

# **Work life Balance Strategies: Progress & Problems in Indian Organizations-Specific to Raising a Child**

*(A Study on Raising a Child among 409 Working Women in various Organizations of Gujarat)*

A

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RESEARCH GUIDE

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## Table of Contents

Sr. No.	Description	Page No
<b>1</b>	<b>Brief description</b> on the state of the art of the Research Topic	4
<b>2</b>	<b>Definition of the Problem</b> 2.1 Literature Review 2.2 Research Gap 2.3 Definitions of the term used	9
<b>3</b>	<b>Objective and Scope of work</b> 3.1 Objectives of the study 3.2 Scope of the study 3.3 Hypothesis of the study	10
<b>4</b>	<b>Original contribution by the thesis</b>	14
<b>5</b>	<b>Methodology of Research, Results and Comparisons</b> 5.1 Population of the study 5.2 Sample of the study 5.3 Tools to be used 5.4 Research Design 5.5 Sources of data collection 5.6 Statistical techniques used 5.7 Analysis of the study 5.8 Results and Comparisons 5.9 Limitations of the study	14
<b>6</b>	<b>Achievements with respect to objectives</b>	24
<b>7</b>	<b>Conclusion</b> 7.1 Conclusion of the study 7.2 Recommendations	25
<b>8</b>	List of all publications arising from the thesis	27
<b>9</b>	Chapterisation Plan	28
<b>10</b>	<b>References</b>	28

## **Research Title**

### **Work life Balance Strategies: Progress & Problems in Indian Organizations-Specific to Raising a Child**

#### **ABSTRACT**

The present enquiry has as its theme, the understanding of the predictors of Work -Life Balance (WLB) among women professionals in Gujarat, along with assessing their work-family conflicts (Gender Parity, culturally Diverse Environment, Glass Ceiling) and identifying their coping strategies that enable the achievement of equilibrium between work (Career Progression) and Family (Raising a Child) as a dual career couple (DCC), in a nuclear family (NF) for Gen Y Couple. The study also devotes to examine the presence and pervasiveness of raising a child (RAC) (prime 03 years after birth), as affecting the career prospects of women professionals in India. This study was conducted on 409 women professionals in Gujarat. The same Study can be replicated/ extended for all working women of India. Women professionals in three different cities in Gujarat- Ahmedabad, Vadodara and Surat and various professional Groups (Doctors, Engineers, Pharmacist, Chartered Accountants, Bank Professionals, Defense, various Industries, Professors and Teachers) constituted the sample for the study. How the Professional working woman can go ahead with career progression as a Gen Y, dual career couple in a Nuclear Family along with raising of a child has been adopted as conceptual frame for analysis. The results reveal that though different strategies are resorted to meet the demands of career on family, the pattern of coping strategies are similar among all professional groups in India. Family Support has been main backbone for all working women professionals during initial/prime 03 years after birth of a child in India. Though conflict is pervasive in both the domains, the work domain is seen as a slightly greater source of conflict than the family domain. The prevalence of additional duty assigned to a female by Nature (Delivery-birth of a child & raising of a child) is confirmed and it is found that it denies due appreciation and effect the career prospects of women professionals. It may be a challenging task in time to come in 21<sup>st</sup> Century in Indian Contingent.

It is a critical analysis for providing the Firstly, Support to a Working Woman(especially dual career couple) apart from existing convention in India, to seek the Support from Family(Parents or In Laws)during those most essential period before and after delivery of a child. Secondly, Career progression of a working woman must not get effected /shattered due

to such essential/absolute need of a NATURE (Delivery & Raising of a Child). Thirdly, it shall be waste of **Intellectual Human Capital** (working woman). It shall be a great National Loss. Fourthly, how to have a **Cognitive/Competitive/Intellectual Child**? Fifthly; there is urgent need of making a Policy on this. So, it shall be available to a Working Woman (DCC) in a natural course of duty (Career Progression), not by struggle or on demand, without any compromise. It shall become part (added) of “Maslow Hierarchy of Need Theory” as a Physiological Needs of 21<sup>st</sup> Century, particularly for Working Women (WW). It’s very essential for dual career couple placed in Organizations as Indian Defense Services (Army/IAF/Navy) or similar other Indian Organizations (ONGC, Indian Railways, Aviation, IAS & Para Military Services). It is good initiative taken by Indian government (in recent past), to provide the Opportunities to Indian Women (Work force) almost on all Job Descriptions.

## 1. INTRODUCTION:

This research is an effort to find out solution on Intellectual (**competitive**) Human Resource (Cognitive Workforce) or Human Capital in 21<sup>st</sup> century in Indian Organizations. It could be best possible from DCC. They are literate parent, who can raise their child in best possible manner /pattern with **full zest**, while serving Indian organizations. **Best, it may occur at Home**. Very important link in this process is “**Mother**”. Who happens to be working? Incidentally, WW is very much overloaded with multiple Roles/Tasks given by Nature (and Society). She remains always ambiguous. That’s how; the concept of WLB comes in picture and takes the precedence. Onus of birth of Child/Rearing is under her portfolio. Others, including her Husband can Support her (WW), in best possible manner. By and large RAC (Raising of Child) falls under the portfolio of Mother, at least for initial 03 Years. In this bargain, she gets affected on her Career front (PCWW). She undergoes through enormous Stress (ORS-Organizational Role Stress), in this whole process. This is a one of main concern of WW, How it can be sorted out? We proceed further, with the presumption, that “**Child is our National Property**”.

WW! How, she could be looked after /supported, to gift an **Intellectual (Competitive) CHILD** to the Nation, that’s what the main focus of this research. Indeed, this shall be great help to a DCC, even if, WW could be Supported in all best possible manner. Further, this research is to find out, “Best Possible Measures to Support a WW”. Broadly, this study is integration of 06 subjects /constituent, as under mentioned -

- 1) Human Capital-(Intellectual- Competitive Child)

- 2) WW -DCC(Intellectual Workforce)
- 3) RAC-(Personal Satisfaction)
- 4) PCWW-(Professional Satisfaction)
- 5) WLB(Job Satisfaction & Stress-ORS)
- 6) SUPPORT

### 1.1 Brief description on the state of the art of the Research Topic:

Children are the future of a nation and they constitute the most important section of society. Child rearing is a skill which is very essential for the parents to acquire and it depends on various factors like **parental relationship** and **family environment**. Parents have the most potent effect on the **personality development** of their **children**. Children learn a lot from them both in a formal and informal manner through **imitation**, **suggestion** and **identification**. Parent's **marital relationship** and **family environment** have an important role in the **development of behavior** and formation of a positive attitude in the child (Mcneal and Amato, 1998; Baharudin and Luster, 1998).

Transition to parenthood is a challenge and dramatic experience for every couple (WW-DCC). The **qualities of parents affect their children's cognitive and social competence**. The **negative home environment** and **marital conflict** between parents can seriously affect the development of a child.

In Gujarat, the pattern of Industrialization/Urbanization is very progressive. The rate of Urbanization/Migration is speeding up in Gujarat (CENSUS, 2011).

Upbringing of Children is a very crucial role of the parents in **transformation of Whole Society**. **Overprotection** or **rejection** from the part of parents may lead to deviant behavior or withdrawal of Children (Overbeek *et al.*, 2006). **Majority of the behavioral problems in childhood have relation with child rearing practices of family (Biglan and Taylor, 2000)**. Most children who express **behavioral problems** (Cognitive/Personality) have some relation with the problems in their **Home Environment** or **Marital Relationship** of their parents. So the researcher has interest to find out the **Stress free Working Mother (DCC)** to rear a Healthy Child, who is the future **competent workforce** of India.

### 1.2 CONCEPT OF RESEARCH: Progression Career of Working Woman (PCWW)

- a) **VARIABLES** : Broadly divided under following Headings-
  - 1) Independent Variable (IV)
  - 2) Dependent Variable (DV)

b) **Concept of Other Variables:**

- 1) **CRITERION-CONSTANT (K) (IV)**
- 2) **SCOPE (IV)**

c) **Formula Used:** e.g.  $F=M.A$  [Force= $K \times$  Mass  $\times$  Acceleration- Based on what, **Criterion** i.e. **N.T.P**]

d) **Logic for This Research:**

- 1) **WLB =K(WW-DCC) X SCOPE(WW-DCC) X SUPPORT(WW-DCC)**
- 2) For WW in India, **LIFE SATISFACTION** (Greatest) is **RAC**.
- 3) That's why-WLB [RAC] = $K \times$  SCOPE  $\times$  SUPPORT
- 4) Work life balance (WLB) [Raising of a Child (RAC)] = K (Criterion- CONSTANT)  $\times$  SCOPE  $\times$  SUPPORT (Help/Reinforcement)]
- 5) Previous Researches have proved that-WLB is nothing, but balance between in **Personal Satisfaction** and **Professional Satisfaction**. i.e.  $WLB(\text{Life Satisfaction}) = \text{Personal Satisfaction} + \text{Professional Satisfaction}$
- 6) or  $WLB = RAC + PCWW$  or  $F = F1 + F2$
- 7) Means, **RAC** also **effect** and **control**, PCWW in case of WW
- 8) We can say **WLB** is directly depends on **RAC** and **PCWW**, where-
  - a)  $\text{Personal Satisfaction}(\text{WW}) = RAC$
  - b)  $\text{Professional Satisfaction}(\text{WW}) = PCWW$
- 9) While this Research is an effort to know on **WLB** (DV) = [Directly related with Raising of a Child (**RAC**) (DV) and its impacts on Progression Career of WW (**PCWW**) (DV)]-**This relationship has been further found out / established through SEM Model in later part of Study.**

e) **Explanation:**

- 1) WW-DCC(Working Woman in relation to Dual Career Couple)(SCOPE) (Independent Variable)
- 2) WLB (Dependent Variable)
- 3) RAC (Dependent Variable)
- 4) PCWW (Dependent Variable)
- 5) SUPPORT (Independent Variable)

f) **SUPPORT:**

- 1) SUPPORT-S1-Family-(IV)
- 2) SUPPORT-S2-Organisation-(IV)

- 3) SUPPORT-S3-Social Infrastructure Environment-(IV)
- 4) SUPPORT-S4-Government Policies-(IV)
- g) **CONTROL/\_EXPERIMENTAL GROUPS:**
  - 1) Control Group - **Gen Y, NF, DCC, HPJ(BOTH), Transferable Job(BOTH)**  
- (Research Problem)
  - 2) Experimental Group - **Gen Y, NF, DCC**
- h) **Define followings as given below:**
  - 1) **DCC-** QNo-28-Ans.-Minimum 01 Year experience of WW(DCC) after marriage
  - 2) **Gen Y-** QNo-09- Ans.-Below 36 Years of Age
  - 3) **NF-** QNo-24- Ans.-NO
  - 4) **Transferable-** Q No-29-Ans-BOTH
  - 5) **HPJ-** QNo-30-Ans.-BOTH

### 1.3 Details in relation to Concept Of Research:

- a) Total concept of Research has been reinvented again. Earlier **Criterion** and **Scope** had been considered less than one heading, both as Constants. Although both are Independent Variable (IV).Now, **Criterion** and **Scope** have been defined specifically.
- b) **Criterion** covers Gen Y, Married, Having an Child, Dual Career Couple, Working Wife (working woman-WW), Nuclear Family and HPJ (High Profile Job).
- c) This is a Criterion of my research and kept as constants and accordingly Data have been chosen.
- d) **Scope** covers Age, Qualification, Type of Org., Kind of Job, Experience, Income, Type of Profession, Present Position and Organization falls under which Sector.
- e) All these parameters have variation even by having same basis (Criterion) of Study. To know correlation of all these with WLB (RAC-PCWW) and its impact on Working Woman (WW)[ Dual Career Couple-DCC] and vis-à-vis PCWW (progression career of working woman).
- f) It is not possible to consider those as a Participant/Respondent, until unless, wife is in Job. She has to be a working woman ever. Earlier it was whole universe to find out dual career couple. It increased No. of questions.
- g) 14 Sectors (Q17) are identified, although it may vary, for Spouse.
- h) **Nuclear Family:** If, Answer of Q-24(of my Questionnaire) has “Yes” answer, means it is an Extended Family. I cannot say that it is not a Nuclear Family. But; it

does not qualify to be a “Nuclear family” for my study. Or, I can conclude that Nuclear Family gets support from either her parents or in Laws. While this research aims on to find the answer/solution in case of “**No Support**” either from wife's Parents or from her in-Laws.

Even, if these Respondents have Nuclear Family but their Extended Family would have been available in the same city or staying in nearby locality/vicinity. That's how they could avail the Support from their Extend Family (Parents/ In-laws/Others).

1.3.1 **Model Of Research:** Most **important predictors of Work life balance(WLB)** are as follows-

1.3.2 **Control/Situational Variables:** (Personal Variables & Demographic Variables) - **(CRITERION):** Constant (K) (IV)- Chosen for this Study (Q 01To Q 07 & Q29)

- 1) Dual Career Couple(DCC)-[Married-Working Woman-Working Wife (WW)]
- 2) Bearing a Child-Raising a Child-(**Less than & Equal 03 Years**)
- 3) Gen Y
- 4) Nuclear Family(NF)
- 5) Transferable Job (Both)
- 6) High Profile Job(HPJ)

1.3.3 **Personal Variables & Demographic Variables:** (**SCOPE**) - (IV) – (Q 08 To Q17)

- 1) Gender
- 2) Age
- 3) Qualification
- 4) Type of Service Org
- 5) Kind of Job
- 6) Experience
- 7) Income
- 8) Type of Profession
- 9) Present Position
- 10) Organization falls under which Sector

1.3.4 **Work Life Conflicts (WLC):** (Pleck et al. 1980) Factors were associated with experiencing work Life Conflicts, which in turn was also related to **low Job Satisfaction** and **low Commitment** with **life** in general.

14.4 **Negative to Turnover Intentions:** When employees are not satisfied with their job and are not able to balance between the two domains of work and family they tend to withdraw from their work related activities Greenhaus, Parsuraman and Collins (2001). Further Greenhaus et al. (1989) discussed about the level of stress that the employee possess in the organization leads to work life conflict which then lead to quitting of the job and interference with family to be significantly and positively related to turnover intentions, and employee perceptions of control over managing work and family to be significantly negative to turnover intentions. Turnover (resignation) intentions are the direct outcome of work life conflict or **WFI** or **FWI** Boyar et al. (2003). There have been following reasons in relation to WFI-

- 1) Long excessive hours at work,
- 2) Less job flexibility,
- 3) **No support from organization**
- 4) Psychologically demanding work

1.3.5 **Family Related Variables:** [Aryee (1992), Aryee, Luk et al., (1996b), Frone (2003)]- Family Responsibility and Family Stressors (conflict within the family) - **Predictors** to Family to Work Interference(FWI)

- 1) **Family Responsibility,**
- 2) **Parental Responsibility,**
- 3) Role of Spouse( Lack of Spouse Support)
- 4) Family Dependents Responsibility,( Number of Dependants at the Family)
- 5) Leisure Time and other Activities with Family.
- 6) Demands from Household Chores,

1.3.6 **Work Related Variables:** [Frone (2003), Lingard & Francis 2002] have been identified as the most important variables affecting dual earner couples (**DCC-RAC**) with children specific- **Predictors** to Work to Family Interference(WFI)

- 1) Job Demands,

- 2) Task Variety,
- 3) Job Autonomy,
- 4) Working Hours,
- 5) Irregularity of Work Hours
- 6) Flexible Work Schedules (and non standard work schedules)
- 7) Role Responsibility
- 8) Organization Citizenship Behavior
- 9) Work Load

1.3.7 **Contextual Variables:** Attitude towards different contextual variables such as – Under mentioned Factors, Impact/Effect the WW pertaining to Doctor/ Nurses. Similar/ different factors may be there at varying degree, in different Sectors of Profession/ Organization in relation to WW.

- 1) Activities at Home,
- 2) Occupational Hazards /Biological Hazards,(e.g. HIV, Hepatitis B&C, Needle Injuries-in case of a Medical Sector in relation to Doctors/Nurses)
- 3) Committing Errors,
- 4) Impact of Overtime,
- 5) Fatigue,
- 6) Empathy -in relation to Medical Profession –(Doctors/Nurses) (empathy towards self and customers that impact Professional WW)

## 2.1 **LITERATURE REVIEW:**

This provides an overview of various aspects of this study through the review of existing literature. The sources referred include various Journals, Books, Doctoral Theses, Working Papers, Reports, Magazines related to Human Capital/Working Women, Internet Sites, Newspapers etc.

If the parents can provide the best child rearing practices that will improve the children's academic performance, reduce the proportion of children and adolescents aggression and social rejection and decrease the incidence of crime, school drop-out, smoking, other substance use, and high risk sexual behavior.

Developing an effective analysis of present Support by Organizations, on raising a

Child (child-rearing system) through working women (DCC) could be of very high priority. Research on **stress free working women** or progression of career of working women (PCWW) shall help in improvement in outcomes, of future competent workforce of India. Social Scientists and Visionaries would know, about how parents, influence children's successful development.

Rearing of a Child or RAC has been very explicitly brought out in the research, carried out by Dr Anna Job. P. (2003) - "Study of Adjustment among Working Women in Relation to Family Environment, Social Support and Some Psychological Factors". **Organizational Support**" (could be a major factor, main enabler to Working women as a DCC) has been one of the main contention of present Research.

Flexible Support from the Organization in Indian Organization has been very explicitly brought out in the research, carried out by Dr Saundarya Rajesh (2015) - "Role of Flexible Working Methods as a Career Enabler for Increasing Workforce Participation of Women in India". This research enables & justifies the correlation of longevity of WW career because of Flexible working Methods (FWM) in Indian Organization.

This research is an effort to take a holistic view of all "Support" possessed by a WW (especially as a DCC, in present Scenario in Indian Organizations and its correlation) with importance on future Intellectual (Competitive) workforce of India.

This research is to find out the relation of Future Intellectual (Competitive) workforce of India, raising of a child (RAC) by a educated working mother (WW) as a DCC, in **absence** of their family Support (which is a present scenario, in Indian organizations) and to grow the National Human Capital (WW).

## 2.2 RESEARCH GAP

We are trying to find out How to grow Future Intellectual Workforce (FIWF) or Intellectual (Competitive) Child(IC)? WW (DCC) may be the best option, being literate parents or to be very precise, working Mother (working woman-WW). But, DCC & WW need to be looked after in terms of Personal satisfaction (RAC) and Professional Satisfaction (PCWW).Basic contention of this research is to concentrate on RAC (or to have Intellectual Child).

Now, to have Intellectual Child, WW needs, lot of Supports, what are those? Broadly, these Supports could be Family Support, Organization Support and Social Infrastructure Support. Government policies have not been discussed or taken in account, here. Basically, Indian WW (DCC) looks forward, all the Support from either Family of self or Spouse. Present, workforce is Gen Y. Now, in case of Nuclear Family (NF) along with, Gen Y, WW (DCC) may not get support from either of the Family. It is a contemporary issue. What happens, if, there is “**No Support**” to WW (DCC) from either of the Family? What is the perception on this problem, of Gen Y, NF, WW (DCC) of Gujarat in relation to RAC?

### 2.3 **DEFINITION OF THE PROBLEM:**

This Study is an an effort to realize the importance on Quality of Human Capital/ Core Competency/Intellectual (Competitive) workforce through Working Mothers (and Raising a Child). Incidentally, DCC is the likening, of our present Gen Y, Workforce. Gen Y, Workforce wants Working Wife. We can say, how to Support our Gen Y, DCC? That is the main contention of this Study, to have Intellectual Child, who shall be future workforce. In this process, we are trying to find out, where the career of working women is getting blocked in Indian Organizations. Prominent reasons could be Birth of a Child, Raising of Child or **Caring Attitude** of working women. Those have not been dealt properly. At this, Full Potential of Working Women has not been utilized.

Working Woman has to be Engaged, Motivated. She must have Intrinsic Motivation, Participation, and Progression of Career. She must be kept enthusiastic and energetic (vibrant) for the better progress of the Country. She must be kept always **Stress free** for the development of Child and providing Competent Human Capital to the Nation.DCC can be very helpful in growing Competent, Intellectual Workforce(Human Capital).

**While, this research intends to find the solution, in absence of Support, either from wife's Parents or from her in-Laws, what is the next alternative for a DCC? And, what is role played by Indian Organizations, towards WW-DCC?**

### 3.1 **OBJECTIVES:**

- 1) To Study Challenges faced in raising a child (RAC) by Gen Y, dual career couple (DCC), in a Nuclear Family (NF) with working wife (WW) in Indian organizations.
- 2) To study the issues arising out of Work-Life Balance (WLB) on Gen Y, dual career couple(DCC), in effective Transformation of Indian organizations.
- 3) To find out Strategies (Flexibility) to be followed in an Indian Organization on Work-Life Balance (WLB) -specific to raising a child (RAC).
- 4) To find out combinations of jobs, organizations, conditions of family, those permit smooth sailing of a dual career couple in job.

### 3.2 **SCOPE OF WORK:**

This Study is an effort to find out practices being followed (Criteria) in relation to Working Woman (WW), Gen Y, Married, Having an Child, Dual Career Couple (DCC), Nuclear Family (NF) and HPJ (High Profile Job).

Progression of Career of WW (PCWW) depends on Age, Qualification, Type of Org., Kind of Job, Experience, Income, Type of Profession, Present Position and Organization falls under which Sector. This is the Scope of the Study.

WW (DCC) is not getting Full Support in most of the Indian Organizations. Due to this, WW remain very selective in choosing one particular Stream/Profession/Career. WW (DCC) cannot venture out in any Stream/Profession/Career, similar to Working Men (WM).

Image of women has been caring, docile and soft. In relation to Workforce too, similar Perception of Woman has continued. She has been considered more appropriate for marriage and raising a Child.

Previous researches have proved that WW has to look after two fronts, Home Organization (HO) & Job/Office Organization (JO). To be a Professional Women Workforce, she needs Support; WW may be Guilty; if she gives more priority to her Career. As per existing research, her Career get affected by HO. WW has more Opportunity in lower Status and traditional Jobs. There is difference in Type of Jobs of Male and Female Gender. There is a difference (more or less) in Percentages of Workforce as Male and Female, almost in all Countries.

There are three types of Supports, Family, Organization and Socio infrastructure (Market). How effectively these are working and also, up to what extent, these Supports have been explored by WW (DCC) of Gujarat? WW (DCC) must have Career Progression. This has not been possible in case of WW (DCC). WW (DCC) has lot many reasons to have Break in their Progression of Career. That's why; Graph of Progression of Career of WW (PCWW) is in general, inferior to Male (WM). Further, it leads to inequality of Compensation. There is very less representation of female in Board Room Level at Indian Organization (Top Level). Gender Parity, Diversity and Glass Ceiling are very prevalent in relation to Working Women (WW).

To overcome, on such hurdles they have been provided Flexible Work Arrangements/Facilities (FWA) by the Organizations. These FWA have lot many merits/demerits towards Organization/WW. Ultimately, due to these FWA facilities, WW, become the part of Peripheral Workforce. WW gets deprived of HRD activity of the Organization. They get severely, effected, whenever any eventuality like Recession/Slow down/ financial Crunch is faced by an Organization.

Lack of Infrastructures (SUPPORTS), is main root cause in Progression of Career of working women (PCWW) in Indian Organizations. WW can't be relived/get rid of, from their basic duties of Birth of a Child, Raising of a Child and Caring. Some Solution could have been, possibly opted, in case of WW (DCC) in the form of Delayed Child or Surrogacy. Majority of WW have not shown the consent on "No child" in Indian Organizations. It may impact Future Human Capital or Intellectual Workforce of Country. It may also impact the Core Competency. This is an effort to find out that "What all Support may be provided to any Working Women".

WW could have Career in India, mostly due to Family Support. How, Organizations (Country) can Support her in this respect. So, she can survive as a workforce and subsequently contributes, in adding up Future Intellectual Workforce. How, Work –Life policy may have more implementation irrespective, of Government or Private Organizations. How there could be a possible change of perception on WW (DCC) in the India.

Working Women has a great importance as a Workforce; it is already been explained in

previous studies. **This relationship has been proved.** WW has significant impact on efficiency, productivity and Outcome of Organizations It is a great loss of Human resource/ Human Capital to the Organization, whenever any WW resigns.

Descriptive research design was followed in this research, a sample of 409 responses were utilized for the present study from various Sectors of Indian Organizations situated in Gujarat. The samples were collected within a period of one year (May 2015 – Feb 2016). The **convenient sampling technique** is used. It is Non – Probability sampling technique where subjects are selected because of their convenient accessibility and proximity to the researcher.

WLB is a BIG Attribute of 21<sup>st</sup> Century. It is very important Human Capital. Every competitor has to be very cautious about it. It is one of measuring unit of **Satisfaction** or Happiness. It can be explored for any HR. It is beyond KSAOs. It is total sum of all Strengths/Capital- as Individual, Group/Team, Organization, Home and Environment. It gives ultimate Satisfaction or HAPPINESS! It is a great cause of Motivation. Environment may consist of power of Culture, Institution, Ethics and Good Governance in relation to WLB. Present Human resource has been dealt and to be dependent on all these.WLB is a new dimension of measuring Efficiency and Effectiveness of a Human Resource. It may be measured in Quality and Quantity.

Individual Outcome is being measured in terms of WLB. WLB also makes the Environment. It becomes ultimately Passion or Fire in Belly to WW (DCC). It control final Outcome of any Individual/ HR.WLB is attitude/behavior of environment, in relation to an Individual (Human Resource/ Capital).

This Study has following FOUR parts-

- 1) Raising of a Child (**RAC**)-Cognitive Development-Future Competitive Workforce
- 2) Working Mother (**WW**) – For Cognitive Child-through **DCC** Route
- 3) **SUPPORT**-Progression of Career of WW(**PCWW**)
- 4) Work Life Balance(**WLB**)-Integration of Home(Family) & Office(Job)- **STRESS**  
Free WW(High Job Satisfaction or Life Satisfaction)

### 3.3 **HYPOTHESES**-Our hypothesis are:

- 1) **H01:** In a nuclear family, a working woman can be in job, only till she does not bear/rear a child.
- 2) **H02:** To be a working woman, she has not been either a divorce, widower, Single Parent or married without child.
- 3) **H03: Gen Y, dual career couple cannot be Professional**, by being a **nuclear family** in Indian Organizations.
- 4) **H04:** It is possible; to pursue a promising career as **Gen y** officer, in Indian defense services, as a **dual career couple** by being a **nuclear family**, along with raising a child.
- 5) **H05:** Raising a child is not a hurdle in Career progression of most of Professional working women.
- 6) **H06:** Delay child/Surrogacy/Adoption of a child/ Policy on WLB is not a solution, in Career progression of a working woman.

[Rejection of Null Hypothesis (H0) or Alternative Hypothesis (HA) is accepted]

### 3.4 **Justification for selecting Various Sectors/Classification of Organization**

To find out best established solutions for WW, serving various organizations/Sectors of Gujarat, to have Life Satisfaction as a DCC as well as provide Cognitive Future workforce of India.

- 1) Education
- 2) Medical
- 3) IT
- 4) Telecommunication
- 5) Bank
- 6) Pharmaceutical
- 7) Aviation (Civil Airlines)
- 8) Indian Administrative Services, IAS/IPS

- 9) Defense Officer (Army/Air Force/Navy)
- 10) Service (White collar)
- 11) Manufacturing (Blue Collar)
- 12) Management-(HR/Finance/Marketing/ FMCG/Operation)
- 13) Specify if any other-(e.g. BPO, Hospitality, Logistic, Food Chain)
- 14) Dental/BAMS/Physio

### 3.5 **Justification for selecting the Organizations from which the dual career couple (DCC) (Respondent) were selected**

My Target Group (Respondents) is mostly **Migrants**, serving away from their Home Town. Those are mostly in Central Govt. Organizations/Undertakings, such as Defence Services (ARMY/IAF/NAVY), IAS, ONGC, NTPC, HAL, Indian Railways, RBI, KVs, SBI Banks, Air India, Indian Air Lines; DGCA (Pilot).I could contact few of them.

My Target Group (Respondents) among Private Organizations is TCS, HUL, L&T, RIL, ABB, and TOI etc. I could contact few of them. Otherwise, Normal/Sacrosanct reply had been that “**Organization Policy does not permit sharing, any information with Outsiders**”.

Primary concern/priority was to interact with working women (WW-DCC). However, this was just coincidence of availability of anyone out of working Couple (DCC) in Office (**Purposive Sampling**), during Survey, who could share information/Data, on behalf of DCC. Out of couple (DCC), only one was allowed /permitted to fill Questionnaire. They have filled Questionnaire in consultation of spouse.

- 1) Officers/Executives/Authorities of various Organizations/Industries
- 2) My All Colleagues /Friends /Relatives,
- 3) Air Force /Army
- 4) Govt. Offices-IAS/IRS
- 5) LIC
- 6) Various Industries
- 7) Oil Refinery
- 8) IIM, Ahmadabad

- 9) GTU, Ahmadabad
- 10) Parul University, Baroda
- 11) Medical Colleges
- 12) Dental Colleges
- 13) MSU, Baroda
- 14) KV Schools
- 15) New Era School
- 16) DPS
- 17) GPS
- 18) Cygnus
- 19) Govt. Banks- SBI,BOB
- 20) Private Banks- ICICI,HDFC,AXIS

4. **ORIGINAL CONTRIBUTION BY THE THESIS:**

A study like this is expected to throw light on the different Solutions and the practices on Support of Raising of Child (RAC)/ Child Rearing of DCC (WW). Based on the findings of the Study, Support Policies can be formed to Support Working Women (WW) and DCC by which a change in their practices can be brought about. It is also expected to give insight to all those concerned with WW (Gender Parity, Glass Ceiling and Culturally Diverse Environment) & DCC, the Family and Child welfare agencies, social welfare organizations, Social Infrastructure(Market),Industries and the Government to develop Programs/Policies for the production of future competitive Workforce of India.

5. **METHODOLOGY OF RESEARCH, RESULTS /COMPARISONS:** (Research Methodology)

Research methodology is a way to systematically achieving objectives of the study. There are various steps involved in the process of achieving objectives:

5.1 **Sampling Unit (Universe):** Working women (WW-DCC) those have been in service at least for a 01 year after marriage and having a Child.

5.2 **Sample of the Study (Size & Sampling Techniques):**

A sample as the name implies is smaller representation of a larger population, where the

observation of same phenomenon in WLB in RAC would involve such a mass of data. For present study researcher had approached around 5500 such respondents through e-mail/phone calls/personal meeting/through known relatives-friends. Researcher had tried hard to collect information by getting filled questionnaire from known respondents. After two-three follow-ups of respondents, finally 448 filled questionnaires were received. Among these questionnaires, few questionnaires were found partially filled which were discarded from the study. Finally the researcher has chosen questionnaires of 409 WW (DCC) of various professional background/ Organizations/ Industries situated in Gujarat region. **Non-probability convenience method** was used for selection of respondents for present study.

### 5.3 **Data Collection Instruments:**

In the present study, researcher will identify WW (DCC) and its impact/ effectiveness on in various Organizations/ Industries, with reference to RAC. A **structured Questionnaire** was prepared which included all the items of 03 basic Independent Supports as Family, Organization and Socio-Infrastructure and 01 dependent factor as WLB (RAC and PCWW). These factors were measured on **Dichotomous Scale, multiple options and 3 or 5-point Likert scale**, ranging from ‘strongly disagree’ to ‘strongly agree’; the scale was adopted from relevant prior research and adapted to relate to the context of working women (WW-DCC). In addition, demographic information was collected on WW (DCC).

### 5.4 **Research Design:**

The research design for this study is primarily **exploratory** and **descriptive** in nature. It is exploratory because at the first stage it involved the provision of insights into the research topic and comprehension of the problem situation. This has led me to formulate the research problem, develop the objectives of the study, isolate the key parameters of the study and plan the future course of action.

The descriptive research attempts to describe systematically a situation, problem, phenomenon, service or program; it also describes the characteristics of the respondents and the degree of association or relationship between the variables being studied. It helps to make specific predictions. These two research designs were apt for the present study.

- a) Type of Research: Descriptive Research
- b) Nature of Research: Analytical Research

### 5.5 Sources of Data Collection:

Primary data is collected during the course of experiments in experimental research whereas in case of descriptive research, primary data is collected through direct communication with respondents through Questionnaires and personal interview.

- a) Research Technique: Survey Method
- b) Research Instrument: Questionnaire

### 5.6 Statistical Techniques to be used:

The analysis of the data helps the researcher to reach **conclusion** and **findings** of the study. Appropriate statistical techniques will be used in the study to analyze data. However, the researcher proposes following statistical techniques for data analysis.

- a) Descriptive Statistics
- b) Pearson Correlation
- c) Factor Analysis
- d) Cross Tables with Chi-Square test
- e) Structural Equation Modeling(SEM)

For this research study, above mentioned statistical techniques are used to identify difficulties faced by WW (DCC) in raising a Child(RAC) and measure its impact on Job satisfaction(WW –DCC),Enhancement of efficiency & effectiveness of Organizations, evolution of Human Capital of India.

### 5.7 ANALYSIS OF THE STUDY:

#### 5.7.1 Introduction:

The study dealt with respondents drawn from various Organizations located in the Gujarat region. Responses from the WW (DCC) were solicited to test theoretical model

based on RAC on Organization effectiveness. This chapter tests the validity of the scales used by administering Factor analysis and Content Validation by subject experts. It is followed by the testing of hypotheses by applying correlation, and Cross Tables. It also comprises of descriptive statistics reflecting characteristics of sample. Standard Statistical Package for Social Sciences version 13.0 and STATA-13 software were used for analyzing data. SPSS 13.0 is useful versatile software that provides descriptive analysis for each variable. STATA-13 is used for SEM modeling.

### 5.7.2 Empirical Analysis:

Before starting the analysis and the interpretation of the data, it is necessary to examine the extent to which the Questionnaire used for collecting data, was **validated**.

The validity of the contents of the Questionnaire was verified with findings of the earlier literature study, apart from obtaining the confirmation of subject Experts. Five HR Executives/Faculties of different Organizations/Institutions were consulted and seek guidance on Questionnaire. Hence the questionnaire had Content Validity before final implementation for the main data collection for present study.

They all guided to edit the Questionnaire and in eliminating the duplicate and ambiguous items. Detailed discussion has taken place on, No. of times (at length) along with Guide, DPC and Annual Review Board Experts. This confirmed the Content Validity. Prior to Final Survey (Final Data Collection), a **Pilot Study** was carried out (64 Respondents) to ascertain the validity of the Questionnaire. Based on the results of the pilot testing, revisions and additions were made to the Questionnaire.

### 5.7.3 Factor Analysis:

Factor analysis is an interdependence technique, in that an entire set of interdependent relationships is examined without making the distinction between dependent and independent variables. It is a generic name denoting a class of procedures primarily used for data reduction and summarization. Factor analysis is used to identify underlying dimensions or factors that explain the correlation among a set of variables. The objective of factor analysis is to reduce the large number of variables in to smaller set of salient variables, known as Factors, for use in subsequent multivariate analysis.

There are two basic approaches for estimating common factors – Principal Component Analysis (PCA) and Common Factor Analysis (CFA). From these two methods, the output of Factor Analysis is obtained by Principal Component Analysis (PCA) method, as it is the most commonly used extraction method for analysis.

#### 5.7.4 **Structural Equation Modeling (SEM):**

This study also employed Structural Equation modeling to assess overall model fit to verify the causal relationships between factors. Studying the influence of more external factors on constructs and researching them in different business environments contribute to the theory development and also helps understanding potential cultural/occupational differences.

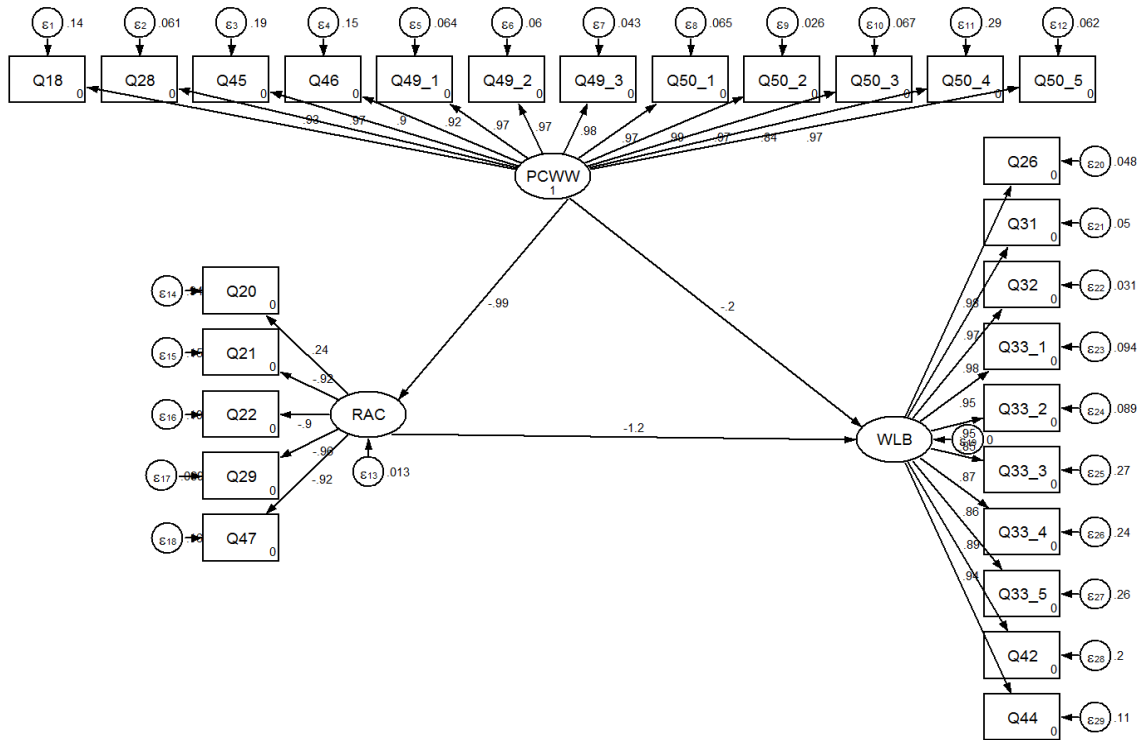
To remain competitive in the service sector, companies / organizations must better understand what drives key employee's behaviors, satisfaction and expectations. The use of Structural Equation Modeling (SEM) is an effective and important approach to understand the relationship between these types of factors.

SEM tests hypotheses about relationships between variables. It is very flexible to use or operate. It is a comprehensive tool of different techniques e.g. Multiple Regression, Confirmatory Factor Analysis, Path Analysis and ANOVA.

SEM is based on linear models and statistical theory. But the conclusion from SEM is valid if assumptions are met. It requires formal specification of model. It allows latent variables in the model.

It provides information on the relationship between parameter and the information used to derive these parameters (estimates). If the model is identified, it is possible to obtain estimate for each parameter but if it is not identified, the model is called unidentified or under identified. In present study, various SEM models have been obtained, those are as under mentioned.

**5.7.4.1 SEM Model on PCWW, RAC and WLB (Combined):**



**SEM Model – 1: Relation between PCWW, WLB and RAC**

**Table 5.1 –Measurement of Scale of Dependent Variable**

Dependent Variable	SCALE				
	<b>RAC</b>	1(PROBLEM)	2		
<b>PCWW</b>	1(SATISFYING)	2	3	4	5(UNSATISFYING)
<b>WLB</b>	1(UNSATISFYING)	2	3	4	5(SATISFYING)

**Table 5.2 -Relationship Summary & Equations drawn from SEM Models**

<b>SR. NO.</b>	<b>Dependent Variable</b>	<b>Independent Variable &amp; Support</b>	<b>Relationship Equation</b>	<b>SEM Model-Relationship In-between &amp; Support</b>
1	Co-relation of WLB (RAC and PCWW) Variable		$RAC = -0.99 * PCWW + \epsilon$	
2			$WLB = -0.2 * PCWW + \epsilon$	
3			$WLB = -1.2 * RAC + \epsilon$	
4	<b>WLB</b>	Organizational Support	$WLB = 0.99 * \text{Organizational Support} + \epsilon$	WLB and Organizational Support
5		Infrastructure Support	$WLB = 0.98 * \text{Infrastructure Support} + \epsilon$	WLB and Infrastructure Support
6		Family Support	$WLB = 0.98 * \text{Family Support} + \epsilon$	WLB and Family Support
7	<b>PCWW</b>	Organizational Support	$PCWW = 0.99 * \text{Organizational Support} + \epsilon$	PCWW and Organizational Support
8		Infrastructure Support	$PCWW = 0.97 * \text{Infrastructure Support} + \epsilon$	PCWW and Infrastructure Support
9		Family Support	$PCWW = 0.98 * \text{Family Support} + \epsilon$	PCWW and Family Support
10	<b>RAC</b>	Infrastructure Support	$RAC = 0.98 * \text{Infrastructure Support} + \epsilon$	RAC and Infrastructure Support

11		Family Support	RAC = 0.98 * Family Support + $\epsilon$	RAC and Family Support
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1. PCWW is strongly (0.99) related to RAC and relationship is negative. Means, Quotient of PCWW increases (interprets that satisfying to unsatisfying) that impact RAC in reverse direction i.e. from “No Problem” to “Problem”. We can say that if; WW does not get promotion than RAC goes into Problem. Or it can also be interpreted that if RAC does not have any problem then PCWW shall be Satisfying. Means, WW shall be **accomplishing her Organizational Goals** then only she shall get progression in her career (in the perspective of RAC). This relation explains How PCWW and RAC control or impact WLB. We can say for a WW, if, RAC has been looked after then PCWW shall be alright.
  
2. PCWW is faintly (0.2) related to WLB and relationship is negative. Means, Quotient of PCWW increases (interprets that satisfying to unsatisfying) that impact WLB in reverse direction i.e. from “satisfying” to “unsatisfying”. We can say that if; WW does not get promotion then WLB goes into unsatisfying. Or it can also be interpreted that if WLB is unsatisfying, when PCWW is unsatisfying. Means, WW shall not be **accomplishing her Organizational Goals** then only she will not get progression in her career (in the perspective of RAC). This relation explains How PCWW impact WLB. We can say for a WW, if, PCWW has been looked after then WLB shall be alright.
  
3. RAC is strongly (1.2) related to WLB and relationship is negative. When, Quotient of RAC increases (interprets that Problem to No-Problem) that impact WLB in reverse direction i.e. from “satisfying” to “unsatisfying”. We can say that if; WW is not able to look after her Child then WLB goes into unsatisfying. Or it can also be interpreted that if WLB is unsatisfying, when RAC is in Problem. Means, WW shall not be **accomplishing her Organizational Goals** then only she will not be satisfying in her Life (in the perspective of RAC). This relation explains How RAC impact WLB. We can say for a WW, if, RAC has been looked after then WLB shall be alright.

### 5.7.5 Summary of Analysis:

The testing of hypotheses using univariate and bivariate techniques has been used to analyze data in Research Methodology chapter. Under mentioned Tables 5.3, 5.4, 5.5,

5.8 & 5.9 provide a summary of various background variables used in the study. Factor Analysis and SEM Model were used to analyze relation between dependent variable, WLB (RAC and PCWW) and Independent variable, Supports (Family, Organization & Social –Infrastructure). Association of three Supports (Family, Organization and Infrastructure) with RAC, PCWW and WLB is analyzed using SEM models.

**Table 5.3 -Criterion Characteristics of the Respondents**

<b>Sr. No</b>	<b>Demographic Characteristics</b>	<b>Frequency (N=409)</b>	<b>Percentage %</b>
1	Gen Y	211	52
2	DCC(Dual Career Couple)	409	100
3	NF(Nuclear Family)	229	56
4	Having a Child (Less than & Equal 03 Years)	121	30
4a	Having a Child	409	100
5	Transferable Job (Both)	46	11
6	HPJ (Both)(High Profile Job)	158	39

**Table 5.4-Typesof Support**

<b>Sr. No</b>	<b>Types of Support</b>	<b>Frequency (N=409)</b>	<b>Percentage %</b>
1	Family Support	212	51.8
2	Organisation Support	26	6.4
3	Infrastructure Support	166	40.6
4	Overall Support	110	26.9

**Table 5.5 - Questions of Dependent & Independent Variables used for SEM Models**

<b>SR. NO</b>	<b>Dependent Variable</b>	<b>Independent Variable or Support</b>	<b>Related Questions</b>	<b>Remarks</b>
1	<b>RAC</b>		Q20, 21, 22, 29 and 47 (05 NO.s)	
2	<b>PCWW</b>		Q18,28,45,46,49.1,49.2,49.3,50.1,50.2,50.3,50.4 and 50.5 (12 NO.s)	
3	<b>WLB</b>		Q26, 31, 32, 33.1, 33.2, 33.3, 33.4, 33.5, 42 and 44 (10 NO.s)	

4		<b>Family Support</b>	Q20, 23, 40 & 43 (04 NO.s)	
5		<b>Infrastructure Support</b>	Q 39.1, 39.2, 39.3, 39.4 and 39.5 (05 NO.s)	
6		<b>Organisation Support</b>	Q 35, 36.1, 36.3, 36.9, 36.10, 36.11 and 41 (07 NO.s)	

**Explanation-**How this has been calculated or Found out? e.g. All the questions pertaining to Family Support (Q20, 23, 40 & 43) have been first found on the basis of reply of participant as YES or No, for each respondent. Then total No. of YES/NO counted, to quantify and to go, under the “Family Support”, in case of majority replies are YES. Otherwise, it goes under “NO Family Support”. Similarly, it has been found out/ derived in case of infrastructure Support and Organization Support.

#### 5.8 RESULTS / COMPARISONS:

- a) Primary concern/priority was to interact with working women (WW). However, this was just coincidence of availability of anyone out of working Couple (DCC) in Office, during Survey, who could share information/Data, on behalf of DCC. Some of the cases working women were hesitant to participate/disclosing their Identity on Filling of Questionnaire. Some of Respondents (WW) had handed over to their Husbands. Out of couple (DCC), only one was allowed /permitted to fill Questionnaire. They have filled Questionnaire in consultation of spouse. Otherwise, there could have been approximately above 800 respondents on this particular Survey of research.
- b) 6% (24) WW and 16% (65) WM are as self employed. 05 WW are only Domestic Help, at present. Probably, they found easy/Convenient into continuation (pursuing) of progression of the career of both Husband and wife. It is understood /evident in case of Doctor Couple. They are mostly interested, to have their own Clinic/Hospital. Or, is it a Gujarat Cultural/phenomenon, where people have strong/intrinsic desire to become Entrepreneur? Otherwise, it also depicts that Entrepreneurship is Male dominated in India (irrespective of going in other detail of reasons).

- c) **Less WW are having permanent Jobs. They are much more in Temporary and Contract Jobs.** More WM 78% (319) are in Permanent Jobs than WW 71% (289). More, WW 26% (106) are in Temporary & Contract Jobs than the WM 15% (63). It Shows **Gender Parity**.
- d) WW 9% (35) is one third of WM 27% (112) and Engineering Profession is not preferred very much by WW, in general. While, as a Professors, WW 22% (89), are approx doubled in Education Profession than WM 12% (49). While Teachers as WW 24% (98), are approx tripled in Education Profession than WM 9%. (36) Doctor, CA and Management/ Administration/Account, Profession have almost equal liking and No's, in relation to WW & WM. Pharmacist and **Physio/BAMS/BDS/MBBS** has also almost equal liking and NO.s, in relation to WW & WM.
- e) During Survey, a main criterion has been to locate maximum Dual Career Couple (DCC), irrespective to any specific Sector. WW (among DCC) are in Strength in Education, Medical Sectors in India. WW prefer to be with IT, Bank and White Collar Jobs also. They less prefer Manufacturing and marketing Jobs.
- f) 69% (280) WW are as Office Superintendents and Junior Manager (JM). While, 40% (163) WM has nearly half as Office Superintendents and Junior Manager (JM). In fact, Other WM Designations/Positions are double in No, in comparison to WW.WW among DCC, get stagnant as office Superintendent and Junior Manager much more, in relation to Position /Designation. It shows WW are not better placed in terms of Designations/Positions or WW are not at par with WM. Proportion of Designation/Positions of WM is far superior to WW. WW does not have same Progression of Career as possessed by WM. There is problem of **Glass Ceiling**.
- g) Education sector is having 50% (205), maximum No of WW (Teacher +Professor) in comparison to 16% (64) WM. WW(among DCC) are more than 3 times of WM in Education Sector. It is evident from the Data that Education sector is a most Favorite choice among WW in Gujarat. While Medical Sector has approximately equal No of WW and WM, Combined (if all put together) as Pharmacy, Physio/BAMS/BDS/MBBS

and MDS/MD/MS. Otherwise, WW are half than WM, as MDS/MD/MS. While, WW are double than WM, as Physio/BAMS/BDS/MBBS. Pharmacy has almost equal No of WW and WM. Other sectors, preferred by WW are Medical, Bank, Pharmacy and White Collar Jobs. WW has less preference towards Manufacturing (Blue Caller), Marketing and Management Jobs.

- h) 40% (164) DCC confirmed that Mummy takes care of child's Study. For WW, this is additional load, which hampers WLB-RAC.54 (13%) Children are breast feed baby (below the age of 03 Years). They are mostly Gen Y Couple, provided it is first child of the couple. 9% (36) Children are grown up or have crossed 8<sup>th</sup> Standard (above 13 Yrs of age), mostly these parents are Non-Gen Y.
- i) 65% DCC (267) have confirmed that Parents/In Laws stayed with them for Raising of a Child. Mostly, they are either joint or Extended Family. Vide Q20, 47% (193) DCC have confirmed that their children have been managed by Mother or Mother in Law during Office Hours. It means, even by being Nuclear Family of respondents, their parents 18% (267-193) 74 stay in nearby vicinity of their residence in same city. So, DCC could leave their ward to their Parent's House for Raising of Child. It could be misnomer of Nuclear Family in Indian Society. This Facility/Support is not possible /extendable for Transferable Respondents.
- j) 70 % (287) to 92% (378), DCC manage Child raising, with their personal Support of Family. Organization and Market Infrastructure does not cater, for this Facility for Working Women (DCC).Socio-Infrastructure (Market) Support could be obtained by respondents on the age of 2.5 Years of a Child. That has been revealed at the time of Survey Interview. Further, it proves that 7%-16 % ( Q11) Respondents either leave the Job or become Self Employed among DCC.
- k) 33% (133) WW are able to continue jobs after marriage for maximum 10 Years. It reduces exponentially, further in subsequent years. 6% are able to serve for 25 years of service. While, 3% are able to serve for 31-35 years of service.
- l) **16% (66) WW are in transferable jobs than 31% (82+46) 128 WM, among Dual Career Couples (DCC).Among DCC, WW are half than WM under Transferable**

**Jobs.** There is large difference between only Husband/Wife is in Transferable Job i.e. 20%-5% (82/20). It shows the difference in working women Psyche/preference. DCC prefer Non Transferable Jobs 64 % ( 261) over Transferable Jobs 36% (46+82+20)148. **It may be because of phobia and fear of transferable jobs to a Working Woman. WW has been purposely kept away from transferable jobs by WM (among DCC) to look them after the Home.**

- m) 58% (236) DCC get Maternity Leave varying from 180 days to 60 days. While, 42% (173) DCC do not have the provision or have not been given any Maternity Leave.
- n) 80% to 55% DCC have expressed the mandatory “Support from Both or Either Family, Husband’s Family, Wife’s Family”. Again it shows Indian Mindset. It may be because of there are Less **EXPECTATIONS** of Support from Industries in India to DCC/WW.
- o) 80%-65% DCC is in disagreement to have a Successful Career Progression of WW in relation to RAC with the options of “Delayed Child, Surrogacy and Adoption of a Child or No Child Option”. It shows Indian mindset of DCC. While 5% to 19% are in agreement with this Statement/Opinion/ Option. It shows cotemporary perception of DCC.

### 5.9 Limitations:

- a) The present study has taken into consideration the needs of DCC/Professional working women(WW) in various organizations of Gujarat and may not be applicable to all DCC/Professional working women and contextualized for other States of India. Three essential Supports (Family/Organization/Social Infrastructure) may be varying at other Locations/ Sectors of Organizations. Indian cultures by and large remain same in relation to RAC and supports needed by WW, in most of the part of Country.
- b) Working Mothers/working women have been considered in relation to dual career couple only. **Singleton Mother, Living in Relationship Mother**/working women is not taken into account or not a part of this Research Study. It may be much more applicable in case of Developed Countries.

- c) To have a separate Analysis of Medical Classification M Pharma has been kept along with Medical Graduation classification. Left over Braches/ Degrees, shall either fall in Graduation or Post Graduation. This Criterion of Classification is taken in perception of related Life Style in India. It may not be true, in other Countries. This is the Limitation of this Study.
- d) The present study shows that professional women, have problems with regard to Progression of Career. Support is the main link, in absence of a through support, working women can't survive. Limitation of the study includes, only very few variables were taken into consideration. All women professionals were not considered in this research.
- e) Followings are not the main contentions/focus of this Study in relation to work life balance (WLB) of WW in a DCC of NF, as- attitude towards career, unhelpful attitude of superiors, unhelpful attitude of colleagues, unhelpful attitude of family members or relations, children have a disability, more than one Child or Girl Child or special need and work life balance program. These problems are not given main attention/preference/focus, and presumed not existing. Researcher is trying to find the Solution of basic problems of a WW (DCC) in relation to RAC.
- f) My Target Groups (Audience) are mostly Migrants, serving away from their Home Town. Those are mostly in Central Govt. Organizations/Undertakings, such as Defence Services (ARMY/IAF/NAVY), IAS, ONGC, NTPC, HAL, Indian Railways, RBI, KVs, SBI Banks, Air India, Indian Air Lines; DGCA (Pilot).I could contact few of them only.
- g) My Target Groups (Audience), among Private Organizations (PAN India) are TCS, HUL, L&T, RIL, ABB, and TOI etc. I could contact few of them only. Otherwise, Normal/Sacrosanct reply had been that **“Organization Policy does not permit sharing, any information with Outsiders”**

- h) Respondents have not understood Q38 & Q 39 properly, those Social Infrastructure (Market) Supports availed or expected from them (WW-DCC), while child has been reared after delivery and at least, up to the age of 2.5 years.

## 6 ACHIEVEMENTS WITH RESPECT TO OBJECTIVES:

- a) Above 12 Yrs of experience and Above 11 Lakh of Salary and Q16 (i.e. A Great Difference of Position/Designation of WW than WM at higher level of Org Structure) bring out the problem of Culturally Diverse Environment and Workforce (Glass Ceiling, Gender Discriminations).
- b) For WM this progression remains almost even distribution across the different slabs of experience for initial 09 of service of DCC or constant in comparison to WW. Experience Curve of WW, in DCC is not similar to WM. There are abrupt changes across different slabs, it proves by itself some **hurdles to PCWW**.
- c) 47% (193) DCC have left the Job because of **Hurdles** as, Delivery, Upbringing of a Child, Study of a Child, Office Load, Transfer, WLB, To look after- Elderly Parents etc. While, 53% (216) have not left the Jobs.
- d) Most of the DCC are in Non Transferable jobs and Staying with Joint/ Extended Family. This is the possible way and advantage of staying at one Place, in spite of, so-called Nuclear family, in Indian Society.
- e) 64% (261) DCC are in Non-Transferable Jobs. They can get the Support of their Family/Relative/Friends. Mostly, they are in Private Organizations. 16% (66) WW are mostly, in Government Jobs. 11% (46) DCC, both are in transferable Jobs. While, 5% (20) only WW are in transferable jobs. It increases challenges manifolds e.g. Defence, IAS etc. There procedures/conditions of Jobs further aggravate the challenges of working women. Government Jobs (Rules& Regulations), Transfer Policies, Service Courses, Temporary Duties etc
- f) 27% (109) DCC have the self perception that they are not in Core/ High Profile Job (HPJ). There is large difference in perception between, only Husband / only Wife, in relation to

High Profile Job (HPJ) i.e. 30%-4% (126/16). It shows Gender PARITY and also shows the difference in working women Psyche/preference. While, 39% (158) DCC feel, both are in High Profile Jobs.

- g) 96% (326+64) 390 DCC have expressed the feeling, of not possessing, any separate Policy, on WLB (WLB-RAC). **Indian Organizations (Private/Govt.) have to Support Extensively.**
- h) Support really **availed** in Organization; from Colleague at Work 23% (112) has been Top Support in the Organization for DCC. Other Supports **Availed** by DCC in Organizations by DCC are Holidays, Time offs, Transportation, permission to bring Children to Work, Technology like Cell Phone/Laptops, Telephone for personal Use, Health Program, varies from 24%(96) to 11%(43). While rest of other Supports as Flexible Starting Time .....to Virtual Office have been **Availed** by the Organization, ranges from 8%(33) to 3%(13). **There is a wide gap in Support/ facility provided by the Organization (or having the policy on paper) and being availed these facilities by the DCC practically.** Although, some of those facility are mandatory for DCC as-Child Care/Play Centre/Crèche(5%), Being able to bring Children at work(18%), Relocation Facility and Choice Transfers(6%), Flexible Hours in General(6%), Virtual Office/ Working from Home(3%) and Paternity Leave(0%). Those must be provided by all Organizations.
- i) 25 %( 101) DCC confirm having No(Less) Stress, than Husband. 47 %( 190) confirmed to have much more Stress than Husband. 47% (190) DCC have agreed that WW are having more stress than their counter part. **This (Job) is the additional load, a Woman carry, to become working women.**

## 7.1 CONCLUSION:

- a) Both the Gender WW and WM are having equal proficiency in relation to No of Degrees, in all Discipline/Professional Course/Curriculum. But it has been differentiated or Gender Parity comes to the notice, while WW are employed in different Professions and in different Sector of Organization.
- b) 47% (193) DCC resigned the Jobs because of WLB. It appears, working women have not been supported by their respective Organizations during their Pregnancy Phase. That's why, they are compelled (or asked) to leave the Job and again they resume either same/different

Job on completion of the phase of Pregnancy (in absence of provision of maternity Leave) and by raising of Child at least 2.5 years, till, Child is fit to be looked after by Crèche [as a DCC, in case they are staying in nuclear Family and does not have any other Support to look after their Child]. That could be the reasons, not to have smooth curve in Experience (No of years) and designation/Position, in relation of WW.

- c) Mostly, Working Women joins Non –Transferable Jobs. Transfer is a big hurdle for DCC. A Non Transferable job has the advantage of staying at one Place in spite of so-called Nuclear family.
- d) At initial Stage of working women, Private Jobs much more suits to the requirements of working women in India. Because of Freedom of Leaving the Job, if it does not suit/ meet the requirements of DCC. Because, Govt. Jobs are not very flexible in relation to grant the leave during emergencies. Bureaucracy comes in between, in everything, in absence of proper laid down policy for Working Women.
- e) During initial stage of rearing of infant Child, lot many Courses/Training, TDs are hindrance while employed with Govt. /Private Jobs. Those, **both phases** (Pregnancy-RAC and taking initial strong hold of the Job) occur simultaneously for a WW. These have been described in Ericson Levinson Adulthood Model and Career Management Model also.
- f) Subsequently or at later stage of Career, incompleteness of required Courses /Training, it becomes the hurdle in Progression of Career of Working Women.
- g) It implies, formally somehow, WW could succeed in fulfillment of her desires/Dreams to remain as working women for 20 years of Job Span or 45 years of age. She could earn the money for Family also. But she could not be promoted. Because Organization does not find her suitable for allotting her High Echelon Assignments at later stage of her Career for PCWW.
- h) WW could overcome on their additional duties as pregnancy, raising of Child, education/schooling of child, look after the House etc, either, because of-
  - a) Support of Family Members/Joint Family Or
  - b) On the cost, of her Career Progression (PCWW) of Working Women.

- i) WM are able to continue Transferable Govt. Jobs, because they have not to undergo pregnancy phase. As well as, they are able to have Successful Career Progression, because of responsibility of Raising of Child, Child Education and House Keeping, (primarily) rests with Wife (Working/Non-Working) in India.
- j) Gujarat Market Infrastructure does not cater, for providing care for Lap/Breast Feed Baby (less than 2.5 years of age). It has been ascertained during Survey Interview. That's why WW (Respondents) have left jobs.
- k) Self perception of service Class people, what has been found out that to be HPJ, one has to be minimum Graduate/Post graduate, Income above 3 Lacs per Annum.
- l) Largely, it depends on types on Industries, selected for Survey, as well as, which part of Country; this Survey has been carried out. For example Bangalore, Chennai, Hyderabad and Pune may find lot many WW in IT and Telecommunication Sector, even on convenient sampling. While, this Research Study (Gujarat) might not record that phenomenon.

## 7.2 RECOMMENDATIONS:

- a) Large (almost Half) No of WW in 46 to 50 years of age Group in comparison of WM. Suddenly Organizations finds her (WW), Unsuitable for promotions. Is it a Failure of Organization not to prepare WW for High Echelon Assignments (KPH-Key Position Holder)? Whether, she was given enough Opportunities during past service of her Career Progression? Might be, every time, she had declined all those Opportunities/Training Programs, because of some or other Child/Family, related problems. Then, who shall be held responsible for not having a promising Career by a WW (DCC)? She cannot be the only reason or held responsible for unsuitability of promotion. Child Raising /Rearing must be considered Nation Building Activity (Adding up -Human Capital). It is not only a personal Gain, of any one- Individual.
- b) 42% (136+37)173 DCC do not have the provision or have not been given any Maternity Leave. **That is the basic Support, which has to be extended by any Organization to Working Women, to make a Strong Nation. It is a phenomenal No of WW.** Q12.1

confirms that 25% (64+42) 104 WW are on Temporary and Contract Jobs. Those might have not been given Maternity Leave. But, still **17% (173-104) 69 WW have been denied for maternity Leave. It is not proper.** WW have been oppressed.

- c) It has been realized out of this research Study that Indian organization must provide the Facility of Child Play Center and compulsory provision of maternity Leave to all WW irrespective of Size & kind of Organization. While, Govt. and Social-infrastructure must gear up for Child Play Center in Indian Societies. There must be provision of joining previous Organization, even with the break of service of 01-02 Years by WW, because of pregnancy and other compelling reasons (of WW).
- d) Child rearing and raising (Growth of Human Capital) must be taken as National liability and responsibility, not individual or personal, similar as Defense of Country (National Boarder Security).
- e) Gender parity, Culturally Diverse Environment and Glass ceiling must be dealt / tackle strategically with the proper tools of Diversity Management. There must be proper National Policy on RAC-WLB.

#### 8. LIST OF ALL PUBLICATIONS ARISING FROM THE THESIS:

Sr. No.	Title of Paper	Details of Journal / Conference Proceeding	ISSN / ISBN No.	Month & Year of Publication
1	“study Current recession in India on variation of Job and, to find out its relationship for future Slow down (Recession)” Awarded, Second Prize under HR	1 <sup>st</sup> International Conference on “Dynamics of Global Recession: Economic and corporate Strategies for Survival and growth” by GTU Ahmedabad, at PIET-MBA, Baroda	978-93-81361-78-8	06 <sup>th</sup> -8 <sup>th</sup> January 2012

	Group.			
2	“Designing HR tools for 21 <sup>st</sup> century”	International Conference on Human Resource Management, by Ganpat University, kherva, Mehsana		24 <sup>th</sup> -26 <sup>th</sup> February 2011
3	“Challenges and Solutions to the Work Life Balance of Working Women In 21 <sup>st</sup> Century”	International Conference on “Business Excellence in Turbulent Times” (ICBETT), by ITM University, Kharghar, Navi Mumbai	978-93-5273-062-9	18 <sup>th</sup> February 2017
4	Work Life Balance (WLB) Of Working Women (WW-DCC) Specific To Raising A Child (RAC)	National Seminar on “Make in India-A Paradigm Roadmap for Growth of India” by MSW Dept, at MSU, Baroda		04 <sup>th</sup> March 2017

## 9. CHAPTERISATION-(Organization Of thesis)

- a) The present study “Work life Balance Strategies: Progress & Problems in Indian Organizations-Specific to Raising a Child” is presented in **Six Chapters**.
- b) **Chapter 1** explains about the Importance (Conceptual Framework) of Human Resource in present Scenario, Competitiveness, Production of Human Capital, Necessity to look after Working Mothers /Wife (WW), Importance of Raising of a Child (RAC), Progression of Career of Working Women / Wife (PCWW), Work-Life Balance (WLB) or Work Life Integration, Need of the Hour. Four Chains have been derived in relation to understand the complete concept of Workforce. It includes the statement of the research problem/problem statement and the research questions, Chapterisation /Scope of Study and Planning of Thesis.
- c) **Chapter 2** gives extensive review of the empirical Literature Review, relevant and related

to the research study. It includes the background of the study (National & International).

- d) **Chapter 3** explains the Concept of Research-Efforts have been put to drive a formula based on Physics proved, equation of Force=Mass X Acceleration[F=MA]. Accordingly Scope, Criterion, dependent (WLB) and Independent variables (Family, Organization & Socio-Infrastructure Supports) has been selected.
- e) **Chapter 4** It includes (research other than Literature review) the Working Mothers/Women (WW); the various dimensions of Work Life Balance (WLB) Strategies and Support provided by the Organizations and its relation to Progression of career of working women (PCWW). Raising a Child (RAC) (Child rearing practices, from Delivery & till 03 years of Child) with parenting style, marital quality and family environment. It contains Four Parts, those are as follows-
1. Raising of a Child (**RAC**)-[Cognitive Development]-[Human Capital-Intellectual(competitive) Child]-[Personal Satisfaction]
  2. Working Mother (**WW-DCC**) – [For Cognitive Child-through **DCC** Route]
  3. **SUPPORT**-[Progression of Career of WW(**PCWW**)]- [Professional Satisfaction]
  4. Work Life Balance(**WLB**)-[Integration of Home(Family) & Office(Job Satisfaction & Stress-ORS)]
- f) **Chapter 5** presents in detail the research methodology adopted for the study. The research design, objectives of the study and the hypotheses to be tested, the universe of the study, sampling procedure adopted, the tools used for the study, and the limitations and ethical considerations of the study.
- g) **Chapter 6** consists of the major Findings, Conclusions and the Suggestions put forward in the light of the study. Bibliography is given after Chapter 6.
- h) **Annexure** is a detailed interpretation of all the Questions of Survey Questionnaire.

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