the perception but not significantly more number of women believe there is considerable effect of having children on the career of females.

**6.2.5 Objective No.5: To study the effect of flexible working practices offered by the organisations on the career of females**

The influence of flexible working practices offered by the organisations on the career of females was studied through following four instruments that were rated by women working in different organizations:

1. Organisational support for family commitments has increased organizational commitment.
2. A supportive work –life culture in the organization reduces work family conflict.
3. Work place inflexibility is the major reason for career breaks or total exit from labour force.
4. Opting for flexi-timings reduces the career progress.

The objective is accomplished by establishing the perception of working women about influence of flexible working practices offered by the organisations on the career of females and it was found that:

1. The occurrence of ‘agreement’ is significantly more as far as women’s perception that ‘organisational support for family commitments has increased organizational commitment’ is concerned. Hence it may be said that significantly more number of women agree with the perception that organisational support for family commitments has increased organizational commitment.
2. The occurrence of ‘agreement’ is significantly more as far as women’s perception that ‘supportive work –life culture in the organization reduces work family conflict’ is concerned. Hence it may be said that significantly more number of women agree with the perception that ‘supportive work –life culture in the organization reduces work family conflict.

3. All the three categories are equally probable regarding the women's perception that work place inflexibility is the major reason for career breaks or total exit from labour force. Hence it may be said that though majority of women agree with the perception but not significantly more number of women believe that work place inflexibility is the major reason for career breaks or total exit from labour force.
4. The occurrence of 'agreement' is significantly more as far as women's perception that 'opting for flexi-timings reduces the career progress' is concerned. Hence it may be said that significantly more number of women agree with the perception that 'opting for flexi-timings reduces the career progress'.

Main Finding: It is concluded that a significantly more number of women's have the perception that there is considerable influence of flexible working practices offered by the organisations. Hence it may be said that significantly more number of women agree with the perception that there is considerable influence of flexible working practices offered by the organisations.

#### **6.2.6 Objective No.6: To study the effect of spousal support on the career advancement of females.**

The influence of spousal support on the career advancement of females was studied through following three instruments that were rated by women working in different organizations:

1. Spouse's career has been prioritized over my career.
2. Spouse helps equally with the family responsibilities.
3. House hold chores and other family responsibilities are taken care of by my spouse in my absence.

The objective is accomplished by establishing the perception of working women about influence of spousal support on the career advancement of females and it is found that:

1. The occurrence of 'agreement' is significantly more as far as women's perception that 'their spouse's career has been prioritized over their career' is concerned.

Hence it may be said that significantly more number of women agree with the perception that their spouse's career has been prioritized over their career.

2. All the three categories are equally probable regarding the women's perception that their spouse helps equally with the family responsibilities. Hence it may be said that though majority of women agree with the perception but not significantly more number of women believe that their spouse helps equally with the family responsibilities.
3. All the three categories are equally probable regarding the women's perception that house hold chores and other family responsibilities are taken care of by their spouse in their absence. Hence it may be said that though majority of women agree with the perception but not significantly more number of women believe that house hold chores and other family responsibilities are taken care of by their spouse in their absence.

**Main Finding:** We fail to conclude that significantly more number of women's have the perception that there is considerable effect of spousal support on the career advancement of females. Hence it may be said that though majority of women agree with the perception but not significantly more number of women believe that there is considerable effect of spousal support on the career advancement of females.

#### **6.2.7 Objective No.7: To study the influence of family on relocations of females.**

The influence of family on relocations of females was studied through following three instruments that were rated by women working in different organizations:

1. I am influenced by my family in decisions relating to transfer /relocate due to work.
2. Females are denied growth opportunities due to lack of mobility.
3. Lack of assistance by husbands in parenting responsibilities is a main reason for immobility experienced by women.

The objective is accomplished by establishing the perception of working women about influence of family on relocations of females and it is found that:

1. The occurrence of 'agreement' is significantly more as far as women's perception that 'they are influenced by family in decisions relating to transfer /relocate due to work' is concerned. Hence it may be said that significantly more number of women agree with the perception that they are influenced by family in decisions relating to transfer /relocate due to work.
2. All the three categories are equally probable regarding the women's perception that they are denied growth opportunities due to lack of mobility. Hence it may be said that though majority of women agree with the perception but not significantly more number of women believe that they are denied growth opportunities due to lack of mobility.
3. The occurrence of 'agreement' is significantly more as far as women's perception that 'lack of assistance by husbands in parenting responsibilities is the main reason for immobility experienced by women' is concerned. Hence it may be said that significantly more number of women agree with the perception that lack of assistance by husbands in parenting responsibilities is the main reason for immobility experienced by women.

**Main Finding:** It is concluded that a significantly more number of women's have the perception that there is considerable effect of family on relocations of females. Hence it may be said that significantly more number of women agree with the perception that there is considerable effect of family on relocations of females.

**6.2.7 Objective No.8:** To study the effect of family commitments on career satisfaction.

The influence of family commitments on career satisfaction of females was studied through following three instruments that were rated by women working in different organizations:

1. Back home support of family members helps to concentrate on the work related issues.
2. Work family conflicts leads to reduced level of career satisfaction.
3. With the increase in career satisfaction the level of productivity also increases.

The objective is accomplished by establishing the perception of working women about influence of family commitments on career satisfaction of females and it was found that:

1. The occurrence of 'agreement' is significantly more as far as women's perception that 'back home support of family members helps to concentrate on the work related issues' is concerned. Hence it may be said that significantly more number of women agree with the perception that back home support of family members helps to concentrate on the work related issues.
2. All the three categories are equally probable regarding the women's perception that work family conflicts leads to reduced level of career satisfaction. Hence it may be said that though majority of women agree with the perception but not significantly more number of women believe that work family conflicts leads to reduced level of career satisfaction.
3. The occurrence of 'agreement' is significantly more as far as women's perception that 'with the increase in career satisfaction the level of productivity also increases' is concerned. Hence it may be said that significantly more number of women agree with the perception that with the increase in career satisfaction the level of productivity also increases.

**Main Finding:** It is concluded that a significantly more number of women's have the perception that there is considerable effect of family commitments on career satisfaction of females. Hence it may be said that significantly more number of women agree with the perception that there is considerable effect of family commitments on career satisfaction of females.

### **6.3 FINDINGS FROM FACTOR ANALYSIS**

An exploratory factor analysis (EFA) was conducted to measure the latent factors present in the overall variables. EFA was performed employing Direct Oblimin method of oblique rotation using Keiser's criterion for factor extraction and it was found that:

- 6.3.1** Keiser-Meyer-Olkin value obtained for the current variables is 0.882 that can be considered as superb, thereby confirming the adequacy of sample size to conduct the EFA.

- 6.3.2** The obtained Chi Square statistic of Bartlett's Test was quite high with a value of 2411.6, with the p-value significant 0.000 level. Therefore it was concluded that there is sufficient amount of correlation is present between variables to move forward and analyse the results of EFA.
- 6.3.3** Initially EFA was run without any rotation and it was found that 60.89% of the variance was explained by three factors employing Keiser's (1960) criterion of extracting factors with eigenvalues more than 1. This solution was not considered appropriate.
- 6.3.4** Then Joillife's (1986) recommendation was followed that the factor should be extracted at the eigen values of greater than 0.7. Following Joillife's (1986) criterion with direct oblimin rotation, SPSS extracted six factors with 77.49% of variance explained. This solution was accepted.
- 6.3.5** To interpret the six extracted factors Steven (1992) cut off value of .394 was considered for factor loadings for a sample of more than 200.
- i. The six extracted factors were interpreted as per the variables loaded onto it and were named a Family Influence/Support
  - ii. Work Life Balance
  - iii. Flexi Working Practices
  - iv. Marriage Influence/Spouse Support
  - v. Children Influence
  - vi. Career Satisfaction

## **6.4 FINDINGS FROM MULTIPLE LINEAR REGRESSIONS**

MLR was employed to determine the effect of career life stages of females on career satisfaction of females. The above mentioned factors were considered as various career life stages and their effect was examined through MLR. It was found that:

- 6.4.1** The overall regression model was found to be significant fit of the observed data with F value 22.756, significant at  $p < 0.000$ .

- 6.4.1** The multiple correlation coefficient R was found to be .634. It implies that the independent variables in the model explain 40.2% of the variance in dependent or outcome variable.
- 6.4.2** It was found that four out of five factors have significant impact on the career satisfaction of females. The largest standardized coefficient was that of Marriage/Spouse Support ( $b_2 = .357$ , p value .000) followed by Work Life Balance ( $b_1 = .346$ , p value .000), Family Support ( $b_3 = .288$ , p value .003) and Flexi Working Practices ( $b_4 = .116$ , p value .000). The effect of children influence ( $b_5 = .117$ , p value .104) on career satisfaction was found to be insignificant in this study.
- 6.4.3** It implies that marriage/spouse support the strongest effect on career satisfaction and it is the most important determinant of career satisfaction of females. The second in line is work life balance followed by family support, flexible working practices offered by organizations to females. The most interesting finding of the analyses is that children influence does not affect female career satisfaction significantly.

## **6.5 DISCUSSION**

Influence of family is a key factor in career-related decisions and therefore of direct importance to researchers, employers, employees and the corporate and the Government as a whole while developing effective career interventions for a diverse population. In spite of the importance of family Influence, limited research on the scales to measure the overarching influence of the family has shortened the study of family influence on people's careers and also investigation of population disparity in family influence. The present research addressed this need by examining the validity of the scale on the sample from the city of Lucknow, Uttar Pradesh. The data set collected and analyzed for this study was females employed in the service sector and is diverse in terms of educational background and socioeconomic status. Therefore, it affords an opportunity to examine the perception of working women that there is a considerable influence of various family related factors on different stages of female career, with a more diverse sample, particularly the factor structure nationally. This study's primary goal was to investigate the family related factors that influence the career life stages of the females in the service sector in Lucknow. In regard to

examining the link between family influence and other related variables, results indicated support for the relationship between family influence and family obligations as well as with a number of career-related constructs. The result implies that the six extracted factors were interpreted as per the variables loaded while doing exploratory Factor Analysis and were named as Family Influence/Support, Work Life Balance, Flexi Working Practices, Marriage/Spouse Support, Children Influence and Career Satisfaction. The five above listed were recognized as main factors influencing career life stages and treated as independent variables and the last one was considered as dependent variable.

The result implies that marriage/spouse support to be having the strongest effect on career satisfaction and it is the most important determinant of career satisfaction of females. The second in line is work life balance followed by family support, flexible working practices offered by organizations to females. The most interesting finding of the analyses is that children influence does not affect female career satisfaction significantly.

Results indicated that there was significant correlation between different career life stages variables and latent factors exist among these variables. Thus factors effecting the career decisions were moderately to highly correlated with different aspects of family obligation, suggesting that, that it was perceived that the family has influence on the decision making of those who have a sense of obligation towards family. Family influence was also related in expected ways to to be connected in work-related decisions along with intrinsic work values.

## **6.6 SUGGESTIONS**

### **6.6.1 Female employees:**

The results of this research indicates that a large proportion of females lack awareness of work-life balance issues and the laws governing them. The respondents' answers show that both the state and employers are in a position to enhance work-life balance by providing benefits and proper information in this regard. The researcher recommends that the proposals be put forth for debate and intervention by organized groups, especially by the social partners, for the creation of a targeted policy aiming to strengthen work-life balance as it

is the essential reason which is influencing the career decisions of the female employees. There was a time when the boundaries between work and home were fairly clear. Today, however, work is likely to invade personal life — because of which family is having a direct influence on the career decisions of the Females who have opted to join the workforce. The decisions relating to maintaining work-life balance in the career is very complexed and not a simple task but still isn't out of reach. It can be started by evaluating employee's relationship to work while applying specific strategies as mentioned below to help to strike a healthier balance and have a positive influence of family on their career.

**6.6.2 Time Management:** Time management can be the key to strike a positive balance, effective time spent at work is more important than to spend long time at work without accomplishment of high results.

**6.6.3 Use of Technology:-** In the present scenario technology can be put to use in such a manner that it may assist the employees in saving time. Bills and Fees can be paid online without standing in line at counters. Grocery can be ordered online instead of going for it in person.

**6.6.4 Leave work at work:** With the technology to connect to anyone at any time from virtually anywhere, there may be no boundary between work and home unless you create it. A conscious decision to separate work time from personal time needs to be made, for instance, turning off of cell phone and putting away laptop computer at home.

**6.6.5 Bolster your support system:** At work, join forces with co-workers who can cover for you and vice versa when family conflicts arise. At home, enlist trusted friends and loved ones to pitch in with child care or household responsibilities when you need to work overtime or travel.

**6.6.6 Organize:** Bringing time into line isn't just a matter of scheduling. The mechanics of how one can operate can be every bit as important. That means organizing most every element to allow as smooth a workflow as possible.

Everything at work and home should be set up using logical systems so anyone needing anything can find it when they need it. Eliminating clutter and the chaos it causes will give a gift time of many hours every year.

**6.6.7 Use the facilities available for WLB in organizations:** WLB initiatives give employees flexibility and help ensure that dependents are cared for whilst employees are at work. Both work-to-family conflict and family-to-work conflict can be reduced when employees use WLB initiatives but not all employees make use of the initiatives that are available to them even when those initiatives would be helpful. Remember, striking a healthy work-life balance isn't a one-shot deal. Creating work-life balance is a continuous process as your family, interests and work life change. Periodically examine your priorities — and make changes, if necessary to make sure you're keeping on track.

## **6.7 SUGGESTIONS FOR THE ORGANIZATIONS**

Many employers now recognize that work life balance is a key issue and offer employees a range of flexible working options. The need of the hour is to work on commercial sustainability for future, organisations also need to ensure they not just encourage but mandate a practical and workable work/life balance policy, which would be benefiting and meeting the needs of both the organisation and its employees. And importantly, organisations which do not provide real opportunity for employee work/life balance are opening themselves up to increasing numbers of discontent and fruitless employees and hence increased attrition rates. Fostering an organisational culture that supports the use of policies that have been there in the framework and not merely in papers is the need of the hour.

### **6.7.1 Integration**

Integrating work-life balance issues into the organization's management development program is advisable if not essential 'One size' does not fit all, the process of introducing, operating and implementing work-life balance has to suit the organization.

## **6.7.2 Flexible work options**

Stiff working practices which are not bendable is regarded to be something of the past. A type of working arrangement which gives employees flexibility on timings, place, and duration of time at work is the type of flexibility that the present employees and prospective employees are looking forward to in an organisation. These, adjustments can be made with the flexibility in terms of working time, working location and the pattern of working. There are different ways of working flexibly among which the most common are Flextime, job sharing, working from home, Abbreviated Schedule or Part-Time Work, compressed Schedules,etc.

### **6.7.2.1 Flextime**

It is the easiest to be implemented without any additional costs in implementation. It gives flexibility in meal intervals, on arrival, and departure times. There are no rigid rules generally governing flextime, time flexibility usually is built into the beginning, middle or end of the day. These arrangements often include a specified time through the central portion of the day during which all staff are present, referred to as "the core work time" or "core hours." Core hours are the times when most of the people are available at workplace and it encourages continued connection between staff members and offer opportunities for group meetings and communications.

### **6.7.2.2 Job Sharing**

When two individuals split a full time job between each other, this arrangement is called sharing a job. In job sharing both the individuals have equal responsibilities for the success of the total job. Two staff members can share the responsibilities of one full-time position, typically with prorated salary and paid time off through job sharing. Creative and innovative schedules can be designed to meet the needs of the job sharers and the department. Job-sharing arrangements can be 50/50, 60/40 or any similar combination. The time arrangement may also overlap as needed or desired. Successful job sharing arrangements usually place responsibility for a functional arrangement on the individuals sharing the job (job partners) rather

than the supervisor. Both job partners should agree up front that if one of the job partners is not meeting the needs of the organization or decides to leave the job, the other will revert to a full-time schedule, permanently or until a replacement job partner is found within a reasonable time frame.

### **6.7.2.3 Compressed Work Schedules**

Staff members who seek for flexibility can be benefitted with the option of compressed work schedules as they do not mind extra time built into the beginning or end of the work day, but do not want the long days compressed work week require.

With the availability of work schedule that is compressed it allows an employee to work a traditional 35-40 hour workweek in less than five workdays. For instance, a full-time employee could work four 10-hour days instead of five 8-hour days. Another popular option is a nine day/two week work arrangement, which allows for two weeks of work to be compressed into nine or nine and a half days of work.

### **6.7.2.4 Telecommuting**

Staff can be enabled to work from home through telecommuting arrangement through which the employee can work at home from another off-site location for all or part of the regular workweek. Telecommuting may be appropriate for only some employees and jobs. It is only a benefit for few and as per requirement and not an organizational-wide benefit that is available to all employees, and in no way changes the standard policies, terms, and conditions of employment. Typically, a Telecommuting arrangement will specify the number of hours to be worked at home and the specific time in which this will occur (eg., every Tuesday, the first Monday of the month, etc.). In cases where the department agrees to support some or all of the costs of an off-site office, the supervisor and staff member should discuss all applicable costs, including that of additional telephone lines, telephone use charges and Internet Service Provider (ISP) charges, as appropriate. Staff members working under a Telecommuting arrangement will come on-site for periodic meetings and interactions with the supervisor. Telecommuting does not connote the

professional or management practice of working at home after hours to work on reports or presentations or to catch up on reading.

#### **6.7.2.5 Abbreviated Schedule or Part-Time Work**

The schedule where the number of hours per week is reduced or shrunk as per the suitability is called Abbreviated schedule. Abbreviated schedule or part-time work is a regular arrangement consisting of a workweek that is less than the standard 40 hours per week. Reduction in the hours of work and part-time work can retain and attract trained and experienced staff who cannot work full-time due to personal commitments. Staff members who work an abbreviated schedule are hired to regularly established positions for a period of at least nine months or for the academic year and are regularly scheduled to work at least 20 hours per week but less than 40 hours per week. Staff members who work a part-time schedule are hired to regularly established positions and are regularly scheduled to work less than 20 hours per week.

### **6.7.3 Specialized Leave Policies**

Specialized leave policies include: a) Paid maternity leave, b) Paternity leave, c) Paid leave to care for sick family members and d), Sabbatical leave.

#### **6.7.3.1 Paid maternity leave**

Paid maternity leave incentivizes labor market attachment for women both before and after birth. Paid leave, particularly when available prior to childbirth, had a significant effect on birth weight. With healthy children being born the result of these policies would likely contribute to decreased infant mortality rates. Paid parental leave incentivizes childbirth, which affects the future workforce. There are also observable improvements in the mental health of mothers when they are able to return to work later.

#### **6.7.3.2 Paid leave to care for sick family members**

A sick member of a family disrupts the work life balance of the employees. Paid leave to care for sick family members is another important step to be taken by the employer to help the female employee to maintain the work life balance.

### **6.7.3.2 Sabbatical leave.**

Time off Leaves are leaves granted from workplace so as to enable individuals for achieving life goals. This is a benefit provided by the organizations to its employees. Sabbatical Leaves may be paid or unpaid. Vocation leaves give the opportunity to individuals to spend time with friends and families thus improving personal relationships which would give returns with increased belongingness to the organization with loyalty. This time can be utilized to learn new skills and brush up on the old ones. New trainings and qualifications can be perused in this time. Ample time is experienced by employees away from work to distress and relax away from the everyday gruelling routine.

### **6.7.4 Dependent-Care Benefits.**

Dependent care benefits include; a), On site/near site company childcare, b) Program for emergency care of ill dependents and c) Childcare programs during school vacation.

#### **6.7.4.1 On site/near site company childcare**

On-site childcare enables the staff members spend less time away from work, enjoy unparalleled peace of mind, and apply better focus on the job. It has the benefits such as reduced absenteeism, reduced turnover, improved morale, higher productivity, greater quality of work etc.

#### **6.7.4.2 Program for emergency care of ill dependents**

Medical emergencies can distort the work life balance of the employee. Formulation of specialized organizational policies would be helpful to keep the work life balance of the employees.

#### **6.7.4.3 Childcare programs during school vacation**

School vacations are a big challenge to the working mothers. Organizations can help the working mothers by arranging special programmes for the children during the vacation. This would help to engage the children during the core hours of duty of the employee.

**6.7.5 Women-friendly workplace:** Organizations need to develop policies that create a women-friendly workplace environment. Removing core hours and implementing self-rostering – demonstrating trust. Assisting managers to manage remote workers by agreeing on targets and deadlines. Promoting core team meetings where time off is negotiated and agreed between all staff.

**6.7.6 Communication:** Use of internal communication systems as ‘one stop shop’ to promote WLB. Piloting new initiatives first to see if they work – changing them if they don’t and extending them when they do.

## **6.8 LIMITATIONS**

This study serves to contribute to the existing literature about the role of family influence on career related choices among specific populations of females. Among the studies that have researched family influence, the Indian studies and samples were very limited. There is always a room for improvement and this research study is not an exception.. The results of the study are affected by these responses and are subject to varying in a bigger or different sample. A survey with questionnaires is always subject to the respondent's biases. Respondents answer as per their own experience. Sometimes the exact situation may be little different from that which has been concluded from the responses of employees. The measures we used were limited as they relied on participants’ self-report. The constructs examined may be conceptualized in different ways with different population.

These limitations need to be addressed in future studies. The undertaken research is only related to influence of family on the career of female employees employed in service sector only. It does not include the females who are employed in other sectors viz Manufacturing or agricultural sector. It excludes the male employed population. The survey excludes the unemployed and the self-employed, so the level of imbalance in the population as a whole may vary. The study is with reference to female employees in Lucknow City only. There is future scope for doing a research on a wider basis for the whole state of Uttar Pradesh or India or on an international basis.

The conclusions drawn in this study are time specific. There is a possibility that the results of future research studies may change and may not be consistent with this study.

## **6.9 IMPLICATIONS AND FUTURE RESEARCH**

This study has several implications. For instance, there is limited research on the influence of family on the overall career development process of females in India . Therefore, it is important to continue examining these constructs with samples from other areas to gain a better understanding of how they make career-related choices. The result of the study suggests that family plays an important role in career decision making for Females in the service sector and further research should examine the nature of that influence over other sector and polulation. Findings from this study may encourage researchers to think critically about how pertinent factors, such as family influence, impact career decision making, especially for working women. These factors are important to examine within various factors they may impact one's self-efficacy, outcome, expectations, and personal goals (Lent, Brown, & Hackett, 1994). Exploring family influence can be particularly important in examining how specific career interests are developed and ultimately expressed through career choices. One example is to learn whether the family's choice for an individual is a stronger influence for some Females than it is for Males. It is important that the role of family is studied in the present senario with career concerns. Studies on Family influence on information about careers, degree of financial support, and expectations and values around careers can help in determining the career decisions of various future employees as well as employers.

It may be beneficial in the future to further investigate family influence with female participants residing both in other parts of India and employed in different sectors. Future research must focus on a wider sample in order to get more generalized results. Moreover, it must be directed at understanding individual differences so that employee specific initiatives to improve work life balance could be initiated by organizations.

## **6.10 CONCLUSION**

“Women undeniably constitute an important section of india's workforce. However, the present situation of a large number of well-qualified women who due to various circumstances leave their job needs to be addressed in emphatic manner.

It is apparent from review of the literature and from the findings of the analysis of the data that the family has a great influence on the career decisions of the females. Work Life balance is of great concern and it helps to shape the female employee's decision-making and outcomes throughout their career life stages.

#### **6.10.1 Significance of work life issues**

With the increase of the number of women joining the work force the concerns for balancing work and family are set to grow. Females' values and expectations regarding the combination of work and family are modelled on those exhibited by their parents (Sanders et al., 1998) and dual-earner households are on the rise in India just like UK and USA (Brannen, Moss, Owen and Vale, 1997; Cornell Employment and Families Careers Institute, 1999). Therefore emphasis needs to be made by the organisations in framing out ways to allow females to meet their expectations of integrating a successful career with a meaningful family life.

#### **6.10.2 Significance of organisational family friendliness for retention**

Females while searching for work take into account considerations relating to family and likewise when deciding whether or not to remain with their employers. It has been seen that organisations offering attractive benefits, flexible working practices, and a supportive work-family culture will be in an advantageous position to attract and retain their employees.

#### **6.10.2 Gendered Assumption about parenting roles and their negative effects on women's careers.**

Women will be struggling with progressing their careers alongside marriage and parenthood as long as stereotyped views of mothers as primary caregivers for children and women as keepers of the household continue. Women opting for flexible working practices should not be penalised. "Organizations must not view balancing work and family as a woman's issue, but rather as a human issue" (Wentling, 1998: 21).

Another important conclusion emerging out of this work is that while achieving a good balance between work and family commitments is a growing concern for contemporary women employees and organizations, there is now mounting evidence

through the findings of this research that there is a deep connect linking the influence of family and work-life balance and the impact it has on the career stages of women.

Work-life balance policies are most likely to be successfully if mainstreamed in organizations which have a clear understanding of their performance rationale. Whatever the chosen course, it is hoped that this research will form a stepping stone in the process and provide a basis for reflection and debate on work-life balance issues in the service sector of Lucknow City.

This research endeavour has revealed some worrying working practices in Lucknow. The practices of some employers in allowing their employees to spend so long at work is out of line legal/statutory conventions and general good employment practices. However, overall achieving approach we have also uncovered evidence that such employment practices generating mammoth stress are also damaging the health of employees. That in itself is a worrying trend, but it should also be even more worrying for employers in the light of recent litigation for health problems caused at work in other countries. This problem of long working hours and its effect on health has a potentially large impact, not only for employees and employers but also for taxpayers who will have to finance this burden of stressed and burnout unhealthy individuals in the years ahead.

The results of this study has practical implications for organizations which are interested in implementing family-friendly policies in the near future. The literature review demonstrated the outcomes associated with career satisfaction and turnover intention towards the women employees. Family-friendly policies such as five-day work week and employee assistance programs have a significant impact on female employees' career satisfaction and turnover intention. The benefits of adopting more family-friendly familiar policies leads to productive workforce so crucial for performance maximization and also to act as and a differentiator of sort. Meanwhile, the finding generated out of this study further supports the Governments statutory preamble of women friendly workplace persuading organizations through legislative to play a proactive role in developing more women friendly policies and their implementation. It is further hoped that these results encourage further investigation and applications of friendly familiar for women policies in the organizations.

Work-related aspects explained by far constitute the largest part of the variation in work life balance (WLB). However, that the measurement of WLB is partly problematic because WLB scales conceptualized the work component more specifically than the life component, what 'life' means remains rather intangible apart from general references to the 'home', 'housework' and 'family responsibilities'.

The results of research are not surprising and confirm to global findings as emerged from the literature. Women across the world are experiencing a similar work life conflict and women in Lucknow are no exception.

There was a time in Indian culture when the boundaries between work and home for women were fairly clear and distinct. However, present scenario quantum of work is invading personal life — and maintaining work-life balance is no easy task for working women . Still, work-life balance isn't out of reach. If dealt in proper perspective by applying specific strategies as emanated from this research work.

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## QUESTIONNAIRE

### QUESTIONNAIRE ON INFLUENCE OF FAMILY ON THE CAREER LIFE STAGES OF THE FEMALES IN SELECT INDIAN ORGANISATIONS IN LUCKNOW.

Dear Madam,

I wish to introduce myself (Ms.Pooja Singh) as a Ph.D. scholar pursuing a research on the Influence of Family on the Career Life Stages and Retention of Females in select Indian organisations in Lucknow . In this context I kindly request you to spare some time to answer this questionnaire. I look forward for your support and co-operation to enable me in the successful completion of my research .The information provided will be strictly applied to academic propose only and will remain confidential. Please tick in the appropriate answer.

#### Scale:

SA - Strongly Agree

A – Agree

N – Neutral

DA – Disagree

SDA – Strongly Disagree

### PART A

**Your Name** - -----

**Organization Name** - -----

**Age** - 18-30  31-40  41-50  >50

**Marital Status** - Married  Unmarried   
Divorced  Widow

**Marital Since** - 0-1 Years  1-2 Years   
2-5 Years  More than 5 Years

**Educational Qualification** - Undergraduate  Graduate   
Postgraduate  Professional   
Other

**Type of Family** - Joint  Single

**Number of Children** 0  1  2   
3  4

**Number of Dependents other than Kids** 0  1  2

**Previous Experience** - ..... Years

**Level** - Top  Middle  Lower

**With present organization since** - 0 to 1 Years  1 to 3 Years  3 to 5 Years   
More than 5 years

**Type of Job** - Permanent  Temporary

**Present Salary** - Upto 1 Lac  1-2 Lac   
2-3 Lac  3-4 Lac   
More than 4 Lac

**Which of the following makes you to take up the job? (Can tick the multiple option)**

1. Past Financial Experiences
2. Present Financial Requirements
3. Future Financial Requirements
4. Use educational qualification
5. Overcome boredom at home
6. Career Orientation
7. Taking care of dependents
8. Independence

How many dependent children do you have? .....

## PART B

S.No	Particulars	SA	A	N	DA	SDA
1	I was greatly influenced by my family for choosing the occupation I am in.					
2	My parents and family members help me in taking my career relating decisions.					
3	While taking up my career I had family responsibilities in mind.					
4	I place work before family commitments and personal enjoyments.					
5	My job prevents me from giving the time I want to, to my family, relatives and friends.					
6	Imbalance between work and family responsibilities/ commitments are the major reason for career interruptions					
7	I can take time off / leave easily when my child/ dependent is suffering from illness.					
8	Achieving a balanced lifestyle is the key to progress in my career.					
9	I prefer maintaining a balance between work and family rather than sacrificing one for another.					
10	Marriage plays a vital role in the career advancement for females.					
11	Marriage leads to taking up less demanding job assignment to cope up with family responsibilities					
12	married women face more hurdle in their career advancement that unmarried women or men					
13	Having children has lowered the pay levels for women.					
14	There is an invisible guilt feeling by mothers when work has to be chosen over child's commitment.					
15	Having children and additional household responsibilities has reduced my career					

	progression.					
16	Organisational support for family commitments has stronger increased organizational commitment.					
17	A supportive work –life culture in the organization reduces work family conflict.					
18	Work place inflexibility is the major reason for career breaks or total exit from labour force.					
19	Opting for flexi-timings reduces the career progress					
20	Spouse’s career has been prioritized over my career.					
21	Spouse helps equally with the family responsibilities					
22	House hold chores and other family responsibilities are taken care of by my spouse in my absence					
23	I am influenced by my family in decisions relating to transfer /relocate due to work.					
24	Females are denied growth opportunities due to lack of mobility					
25	Lack of assistance by husbands in parenting responsibilities is a main reason for immobility experienced by women					
26	Back home support of family members helps to concentrate on the work related issues					
27	Work family conflicts leads to reduced level of career satisfaction					
28	With the increase in career satisfaction the level of productivity also increases.					