

An Empirical Study on Impact of Work/Family Conflict on Occupational Future of IT Employees: Environmental Support as a Moderator

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ABSTRACT

In recent years, with the increase in growth of information technology (IT) companies and diversified workforce, there is an increased research on work/family conflict and occupational future. The objective is to study about the work/family conflict relation with occupational future with the effect of environmental support (support from organization and family) as moderator. The data is gathered from 392 information technology employees working in different information technology companies in India. The data is analyzed with hierarchical regression and correlation. The outcomes of the study divulged a positive relation between work/family conflict and occupational future. Also, the results showed that every environmental item does not moderate between work family conflict and occupational future. Therefore, work and occupational future is significant for the ability of the IT industry to provide practical awareness of employee welfare and improve balanced life, which might differ under certain specific conditions.

KEYWORDS

Environmental Support, IT Sector, Occupational Future, Techie Employees, Work/Family Conflict

INTRODUCTION

Although previous studies have linked occupational future to several individual and organizational variables (Martin, Eddleston & Veiga, 2002; Powell and Mainerio, 1992), recent literature has begun to link with work-family conflict (Kumari & Devi, 2021). There are many studies which identified that work/family conflict (WFC) is the crucial determinant that impact on occupational future (OF) (Powell & Butterfield, 2013) in Information Technology (IT) organizations (Kumari & Devi, (2021). In fact it is one of the growing research interests among managers, researchers, academicians, and policymakers in India (Budhwar and Varma, 2010).

The booming Indian economy has increased opportunities in service sectors (Shruthi, Pranak & Jha, 2017) especially in IT sector (Pattanaik and Nayak, 2011). Indian IT sector has been spread over the country thereby creating a wide spread of employment and opportunities (Pattanaik & Nayak, 2011). Like every organization, IT industry also look upon their employee's monetary benefits and higher level of growth in occupation (Dai & Song, 2016). All these activities had increased the participation of IT employees to focus on progress (Caliser and Iskin, 2011). As a result, IT employee's

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job analysis is identified to be occupied with most of the time with potential clients and encourages them to voyage regularly within and outside the country (Rustagi, 2010). Besides, in IT companies, employees are working in groups or projects which are separated from each other. Moreover, high workload of the IT employees also prevents them to perform family responsibilities even though they need to perform (Pham, Nguyen, Mishra & Damasevicius, 2020). These tasks had increased the participation in work which created force on their work and family roles (Ruppanner & Huffman, 2014). With the increase of professional responsibility (Alhassan, Abba, Misra, Ahuja, Damasevicius & Maskeliunas, 2020) in IT workforce, there is a rise of conflict between the work and family roles (Kumari & Devi, 2021). Moreover there is a high concentration on the consequences of WFC in IT industry (Lu, Lu, Du & Brough, 2016). One among the consequences that arise with WFC is OF (Ugwu, Mary, Oluchi, 2018).

As understood, employees play different roles at work and home. Many companies were involved with management of individuals WFC and OF (Gutteridge, Leibowitz, Shore, 1993). For many employees OF is a victory between work and family (Ballout, 2008). Therefore it is understood that an employee is successful if they are able to manage their work and family roles. In case if the employee bias with any of the role then WFC would increase and it might limit their OF. In another it can be said as higher the WFC, lower will be OF (Ballout, 2008).

However, there are many studies which explained about decrease of WFC with environmental support (Karatepe & Bekteshi, 2008). But there were only few studies which explained about environmental support as moderator with WFC and OF (Nasuridin & O'Driscoll, 2011). The environmental support that come from organization (supervisors and co-workers) (Parasuraman, Greenhaus & Granrose, 1992), and from family support (parental and spouse support) (Michel, Mitchelson, Pichler & Cullen, 2009) would reduce WFC (Allen, 2001) and improve OF (Ballout, 2008).

Therefore in this article first a framework is developed to examine the relationship between WFC and OF. And further the relationship effect is examined with the moderator effect of environmental support such as peer support, manager support, spouse support and parental support. Finally the study is analyzed to see about how the relationship of WFC and OF differs with the effect of environmental support in IT industry.

REVIEW LITERATURE AND HYPOTHESIS DEVELOPMENT

IT industries are reviewed to be standard carrier of post-industrial since they are engaged in generating new framework of software developments (Kumari & Devi, 2021). IT industry always throws a challenge to employees in order to advance their skills and techniques and abide with latest development (Majumder, 2016). This would lead to draw a boundary between work and leisure time. As a result there is a need to build a new kind of opportunities (Okkonen, Vuori & Helander & Ziemba, 2018).

Upgrading of skills, improving knowledge sharing, put employees more committed with their work and family is the biggest challenge for IT industry at the present scenario (Purushothaman & Kaviya, 2020). This would increase employee involvement and prospective OF further (Semwal, 2017). In general employees have tendency to spend in a company which infuse them (Suhasini & Kalpana, 2018). Also in a study (Shruthi et al., 2017) it has been observed that IT professionals/employees are different from other professionals. They sometimes leave their OF along with work due WFC (Omar & Tajudeen, 2020).

IT organization stimulated to reward the employees who are passionate in hardworking for OF (Kumari & Devi, 2021). The day-to-day progress or development might set employees to extend their work hours (Pandey & Sharma, 2016). However, there is a little research that has be worked on the outcomes of WFC.

Relationship Between WFC and OF

Over the past two decades, there is a rise in focus of the literature on WFC which primarily exploring on consequences (Aishwarya, 2012). One such important consequence is OF (Ballout, 2008, Kumari & Devi, 2021). Many studies have focused primarily on factors affecting workforce (Ravichandran & Baral, 2014), challenges of management diversity (Donnelly, 2015) and incorporations of the workforce (Buddhapriya, 2013). There was limited research that included the relationship between WFC and OF.

Work & Family are the two major areas of employee life (Krys, Swidrak, Kwiathowska, Berezecka, Natasza & Gunn, 2018). For most of the employees, work & family are the dual principal components (Clarke, 2013). These two components are not all the time well matched (Krys, Swidrak, Kwiathowska, Berezecka, Natasza & Gunn, 2018). There is a conflict that occur because of work components interfering with family components and family components interfering with work components would create imbalance between the two components. Greenhaus and Beutell (1985) defined WFC as “A conflict that is raised due to inner role pressure of work and family domains”. There are three identified forms of conflict that are formed with time, strain and behavior (Greenhaus and Beutell, 1985). Further there are three competing views that concern the nature of WFC (i.e) spillover, compensation and segmentation (Ballout, 2008). This would affect quality of work which would impact OF. Frequent changes in work schedules and role of multiple tasks within work and family would lead to increase of WFC and decrease of OF (Singe & Mensch, 2021). OF is defined as promotion within the levels of management position reached which includes career advancement (Ballout, 2008, Ugwu et al., 2018), managerial development, and increase in pay (Judge & Bretz, 1994). Usually a successful employee is expected to have a contradictory role performance between work and family roles (Greenhaus & Beutell, 1985) which might extend to focus OF (Martin et al., 2002) on work related roles within expected time. Therefore it is a challenge for both employee and employer to achieve successful OF with reduced WFC (Kumari & Devi, 2021). By this research on WFC has asserted that the attitudinal effect of work roles on family roles is generally negative to its consequences (Ballout, 2008). In particular to this, researchers have found an inverse (negative) relationship between WFC and OF (Yusuf & Hasnidar, 2020).

H₁: There is a negative relationship between WFC and OF.

PERCEIVED ENVIRONMENTAL SUPPORT AS MODERATOR'S BETWEEN WFC AND OF

And further also many researchers have concentrated on direct, (Anderson, Coffey & Byerly, 2002) moderating (Carr, Boyar & Gregory, 2008) and mediating (Netemeyer, Maxham & Pullig, 2005) effects with simultaneous examination of WFC at different levels. In response to this there is an objective framed to comprehend the relationship of WFC and OF with environmental factors that might moderate them (Nasurdin & O' Driscoll, 2011; Kossek & Ozeki, 1998). The extent to which WFC influence on OF would depend upon individual's environmental support (Michel, et al., 2009). In specific view of existing research, exterior factors that are known as environmental support such as spouse support, parental support, peer support and manager support (Nasurdin & O' Driscoll, 2011) would moderate WFC and OF. Therefore this can further differ upon the individual roles performed in work and family (Kumari & Devi, 2021).

Interest in Environmental support arises due to potential role of reducing the workplace interference with family roles and family role interference with workplace. Environmental Support decreases the psychological strain caused by WFC (Nasurdin & O'Driscoll, 2011). This is because Environmental Support serves as a resource that can reduce the consequences effect encountered in work and family domains (Ballout, 2008) especially performance outcome (Kumari & Devi, 2021). Allen (2001), identified that Environmental Support like organizational support (peer and

superior/manager) (Krys, Swidrak, Kwiathowska, Berezecka, Natasza & Gunn, 2018) and family support (spouse and parents) can alleviate WFC. Informal support systems such as spouse, friends and family members have been identifies factors to reduce WFC (Singe & Mensch, 2021). Further Allen, Cooper & Sanchez (2003), in their study analyzed that there will be less WFC when there is support from organization comparatively. Therefore environment support would help to balance the effects of demands raised from work and family role involvement and looks for OF. In the current study, there are four essential supports considered: Peer support, manager support, spouse support, and parental support.

Peer Support

Perceived support from peers, managers would reduce WFC and subsequently lead to greater career opportunities (Ballout, 2008). Nabi (2001) suggested that peer support is strongly related to occupational success. Often at every interpersonal level, the study focuses on the significant link between the support provided by higher level officials, peers-, subordinates, and career growth or success (Harris, Wheeler & Kacmar, 2009). Support through colleagues would ensure employees to have substantial OF (Wallace, 2014).

H₂: Peer support moderates the relation between WFC and OF.

Manager Support

Employees expect not only procedural support but also effective support from their boss. Manager support arises as a critical element while studying about employees OF in India (Beard, 2015). Managers and peers are the key persons for providing assistance with work and personal matters (Ballout, 2008). It is in different forms like flexibility in work and expert to have intangible support in the form of providing confidence in employee occupational growth by reducing their WFC (Towler & Stuhlmacher, 2013).

H₃: Manager Support moderates the relation between WFC and OF.

Spouse Support

One of the significant factors that moderate OF for an employee is family supports which is given by parents, spouse, children and relatives (Kumari, 2019, Ismail, 2008). An employee who perceives high level of spouse support would be able to reduce WFC (Nasurdin & O'Driscoll, 2011). This is because spouse would have a unique opportunity to provide emotional support to support the employees after the work hours. Spouse support is one of the identified specific member that has been focused in work-family literature (Kirrane & Buckley, 2004) that would help to reduce WFC. Spouse support decreases turnover and lowers work involvement with family (WIF) and increases job satisfaction (Huffman, Casper & Payne, 2014). Emotional support, along with informational support from spouse is necessary for coping with occupational stress. Though spouses face many challenges in their own lives, they support towards their career growth (Singe & Mensch, 2021)

H₄: Spouse support moderates the relation between WFC and OF

Parental Support

Environmental support is not only derived from the spouse support but from other family members such as parents, siblings and relatives (Voydanoff, 2007). Lack of family support would hamper their OF (Watts, Frame, Moffett, Richard, Van & Michael, 2015). Although several studies have demonstrated

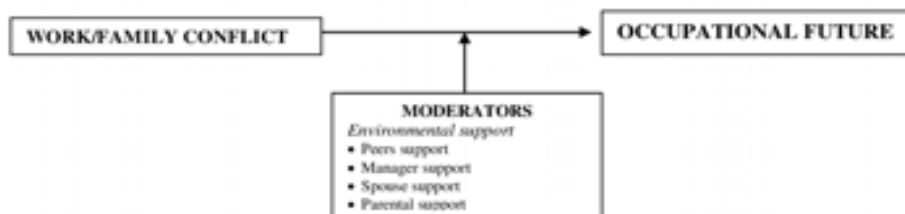
parental support lessens WFC (Karatepe & Bekteshi, 2008), there was a little attempt examined with the moderating role of parental support with WFC and OF (Dewe, O’Driscoll & Cooper, 2010).

H₅: Parental support moderates the relation between WFC and OF

From the extant of available literature, the study aims to examine the relationship between WFC and OF. Further, the study examined the moderating role of environmental supports like Peer Support, manager support, spouse support and parental support between above stated variables.

The following figure.1 identifies the framework the study.

Figure 1. Research framework (source: own)



Research Methodology

Data for the research collected as a part of a more extensive review of the determinants of an individual’s OF. In order to collect the data from various IT firms in India, snowball sampling method is used in the study to cover maximum sample within the time limit. Employees working in IT-related jobs were the targeted population in the study. Based on extensive review of literature related to techie employees, a structured questionnaire is used.

The data is collected from 392 techie employees working in different MNC’s and private IT companies across India. Totally 650 questionnaires were issued out of which 418 were received and among them 26 were incomplete data. So a total of 392 (60%) techie’s surveyed data is considered for the study. Most of the sample collection is from Bangalore (39.3%) and Hyderabad (35.1%).

Sample Characteristics

The sample characteristics of the respondents in the study includes gender, age, marital status, income, number of children, experience, education, managerial level, number children care, and spouse employment. Out of all respondents, the majority of them, 49.5% belongs to the age between 20-35. Regarding monthly income, majority of them, 43% earn between 61,000 to 90,000 rupees. Out of the respondents, 55.8% of them are with master’s degree, 38.4% of them have 6 to 10 years of experience. 50.3% of the respondents are working in lower managerial level. And with regard to gender, 53.3% were males, and 46.7% were females. 67.6% (265) of respondents are married, and 32.4% of employees are unmarried. Out of the total married respondents married only 54% (143) of them are having children, and 41% (59) of them depend on family support for childcare. And finally coming to spouse employment out of married techie employees, 42.6% (113) of them have their spouse employed.

MEASUREMENT VARIABLES

I. Dependent Variables

OF was measure with four items that are originally developed by Carlson, Michele, Williams, (2000) using Likert five point rating scale of strongly agree-5 to strongly disagree-1. The sample questions includes, (i) “My family roles prevent me from gaining occupational future”. (ii) “Due to the time I spend on activities that focus on my occupational future”.

II. Independent Variables

WFC is measured with eleven items out of which seven items were given by Carlson, et al. (2000); one item by Duxbury, Higgins & Mills, (1992); three items by Stephens & Sommer, (1993). Sample items of the study are (i) “I feel stress at home after I come from work”. (ii) “I feel I miss out the activities at work that could help me in occupational future due to family stress.” These items were measured by using Likert Scale strongly agree-5 to strongly disagree-1.

Moderating variables

Moderating variables environmental support includes manager support, peer support, spouse support, parental support is measured with four items (strongly agree (5) to strongly disagree (1)). (i) Manager level support is measured with two items that are developed by Spector, (1985), “My manager is supportive to me” and Niehoff & Moorman (1993), “My superior help me which I have work overload.” (ii) Peer support is measured with two items given by Caplan, Cobb, French, Harrison & Pinneau (1975). “My co-worker help me when I have trouble at work.” (iii) Spouse support is measured by the item given by Caplan, et al. (1975) which states “My spouse helps me out to do things for my work easier.” (iv) Parental support is assessed with an item given by Caplan, et al. (1975) that states “My parents are willing to listen my work related problems.”

Statistical tools

The statistical tools were applied using SPSS 21.0 of which descriptive statistics (mean and standard deviation), Correlation and hierarchical regression analysis. Interaction software is applied to know the moderator’s relationship between the variables. Hayes (2018) methodology is considered for moderating variable as a continuous variable.

Reliability analysis

In order to test the reliability of the questionnaire, Cronbach Alpha is applied. The alpha values ranged between .684 and .829. All the alpha values met the minimum criterion $\alpha > 0.060$ as it is exploratory research (Hair, Anderson, Tatham, & Black, 1998). The results of the reliability analysis were given in the Table.1

RESULTS

The following are the output of the results based on the data analyzed. Table.2 represents the descriptive statistics which includes mean and standard deviation of the variables in the given model. Table.3 represents the results of hierarchical regression analysis for OF, which is entered in four steps. First step comprises independent variable WFC (model 1). The second step includes moderators (Model 2). It contains sections of moderator’s environmental support (peer support, manager support, spouse support, & parental support). Finally, third step includes interaction items secured by multiplying

the moderator variables by the independent variable. Interaction items in regression were acquired by mean centering proposed by Aiken & West, (1991).

Table 1. Reliability analysis

No	Variables	No. of items	α Value
1.	WFC	11	0.829
2.	OF	4	0.776
3.	Environmental support	6	0.684

(Source: Data analysis done by researcher based on primary data collected)

Table 2. Descriptive Statistics and Correlation of the variables

	Mean	Std dev	1	2	3	4	5	6
1	3.31	.94						
2	3.74	.77	.367**					
3	3.47	.66	.022	-.086				
4	2.98	.56	.049	-.013	-.229**			
5	3.01	.65	.091	-.151**	-.239**	.458**		
6	2.61	.72	.042	-.118*	-.114*	.228**	.567**	

1. Spouse support; 2. Parental support; 3. Peer support; 4. Manager support; 5. WFC; 6. OF.

(Source: Data analysis done by researcher based on primary data collected)

As given in Table. 3, model 1, ($b=.641$, $p<.001$), it is observed that there is a positive influence between WFC and OF. But as stated in Hypotheses 1, WFC has negative influence on OF. One of the reason might be IT industries Job Description (Kumari & Devi, 2021) as discussed above.

Therefore it is understood that through there is a positive relationship between the variables, since the significant value $p<.001$ is less than the 0.05 (acceptable level) it can be said that H₁ is accepted.

Hypotheses 2 specify that peer support moderate the relation between WFC and OF. The statement is found not to be significant at table .3, model 3. Perhaps peer support may not be viewed as prominent moderator between WFC and OF (Nasuridin & O'Driscoll, 2011) in IT industry. Therefore H₂ is not supported.

Hypotheses 3 states that manager support moderate the relation between WFC and OF. The interaction between manager support and WFC with OF is found to be significant at $p<0.001$ (table. 3, model 3). The result indicates that higher the manager support, greater would be OF. Therefore H₃ is accepted.

Hypotheses 4 defines that spouse support moderate the relation between WFC and OF. The interaction between spouse support and WFC is not significant (table .3, model 3). But in the previous step, when entered in hierarchical regression it is observed that it is significant at $p<0.05$ (table 3, model 2). Perhaps the sample respondents might be depending on other sources of support in spite of their spousal support. Therefore H₄ is not supported.

Hypotheses 5 states that parental support moderate the relation between WFC and OF. The interaction between parental support and WFC with OF is found to be significant at $p<0.01$ (table 3, model 3, $b=0.162$).

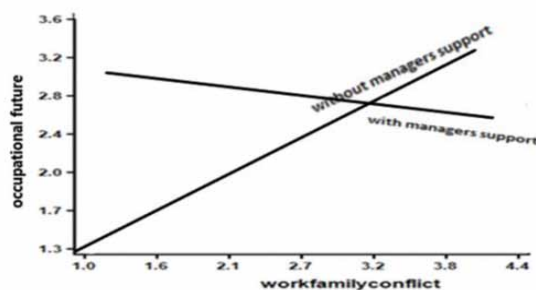
Table 3. Hierarchical Regression Analysis with OF

ITEMS	Model 1	Model 2	Model 3
1. Independent Variables			
WFC (WFC)	.641***	.584***	.461
2. Moderators			
<i>Environmental Supports</i>			
Peer support		.043	.078
Manager support		.023	.032
Spouse support		.080*	.047
Parental support		.041	.024
3. Interaction items			
Peer support X WFC			-.027
Manager support X WFC			-.307***
Spouse support X WFC			-.023
Parental support X WFC			.162**
R²	.376	.427	.486
Adjusted R²	.361	.401	.450
F	89.980***	4.144***	5.216***
Δ R²	.310	.051	.059

The result indicates that if an employee has parental support, his occupational future would be greater. Therefore H_5 is accepted.

The interpretation of the significant moderator plots of these relationships were presented in figure 2-3. In figure.2, respondents with manager support has greater OF and low level of conflict and the respondents who does not have manager support has high level of conflict and low OF. Figure.3 shows that parental support would decrease the conflict. Also it is found that respondents who do not have parental support have higher WFC.

Figure 2. Manager's Support moderating between WFC and OF



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In figure.2, respondents with manager support has greater OF and low level of conflict and the respondents who does not have manager support has high level of conflict and low OF.

Figure 3. Parental Support moderating between WFC and OF

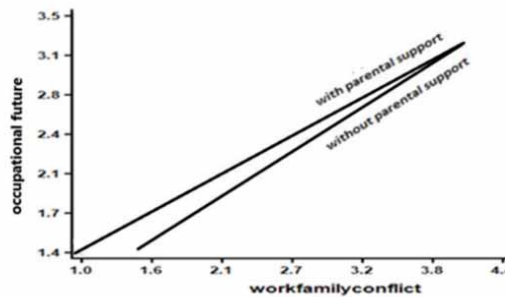


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DISCUSSION

The present research explored the predictors of WFC is OF with environmental support as moderators. The nature of IT job make their employees suspicious about the impact of WFC and OF (Kumari & Devi, 2021). IT employees put most of their time on group projects, travel regularly abroad as and when required and spend their workload with prospecting clients when compared with other sectors (Hughes, Bon & Rapp, 2013; Monguc, Auh & Uslu, 2013; Pham, et al., 2020). So it is understood that physical attendance in office depends upon their task force given accordingly. This might prevent them to commit on their work and family roles and more engage with their group projects (Kumari & Devi, 2021; Pham, et al., 2020). Generally it is presumed that WFC have negative relationship with OF (Martins et al. 2002) among the employees, it is uncertain whether

1. Influence of WFC on OF differs beyond the environmental differences.
2. WFC can literally show positive effect on OF under specific conditions.

The findings of this study place two major research questions, thereby coming up with new and pertinent theoretical and managerial implications (Miao & Wang, 2017).

The relation between WFC and OF has been cast with negative influences (Yusuf & Hasnidar, (2020, Kumari & Devi, 2021, Martin et al., 2002). But here the study brings out a new insight by exposing conditions under which WFC may produce positive effects on OF in subject with IT employees which might means a successful, hardworking employee can be imagined to have high-rise of conflict in work & family roles. The model in the study shows that OF always needs to have dedicated time on work. This might often create stress or stiff attachment to behavioral assumptions too. OF is a consequence of myriad factors. With the increase of labour force there is an increase in level of WFC which influence employees OF (Powell & Mainerio, 1992). Therefore it is understood

that there is a denial relationship between WFC and OF. This focus indirectly that successful employee is susceptible to undergo high level of WFC as discussed.

Extent research with environmental support as moderator between WFC and OF is considered for better understanding of IT employee's occupational success (Datta & Agarwal, 2017). Employees need influential people in their organization who enhance them and thereby giving them a chance to prove themselves and balance their roles. With regard to it the study showed that higher the support from managers, greater would be OF. Managerial support is required for managing family engagements through work- family practices and for better occupational future (Datta & Agarwal, 2017). It helps to reduce the conflict among their roles through human resource practices and help to build employment relationship and continuity for an extended time (Datta and Agarwal, 2017). But in case of peer support there is a no influence between WFC and OF. Perhaps given the increasing global challenges that are being faced by IT professionals build their work more competitive between their co-workers as a result framing out a non-supportive work culture (Nasuridin & O'Driscoll, 2011).

In general, there are two forms of family support. a) Parental support b) spouse support. In collectivistic societies, providing family support from family members to employees would influence on a person's WFC and OF (Hassan, Dollard & Winefield, 2010). In India, most of the employees depend upon their family members like parents, in-laws, spouse and relatives as a significant source for their work and family support. Here in the study it is observed that there is a moderator influence with parental support but not with spouse support. But in general a large number of employees restrict to spouse support only (wife/husband) rather than parental support (Fu & Shaffer, 2001). Perhaps one of the reason might be majority of the respondents spouses were employed (42.6%). And another reason might be that IT employees would depend upon their parents than a supportive spouse's. But the results showed positive relationship for parental support. One reason might be the parental support in the study is restricted or might be low parental support comparatively. Despite the fact that the levels of both forms of support were observed to be slightly above the moderate, the variables failed to buffer the effect on OF (Nasuridin & O'Driscoll, 2011). However family support from spouse and parents could make the individual to hold the responsibilities easier and would be likely to increase the proportion to progress OF (Datta & Agarwal, 2017).

So, finally, there is no significant effect on the relationship found with all the moderator variables on WFC and OF. These results are not as anticipated with previous studies that have explained environment support moderates WFC and OF (Michel et al., 2009; Nasuridin & O'Driscoll, 2011). One reason might be that IT industry encompasses with rigid targets, assertive nature, and excessive work, which would ruin IT employees environmental support. According to the survey done by Pham, et al., (2020), most problems for the IT employees include lack of time, lack of suitable tools or environmental support for sharing knowledge, communication etc. Hence it is observed that WFC of IT employees would increase due to the time spend on role effects on another role irrespective to their work or family (Calisir & Iskin, 2011).

LIMITATIONS

It is observed that in the survey, there is comparatively lower reliability for the measures considered under the investigation due to a small number of items and sample size. Though the problem is defined to be universal, it is found only in a few places of the country (India). Moreover, majority of the sample is covered in South India. Though the IT sector is spread though out the country, due to lack of time factor, the sample restricted with few essential cities. And the respondents were not communicated enough with the time permitted. It should be urged in future research if possible. Despite these limitations, the study is worked out maximum to benefit the results.

The current study suggests that there is a productive path for future research in understanding the relationship between WFC and OF. Majority of the study focused on the environmental support as moderators. There is a need to go beyond this study on family-friendly policies, organizational

norms, work benefits, corporate culture, boss behavior, socio-environmental factors, spouse attitude, single father's attitude, and family environment as a factor affecting OF. Moreover changing career desires with different lifestyles and self-management is a piece of evidence to study on employee's upward mobility (Clarke, 2013).

As mentioned, WFC is a universal problem the study cannot be restricted only to the IT sector. There is a need to spread the survey on other areas like education, insurance, medical, Parma, and banking, etc., very particularly female employees. And also, there is a need to focus on the relationship of WFC consequences like job satisfaction, organizational commitment, turnover, and absenteeism to OF. Moreover, talent management which includes mentoring, training, and coaching, were been found to be useful tools for OF (Saquifa, Tsouroufli, & Branine, 2015). Further, there is a need to focus on these concepts.

IMPLICATIONS

It had been identified in the framework that WFC is the major determinant to OF. This means higher the WFC, lower the OF (Martins et al., 2002). But the study shows a positive relationship of which one possible cause is the indirect effect of WFC on OF among IT employees. It means though the performance increased, OF is still affected by WFC because performance does not have an important role in improving OF (Yusuf & Hasnidar, 2020). OF is the intersection of employee and employer which would benefit the Information Technology employees and organization needs and to recognize suitable strategy for directing the WFC (Kumari & Devi, 2021). Employees who are highly motivated may have a successful OF and also perform their work and family domains without overlapping time boundaries.

One of the major implications of the current study is to reduce WFC and focus on OF (Ballout, 2008). For every employees it is necessary to provide mechanisms by employer in order to meet their domain demands. In addition support from the organization is essential to reduce the conflict arising from their family domain. And also the findings resemblance the importance of family supportive environment with the organizations (Nasurdin and O'Driscoll, 2011). Therefore there is a need to create the policies and programs that make it practicable for IT employees so that they can blend their careers and personal lives and exhibit commitment towards their domains (Kumari and Devi, 2021).

CONCLUSION

To conclude, safeguarding employee intention to stay is very difficult and significant to every sector. Many organizations in India, began establishing exercises that prop up work\family equality and to retain employees for a more extended period (Rath, Mohanty & Pradhan, 2015). Therefore there is always a need to understand the factors that effect OF. It is because every look for a promotion, there is a requirement to renovate the models of career for the current growth in the workforce, which is essential.

Moreover, future competitiveness of companies depends on the fact that top IT companies have to work in the following line of actions (Cano, Sanz & Misra, 2013).

1. Sharing their knowledge to improve teamwork.
2. Supporting their own business units and other companies which require their services.
3. Working more systematically to align IT objectives with business strategy.
4. Improving management of customer's needs considering the concept of demand life cycle.

And also, IT companies should focus on improving their environment support by providing suitable tools, redesigning working environment, reducing their workload and training their communication skills (Pham, et al., 2020).

Finally, academic progress is significant in any sector for developing individually and nation. (Arokiasamy, Ismail, Ahmad, & Othman, 2011). Further the holistic approach that integrated employee's career gives organization's more reliability to enhance productivity at work place.

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