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Anger as an Outcome of Work Exhaustion and Work Family Conflict

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Women function within the family domain in multiple roles simultaneously operating as mothers, spouses, housekeepers and daughters-in-law. Today, another role is added to those already existing roles—a full time employee outside the home. The relationship between these dual roles has thus become a topic of interest among organisational researchers. In most studies, researchers have found that carrying out these dual roles often leads to work-family conflict for both men and women. The author has attempted to study the impact of work exhaustion on women at work with anger as an outcome. Structural equational modeling technique is adopted in statistical analysis to study the impact of two or more variables. The output reveals the significant relationships and their dimensions.

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INTRODUCTION

A conflict between the domains of work and family occur when pressures in one domain limits an individual from meeting the obligations in another (Greenhaus and Beutall, 1985). Some researchers have used global measures of work and family conflict to study the significant changes in the social conceptions of gender, parenthood and work identity (for example, Bedeian, Burke and Moffett, 1988) in the past.

Current research suggests that there are two distinct constructs: work interfering with family and causing conflict, and family interfering with work and causing conflict (Carlson Kacmar and Williams, 2000; Frone, Russell and Cooper, 1992; Frone, Russell and Barnes, 1996). Yet, little research has been done nor hypotheses formulated as to why an individual

determines that work is interfering with family (WIF) roles rather than the family interfering with work roles (FIW). Considerable efforts to determine antecedents for both WIF and FIW have been undertaken. Researchers have considered unique antecedents for each construct as well as moderators; some variables have been objective (for example, the number of hours worked).

In addition to demographic variables, role stress variables (for example, role conflict, role ambiguity and role overload) are popular constructs found in many work and family conflict models.

Researchers typically focus on some combination of objective and perceptual variables that influence WIF and FIW. However, there are several important omissions in the literature that determine the ability to consistently predict WIF and FIW. The variables that lead to each type of conflict need to be clearly identified for the clarification of WIF or FIW determinants.

With changes in societal demographics, including a growing number of dual career and single parent families, there has been much discussion in the popular press about work family conflict. Even with a growing number of companies insisting on work life benefits, very little research has been done on the outcome of such benefits in the work place.

The Industry

The Indian Information Technology and Business Processing Outsourcing (IT-BPO) Industry has emerged as the largest private sector employer in the country, with direct employment of 2.23 million professionals and indirect employment of over eight million people in different industry sectors. The IT-BPO industry has remained fairly gender neutral providing equal opportunities for both men and women. The participation of women in the workforce is seen as a critical enabling factor for the continued growth of the industry.

India has more working women than does any other country in the world. Out of the entire workforce of 400 million, 30–35 percent are females and of them 20 percent work in urban India. This figure can largely be attributed to the growth of the IT-BPO industry, which is one of the largest recruiters of a qualified workforce in the recent times.

Approximately 25–30 percent of the population entering the IT industry are women. This is as a consequence of various factors:

• the number of women graduating from engineering colleges has been on the rise

- the idea of a working spouse is more widely accepted

- the IT-BPO industry is generally perceived to offer a safe friendly work environment

Despite this, many women leave the workforce as they progress through ranks for very different reasons. While men leave for career opportunities, women tend to leave for personal reasons. Organisations, insisting in the career development of their female workforce, stand to lose in many ways from the "Brain Drain". The leaking pipeline report shows that across regions, globally, the percentage of working women in the 30 and above age group is significantly lower than that of women in their 20's indicating that this is the stage when women tend to leave the workforce. This is true in India as well, where women often leave the workforce due to their inability to achieve a strong worklife balance.

The IT-BPO industry has played a pivotal role in bridging the gender divide in the Indian workforce by ensuing no bias while offering positions to women candidates. With one of the highest gender ratios for the workforce, the industry has witnessed an increase in the number of women professionals over the years, which is estimated to reach 31 percent by FY 2013.

In addition, about one fifth of the female employees in the IT-BPO industry are at the managerial level or above, indicating the numerous opportunities provided to them by the industry. The increase can be attributed to the gender agnostic requirements of the industry and the flexible work environment provided by the IT-BPO companies.

Companies have encouraged women participation through various initiatives which take care of the special needs of the female employees (NASSCOM, 2009).

Tamilnadu (TN) has been amongst the top three states in terms of ICT (Information Communication Technology) investments and production. It has emerged as a hub for software, hardware, and research and development. The number of Indian and multinational organisations having a presence in Tamilnadu are a testimony to this.

Review of Literature

Work Family Conflict

Work/family conflict occurs when work and family pressures occur at the same time such that compliance with pressures in one domain (for example,

work) makes it more difficult to comply with pressures in another domain (for example, family).

Most work/family conflict research to date developed and tested antecedents and outcomes of work/family conflict (Frone, Russell and Cooper, 1992; 1997; Grandey and Cropanzano, 1999; Greenhaus and Beutall, 1985; Kopelman, Greehaus and Connolly, 1983). Kopelman and others (1983) were among the first to systematically examine the construct of work/family conflict.

They began by defining three role conflict variables: work conflict, family conflict and interrole conflict. Work conflict is the extent to which one experiences incompatible role pressures with regard to family. Interrole conflict occurs when one experiences pressures of one role that are discordant with pressures in another role. Kopelman and others (1983) developed three scales to measure each of these constructs and assessed the scale validity with data samples.

The findings of Kopelman and others (1983) did provide evidence of construct validity for three dimensions of conflict. Specifically, results of their path analyses indicated a negative relationship between work conflict and job satisfaction. Work conflict and family conflict were modestly correlated.

A number of other researchers (Grandey and Cropanzano, 1999; Greenhaus and Beutall, 1985; Greenhaus and Parasuraman, 1986; Frone and others, 1992) built upon Kopelman and others (1983) work by developing and testing additional models of work/family conflict. For example, based on a review of previous literature, Greenhaus and Beutall (1985) articulated three potential sources of work/ family conflict: time based conflict, strain based conflict and behaviour based conflict.

Time based conflict occurs when time spent in one role (based on the number of hours worked, inflexibility in work scheduling, and shift works) leads to difficulty in fulfilling another role. Strain based conflict occurs when strain such as tension, anxiety, irritability and so on occurring from one role makes it difficult to perform a second role. Behaviour based conflict takes place when behaviour (for example, expectation) in one role leads to difficulty in meeting the requirements of another role.

Greenhaus and Beutall (1985) focused on potential sources of interrole conflict between work and non work only to the extent that aspects of the work role are likely to be directly related to interrole conflict. Frone and others (1992) extended work/family conflict

research by empirically demonstrating that the work/family interface is bidirectional, such that work interferes with family and family interferes with work.

In addition, family to work conflict was positively related to job distress and depression. Using a time lagged design, Grandey and Cropanzano (1999) developed and tested a model of work/family conflict based on the conservation of resources model. Their model identified aspects of employees work and home situations that lead to work and family roles' stress and work to family conflict and family to work conflict.

Marital status and number of children explained variance in family role stress and variance in family to work conflict such that those with more children, unmarried individuals and women reported more family role stress and family to work conflict. With regard to outcomes of work to family construct, Grandey and Cropanzano (1999) found that work to family conflict predicted family distress. Job distress, but not family distress, significantly predicted turnover intentions, life distress and poor physical health.

Although Grandey and Cropanzano (1999) found that having children at home is a significant predictor of work/family conflict, other studies have found that children's age is an important determinant regarding one's ability to meet work and family demands (Bedeian, Burke and Moffette, 1988; Voydanoff,1988). Having younger children (pre-school age) is more closely related to work/family conflict than having older children.

Allen and others (2000) reviewed previous research regarding the outcomes of work family conflict and included many more outcome variables than Kossek and Ozeki (1998). They also categorised work/family conflict outcomes into three groups: work related, non work related and stress related outcomes.

In terms of work related outcomes, higher levels of work/family conflict are associated with decreased job satisfaction, decreased career satisfaction, decreased organisational commitment, increased absenteeism, turnover intentions and decreased job performance.

Work conflict is the extent to which one experiences incompatible role pressures within the work domain. Similarly, family conflict is the extent to which one experiences incompatible role pressures with regard to family. Work/family conflict is a type of interrole that occurs when one

experiences pressures of one role (for example, work) that are discordant with pressures in another role (Kopelman and others, 1983).

Duxbury and Higgins (1991) concluded that societal expectations regarding gender role expectations have not changed as much as expected over the past few decades. More recently, Eagle, Miles and Icenogle (1997) sought to determine if there are gender differences in the extent to which employees work demands are permitted to intrude into this family role and vice versa.

Work Exhaustion

Work exhaustion is about the work itself and reflects a salient frustration about job outcomes (Moore, 2000). The literature shows that the consequences of work exhaustion include reduced organisational commitment (Lee and Ashforth, 1996; Leiter and Maslach, 1988; Thomas and Williams, 1995).

Employees are likely to decrease their organisational commitment as their work exhaustion increases because they will lose faith that the company can take care of them by providing an acceptable work life.

The two variables, namely, organisational commitment and work exhaustion are complementary because one is about the job and the other is about the organisation. While organisational commitment increases positive effect, work exhaustion increases negative effect. Work overload has a strong influence on work exhaustion (Moore, 2000) and thus leads to burnout when overburdened.

There is much research on the relationship between perceived work overload, autonomy rewards and turnover intention with work exhaustion. In virtual settings, a blurring of home and work boundaries has been linked with stress and exhaustion (Salaff, 2002).

A model by Schulz, Cowan, Cowan and Brennan (2004) delineates how home demands intrude into work life through family/work conflict and may result in higher levels of exhaustion. Moreover, research has shown that more elaborate models including reciprocal relationships between job demands and exhaustion may be appropriate (Demerouti, Bakker and Bulters, 2004).

Lee and Ashforth (1996) and Wright and Cropanzano (1998) have used the conservation of resources model of stress as a theoretical frame work to better understand emotional exhaustion.

The employees in the IT- BPO industry frequently face long hours, excessive travel and stress associated with project deadlines (Goff, 2001) making them prone to work exhaustion. Such social interactions may mitigate the effects of work exhaustion on organisational commitment.

On the contrary, physical distance severely restricts a face to face social interaction, which means that the effects of work exhaustion on organisational commitment will not be mitigated (Gaines and Jermier, 1983). An increased intensity of the load reactions in turn will make higher demands on the recovery process and lead to exhaustion (Demerouti, Bakker and Bulters, 2004; Byron, 2005).

A growing consensus among researchers has concluded that emotional exhaustion is also the key component of job burnout (Cordes and Dougherty, 1993; Wright and Bonett, 1997; Wright and Cropanzano 1998). Emotional exhaustion includes symptoms like physical fatigue and feeling psychologically drained.

This frame work proposes that emotional exhaustion can occur in a situation in which one's resources are inadequate to meet work demands (Wright and Cropanzano, 1998). Therefore, an inverse relationship should exist between resources and emotional exhaustion. Research indicated that perceived work interference in family and family interference in work are associated with emotional exhaustion.

Research has linked perceived work interference with family to increased burnout. Moreover, it is stated that perceived conflict from family responsibilities interfering with work will also be associated with emotional exhaustion (Bacharach, Bamberger and Conley, 1991; Burke, 1988; Drory and Shamir, 1988).

Anger

Anger is an emotion that involves a strong uncomfortable psychological response to a particular provocation. Researchers have considered this as one of the effects of the individual's role conflicts (Mayer and Salovey, 1997). Anger is associated with tense, verbal and non verbal (Averill, 1982; Shaver and others, 1987) attachments.

Anger generates a physiological response of arousal under certain conditions (Hardy and Smith, 1988, Smith and others, 1988). It has been identified that frustration in the workplace is one of the highest forms of interpersonal conflict that people generally encounter (Allcorn,

1994; Bensimon, 1997). It is understood that anger in particular will be frequently experienced, but not always an expressed emotion at the work place.

The behaviour of women in the workplace is studied by the researchers and various theories have been propounded. One of the significant consequences of work/family conflict is anger. It is a negative outcome of work/family conflict (Clark and Watson, 1991). When anger is being viewed from a employee's perspective, expressed anger commonly called as anger out, and suppressed anger commonly called as anger in, are revealed along with health complaints. Studies have proved negative health effect in the mode of handling anger (Engebretson, Matthews and Scheier, 1989). Anger out has been found to have a greater cardiovascular reactivity to stress (Goldstein, Edelberg, Meier, and Davis,1989; Suarez and Williams, 1990) and anger in fosters an increase in pulse rate (Funkenstein, King, and Drolette, 1954), hypertension (Cottington and others, 1986), mortality because of hypertension (Julius, Harburg, Cottington and Johnson, 1986), and heart disease (Haynes, Feinleib and Kannel, 1980).

People who hold anger in are not able to resolve the issues that are generated by the anger. This bottled up anger inhibits interaction with others and creates relationship strains (Smith, Pope, Sanders, Allred and O'keeffe, 1988). People who express anger provoke and offend others. Such reactions often create unpleasant responses that contribute to a very hostile climate for any pleasant interaction and leads to less satisfying social relations (Smith and Frohm, 1985).

Researchers have considered the effects of individual differences on various features of workplace anger scripts (emotion related dispositional variables) such as emotional intelligence (Mayer and Salovey, 1997), negative affectivity (Clark and Watson, 1991) and even the so called chronic anger (Diamond, 1982). However, factor analysis by Siegel (1986) and Suarez and Williams (1990) have found that both anger in and anger out are independent rather than at opposite ends of the same continuum.

Thus by curtailing work/family conflict for employees, anger which is a delirious outcome of it, can be minimised along with its effects on the individual's health and the impact on the organisational growth in a broader sense (Goldstein, Edelberg, Mcier and Davis, 1989; Suarez and Williams, 1990).

RESEARCH METHODOLOGY

Research Design

The design applied in the study is descriptive research design. It is appropriate to use this method as this tries to understand the outcome of the different variables contributing to role conflict.

Data

Both primary and secondary data are used in the study to fulfill the objective. The data was collected from respondents regarding demographic variables including age, number, gender and age of children, educational level, marital status, employment experience, positions and salary.

Questionnaire

A set of suitable questions were framed to satisfy the objective of the study with the help of the previous studies and literature review for the selected variables. Suitable statements have been identified and drafted so as to match the variables included in the research work. The statements were tested for reliability and validity.

A structured questionnaire has been used for gathering data from respondents for the study, which was further redrafted based on the results of the pilot study with 50 respondents and tested for reliability. The questionnaire consists of both qualitative and quantitative items. Besides, multiple choice questions, different types of scales are used to measure the respective variables.

Sampling

As the population size is very large (0.21 million), sampling technique has been applied to conduct this study. In this study, population refers to women employees in IT and Information Technology Enabled Service (ITES) firms located in Chennai city.

Sample unit of this study consists of married and unmarried employed women in the IT industry in Chennai. Therefore, convenience sample technique was adopted for selecting the sample units. Thousand questionnaires were distributed among respondents, but only 735 were received after continuous follow-up. Among the collected questionnaires, only 598 filled questionnaires were taken into account for the research, as

the others were tampered with, incomplete or returned blank. The margin of error has been calculated using the formula = n. n stands for sample size (598), 1.96 stands for standard deviation at 95% confidence level, p – proportion of women employees in total IT employees, that is, 0.31. Margin of deviation is 0.037 which is less than the acceptable limit of 0.05.

Validity and Reliability

Reliability of scales is tested with cronbach alpha. The alpha values for respective scales have satisfied the minimum requirement of 0.7.

ANALYSIS AND INTERPRETATION

Work exhaustion is taken as the independent variable, work life conflict as an intervening variable and anger as the dependent variable. The direct impact of work exhaustion on anger is studied and also the indirect impact of work exhaustion on anger with work life conflict as an intervening variable is brought in the study. For the above mentioned purpose, factor analysis was done initially on the variable.

A set of statements relevant for the study variables was subjected to factor analysis. Whereby these statements were reduced into three different categories based on relevancy reliability and validity.

Factor Analysis

In order to find out the sample adequacy for conducting factor analysis, KMO Barlettes test has been applied (Table 1). Kaiser-Meyer-Olkin sampling adequacy value is more than 0.5, so it is considered as useful for conducting factor analysis.

TABLE 1: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.914
Bartlett's Test of Sphericity	Approx. Chi-Square	4.885E3
	Degree of freedom	120
	Significance	.000

The value 0.914 indicates that 91.4 percent of the total variables are caused by the underlying factor. Besides, the chi-square value and the significant value received, the factor analysis is useful for this data. Finally, the set of statements were categorised.

Time

To determine the role conflict of employed women arising because of time, six statements were used (Table 2). The eigen value for this factor is 7.198 and it accounts for 22.347 percent of variance. Six statements in the table indicate strong relationships among them and are grouped under the single factor.

Based on the meaning of the statements, this factor is named as work/family conflict time-based. Factor loading for work/family conflict time varies from 0.763 to 0.595. The reliability is measured with cronbach alpha that is found to be 0.867, which is the acceptable limit.

TABLE 2: Time

S.N.	Statement	Loading	Eigen value	% of Variance	Cronbach alpha
1	The time I must devote to my job keeps me from participating equally in household responsibilities and activities	.763			
2	My work often keeps me away from my family events	.754			
3	I have to miss family activities due to the amount of time I must spend on work responsibilities	.750			
4	The time I spend on family responsibilities often interfere with my work responsibilities	.703	7.198	22.347	.867
5	I have to miss work activities due to the amount of time I must spend on family responsibilities	.663			
6	The time I spend with my family often causes me not to spend time in activities at work that could be helpful to my career	.595			

Strain

The second factor contains five statements that have significant correlation between them. Factor loading for these statements are high which have scored between 0.786 and 0.607. The data related to all the five statements reveal that the work/family conflict that arises is strain-based (Table 3).

The strain-encountered in one domain (work) makes it difficult to fulfill the needs of another domain (family).Therefore this factor is called work/ family conflict (strain based). Eigen value for this factor is 1.476 and explains 20.564 percent variance. The reliability coefficient is 0.863.

TABLE 3: Strain

S.N.	Statement	Load-ing	Eigen value	% of vari-ance	Cron-bach alpha
1	I am often stressed from family responsibilities so I cannot concentrate on my work	.786			
2	Due to stress at home I am preoccupied with family matters at work	.775			
3	Tension and anxiety from my family life often weakens my ability to do my job	.757	1.476	20.564	.863
4	I am often so emotionally drained due to work that it prevents me from contributing to my family	.650			
5	Due to pressure at work, I am too stressed to do the things I enjoy at home	.607			

Behaviour

The third factor consists of five statements which represent the work/ family conflict because of the behaviour. These statements are highly correlated with each other and are grouped together and called as work life conflict behavior-based (Table 4).

The loading factor for these five statements ranges from 0.817 to 0.613, and the eigen value is 1.189 and it accounts for 18.730 percent of variance. The reliability is 0.816, which is considered to be acceptable. Out of the total eighteen statements taken for the study, two statements with the loading factor less than 0.5 is suppressed and the remaining sixteen statements have been taken for the study.

TABLE 4: Behaviour

S.N.	Statement	Loading	Eigen value	% of variance	Cronbach alpha
1	The behaviours that work for me at home do not seem to be effective at work	.817			
2	The problem solving behaviour that works for me at home does not seem to be as useful at work	.742			
3	Behaviours that are effective and necessary for me at home would be counterproductive at work	.654	1.189	18.730	.816
4	The behaviours that work for me effectively at work do not help me to be a better parent and spouse	.620			
5	The problem solving behaviour I use in my job is not effective in resolving problems at home	.613			

Exhaustion

The factor 'exhaustion' is represented by four statements mentioned (Table 5).

Eigen value for this factor is 2.950 and it is accounted for 8.029 percent of variance. The loading factor for the statements range from 0.811 to 0.684 with the cronbach alpha value 0.814. All the above statements exhibit physical and emotional drain because of work. Therefore, it is appropriate to label the factor as work exhaustion.

TABLE 5: Work Exhaustion

S.N.	Statement	Loading	Eigen value	% of variance	Cronbach alpha
1	I feel burnout from work	.811			
2	I feel fatigued when I get up in the morning and have to face another day on the job	.809			
3	I feel exhausted physically at the end of the work day	.697	2.950	8.029	0.814
4	I feel emotionally drained from my work	.684			

Anger

The fifth factor consists of five statements with the loading factor ranging from the highest of 0.722 and the lowest as 0.610 (Table 6).

The eigen value is 9.984 carrying a reliability co-efficient of 0.764. All these statements throw light on various shades of anger while on the job. Therefore, these statements are appropriately called as representing anger.

TABLE 6: Anger

| S.N.	Statement	Load-ing	Eigen value	% of vari-ance	Cron-bach alpha
1	I feel angry when I am not given recognition for doing good work	.722			
2	When I get frustrated, I feel like hitting someone	.720			
3	It makes me furious when I am criticised in front of others	.703	3.605	9.984	0.764
4	When I get mad, I say nasty things	.664			
5	I am short tempered	.610			

The structural equation modeling is a statistical model that seeks to explain the relationship among multiple variables. It depicts all of the relationships and variables involved in the analysis.

With this model work family conflict is considered as the independent variable and the consequences, namely, anger, is the dependent variable. It is more convenient to portray a visual form known as the path diagram. The straight arrow depicts a dependent relationship, the impact of one variable on another variable causes or antecedents the effect or outcomes.

In the study, the work family conflict is categorised into three dimensions of time, strain, and behaviour as already discussed.

Work exhaustion is having the highest impact on work life conflict time (0.797) followed by work family conflict strain and work family conflict behavior, respectively. The standard error for each estimate is presented in the table. The probability values denote the significance of the relationship. Almost all the relationships are significant except the dimensions of work/family conflict on anger as a variable. The standard errors are minimum and range from 0.05–0.15. Goodness of fit indicates how well the specified model reproduces the co-variance matrix among the indicator items.

FIGURE 1: The Impact of Work Exhaustion — A Model
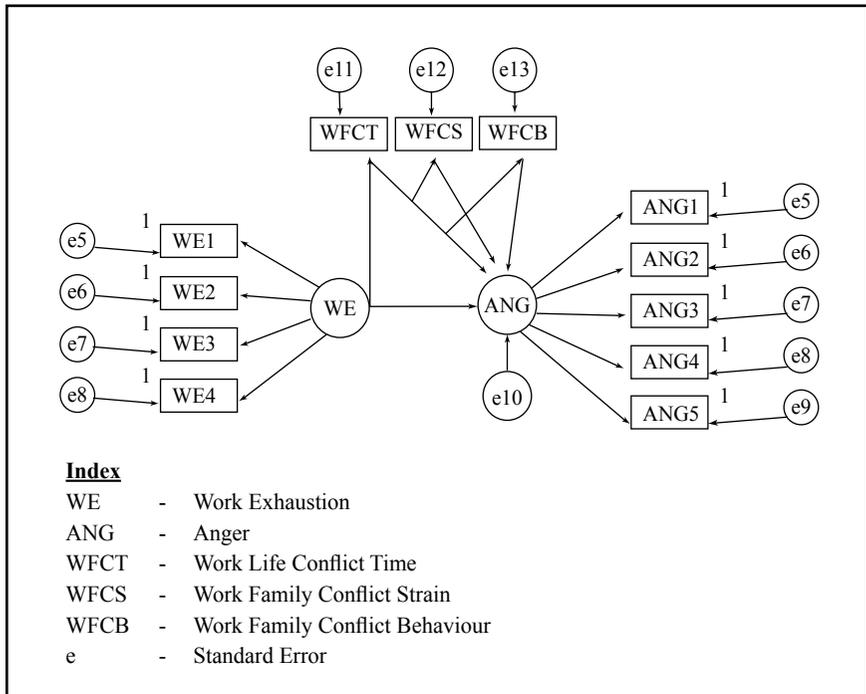
Goodness of fit index is a fit statistic and values of greater than 0.80 are typically considered good. The goodness of fit value is 0.85 and coincides with the fit model criteria. The lower root means residual values which represent better fit and higher values represent worse fit.

The root mean square error of approximation is another measure that attempts goodness of fit test. It better represents how well a model fits a population, not just a sample used for estimation. Lower RMSEA values indicate better fit and is estimated to be 0.125 in the proposed model.

IMPLICATIONS OF THE STUDY

Preventive Measures

As observed very less percentage of women who are above the age of forty years seem to stay with the job. Therefore, steps to retain senior and experienced employees must be looked into. Formulation of certain measures to encourage women employees of IT and help them to achieve higher levels of managerial positions is of primary importance.

It is found that women employees in IT sector do not stay with the same organisation for a long duration. Retaining the employees is of utmost importance. This can be achieved through regular surveys by measuring the job satisfaction levels, which is one of the consequences of role conflict.

It is evident that married women are subjected to more work life conflict than unmarried women. Hence, married women can be helped through workshops and training programmes. Work exhaustion is found to be a significant factor leading to work life conflict. Work pressure is required so as to meet the demands, but not to the level wherein the employees feel exhausted.

To avoid exhaustion during work, flexible breaks during long working hours, get togethers during weekends with their family members, and sponsoring a vacation with the family can be introduced. Motivation by way of incentives, perks, recognition, and promotion can also be introduced.

The study indicates that working women harbour guilt feelings and do not give their full concentration towards their family, especially children. This gives rise to work family conflict when the demands from the family spillover into the workplace. This is likely to happen when women bring unfinished work home, are unable to meet deadlines, and are therefore unable to spend quality time with the family.

Organisational strategies

Modifications in company regulations will greatly help women professionals to cope with dual responsibilities at home and their work.

Longer maternity leave

A long leave of six months twice in their career with half or full pay is one critical aspect that needs consideration.

Part time

The number of women employees seems to be decreasing as the number of working hours increase. Therefore, women can be provided with an option of part time jobs. The arrangement may vary from an employee working four to five hours per day to an employee working three days a week.

Flexitime

Flexible working hours especially during the child rearing stages of women can be considered without compromising on organisational goals and objective.

Compressed work week

In this type of arrangement, an employee can be given an option of longer working hours per day and then have a day off. This flexibility helps working women to schedule their family and work demands accordingly.

Work from home option

Although working from home is practiced extensively in many countries, this option is available with only a few organisations in India. Telecommuting or work from home is allowing the employees to work from any site other than the employers' workplace with well connected modes of communication. This to a certain extent can help to resolve role conflict and there by camouflage its consequences.

It appears from the study that a small percentage of women employees have children below the age of ten years. The lack of professional child care facilities is a major problem faced by women employees in IT sector. Organisations can plan for paid crèche facilities within their premises.

Women's grievance cell

The organisation can set up a forum to address the problems faced by women employees. This would enable them to identify the antecedents and the ways to reduce role conflicts.

Mentoring and counseling

When women quit their jobs for taking care of children and the elderly, and inconvenient working hours, it is also a loss to the concerned organisation as a considerable amount of investment has been made on the concerned employees towards training and development. The organisation can ensure proper mentoring of its employees by finding ways to tackle the situation.

Other facilities

The study indicates that employees are under tremendous pressure to meet deadlines. It is suggested that organisations can provide yoga and gym facilities in their premises.

Working Environment

Providing a friendly and peaceful atmosphere will enhance the productivity of the employees.

Redesign the task

In order to reduce monotony, jobs can be restructured to suit the individual's skills and interests with the introduction of growth oriented goals.

CONCLUSION

The research examines the role conflict of women employees in the information technology sector. In summary, this study provides a comprehensive frame work of the antecedents and consequences of work and family conflict. The results are in conformity with some of the previous research works conducted in different industries and countries.

This study identifies three specific dimensions of work life conflict, namely time, strain and behaviour. The influence of the selected antecedents on the various dimensions of work life conflict and the impact of work family conflict are dealt in detail.

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