

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

Thriveni Kumari Karlapudi, School of Management, Presidency University, Bangalore, India\*

## 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

DOI: 10.4018/IJHCITP.296690

\*Corresponding Author

This article published as an Open Access article distributed under the terms of the Creative Commons Attribution License (<http://creativecommons.org/licenses/by/4.0/>) which permits unrestricted use, distribution, and production in any medium, provided the author of the original work and original publication source are properly credited.

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 & Bektashi, 2008). But there were only few studies which explained about environmental support as moderator with WFC and OF (Nasurdin & 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).

*H<sub>1</sub>: 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).

H<sub>2</sub>: 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).

H<sub>3</sub>: 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)

H<sub>4</sub>: 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

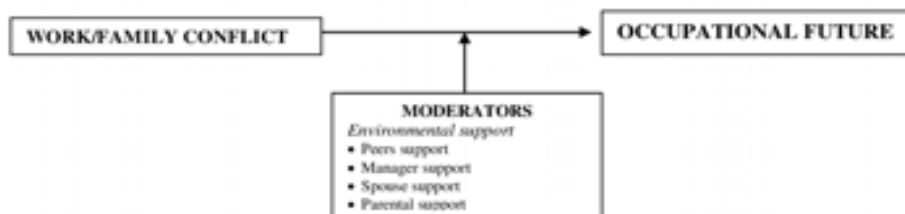
parental support lessens WFC (Karatepe & Bekteshi, 2008), there was a little attempt examined with the moderating role of parental support with WFC and OF (Dewe, O’Driscoll & Cooper, 2010).

H<sub>5</sub>: 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	$\alpha$ 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 H<sub>1</sub> 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 H<sub>2</sub> 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 H<sub>3</sub> 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 H<sub>4</sub> 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,  $b=0.162$ ).

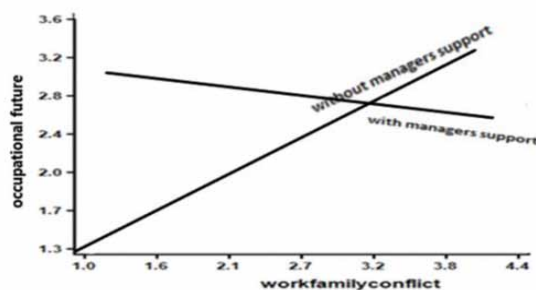
Table 3. Hierarchical Regression Analysis with OF

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





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. Parental Support moderating between WFC and OF

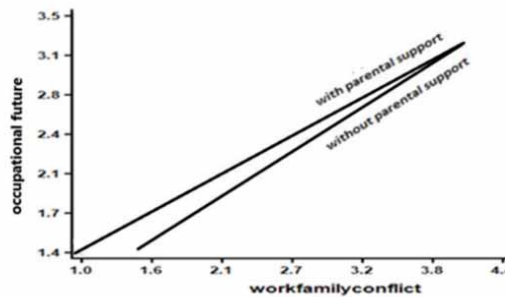


Figure.3 shows that parental support would decrease the conflict. Also it is found that respondents who do not have parental support have higher WFC.

## 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.

## REFERENCES

- A Step by Step Guide for Choosing Project Topics and Writing Research Papers in ICT Related Disciplines.* (2021). In *Communications in Computer and Information Science (CCIS)*. Springer.
- Aiken, L., & West, S. (1991). *Multiple regressions: Testing and interpreting interactions*. Sage.
- Aishwarya, B. (2012). Conflict segments of women employees of IT sector in India: Its relevance with the demographic profile. *International Journal of Human Capital and Information Technology Professionals*, 3(1), 42–53. doi:10.4018/jhcitp.2012010104
- Alhassan, J. K., Abba, E., Misra, S., Ahuja, R., Damasevicius, R., & Maskeliunas, R. (2020). *A framework for Cyber Ethics and Professional Responsibility in Computing*. In *Advances in Electrical and Computer Technologies*. Springer.
- Allen, T. D., Cooper, C. L., & Sanchez, J. (2003). Family responsive interventions, perceived organizational and supervisor support, work-family conflict and psychological strain. *International Journal of Stress Management*, 10(4), 326–344. doi:10.1037/1072-5245.10.4.326
- Allen. (2001). Family supportive work environment: The role of organizational perception. *Journal of Vocational Behavior*, 58, 418–435.
- Anderson, S. E., Coffey, B. S., & Byerly, R. T. (2002). Formal organizational initiatives and informal workplace practices: Links to workfamily conflict and job-related outcomes. *Journal of Management*, 28(6), 787–810.
- Arokiasamy, L., Ismail, M., Ahmad, A., & Othman, J. (2011). Predictors of academics career advancement at Malaysian private universities. *Journal of European Industrial Training*, 35(6), 589–605. doi:10.1108/03090591111150112
- Ballout, H. I. (2008). Work-family conflict and career success: The effects of domain-specific determinants. *Journal of Management Development*, 27(4), 437–466. doi:10.1108/02621710810871781
- Beard, B. S. D. (2015). Confronting paradox: exploring mentoring relationships as a catalyst founder stating the strengths and resilience of Indian professional women. In P. Kumar (Ed.), *Unveiling Women's Leadership: Identity and Meaning of Leadership in India* (pp. 25–43). Palgrave Macmillan.
- Buddhapriya, S. (2013). Diversity management practices in select firms in India: A critical analysis. *Indian Journal of Industrial Relations*, 8(4), 597–610.
- Budhwar, P., & Varma, A. (2010). Emerging patterns of HRM in the new Indian economic environment. *Human Resource Management*, 49(3), 345–351. doi:10.1002/hrm.20364
- Calisir, F., & Iskin, I. (2011). The factors affecting intention to quit among It professional in Turkey. *Personnel Review*, 40(4), 514–532. doi:10.1108/00483481111133363
- Cano, C., Sanz, L. F., & Misra, S. (2013). Featuring CIO: Roles, Skills and soft Skills. *International Journal of Human Capital and Information Technology Professionals*, 4(1), 22–33. doi:10.4018/jhcitp.2013010103
- Caplan, R. D., Cobb, S., French, J. R. P., Harrison, R., & Pinneau, S. R. (1975). *Job demands and Worker Health*. Government Printing Press.
- Carlson, D. S., Michele, K. K., & Williams, L. J. (2000). Construction and Initial Validation of a Multidimensional Measure of work-family conflict. *Journal of Vocational Behavior*, 56(2), 249–276. doi:10.1006/jvbe.1999.1713
- Carr, J. C., Boyar, S. L., & Gregory, B. T. (2008). The moderating effect of work-family centrality on work-family conflict, organizational attitudes, and turnover behavior. *Journal of Management*, 34(2), 244–262. doi:10.1177/0149206307309262
- Clarke, M. (2013). The organizational career: Not dead but in need of redefinition. *International Journal of Human Resource Management*, 24(4), 684–703. doi:10.1080/09585192.2012.697475
- Dai, L. T., & Song, F. H. (2016). Subjective career success: A literature review and prospect. *Journal of Human Resource and Sustainability Studies*, 4(3), 238–242. doi:10.4236/jhrss.2016.43026

- Datta, S., & Agarwal, A. (2017). Factors affecting career advancement of Indian women managers. *South Asian Journal of Business Studies*, 6(3), 314–336. doi:10.1108/SAJBS-07-2016-0062
- Dewe, P. J., O'Driscoll, M. P., & Cooper, C. L. (2010). *Coping with work stress: A review and critique*. Wiley-Blackwell. doi:10.1002/9780470711712
- Donnelly, R. (2015). Tensions and challenges in the management of diversity and inclusion in it services multinationals in India. *Human Resource Management*, 54(2), 199–215. doi:10.1002/hrm.21654
- Duxbury, L. E., Higgins, C. A., & Mills, S. (1992). After-hours telecommuting and work-family conflict: A comparative analysis. *Information Systems Research*, 3(2), 173–190. doi:10.1287/isre.3.2.173
- Fu, C. K., & Shaffer, M. A. (2001). The tug of work and family: Direct and indirect domain-specific determinants of workfamily conflict. *Personnel Review*, 30(5), 502–522. doi:10.1108/EUM0000000005936
- Greenhaus, J. H., & Beutell, N. J. (1985). Sources of conflict between work and family roles. *Academy of Management Review*, 10(1), 76–88. doi:10.2307/258214
- Gutteridge, T. G., Leibowitz, Z. B., & Shore, J. E. (1993). *Organizational Career Development*. Jossey-Bass.
- Hair, J. F., Anderson, R. E., Tatham, R. L., & Black, W. C. (1998). *Multivariate Data Analysis with Readings*. Prentice-Hall.
- Harris, K. J., Wheeler, A. R., & Kacmar, K. M. (2009). Leader-member exchange and empowerment: Direct and interactive effects on job satisfaction, turnover intentions, and performance. *The Leadership Quarterly*, 20(3), 371–382. doi:10.1016/j.leaqua.2009.03.006
- Hassan, Z., Dollard, M. F., & Winefield, A. H. (2010). Work-family conflict in Eastern Vs Western countries. *Cross Cultural Management*, 17(1), 30–49. doi:10.1108/13527601011016899
- Hayes, A. F. (2018). *Introduction to mediation, moderation and condition process analysis: A regression-based approach*, 273. Guilford Press.
- Huffman, M.A.H., Casper, W.J., & Payne, S.C. (2014). How does spouse career support relate to employee turnover? Work interfering with family and job satisfaction is mediator. *Journal of Organizational Behavior*, 35(2), 194–212.
- Hughes, D. E., Bon, J. L., & Rapp, A. (2013). Gaining and leveraging customer-based competitive intelligence: The pivotal role of social capital and salesperson adaptive selling skills. *Journal of the Academy of Marketing Science*, 41(1), 91–105. doi:10.1007/s11747-012-0311-8
- Ismail, M. (2008). *Gender and Career: Realities and Challenges*. Inaugural Lecture Series, University Putra Malaysia.
- Judge, T. A., & Bretz, R. D. Jr. (1994). Political influence processes and career success. *Journal of Management*, 20(1), 43–65. doi:10.1177/014920639402000103
- Karatepe, O. M., & Bektashi, L. (2008). Antecedents and outcomes of work-family facilitation and family-work facilitation among frontline hotel employees. *International Journal of Hospitality Management*, 27(4), 517–528. doi:10.1016/j.ijhm.2007.09.004
- Kirrane, M., & Buckley, F. (2004). The influence of support relationships on work-family conflict: Differentiating emotional from instrumental support. *Equal Opportunities International*, 23(1/2), 78–88. doi:10.1108/02610150410787800
- Kossek, E., & Ozeki, C. (1998). Work-family conflict, policies, and the job-life satisfaction relationship: A review and directions for organizational behavior-human resources research. *The Journal of Applied Psychology*, 83(2), 139–149. doi:10.1037/0021-9010.83.2.139
- Krys, K., Swidrak, J., Kwiatkowska, A., Berezecka, K., & Natasza, V. (2018). The role of organizational and spouse support in solving work-life conflict among migrants. *International Journal of Stress Management*, 25(S1), 1–6. doi:10.1037/str0000070
- Kumari, T. K. (2019). Relationship between work-life conflict and career progression with demographic variables as moderators. *International Business Management*, 13(1), 566–576.

- Kumari, T. K., & Devi, R. V. (2021). Impact of work-family conflict on career development of knowledge workers in Indian IT sector: Examining moderating effect of age. *International Journal of Human Capital and Information Technology Professionals*, 12(3), 37–53. doi:10.4018/IJHCITP.2021070103
- Lu, C. Q., Lu, J. J., Du, D. Y., & Brough, P. (2016). Cross over effects of Work-Family Conflict among Chinese couples. *Journal of Managerial Psychology*, 31(1), 235–250. doi:10.1108/JMP-09-2012-0283
- Majumder, M. (2016). Technology as work and work as technology. *International Journal of Human Capital and Information Technology Professionals*, 7(1), 20–34. doi:10.4018/IJHCITP.2016010102
- Martin, L. L., Eddleston, K. A., & Veiga, J. F. (2002). Moderators of the relationship between work-family conflict and career satisfaction. *Academy of Management Journal*, 45(2), 399–409.
- Miao, C. F., & Wang, G. (2017). Effects of work – family conflicts on sales person behaviours: A double-edge sword. *Journal of the Academy of Marketing Science*, 45(5), 762–783. doi:10.1007/s11747-016-0492-7
- Michel, J. S., Mitchelson, J. K., Pichler, S., & Cullen, K. L. (2009). Clarifying relationships among work and family support, stressors and work – family conflict. *Journal of Vocational Behavior*, 76(1), 96–104. doi:10.1016/j.jvb.2009.05.007
- Monguc, B., & Auh, S. (2013). Customer knowledge creation capability and performance in sales teams. *Journal of the Academy of Marketing Science*, 41(1), 19–39. doi:10.1007/s11747-012-0303-8
- Nabi, G. R. (2001). The relationship between HRM, social support and subjective career success among men and women. *International Journal of Manpower*, 22(5), 457–474. doi:10.1108/EUM000000005850
- Nasurdin, A. M., & O’Driscoll, M. (2011). Work overload, Parental Demand, perceived Organizational Support, Family support and work-family conflict among New Zealand and Malaysian Academics. *New Zealand Journal of Psychology*, 40(3), 38–48.
- Netemeyer, R. G., Maxham, J. G. III, & Pullig, C. (2005). Conflicts in the work-family interface: Links to job stress, employee performance and customer purchase intent. *Journal of Marketing*, 69(2), 130–143. doi:10.1509/jmk.69.2.130.60758
- Niehoff, B. P., & Moorman, R. H. (1993). Justice as a Mediator of the Relationship between Methods of Monitoring and organizational citizenship behaviors. *Academy of Management Journal*, 36(3), 527–556.
- Okkonen, J., Vuori, V., Helander, N., & Ziemba, E. (2018). Enablers and restraints of knowledge work - Implications by certain professions. *Cogent Business & Management*, 5(1), 1504408. doi:10.1504/08023311975
- Omar, S., & Tajudeen, F. P. (2020). The influence of career adaptability and career commitment to minimize intention to leave among ICT professionals. *International Journal of Human Capital and Information Technology Professionals*, 11(2), 23–28. doi:10.4018/IJHCITP.2020040102
- Pandey, S., & Sharma, V. (2016). Understanding work related stress, job conditions, work culture and workaholism phenomenon as predictors of HR crisis: An empirical study of the Indian IT sector. *International Journal of Human Capital and Information Technology Professionals*, 7(2), 68–80. doi:10.4018/IJHCITP.2016040105
- Parasuraman, S., Greenhaus, J. H., & Granrose, C. S. (1992). Role Stressors, social support and wellbeing among two-career couples. *Journal of Organizational Behavior*, 13(4), 339–356. doi:10.1002/job.4030130403
- Pattanaik, F., & Nayak, N. C. (2011). Employment intensity of service sector in India: trend and determinants. In *2010 International Conference on Business and Economics Research*. IACSIT Press.
- Pham, Q. T., Nguyen, A. P., Mishra, S., & Damasevicius, R. (2020). Increasing Innovative working behavior of Information Technology employees in Vietnam by Knowledge Management Approach. *Computers*, 9(3), 61. doi:10.3390/computers9030061
- Powell, G. N., & Butterfield, D. A. (2013). Sex, gender, and aspirations to top management: Who’s opting out? Who are opting in? *Journal of Vocational Behavior*, 82(1), 30–36. doi:10.1016/j.jvb.2012.11.003
- Powell, G. N., & Mainerio, L. A. (1992). Cross-currents in the river of time: Conceptualizing the complexities of women’s careers. *Journal of Management*, 1(2), 215–237. doi:10.1177/014920639201800202

- Purushothaman, S., & Kaviya, E. (2020). A study on Employee Engagement in IT company. *Journal of Management*, 7(3), 1–7.
- Rath, T. S., Mohanty, M., & Pradhan, B. B. (2015). Career advancement of women bank managers in India: A study in State Bank of India. *XIMB Journal of Management*, 12(1), 87–96.
- Ravichandran, B., & Baral, R. (2014). Factors affecting the work attitudes of Indian re-entry women in the IT sector. *Vikalpa*, 39(2), 31–42. doi:10.1177/0256090920140205
- Ruppanner, L., & Huffman, M. (2014). Blurred boundaries: Gender and work-family interference in acrossnational context. *Work and Occupations*, 41(2), 1–27. doi:10.1177/0730888413500679
- Rustagi, P. (2010). *Employment Trends for Women in India*. ILO.
- Saquifa, B. S., Tsouroufli, M., & Branine, M. (2015). Gender, careers, and inequalities in medicine and medical education: international perspectives. Emerald Group Publishing.
- Semwal, M. (2017). Impact of employees training and career development on their engagement: A study using OCM and UWES measurement scales. *Nice Journal of Business*, 12(1), 85–101.
- Shruthi, T., Pranak, K., & Jha, A. N. (2017). Moderating role of gender between job characteristics and job satisfaction: An empirical study of software industry using structural equation modeling. *International Journal of Human Capital and Information Technology Professionals*, 8(2), 59–71. doi:10.4018/IJHCITP.2017040104
- Singe, S. M., & Mensch, J. (2021). Work-Life Balance in Athletic Training; A perspective of the Athletic Trainers Spouse. *International Journal of Athletic Therapy & Training*, 26(4), 216–224. doi:10.1123/ijatt.2019-0089
- Spector, P. E. (1985). Measurement of Human service staff satisfaction: Development of the Job Satisfaction Survey. *American Journal of Community Psychology*, 13(6), 693–713. doi:10.1007/BF00929796 PMID:4083275
- Stephens, G. K., & Sommer, S. M. (1993). Work-family conflict, job attitudes, and work social supthport: Investigations of measurement and moderation. Presented at the *meeting of Academy of Management*, Atlanta, GA.
- Suhasini, T., & Kalpana, K. (2018). A study on factors affecting employee engagement in Indian IT industry. *International Journal of Pure and Applied Mathematics*, 118(24), 1–13.
- Towler, A. J., & Stuhlmacher, A. F. (2013). Attachment styles, relationship satisfaction, and well- being working women. *International Journal of Social Psychology*, 153(3), 279–298. doi:10.1080/00224545.2012.735282 PMID:23724701
- Ugwu, K. E., Mary, K., & Oluchi, E. C. (2018). Impact of Work-Family Conflict on Career Advancement of Female Professionals in Commercial Banks of Ebonji State, Nigeria. *International Journal of Management Accounting and Economics*, 5(12), 967–985.
- Voydanoff, P. (2007). *Work, family, and community: Exploring interconnections*. Lawrence Erlbaum Associates, Inc.
- Wallace, J. E. (2014). Gender and supportive co-worker relations in the medical profession. *Gender, Work and Organization*, 21(1), 1–17. doi:10.1111/gwao.12007
- Watts, L., Frame, M., Moffett, C., Richard, G., Van, H. J. L., & Michael, H. (2015). The relationship between gender, perceived career barriers, and occupational aspirations. *Journal of Applied Social Psychology*, 45(1), 10–22. doi:10.1111/jasp.12271
- Yusuf, M. R., & Hasnidar, H. (2020). Work – family conflict and career development on performance of married women employees: Case of Bank of Indonesia. *International Journal of Research in Business and Social Science*, 9(1), 151–162. doi:10.20525/ijrbs.v9i1.601

*K. Thriveni Kumari is working as Associate Professor in School of Management, Presidency University, Bangalore. She completed her Post Doc at IIM Calcutta. She has 18 years of teaching and research experience. She published 24 articles in various national and international journals. Her areas of interest are human resource management, organisation behaviour, and marketing management.*