



Indian Institute of Management Calcutta

Working Paper Series

WPS No.850 /September 2020

**MODERATING ROLE OF GENDER IN THE RELATIONSHIP BETWEEN DOMAIN SPECIFIC
ATTRIBUTES AND WORK-FAMILY CONFLICT OF IT PROFESSIONALS IN INDIA**

Dr.K.Thriveni Kumari

Post Doctoral Research Fellow, Organizational Behavior Group

IIM Calcutta, Joka, Kolkata 700104, India

Email: ktkarlapudi@iimcal.ac.in

Dr. Abhishek Goel,*

Associate Professor, Organizational Behavior Group

IIM Calcutta, Joka, Kolkata 700104, India

Email: agoel@iimcal.ac.in

*Corresponding Author

Indian Institute of Management Calcutta, Joka, D.H. Road, Kolkata 700104

URL: <http://facultylive.iimcal.ac.in/workingpapers>

MODERATING ROLE OF GENDER IN THE RELATIONSHIP BETWEEN DOMAIN SPECIFIC ATTRIBUTES AND WORK-FAMILY CONFLICT OF IT PROFESSIONALS IN INDIA

K. Thriveni Kumari ¹ & Abhishek Goel ²

ABSTRACT

Purpose: Work-Family Conflict (WFC) is one of the major problems faced by Information Technology (IT) professionals. The purpose of this paper is to explore the influence of domain specific attributes (Job Ambiguity (JA), Work Overload (WO), Peer Support (PS), Family Friendly Policies (FFP), Current Salary (CS), Family Responsibilities (FRS) and Family support (FS)) on Work-Family Conflict of IT professionals in India.

Design/methodology/approach: For empirical testing of the data is accumulated from 319 IT professionals working across India in IT companies. Bootstrapping in SPSS was used to test the proposed hypotheses.

Findings: The study revealed that WFC may not be influenced by all the domain attributes for IT professionals. Attributes such as Job ambiguity, family friendly policies, current salary, family responsibilities and family support strongly influence WFC. Additionally gender is determined to be a strong moderator between the attributes and WFC. Besides it is observed that there is a variation in case of male and female respondents in the study.

Originality/Value: This study is important to IT companies as it shows significant attributes that influence WFC and understand their influence depends on gender role.

Keywords: Attributes, domain, gender, IT professionals, Work family conflict.

¹ Post Doctoral Research Fellow ,Organizational Behavior Group, IIM Calcutta , Email: ktkarlapudi@iimcal.ac.in, kthrivenikumari@gmail.com

² Associate Professor, Organizational Behavior Group , IIM Calcutta, Email: agoel@iimcal.ac.in

MODERATING ROLE OF GENDER IN THE RELATIONSHIP BETWEEN DOMAIN SPECIFIC ATTRIBUTES AND WORK-FAMILY CONFLICT OF IT PROFESSIONALS IN INDIA

Introduction

The rise of 24/7 knowledge economy coupled with the emergence of technology that allow continuous connection has resulted in a faster progress for the businesses and their employees (Kossek, Ruderman, Braddy, & Hannum, 2012). The pressure on employees to balance two essential domains – work and family – has consequently gone up (Ruppner & Huffman, 2014). There has been a rise in studies on the balancing act between work and family domains. Within this, Work-Family Conflict (WFC) or Family-Work Conflict (FWC) have attracted more attention. Very few studies have focused on domain specific attributes influence on WFC leaving it as a glaring research gap (Lu, Lu, Du, & Brough, 2016; Mathews, Farrell, & Bulger, 2010; Padhi & Pattnaik, 2017). WFC was initially viewed as unidirectional – conflict arising out of work responsibilities impinging on family time (Greenhaus & Beutell, 1985), inter role conflict (Khan, Wolfe, Quinn, Snoek & Rosenthal, 1964) but was later modified to be bidirectional with mutual involvement of family with work (Duxbury & Higgins 1991). In consistence with Khan et al. (1964), p.20; Greenhaus & Beutell (1985); p.77 and Netemeyer, Boles and Murrian (1999) p.401, defined WFC as a form of inter role conflict in which the general demands of time devoted to, and strain created by the job/family interference with performing work/family-related responsibilities and FWC as a form of inter role conflict in which the general demands of time devoted to, and strain created by the family interference with performing work related responsibilities In effect, Work-Family Conflict WFC presents a dual conflict setup i.e., work impinging on family and family interfering on work (William & Allinger, 1994).

Another aspect of WFC testing has been treating all employees as equal. While this could be true for several countries with higher gender egalitarianism, (Robert, Paul, Mansour, Peter & Vipin, 2004) countries with lower gender egalitarianism may experience differences.

Time (Occasion) based conflict: The conflict that is raised due to time (occasion) that makes individual difficult to perform or participate in another role.

Strain (stress) based conflict: The conflict that is raised due to stress caused with the difficulty to comply with another role demand.

Behaviour (conduct) based conflict: The conflict raised due to conduct desired in one role is conflicting with behavioural predict in another role.

Going deeper, men and women are expected to operationalise the work and family domains differently following the gender role distribution in the society. This is especially true for the societies where gender based role divisions are pronounced. There are but few studies that have highlighted the differences (Kim, 2017) that too do not specifically test for the conceptualisation of the role differences and its impact on the domain specific influence. The importance of gender differences can be explained by social norms (Bertrand, 2011). One of the essential part company managers' self-concept is being aware of gender (Greenhaus, Peng & Allen, 2011). The company managers strongly identify with gender roles that motivate them to allocate and invest resources to reinforce beliefs about gender membership (Bertrand, 2011). It has been reported male and female managers interpret their identities differently, which in turn influences their assessment of WFC (Kim, 2017).

Following the literature, it emerges that while most modern societies around the world face the challenges of dealing with WFC, a few developed countries seemed to have attracted most attention on the matter with developing countries left out (Aryee, Srinivas, & Tan, 2005; Haar & Bardoel, 2008) even though the business challenges in the developing countries remain. In fact, it could be argued that WFC is felt more prominently in the industrialised or rapidly industrialising societies. While such societies aspire to have the economic and systemic capabilities found in developed countries, the synchronicity of support systems, systemic solutions for several problems are not as developed. However, the rapidly industrialising societies are important future growth engines. Their challenges could be unique, solutions to which would lead to better outcomes for the businesses and the employees. In the same vein, the Indian economy has witnessed a boom in the service sectors (Pattanaik & Nayak, 2011). The economic rise and increased interaction with other societies has resulted in a highly rewarding but very competitive work scenario, coupled with rising aspirations of the workforce (Freeman & Soete, 1987). Accordingly, WFC has risen so much that it is now customary in corporate India to talk about it (Rustagi, 2010). The

situation of long years of rapid growth is similar to several other developing or fast industrialising societies around the world. An understanding of WFC in a gender inequitable fast growth economy such as India could inform the community better about several other similar societies around the world.

The other aspect of the context is the choice of site. Indian economy is now dominated by the services sector that contributes more than 50% of the GDP. Among the services sector, the Information Technology (IT) segment has grown especially fast in terms of revenue, business reach, and has seen increased participation of professional employees irrespective of gender (NASSCOM, 2015, Rustagi, 2010). The IT segment has virtually spread to all parts of India creating extensive employment opportunities. The Indian IT companies have earned a reputation for being cost-competitive (Dhar, 2016) with a very strong focus on client satisfaction (Sankalpa & Debkumar, 2015). The competition in the industry itself puts a great demand on the employees to prove that they are the best, meet stringent targets, work for their future growth and continuously prove their worth to their respective organizations— which boils down to servicing their client requirements. Employees are required to stay in the office unless the tasks are complete even at the cost of personal time. Technology and access advancements also mean that the employees are required to work beyond their schedules consistently over a long period of time (Calisir, Gumussoy & Iskin, 2011). All these result in increased strain and greater chances of facing a conflict while balancing the work and family domains. Gender's role on professionals experience of WFC is still unclear given the prior conceptualisation of the absence of gender differences (Greenhaus and Parasuraman, 1999).

This study therefore bridges two important literature gaps. One, it explores whether different gender roles result in differences across experience of WFC. Two, it looks at employees in fast growing developing countries where commensurate systems are not available, indicating a stronger impact of WFC on several employee outcomes.

This study also informs details about the domain specific attributes that affect WFC. These attributes include job ambiguity, work overload, peer support, family friendly policies, family responsibilities, current salary and family support that influence WFC. It also explores the gender's influence on the relationship between domain specific attributes and WFC. The subsequent sections explain the conceptual model and hypotheses for the study, research method, followed by analysis and presentation of results. The paper concludes with a

discussion on the findings and utility of the proposed model for practice and future research.

LITERATURE REVIEW

Multidimensional facets of WFC

Greenhaus and Beutell's (1985) seminal work conceptualised and cogently presented the outcome scenarios due to a failure in balancing work and family domains given the interplay between time (occasion), strain (stress) and behaviours (conduct). Time (Occasion) based conflict relates to the occasion that makes difficult for an individual to participate in another role. Strain (stress) based conflict relates to the stress caused in a role being difficulty to engage with another role. Lastly, Behavior (conduct) based conflict relates to conduct in a role being different from the expected conduct in a role (Netemeyer et al., 1999).

With increase in the number of two-careered families in workforce, there is an increase in sharing family responsibilities (Ling & Poweli, 2001). Increased responsibilities result in more conflicts (Zacher, Jimmieson, & Winter, 2012). Therefore the research on domain attributes (Oren & Levin, 2017) identifies that there is a need to study on WFC raised due to failure to meet the demands of one role due to time (occasion), strain (stress) and behavior (conduct) appropriated with another (Greenhaus & Beutell, 1985).

With this conceptualisation presented with most of the studies of WFC, empirical support for this model remains to be neutral. There seems to be conceptual and measurement related difficulties in operationalising such model. Similarly, a literature search revealed that studies that tested time (occasion), strain (stress) and behaviour (conduct) based conflict need more empirical study to understand these dimensions of WFC, or three different types of WFC (Kundu, Phogat, Datta & Gahlawat, 2016; Fu & Shaffer, 2000).

Domain Specific Attributes of WFC

Several researchers have argued that primacy of domain attributes in giving rise to WFC. The argument hinges on relative lack of control over the work domain compared to the family domain (Higgins & Duxbury, 1992). The lack of control over domains results in a heightened tension with the family domain leading to a conflict between work and family (Parasuraman & Simmers, 2001). The literature posits seven domain specific attributes that affect the balance between work and family. These are job ambiguity, work overload (Michel, Kotrba, Mitchelson, Clark, & Baltes, 2011), peer support (Haddock, Zimmerman,

Ziemba, & Lyness, 2006), family friendly policies (Ronda, Legaz & Lopez, 2016), current salary (Ford, 2011), family support (Fu & Shaffer, 2001) and family responsibilities (Jesse, Lindsey, Jacqueline, Malissa & Boris, 2011). This paper presents a finer-grained conceptualisation and presents arguments for each attribute in subsequent sections.

Job Ambiguity

Job ambiguity increases with unclear job responsibilities and obscure information about the job. Employees feeling job ambiguity would encounter stress and have an increased level of work interference with family (Khan, Wolfe, Quinn, Snoek, & Rosenthal, 1964). Job ambiguity influences employee's work and family domain leading conflict between these domains and decrease in creativity (Tang & Chang, 2010). Therefore, it is understood that employees experiencing job ambiguity will report increased level of WFC.

H₁: Job ambiguity positively influences WFC.

The study will additionally explore the role of job ambiguity in influencing WFC based on occasion, stress and conduct.

Work Overload

Work overload is reported to be a common issue among IT industry employees (Altaf & Awan, 2011). Work overload arises when the employees have more work to do than the allowed time to adequately finish it. Given the competitive pressures, the employees will have little choice but to spend more time at work leading to lesser time for the other domain (Greenhaus & Beutell, 1985). It has been reported that employees with heavy work load are unable to reduce their WFC (Karatepe, 2013). Therefore, higher in demand of time of an employee, higher the chance of degree of conflict. As a result, there is a conflict among the work and family domains due to limited time and extensive workload.

H₂: Work overload positively influences WFC

The study will additionally explore the role of work overload in influencing WFC based on occasion, stress and conduct.

Peer Support

Ambiguous role description and conflicting professional positions with limited autonomy are the norms in the workplace. Supportive relationships with peers/colleagues help smoothen the personal impact (Beehr & McGrath, 2003). Peer support also helps to complete the work on time, encourage, and share knowledge when required (Zhou & George, 2001) and therefore increase resourcefulness, which could lead to reduced WFC. Peer support is

related to the attitude and behaviour of employees that can help in reducing conflict (Shah & Shah, 2010). It is expected that,

H₃: Peer support negatively influences WFC.

The study will additionally explore the role of peer support in influencing WFC based on occasion, stress and conduct.

Family Friendly Policies

Organizations help employees through family-friendly policies aimed at alleviating differences and disagreements between work and family domains through facilitation of family related tasks (Beehr and McGrath, 2003). Family friendly policies such as flexible working conditions, part-time work, crèches and flexible time to meet emergency domestic role demands can decrease conflict (Doble & Supriya, 2010).

H₄: Family friendly policies negatively influence WFC.

The study will additionally explore the role of family friendly policies in influencing WFC based on occasion, stress and conduct.

Current salary

One of the important attribute that has not been directly examined is whether salary affects WFC. There are situations of which individuals with different levels of salary might influence with WFC (Spector, 1985). Individuals with high salary indicates increase in level of responsibilities that would raise stress for employees (Michel, Kotrba, Mitchelson, Clark & Baltes, 2011) but they are more likely to have formal benefits than the individuals with low salary (Weigt & Solomon, 2008). At the same time high salaried employees may result higher work expectations and greater pressure to delay fulfilments of family responsibilities leading to more involvement of work and suppressing family duties (Rothbard, Phillips & Dumas, 2005). Therefore salary may not prevent rising of WFC but may help to provide a resource that prevent the strain occurred temporarily but does not alternate from balancing the domain roles (Ford, 2011).

H₅: Current Salary positively influences WFC.

The study will additionally explore the role of current salary in influencing WFC based on occasion, stress and conduct.

Family Support

In general, there are two forms of family support. a) Parental/ domestic support b) spouse support. Support from family members ensures that the family related tasks and responsibilities are discharged as the employees focus on work domain, thus reducing the conflict between the two (Hassan, Dollard & Winefield, 2010). A Chinese proverb goes, "It is a treasure of having an older person in the family", indicating the importance of the family structure and the resulting support of family members available to the employees. In oriental cultures Family support has been found to aid in higher psychological well-being, better health and lower work-family conflict (Adams, King, & King, 1996; Aryee, Luk, Leung, & Lo, 1999; Burke, 1988).

Present days the traditional families are increasing the trend of new married couples to stay along with their parents (Chu, 1985). Though nuclear family became a general family structure, the traditional family of adults living with their parents became dominant for dual earning couples since the elders show concern to the needs of adulteries (Wang, 1990). Even elderly parents also provide child care and household assistance to their children (Pan & Lin, 1987). The exchange of care and help between different generations may represent a trade off in which part of working parents' child care and household responsibilities is taken over by their elderly parents in order to reduce their WFC (Ling & Poweli, 2001).

Although WFC takes different forms, it is likely that spouse support is important for one-career families as well as two-career families (Greenhaus and Beutell, 1985). The increase in two-career families has heightened the significance of supportive relationship in the family (Hall & Hall, 1979). A study by Rapoport & Rapoport (1971), identified that husband play a key role in promoting marital well-being for a family. His support and qualities makes a strong orientation to his wife who is employed (Bailyn, 1970).

A supportive spouse eases the burden of several family related tasks through division of work, effective completion through own effort, and maintaining support for the household chores as the other spouse focuses on success at work domain. In sum, family/domestic and spouse support weaken the propensity for WFC (Drummond, Driscoll, Brough, Kalliath, Siu, Timms, Riley, Sit & Danny, 2017).

H₆: Family support negatively influences WFC.

The study will additionally explore the role of family support in influencing WFC based on occasion, stress and conduct.

Family responsibilities

Family responsibility of an employee changes according to their marital status, number of children, family structure, spouse profession and family environment (Jesse, et al, 2011). Initially the global surveys have focussed that female are the main contributors to households and primary caretakers of children. These might point out to support the female employee's assignment in adjustment to work and family role demands there by making their responsibilities more stressful for them (Blanch & Aluja, 2012). Generally, employees whose spouses were not employed have lower conflict compared to those where the spouse is employed as argued earlier. If both partners are in separate employment, they are likely to face increased level of WFC, with even higher in the in case of working parents (Herman & Gyllstrom, 1977). Employees are more likely to have conflicts raised due to the demands raised by stress and time in work (Ford, Heimen & Langkamer, 2007). It is understood that more time spent on one domain leads to conflict with the other domain, thus leading to WFC (Keith & Schafer, 1984). The higher the family responsibility, the higher is the likelihood of WFC. Therefore, it is hypothesized that,

H₇: Family responsibilities positively influence WFC.

The study will additionally explore the role of family responsibility in influencing WFC based on occasion, stress and conduct.

Role of the gender

As one goes deeper into understanding the domain specific attributes, the greater one realises that the domain specific attributes are not the same for all people. With the changes in gender-roles and working conditions, the conflicts between work and family are increasing (Ghilheri, Galli, Molino & Cortese, 2017). There could be an interaction with economic condition of the society, cultural norms of the place and individual aspirations (Goel, 2017). Confounding influence of such factors could be one possible reason to have mixed results about WFC studies in various places (Calisir, Gumussoy & Iskin, 2011). It is therefore important to consider how various influences affect the interplay between work and family. Among various factors, gender role theory predicts that gender of the

employees would result in different demands for them leading to differences in levels of WFC. Gender role theory proposes that the gender roles could be culturally determined. It argues that while the primary domain for male employees is work or job, it is family or caring for the household for females (Rajadyaksha, Korbik, & Aycan, 2015). For this reason, male workers report high level of work conflict whereas female workers tend to report higher level of family conflict (Ford, Heimen & Langkamer, 2007). However, the evidence has been mixed. Recently researchers have reported that there is a minor difference in the preferences of men and women. Women nowadays prefer career growth, and a large proportion of men are sharing family responsibilities. These results would change the context of work and family domains highlighting the requirement to investigate gender differences with the work and non-work attributes thereby explaining the effect of gender on WFC (Brough, O'Driscoll, & Kalliath, 2005, Brough, Timms & O'Driscoll, 2014).

Gender role theory apart, male and female employees have been found to experience different levels of conflict due to job ambiguity, workload and salary attributes in the work domain. These differences are linked to physic-biological differences which argue that female workers prefer to cater to family needs (especially parenting) over experiencing stress at work as they face the family-work split (Mackey & Coney, 2000). This is also posited as one of the reasons for more females engaged in part-time or has flexible work timings though their pay is comparatively less with male employees (Tomlinson & Durbin, 2010). There have been unanswered calls for research to explain the differential effect of gender on WFC w.r.to family friendly policies and to ensure that male and female employees are provided appropriate support (Brough et al., 2005).

In India too, men are expected to have greater involvement in the work domain while women are expected to have more participation in the family domain. Moreover, family support is more salient for female employees rather than male employees because family is the primary domain for female workers as argued earlier (Rupert, Stevanovic, & Hartman, 2012).

Therefore, it flows that there are contradicting conditions and influences for male and female employees pertaining to work attributes, family attributes, and WFC which results in variation in evaluation of facet (Boles, Wood & Johnson, 2003). In other words, gender is expected to moderate the work and family attributes on experienced WFC. Therefore, it is hypothesized that,

H₈: There is a structural difference in the effect of domain specific attributes on WFC for male and female employees in predicting (a) job ambiguity; (b) workload; (c) peer support; (d) Family – friendly policies; (e) current salary (f) Family responsibilities; (g) Family support.

The study will additionally explore the role of gender in influencing WFC based on occasion, strain and conduct.

Figure 1 presents the conceptual model for this study.

--INSERT FIGURE 1 ABOUT HERE --

Research Method

Data collection

A total of 650 questionnaires were distributed to employees working in various IT companies in India through snowball sampling. 418 responses were received indicating a response rate of 64.3%. 99 responses had missing fields or incomplete sections and were therefore discarded. 319 responses included in the final analysis leading (which is considered a reasonable response rate in such kind of survey methods, Hofmann & Stokburger, 2017) to a usable response rate of 49.07%.

The sample had considerable geographical spread with 29.8% being from Bangalore, 28% from Hyderabad, 13.1% from Chennai, 8.1% from Vijayawada and 12% and 9% from Pune and Kolkata respectively. From the sample, 47.3% of the respondents belong to private IT companies operating in India, and 52.7% of the respondents are from Multi National Companies (MNC's) that engage in IT companies.

Demographic Characteristics

Several demographic characteristics were recorded for the respondents. These included age, income, education, experience, gender, marital status, number of children, type of family and spouse employment. The majority of the respondents belonged to the age group of 20-30 years (46.4%). About one-third participants (32%) reported a monthly income of INR 61,000 to INR 90,000 per month (INR 730,000 to 1,080,000). This corresponds to middle income group in the country (Masset, Mascagni, Acharya, Egger & Saha, 2018). Most of the respondents (53.6%) had a Master's degree. The average work experience was between 6 to 10 years. 51% participants were males, 73.7% respondents (235) were married of which 70.6% (166) respondents had at least one child. Majority of the respondents are living in

nuclear family (68.7%). Finally, 43% married respondents had their spouse engaged in gainful employment.

MEASURES

Work-Family domain attributes (independent variable):

Six work domain attributes and two family domain attributes were taken as independent variables that were tested using pre-tested questionnaires from previous studies. A total of 25 items were taken to measure the relationship. Likert five-point scaling technique was used to measure the variables (strongly agree [5] to strongly disagree [1]).

- *Job Ambiguity:* Three items were chosen by the study of Carlson, Kacmear, & Williams (2000) to measure the variables "I am clear about my job responsibilities."
- *Work overload:* Four items chosen from the study of Carlson et al., (2000), Duxbery & Higgins (1991), Stephens & Sommer, (1993) to measure the variable. The sample item is "In some occasions, I feel overwhelmed by all of my responsibilities at work."
- *Peer support:* Three items employed by Caplean et al. (1975) and Niehoff & Moorman, (1993) were taken to measure in the study. The sample item is "My Peer listens to my problem."
- *Family Friendly Policies* were measured with five items given by Spector, (1985), Alan, Yuan, & Grace, (2001) study. Sample item is "My organization understands and supports employee's family responsibilities."
- *Current Salary:* Two items were chosen from the study of Spector, (1985) to measure the existing variable. The sample item is "I get equitable pay for my job"
- *Family Support:* It is assessed by two items given by Caplean et al. (1975) study. The sample item is "My spouse, parents, and relatives are willing to listen to my problems."
- *Family Responsibilities:* Four items adopted from Carlson et al. (2000) and Bagger, Andrew, Gutek, (2008) are considered for measuring the variable. A sample item is "I leave work early to reach home early."

Work- Family conflict (Dependent Variable)

16-items developed by Carlson et al. (2000) were taken to measure the WFC in this study. The items includes occasion (time), stress (strain), and conduct (behavior) based on WFC. A sample item is "I am away from my home activities to meet my job demands"; "My family demands keep me away from career development activities."

Moderating Variable

Gender was considered the moderating variable. There are only two attributes found for the gender that is male=1 and female=2.

Statistical tools

The statistical tools applied in the study were descriptive analysis that is explained with mean and standard deviation; correlation; multi regression analysis with the help of SPSS 21.0. Interaction software was used to explain gender as moderator.

Reliability

In order to know the reliability of the scales, Cronbach's alpha values are calculated. The alpha values ranged between .641 and .841. All the alpha values met the minimum criterion $\alpha > 0.060$ as it is exploratory research (Hair et al, 1998). The values are given in Table 1.

Results

Table 1 includes descriptive statistics (mean, standard deviation) and correlation of the work and family domain attributes. As expected WFC, OWFC, SWFC and CWFC (almost) are significantly correlated with Job ambiguity, Work overload, Peer support, Family friendly policies, Current Salary, Family responsibilities and Family support.

--INSERT TABLE 1 ABOUT HERE -

Before proceeding with hypothesis testing factor analysis was conducted to examine the distinctiveness of Job Ambiguity (JA), Work Overload (WO), Peer Support (PS), Family Friendly Policies (FFP), Current Salary (CS), Family responsibilities (FR) and Family support (FS) (Zhang, Rasheed & Luqman, 2019). All the factor loadings are statistically significant ($p < 0.001$). Standardised factor loading for JA ranging from 0.704 to 0.926, for WO ranging from 0.612 to 0.834, for PS ranging from 0.785 to 0.877, for FFP ranging from 0.694 to 0.789, for CS ranging from 0.729 to 0.806, for FR ranging from 0.792 to 0.857, for FS ranging from 0.813 to 0.844, for OWFC ranging from 0.672 to 0.801, for SWFC ranging from 0.712 to 0.829 and for CWFC ranging from 0.667 to 0.729. Hence the results indicate that our measures capture adequate reliability standard. And also a series of Confirmatory factor analysis (CFA) is conducted to examine the hypothesized factor model fits the data satisfactorily. The result of CFA (CMIN/DF= 3.185, GFI=0.922, AGFI=0.848, NFI=0.906, CFI=0.997, RMSEA=0.045) for the construct were found to be exceptionally fit (Hair et al., 1998, Chau and Hu, 2001, Calisir et al., 2011).

--INSERT FIGURE 2 ABOUT HERE -

Multiple Regression analysis

Multiple Regression Analysis was used to understand the relationship between WFC and its domain attributes with the help of SPSS 21 software. Hierarchical Regression Analysis is used to test Hypotheses 1 to Hypotheses 7. Table-2 shows the output of multi regression models and their effect on WFC. The models of regression include WFC as model1, occasion-based WFC (OWFC) as model2, stress-based WFC (SWFC) as model3 and conduct based WFC (CWFC) as model4. The separate hierarchical regression was used (Schneer & Reitman, 1993; Tharenou, 1999) to show interaction effects (gender) between the independent items (JA, WO, FFP, CS, PS, FRS & FS) and dependent items (WFC, OWFC, SWFC, CWFC). The interaction item is obtained by the mean centring procedure suggested by Aiken & West, (1991).

--INSERT TABLE 2 ABOUT HERE ---

To test the hypotheses, PROCESS macro v3.0 in SPSS 21.0 using bootstrapping (Hayes, 2013) was applied. The calculation is based on 5000 bootstrapped samples to estimate the significance of the unstandardized moderator (gender) effect and used mean centred predictors in the analysis as recommended by Hayes (2013). The results of the effects and conditional effects of the three values (i.e.) -1 SD, mean, + 1 SD were undertaken in the study. Table 3 gives the results of unstandardized bootstrapped effects for gender.

--INSERT TABLE 3 ABOUT HERE ---

Hypothesis 1 stated that job ambiguity will positively influence WFC. Table2Model 1 shows that job ambiguity is positively related with WFC and significant ($b=.402, p<0.001$). Therefore, higher the ambiguity, higher will be WFC thereby supporting H₁. Table 2, Model 3 also shows that SWFC is also positively related and significant ($b=.965, p<0.001$) but in case of OWFC ($b=.039$) and CWFC ($b=.157$) is not significant even though positively related. Thus, job ambiguity is linked to source based conflict but not time or behavior based conflict. This is in line with intuitive thought on the expectation for job ambiguity leading to WFC.

Hypothesis 2 expected that work overload shall positively influence WFC, i.e., higher the work overload, and higher will be WFC. As observed in Table 2 Model 1, work overload is positive WFC ($b=0.094$) but not significant with WFC. Therefore, H_2 is rejected. However, it significantly predicts OWFC ($b=.331, p<0.05$, Table2, Model 2) and SWFC ($b=.600, p<0.001$, Table 2, Model 3). Hours spent on paid work were also influential predictors of these two forms of WFC (Greenhaus & Beutell, 1985; Fu & Shaffer, 2000).

Hypothesis 3 posited that peer support would negatively influence WFC, i.e., better the peer support, lower will be WFC. The results in Table 2, Model 1 depict that peer support had negative influence on WFC ($b=-0.131$), but not significant. Therefore, the results did not support H_3 . Peer support also did not significantly influence OWFC, SWFC and CWFC either (Models 2, 3&4, Table 2). The results indicate that peer support may not be an identified attribute for the highly competitive IT segment employees for WFC. It could be in line with the highly competitive environment in the IT industry as argued in the earlier sections of this paper.

Hypothesis 4 specified that family friendly policies negatively influence WFC. The results confirmed that family friendly policies had a negative and significant influence on WFC ($b=-0.315, p<0.01$, Model 1, Table 2). Hence H_4 is supported. The effect was negative and significant for SWFC ($b=-.588, p<0.01$, Model 3, Table 2) and CWFC ($b=-.644, p<0.05$, Model 4, Table 2). The results therefore indicate policy support mitigating role based WFC factors. This is important information for practical applications.

Hypothesis 5 expected that higher salary levels be related to higher WFC. The results confirmed the relationship ($b=0.182, p<0.01$, Model 1, Table 2) thereby supporting H_5 . Only occasion based WFC showed a positive and significant relationship ($b=.439, p<0.01$, Model 2, Table2).

Moving on to family domain attributes, hypothesis 6 specified that family support would negatively influence WFC or a stronger family support for an employee will lead to lower WFC. As identified from the results in Table2, Model 1, there is a significantly negative influence of family support on WFC ($b= -0.314, p<0.001$). Therefore H_6 is supported. The

relationship was also significant for OWFC ($b = -.516, p < 0.001$, Model 2, Table 2) but not for SWFC or CWFC. This indicates that family support mitigates additional pressures arising out of lack of time available to the employees, but does not have an effect on the role-based WFCs. This is, yet again, intuitively useful and sensible. However, a reader would recall that this information cannot be suitably predicted for hypothesis making using conceptualisation. The explanation happens in post hoc.

According to hypotheses 7, family responsibilities would positively influence WFC. From Table 2, Model 1 it is observed that there is a positive and significant relationship between family responsibilities and WFC ($b = 0.360, p < 0.001$). Hence, H_7 is supported. Family responsibilities also had a significant relationship with OWFC ($b = 0.573, p < 0.001$, Model 2, Table 2), SWFC ($b = 0.138, p < 0.01$, Model 3, Table 2), CWFC ($b = 0.569, p < 0.01$, Model 4, Table 2).

Moderating influence of Gender

Gender itself seems to be a significant variable for WFC ($b = -.589, p < 0.001$, Model 1, Table 2). The interactions of gender with all the domain specific attributes and WFC were significant (Table 2, Model 1) except for peer support and family responsibilities. The relationship was explored further with OWFC, SWFC and CWFC.

In case of OWFC, work overload ($b = -.185, p < 0.01$, Table 2, Model 2), current salary ($b = -.226, p < 0.05$, Table 2, Model 2) and family support ($b = .299, p < 0.01$, Table 2, Model 2) were significant. For SWFC, job ambiguity ($b = -.423, p < 0.01$, Table 2, Model 3), work overload ($b = .623, p < 0.01$, Table 2, Model 3), and family friendly policies ($b = .583, p < 0.01$, Table 2, Model 3) were significant. With CWFC, work overload ($b = .161, p < 0.05$, Table 2, Model 4), family friendly policies ($b = .461, p < 0.001$, Table 2, Model 4), current salary ($b = -.176, p < 0.01$, Table 2, Model 4) turned out to be significant.

Plots of moderating effect of gender and work and family domain attributes on WFC

Figures 3a to 3e present the plot diagrams to indicate the interaction of gender and attributes and their impact on WFC. Gender turned to be a significant moderator for job ambiguity, work overload, family friendly policies, salary and family's support (Table 2, Model 1). The visualisation helps in understanding the impact of a variable for the two genders. While job ambiguity and work overload (Fig 3a and 3b) showed significant

differences for the two genders, the trends are similar for. These indicate that while there are differences in the level of experienced conflict, the impact is of the antecedent variable (job ambiguity and work overload) is the same for either gender. It means similarity for male and female with increase of workload increases WFC from figures 3c it emerges the impact of family friendly policies appear to be stronger for male employees compared to female employees. Since the interaction terms were significant (See Model 1, Table 2; Gender X FFP = 0.305, $p < 0.001$), it is concluded that gender does moderate the relationship for the two variables and the intensity of the impact is different for men vs women.

Current salary and Family support showed strong contrasts between male and female respondents (Fig 3e and 3f). While the overall effects remained significant, it appears that the level of conflict faced shows opposite changes for the two genders. While women showed the expected trend of increasing conflicts with increase in salary and status, men reported a reduction in the WFC as the salary goes up. This explains the negative effect observed for Gender X CS interaction ($b = -0.095$, $p < 0.01$, Table 2). Similarly, for family support variable, women reported a sharp decrease in WFC with increased family support. Thus, in case of current salary and family support variables, female respondents showed support but male respondents showed a contrast.

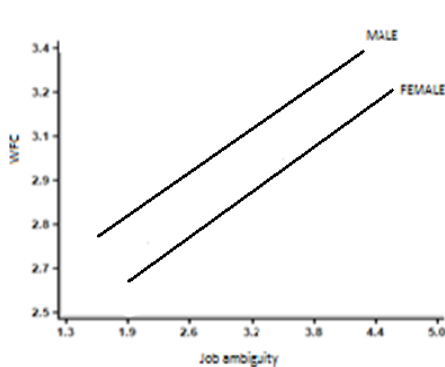


Figure 3a Moderating effect of gender and job ambiguity

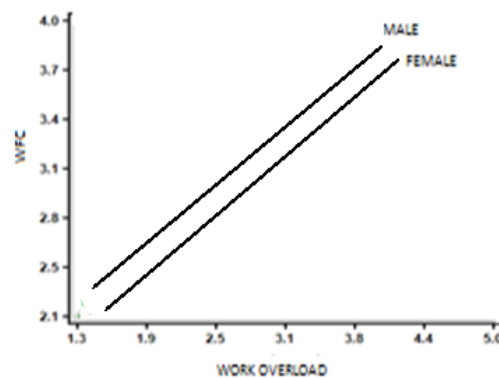


Figure 3b Moderating effect of gender and work overload

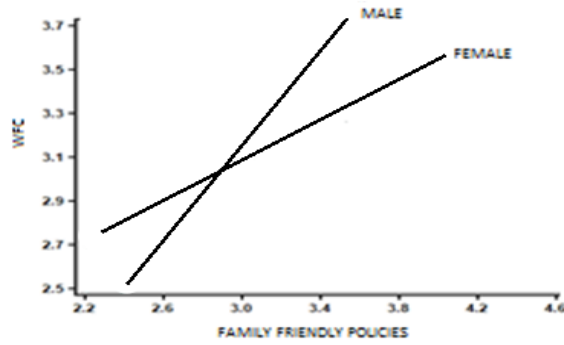


Figure 3c Moderating effect of gender and family friendly policies

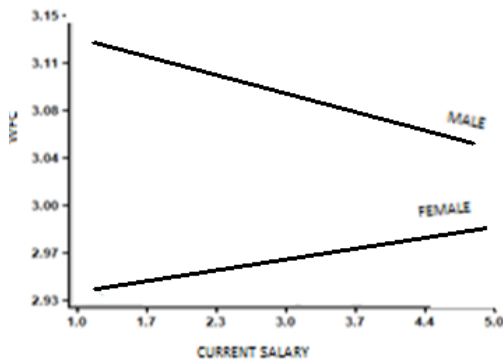


Figure 3d Moderating effect of gender and current salary

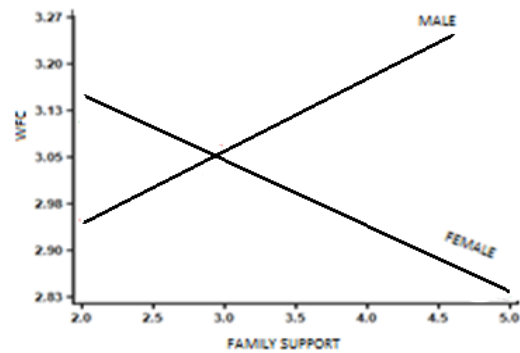


Figure 3d Moderating effect of gender and family support

In line with one of the exploratory aims of the study, the sub-types of WFC were independently checked to understand the differential impact on time, strain or behavior based WFC. The results from Table 2 are presented in the next section.

Occasion (time) base WFC

Occasion based WFC (OWFC) with gender as moderator showed significant interactions with workoverload, current salary and family support (Table 2, model2). The following diagrams (4a, 4b, 4c) depict the differences of occasion based WFC for male and female respondents on work overload, current salary and family support. It is observed that work overload works on the similar lines for men and women as expected, but current salary and family support show contrasting impact on men and women. Men report higher occasion based WFC (OWFC) as their salary increases, but women report lower OFWC as their salary increases. This might be because women and not men tend to reduce their working time by compromising their future. One reason for female is attempt to compensate maternity with their profession, and are also confronted with the unequal sharing of unpaid

housework (Vermeulen and Mustard, 2000). The results for women participants are therefore in contrast to the expectations. Similarly, male respondents have given contrasting results against expectations with family support which might be due to traditional gender assignments of conventional caregiver family roles attributed to female and working roles attributed to male towards egalitarian labor and family relations that obviously include WFC (Blanch & Aluja, 2012).

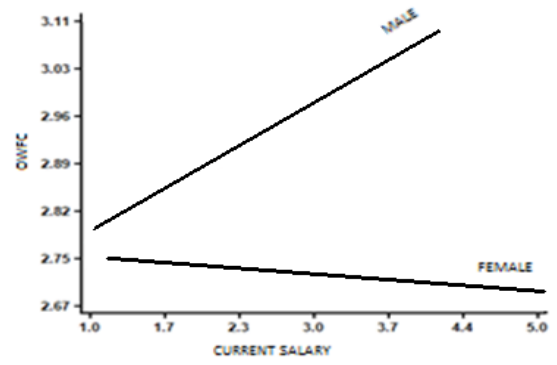
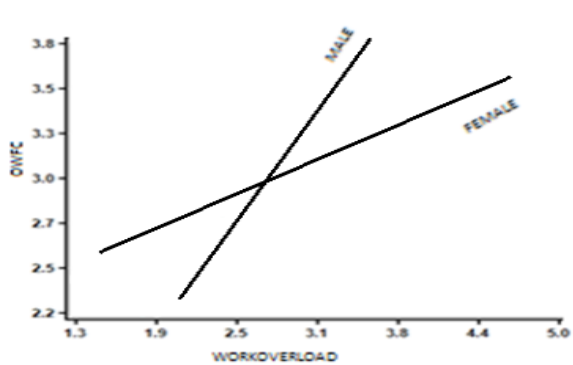


Figure 4a Moderating effects of gender and work overload

Figure

4b Moderating effect of gender and current salary

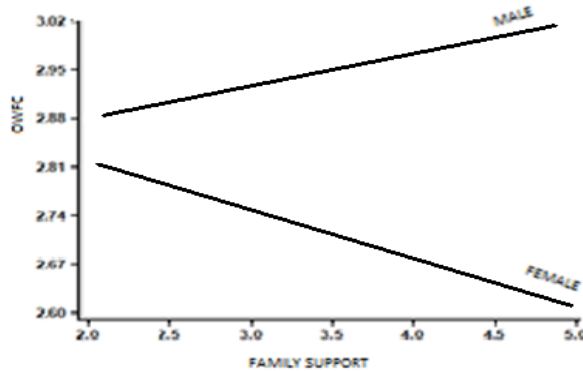


Figure 4c Moderating effect of gender and family support

Stress (strain) base WFC

WFC is one of the sources of stress with gender which may affect their mental capacity in serving the organizations (Hon, Wilco & Lin, 2013). Stress based WFC with gender as moderator is significant with job ambiguity, work overload, and family friendly policies (Table 2, model3). The following diagrams (5a to 5c) present the differences of strain based WFC (SWFC) for male and female respondents on job ambiguity, work overload, and

family friendly policies. It appears that both men and women find increased instances of SWFC for all three antecedents. The results are in contrast to expectations for family friendly policy for both male and female respondents.

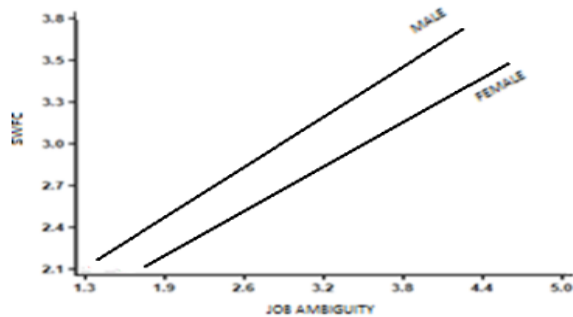


Figure 5a Moderating effects of gender and job ambiguity
Moderating effect of gender and work overload

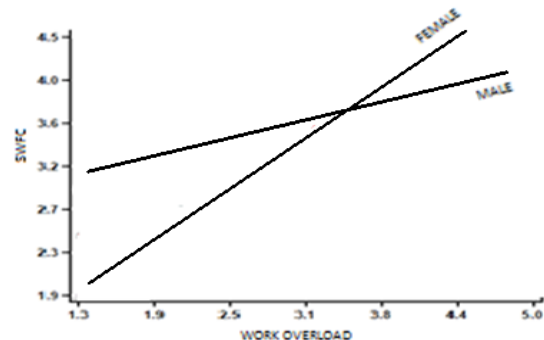


Figure 5b

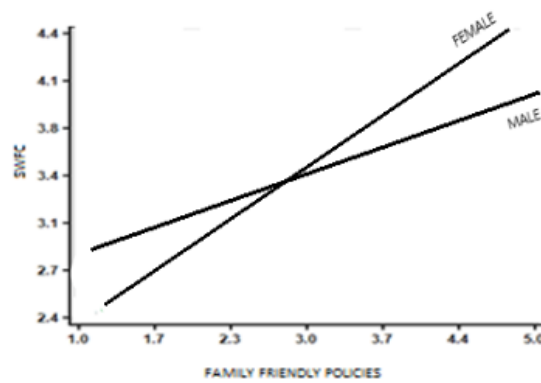


Figure 5c Moderating effect of gender and family friendly policies

Conduct (behaviour) base WFC

Conduct based WFC (CWFC) with gender as moderator is significant with work overload, family friendly policies and current salary (Table 2, model4). Diagrams (6a, 6b, 6c,) shows the difference of CWFC for male and female respondents on work overload, family friendly policies, and current salary. As depicted above figure 6b, and 6c, there is a contrast influence between the variables and WFC for male respondents.

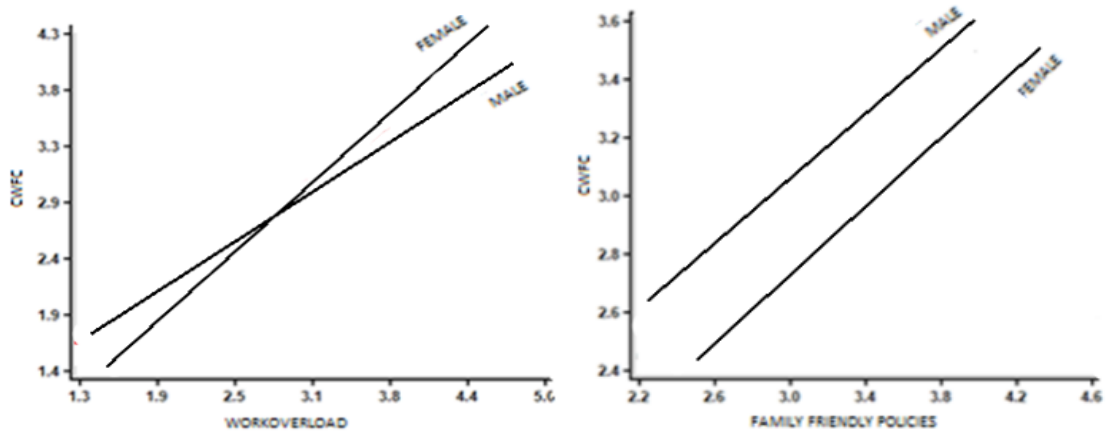


Figure 6a Moderating effects of gender and work overload **Figure 6b** Moderating effects of gender and family friendly policies

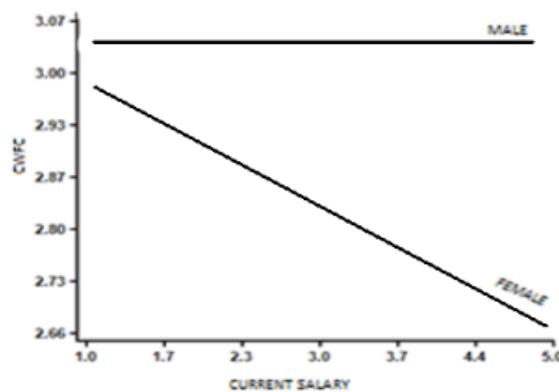


Figure 6c Moderating effect of gender and current salary

DISCUSSION

The present study has taken up to have a better knowledge on effect of domain attributes on WFC of highly competitive IT segment employees in India. The study identifies specific domain attributes that influence WFC by testing over three forms of conflict that is occasion (time), stress (strain), and conduct (behaviour). Another important aspect of the study is the attempt to segregate the differences for genders by considering gender as a moderating variable. This information could reveal important details of how WFC operates for different gender, which in turn affects the way organizations are dealing with WFC.

The study includes IT professionals as a focus group since they have different characteristic when compared with other professional employees (Armstrong, Riemenschneider, Allen, & Reid, 2007). Hence there is a need to update their skills continuously according to their

dynamic work nature (Lee, 2000). Their job includes extensive projects and time limits which makes them to bear increased levels of conflicts (Messersmith, 2007). Though WFC is a common issue in every profession, it is frequently encountered in IT sector. Some of the reasons might be due to prolonged work hours, overload work and deadlines for projects, and the expectation to on call 24/7 whenever required which could tighten their domain roles (Armstrong et al., 2008).

Job ambiguity has shown that it positive influences WFC among IT segment employees (Dinger, Thatcher & Stepina, 2010). Job ambiguity integrates work and family as per their domain demands (Batt & Valcour, 2003). Another result work overload is found not significant with WFC but positively related. One of the major reasons could be that IT employees are required to be on call as and when required. It might affect their work and family domains resulting increasing level of conflict and thereby decreasing the time to spend with their family members (Clarkberg& Moen, 2001). If the employees are given the choice of scheduling their work time, it might reduce their conflict among their domains for IT professionals (Albertsen,Grade, Nabe, Hansen, Lund & Havid, 2014).

Another significant result to be discussed is that there is a substantial effect of peer support on WFC. It is having negative relationship but not significant with WFC and three dimensions: occasion, stress, and conduct. For effective result in work and balance the demands of family, peer support is essential (Batt and Valcour, 2003).

The results highlighted that there is a negative influence of family friendly policies (FFP) with WFC. FFP (Family friendly policies) help to reduce domain conflict among IT employees (Gajendran & Harrison, 2007). Making workplaces friendlier has potential benefits for both employees and employers (Baxter, Janeen, Chesters, Jenny, 2011). Another exciting finding is that current salary which also influences WFC. According to Peters, Waltz, Demerouti & Regt (2009), financial benefits are necessary part of the organization to motivate employees towards the work. However, high salary can help employees to handle their family responsibilities (Jesses, et al, 2011).

About family support, the study shows that there is a negative influence on WFC. Family support is required for an employee that is received from her/his family members like spouse, parents, children, and relatives as it could reduce their conflict and promote

advancement (Ismail, 2008). And finally, family responsibilities also showed positive influence on WFC. Employees in Indian companies do not perceive work as a source of threat for fulfilling their family responsibilities but, they see work as a source of family well being (Rathi & Barath, 2013).

IT profession often imagined that hard-driving or successful employees are susceptible to have high level of WFC. So, there is a denial effect of domain attributes on WFC for IT professionals. Therefore, all the attributes in the study are having relationship with WFC except peer support and work overload. The study therefore explains about the influence of domain attribute on WFC.

Moderating effect of gender

Gender as a moderator shows impact on the relationship between the attributes and WFC. The gender effect is there on and SWFC but not on OWFC and CWFC. Further explaining the effect of gender with measurement model, it is observed that few domain attributes such as job ambiguity, work overload, support from peers, family, family friendly policies and current salary were influencing WFC. Gender theory suggests that gender moderates between work and family domain attributes and WFC (Drummond, et al. 2017). It might be expected that this relationship would be stronger for female workers than male workers (Rupert, et al. 2012). Blanch and Aluja (2012) observed that gender moderates the relationship between family, peer support and WFC. They also analyzed that this relationship would experience psychological strain and change in attitude.

Finally, as expected, there significant effect found between the specific domain attributes and WFC (Table.2, model1) with gender as a moderator. Therefore these findings are expected to go with prior research focussing on the relationship of domains and conflict, and thereby, the study is said comparatively average (Martin, Eddleston, & Veiga, 2002).

IMPLICATIONS

The study gives notable suggestions to the organizations, as the attributes considered for this study depends upon the employee relationship with the company. They mainly focus on WFC. IT companies must use various channels in order to bring out positive attitude among the employees and thereby to limit their work- family conflict. Organizations should

maintain a healthy environment by encouraging a fair relationship between management, and employee's thereby it would help the employees to decrease their conflict levels. IT managers should find a way to increase their support with, family friendly policies/practices, and salary as it heightened job competency and decrease the WFC. In addition to these, employees are required to allocate bonafide duties, work schedules, leaves, etc. to reduce their work overload and WFC.

LIMITATIONS

India is a developing and competitive country along with developed countries like USA, UK, Canada, Australia, Singapore, etc. There is a massive increase in the number of employees working in India for ten years. So, the study might term to be significant on such considerable basis. Moreover, the review can be extend with a more substantial number of representative samples for exposing more validated results. Also, the study is required to focus on many different sectors by not restricting to IT industry itself. By centring gender relationship in the study would help to bring out a broader look on the effect of WFC. Currently, the study is covered with limited attributes, which is needed to be expanded. Another limitation in the study is that majority of the sample is included in South India, and only 20% is of the sample is covered in North India. It might be covered in more extensive parts of India. But due to time limitation, the area and sample were restricted. Moreover, the study can be expanded to cross-cultured too for having more generalized conclusions.

CONCLUSION

The present study effect of domain specific attributes on WFC is a serious issue that every individual employee is facing in their career. With the sample of 319 respondents working in various IT companies at a different location in India were taken to understand the study. By multiple regressions analysis, the sample is tested to analyze the output of research. Attribute such as job autonomy, peer support, family-friendly policies, current salary and family responsibilities significantly affect WFC where as work overload and peer support does not influence WFC among IT respondents. But, on the whole, these attributes are considered to be essential components for WFC.

References:

1. Adams, G.A., King, L.A. & King, D.W. (1996). Relationships of job and family involvement, family social support, and work-family conflict with job and life satisfaction. *Journal of Applied Psychology*, 81(4), 411-20.
2. Aiken, L., & West, S. (1991). *Multiple regression: Testing and interpreting interactions*. Newbury Park, CA: Sage.
3. Alan, L.S., Yuan, T., & Grace, H.S. (2001). Work-Family Balance and Job Satisfaction: the impact of Family-friendly Policies and Attitudes of Federal Government employees. *Public Administration Review*, 61(4), 452-467.
4. Albertsen, K., Garde, A.H., Nabe, N. K., Hansen, A.M., Lund, H., & Hvid, H. (2014). Work-life balance among shift workers: results from an intervention study about self-rostering. *International Archives of Occupational and Environmental Health*, 87(3), 265-274.
5. Altaf, A. & Awan, M.A. (2011). Moderating affect of workplace spirituality on the relationship of job overload and job satisfaction. *Journal of Business Ethics*, Nov, 104(1), 93-99.
6. Andy.F.(2009). *Discovering statistics using SPSS*, Third edition, Sage Publications, pg.198.
7. Armstrong, D.J., Riemenschneider, C.K, Allen, M.W., & Reid, M.F. (2008). Factors impacting the perceived organizational support of IT employees. *Information & Management*, 45(8), 556-63.
8. Armstrong, D.J., Riemenschneider, C.K., Allen, M.W., & Reid, M.F. (2007). Advancement, voluntary turnover and women in IT: a cognitive study of work-family conflict. *Information & Management*, 44(2), 142-53.
9. Aryee, S., Luk, V., Leung, A., & Lo, S. (1999). Domain stressors, inter-domain conflict, and well being: the moderating influence of spousal support and coping conducts among employed parents in Hong Kong. *Journal of Vocational Conduct*, 54(1), 259-78.
10. Aryee, S., Srinivas, E.S., & Tan, H.H. (2005). Rhythms of life: antecedents and outcomes of work-to-family balance in employed parents. *Journal of Applied Psychology*, 90(1), 132-146.
11. Bagger, J., Andrew, L., & Gutek, B.A. (2008). How much do you value your family and does it matter? The joint effects of family identity salience, family interference-with – work, and gender. *Human Relations*, 61(2), 187-211.
12. Bailyn, L.(1970). Career and family orientations of husbands and wives in relation to marital happiness. *Human Relations*, 23(1), 97-113.
13. Batt, R., & Valcour, P.M. (2003). Human resource practices as predictors of work-family outcomes and employee turnover. *Industrial Relations*, 42(2), 189-220.
14. Baxter, Janeen, Chesters, O. & Jenny. (2011). Perspective of work-family balance. How effective are family-friendly policies? *Australian Journal of Labour Economics*, 14(2), 139-151.
15. Beehr, T.A., & McGrath, J.E. (2003). Social support, occupational stress and anxiety. *Anxiety, Stress, and Coping*, 5(1), 7-19
16. Bertrand.M. (2011). New perspectives on gender in Ashenfelter, O. and Card, D.(Eds), *Handbook of Labor Economics*, 4b, Elsevier, 1543-1590.
17. Blanch, A., & Aluja, A. (2012). Social support (family and superior), work-family conflict, and burnout: Sex differences. *Human Relations*, 65(7), 811–833.
18. Boles, J.S., Wood, J.A., & Johnson, J. (2003). Interrelations of role conflict, role ambiguity and work – family conflict with different facets of job satisfaction and the moderating effects of gender. *Journal of Personal Selling and Sales Management*, 23(2), 99-113.

19. Brough, P., O'Driscoll, M., & Kalliath, T. (2005). The ability of 'family-friendly' organizational resources to predict work-family conflict and job and family satisfaction. *Stress and Health, 21*(4), 223–234.
20. Brough, P., Timms, C., O'Driscoll, M. (2014). Work-life balance: A longitudinal evaluation of a new measure across Australia and New Zealand workers. *International Journal of Human Resource Management, 25*(19), 2724–2744.
21. Burke, R.J. (1988). Some antecedents and consequences of work-family conflict. *Journal of Social Conduct and Personality, 3*(1), 287-302.
22. Calisir, F., Gumussoy, A.C., & Iskin, I. (2011). The factors affecting intention to quit among IT professional in Turkey. *Personnel Review, 40*(4), 514-532.
23. Caplan, R.D., Cobb, S., French, J.R.P., Harrison, .R. & Pineau, S.R. (1975). *Job demands and Worker Health*, Washington D.C:U.S: Government Printing Press.
24. Carlson, D. S., Kacmear, K.M., & Williams, L.J. (2000). Construction and Initial Validation of a Multidimensional Measure of work-family conflict. *Journal of Vocational Conduct, 56*(1), 249-276.
25. Chau, P.Y.K. & Hu, P.J. (2001), Information technology acceptance by individual professionals: a model of comparison approach. *Decision Sciences, 32*(4), 699-719.
26. Chu, G.C. (1985). The emergence of the new Chinese culture in West Tseng and D.Y.H. Wu (eds) *Chinese Culture and Mental Health*, 5-27. Orlando, FL: Academic press.
27. Clarkberg, M., & Moen, P. (2001). Understanding the time-squeeze: Married couples preferred and actual work-hour strategies. *American Behavioral Scientist, 44*(7), 1115-1135.
28. Dhar, S. (2016). Competitive Advantage of Indian IT Industry. Article.24, Conference proceedings
29. Dinger, M., Thatcher, J.B., & Stepina, L.P. (2010). A study of work-family conflict among IT professionals: job characteristics, individual values, and management practices. *Journal of Organizational Computing and Electronic Commerce, 20*(1), 91-121.
30. Doble, N., & Supriya, M.V. (2010). Gender differences in perception of work-house equity. *Management, 5*(4), 331-342.
31. Drummond, S., O'Driscoll, M.P., Brough, P., Kalliath, T., Siu, O.L., Timms, C., Riley, D., Sit, C., & Danny, L. (2017). The relationship of social support with well-being outcomes via work-family conflict: Moderating effects of gender, dependents and nationality. *Human Relations, 70*(5), 544-565.
32. Duxbury, L.E., & Higgins, C.A. (1991). Gender differences in work-family conflict. *Journal of Applied Psychology, 76*(1), 60-74
33. Ford, M.T. (2011). Linking household income and WFC: a moderated mediation study. *Stress and Health, 27*(2), 144-162.
34. Ford, M.T., Heimen, B.A. & Langkamer, K.L. (2007). Work and family satisfaction and conflict: A meta-analysis of cross-domain relations. *Journal of Applied Psychology, 92*(2), 57-80.
35. Ford, M.T., Heinen, B.A., & Langkamer, K.L. (2007). Work and family satisfaction and conflict: A Meta –analysis of cross-domain relations, *Journal of Applied Psychology, 92*(1), 57-80.
36. Freeman, C. & Soete, L. (1987). *Technical change and full employment*. Oxford: Basil Blackwell, 279.

37. Fu, C.K., & Shaffer, M.A. (2001). The tug of work-domain and family-domain direct and indirect attributes-specific determinants of WFC. *Personnel Review*, 30(5), 502-522.
38. Gajendran, R.S., & Harrison, D.A. (2007). The good, the bad, and the unknown about telecommuting: a meta-analysis of psychological mediators and individual consequences. *Journal of Applied Psychology*, 92(6), 1524-1541.
39. Ghislieri, C., Gatti, P., Molino, M. and Cortese, C.G. (2017). Work–family conflict and enrichment in nurses: between job demands, perceived organisational support and work–family backlash. *Journal of Nursing Management*, 25(1), 65-75.
40. Goel, A.(2017). Handling work-family conflict: Future agenda. *International Journal of Manpower*, 38(8), 1058-1064.
41. Greenhaus, J.H., & Beutell, N.J. (1985). Sources of the conflict between work and family domains. *Academy of Management Review*, 10(1), 76-88.
42. Greenhaus, J.H., Peng, A.C., & Allen, T.D. (2011). Relations of work identity, family identity, situational demands and sex with employee work hours, *Journal of Vocational Behavior*, 80(1), 27-37.
43. Haar, J.M., & Bardoel, E.A. (2008). Positive spillover from the work-to-family interface: a study of Australian employees. *Asia Pacific Journal of Human Resources*, 46(3), 275-287.
44. Haddock, S.A., Zimmerman, T.S., Ziemba, S.J., & Lyness, K.P. (2006). Practices of dual-earner couples successfully balancing work and family. *Journal of Family and Economic Issues*, 27(2), 207-234.
45. Hair, J.F., Anderson, R.E., Tatham, R.L. and Black, W.C. (1998), *Multivariate Data Analysis with Readings*, Prentice-Hall, Englewood Cliffs, NJ
46. Hall. F. S. & Hall. D. T. (1979). *The two career couple*: Reading, MA: Addison-Wesley.
47. Hassan, Z., Dollard, M.F. & Winefield, A.H. (2010). Work-family conflict in Eastern Vs Western countries. *Cross Cultural Management*, 17(1), 30-49.
48. Hayes, A.F. (2013), *Introduction to Mediation, Moderation, and Conditional Process Analysis: A Regression-Based Approach*, Guilford Press, New York, NY.
49. Herman, J.B. & Gyllstrom, K.K. (1977). Working men and women: inter- and intra-domain conflict. *Psychology of Women Quarterly*, 1(2), 319-33.
50. Higgins, C.A., & Duxbury, L.E. (1992). Work-family conflict: a comparison of dual-career and traditional-career men. *Journal of Organizational Conduct*, 13(1), 389-411.
51. Hofmann, V. and Stokburger-Sauer, N.E. (2017). The impact of emotional labor on employees' worklife balance perception and commitment: a study in the hospitality industry. *International Journal of Hospitality Management*, 65(6), 47-58.
52. Hon, A.H.Y., Wilco, C. and Lin, L. (2013). Overcoming work-related stress and promoting employee creativity in hotel industry: the role of task feedback from supervisor. *International Journal of Hospitality Management*, 33(2), 416-424.
53. Ismail, M. (2008). *Gender and Career: Realities and Challenges, Inaugural Lecture Series*. University Putra Malaysia, Serdang, 25 July.
54. Jesse.S.M., Lindsey, M.K., Jacqueline, K.M., Malissa, A.C., & Boris, B.B. (2011). Antecedents of work-family conflict: A Meta analytic review. *Journal of Organisational behaviour*, 32(1), 689-725.
55. Kahn, R.L., Wolfe, D.M., Quinn, R., Snoek, J.D. & Rosenthal, R.A. (1964). *Organizational Stress: Studies in Domain Conflict and Ambiguity*. Wiley, New York, NY.

56. Karatepe, O. (2013). The effects of work overload and work-family conflict on job embeddings and job performance: The mediation of emotional exhaustion. *International journal of contemporary Hospitality management*, 25(4), 614-634.
57. Keith, P.M., & Schafer, R.B. (1984). Domain conduct and psychological wellbeing: a comparison of men in one-job and two-job families. *American Journal of Orthopsychiatry*, 54(1), 137-54.
58. Kim.H. (2017). Investigating the effects of work-family spill over, gender and formal mentoring on career goal of managers. *International Journal of Manpower*, 38(8), 1065-1085.
59. Kossek, E.E., Ruderman, M., Braddy, P. & Hannum, K. (2012). Work-Non work boundary management profiles: a person-centred approach. *Journal of Vocational Behaviour*, 81(1), 112-128.
60. Kundu, S.C., Phogat, R.S., Datta, S.K., Gahlawat, N. (2016). Impact of work place characteristics on work-family conflict of dual-career couples. *International Journal of Organisational Analysis*, 24(5), 883-907.
61. Lee, P.C.B. (2000). Turnover of information technology professionals: a contextual model. *Accounting Management and Information Technologies*, 10(2), 101-24.
62. Ling, Y., & Poweli, G. N. (2001). Work-Family Conflict in Contemporary China. *International Journal of Cross Cultural Management*, 1(3), 357–373. doi:10.1177/147059580113006
63. Lu, C.Q., Lu, J.J., Du, D.Y., & Brough, P. (2016). Crossover effects of work-family conflict among Chinese couples. *Journal of Managerial Psychology*, 31(1), 235–250.
64. Mackey, W.C., & Coney, N.S. (2000). Cultural evolution and gender roles: A re-affirmation of J.K.Brown's note. *International Journal of Comparative Sociology*, 36(3-4), 285- 298.
65. Martin, L.L., Eddleston, K.L., & Veiga, J.F. (2002). Moderators of the relationship between work-family conflict and career satisfaction. *Academy of management Journal*, 45(2), 399-409.
66. Masset, E., Mascagni, G., Acharya, A., Egger, E.M & Saha, A. (2018). Systematic reviews of cost effectiveness in low and middle income countries: a review of reviews, *Journal of Development Effectiveness*, 10(4), 95-120.
67. Mathews, R.A., Farrell, J.L. & Bulger, C.A. (2010). Advancing measurement of work-family boundary characteristics. *Journal of Vocational Behaviour*, 77 (3), 447-460.
68. Messersmith, J. (2007). Managing work-life conflict among information technology workers. *Human Resource Management*, 46(3), 429-51.
69. Michel, J.S., Kotrba, L.M., Mitchelson, J.K., Clark, M.A. & Baltes, B.B. (2011). Antecedents of work-family conflict: a meta-analytic review. *Journal of Organizational Behavior*, 32(5), 689-725.
70. NASSCOM. (2015). Contribution of India's Tech Industry to the U.S. Economy.
71. Netemeyer, R.G., Boles, J.S. & McMurrian, R. (1999). Development and validation of workplace-family life conflict and family life-workplace conflict scales. *Journal of Applied Psychology*, 81(4), 400-10.
72. Niehoff, B.P., & Moorman, R.H. (1993). Justice as a mediator of the relationship between methods of monitoring and organizational citizenship conducts. *Academy of Management Journal*, 36(3), 527-556.

73. Oren, L., & Levin, L. (2017). Work-family Conflict/enrichment: The domain of personal resources. *International Journal of Manpower*, 38(8), 1143-1156.
74. Padhi, M. & Pattnaik, S. (2017). Domain of integration-segmentation on the work-family interface of insurance sector employees in India. *International Journal of Manpower*, 38(8), 1114-1129.
75. Pan, Y.K & Lin, N. (1987). Models of contemporary families in Chinese cities (In Chinese), *Jiu Zhou Xue Kan* 3: 61-78.
76. Parasuraman, S. & Simmers, C.A. (2001). Type of employment, work-family conflict and wellbeing: a comparative study. *Journal of Organizational Conduct*, 22(5), 551-568.
77. 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, 2010, Kuala Lumpur, 1, 62-66.
78. Peters, M., Waltz, C., Demerouti, E. & Regt, D.W. (2009). Work-family culture, work-family interference and well-being at work. Is it possible to distinguish between a positive and a negative process? *Career Development International*, 14(6/7), 700-713.
79. Rajadhyaksha, U., Korabik, K., & Aycan, Z. (2015). Gender, gender-domain ideology, and the work-family interface: A cross-cultural analysis, In: Mills MJ (ed.). *Gender and the Work-Family Experience: An Inter domain of two domains*. London: Springer International Publishing, 99–117.
80. Rapoport. R., & Rapoport. R. N. (1971). Further considerations on the dual career family. *Human Relations*. 24(1), 519-533.
81. Rathi, N. & Barath, M. (2013). WFC and job and family satisfaction: Moderating effect of social support among police personnel, *Equality, Diversity, and Inclusion: An International Journal*, 32(4), 438-454.
82. Robert, J.H., Paul, J.H., Mansour, J., Peter, W.D., & Vipin, G. (2004). *Culture, Leadership and Organisation: The Globe Study of 62 Societies*, 1st Edition, Sage Publications
83. Ronda, L., Legaz, S.G., & Lopez, A.O. (2016). Family friendly practices, high performance work practices and work-family balance: How do job satisfaction and working hours affect this relationship. *Management research: The Journal of the Iberoamerican Academy of Management*, 14(1), 2-23.
84. Rothbard, N.P., Phillips, K.W., & Dumas, T.L. (2005). Managing multiple roles: Work-family policies and individuals' desire for segmentation. *Organizational Science*, 16(1), 243–258.
85. Rupert, P.A., Stevanovic, P., & Hartman, E.R.T. (2012). Predicting work-family conflict and life satisfaction among professional psychologists, *Professional Psychology: Research and Practice*, 43(4), 341–348.
86. Ruppner, L., & Huffman, M. (2014). Blurred boundaries: gender and work-family interference in across-national context. *Work and Occupations*, 41(2), 1-27.
87. Rustagi, P. (2010). *Employment Trends for Women in India*, ILO, New Delhi.
88. Sankalpa, B. & Debkumar, C. (2015). Investigating India's Competitive edge in the IT-ITeS sector. *IIMB Management Review*, 27(1), 19-34.
89. Schner, J. A. & Reitman, F. (1995). The impact of gender as managerial careers unfolds. *Journal of Vocational Behavior*, 47(1), 290-315.

90. Shah. N., & Shah, S.G.S. (2010). Relationship between employee readiness for organisational change, superior and peer relations and demography. *Journal of Enterprise Information Management*, 23(5), 73-89.
91. 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.
92. Stephens, G. K., & Sommer, S. M. (1993). Work–family conflict, job attitudes, and workplace social support: Investigations of measurement and moderation. *Presented at the meeting of Academy of Management*, Atlanta, Georgia.
93. Tang, T.Y., & Chang, C.H. (2010). Impact of domain ambiguity and domain conflict on employee creativity. *African Journal of Business Management*, 4(6), 869-881.
94. Tharenou, P. (1999). Is there a link between family structures and women’s and men’s managerial career advancement? *Journal of Organisational Behavior*, 20(1), 837-863.
95. Tomlinson, J., & Durbin, S. (2010). Female part-time managers; work-family balance, aspirations and career mobility. *Equality, Diversity and Inclusion: An International Journal*, 29(3), 255-270.
96. Vermeulen, M. & Mustard, C. (2000). Gender differences in job strain, social support at work and psychological distress, *Journal of Occupational Health Psychology*, 5(4), 400-428.
97. Wang, Y.L.(1990). Dual roles of women and urban families. *Tianjin She Hu Ke xue* 5(1): 59-63.
98. Weigt, J.M., & Solomon, C.R. (2008). Work-family management among low-wage service workers and assistant professors in the USA: A comparative intersectional analysis. *Gender, Work, and Organization*, 15(3), 621–649.
99. Zacher, H., Jimmieson, N.L. & Winter, G. (2012). Elder care demands, mental health, and work performance: the moderating domain of satisfaction with eldercare tasks. *Journal of Occupational Health Psychology*, 17(1), 52-64.
100. Zhang, Y., Rasheed, I. Md., & Luqman, A. (2019). Work-Family Conflict and turnover intention among Chinese Nurses. *Personnel Review*, 49(5), 1140-1156.
101. Zhou, J. & George, J.M. (2001). When job dissatisfaction leads to creativity: encouraging the expression of voice. *Academy of Management Journal*, 44(4), 683-696.

Figure 1

Figure- 1: Conceptual Framework of the study

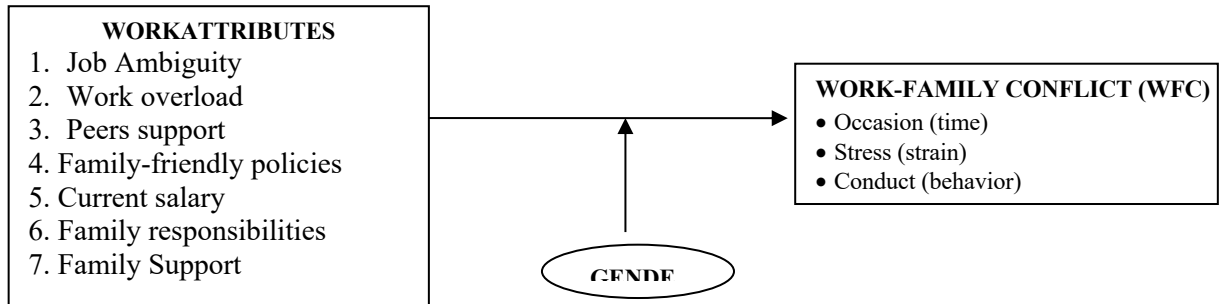


Figure 2

Figure- 2: Measurement Model (Structural Equation Model Analysis)

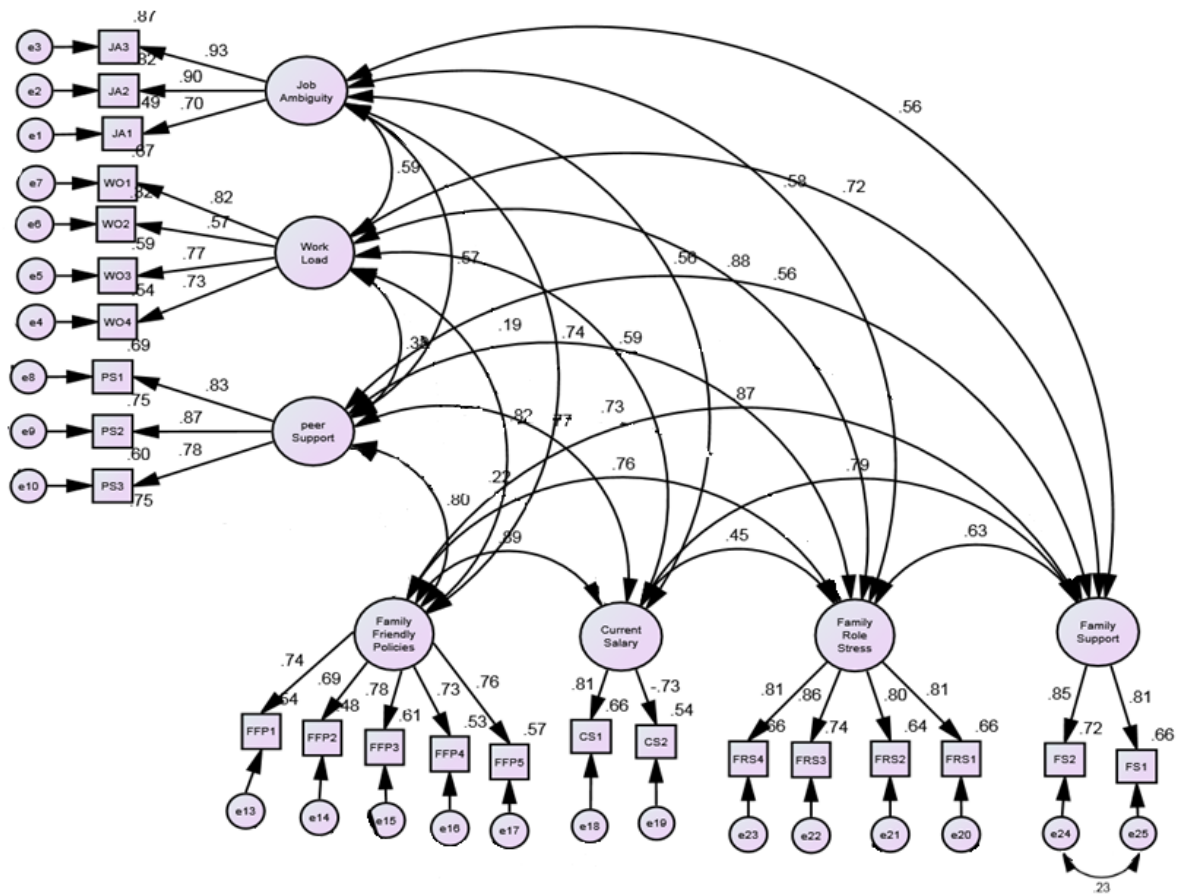


Table 1

Table 1 Descriptive statistics and correlation

	Me an	StDe v	JA	WO	PS	FFP	CS	FR	FS	WF C	OWF C	SWFC	CWFC
JA	3.9 44	.6924	<i>0.693</i>										
WO	3.0 89	.7899	.138*	<i>0.659</i>									
PS	3.4 68	.6726	.060	-.348**	<i>0.682</i>								
FFP	3.2 43	.4163	.204**	.248**	.030	<i>0.714</i>							
CS	3.2 35	.8639	-.089	.081	.189**	-.136*	<i>0.841</i>						
FR	2.7 05	.6573	.170**	.511**	-.122*	.304**	-.089	<i>0.727</i>					
FS	3.5 26	.7104	.021	.050	-.044	.045	.213**	-.038	<i>0.631</i>				
WFC	3.0 31	.5350	.255**	.725**	-.259**	.394**	-.023	.731**	-.004	<i>0.841</i>			
OWFC	2.8 21	.6943	.200**	.463**	-.092	.348**	.024	.665**	-.034	.749**	<i>0.729</i>		
SWFC	3.2 45	.8660	.354**	.526**	-.204**	.385**	-.117*	.455**	.042	.760**	.424*	<i>0.817</i>	
CWFC	2.9 10	.9261	.169**	.671**	-.251**	.249**	-.057	.639**	-.128*	.777**	.463*	.493*	<i>0.641</i>

Cronbach’s Alpha values are given in italics on the diagonal

** .P< 0.01; *.P< 0.05. N=319

JA-Job Ambiguity, WO-Work overload, PS- Peer support, FFP-Family friendly policies, CS-current salary, FR-Family responsibilities, FS- Family support, WFC-Work family conflict, OWFC-occasion based WFC, SWFC –stress-based WFC, CWFC-conduct based WFC.

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

Table 2

Table 2 Result of multiple regression analysis

Items	WFC (Model 1)	OWFC (Model 2)	SWFC (Model 3)	CWFC (Model 4)
Independent				
JA	.402***	.039	.965***	.157
WO	.094	.331*	-.600**	.303
PS	-.131	-.169	.043	-.080
FFP	-.315**	-.290	-.588**	-.644*
CS	.182**	.439**	.067	.248
FR	.360***	.573***	.138**	.569**
FS	-.314***	-.516***	.119	-.201
Moderator				
GENDER	-.589***	-.181	.373**	-.017
Interaction items				
Gender X JA	-.198***	.110	-.423**	-.083
Gender X WO	.121**	-.185**	.623**	.161*
Gender X PS	.037	.110	-.073	-.013
Gender X FFP	.305***	.266	.583**	.461**
Gender X CS	-.095**	-.226*	-.075	-.176**
Gender X FR	----	----	----	----
Gender X FS	.178***	.299**	-.060	.027
R ²	.783	.579	.607	.615
Adjusted R ²	.772	.556	.586	.595
F- statistic	68.261***	25.930***	29.095***	30.148***

JA-Job Ambiguity, WO-Work overload, PS- Peer support, FRP-Family friendly policies, CS-current salary, FR-Family responsibilities, FR- Family support, WFC-Work family conflict, OWFC-occasion based WFC, SWFC –stress-based WFC, CWFC-conduct based WFC.

N=319, *p<.05, **p<.01, ***p<.001

Table 3

Table 3 Results of bootstrapping analysis for gender

Work Attributes	b	SE b	t	p	LLCI	ULCI
Job Ambiguity (JA)						
JA → WFC X Gender	- 0.0195***	0.0860	0.2268	0.0207	-0.149	0.1886
JA → SWFC X Gender	- 0.0165***	0.1350	-0.1221	0.0029	-0.282	0.2491
Work Overload (WO)						
WO → WFC X Gender	0.0059***	0.0539	-0.1103	0.723	-0.1120	0.1001
WO → OWFC X Gender	0.2617***	0.0863	-3.0318	0.0026	-0.4315	-0.918
WO → SWFC X Gender	0.3997***	0.1039	3.8459	0.0001	0.1952	0.6043
WO → CWFC X Gender	0.1235	0.0980	1.2601	0.0886	-0.0693	0.3163
Family Friendly Policies (FFP)						
FFP → WFC X Gender	- 0.1791***	0.1327	-1.3496	0.0781	-0.4403	0.0820
FFP → SWFC X Gender	0.1282***	0.2159	0.5937	0.0531	-0.2966	0.5530
FFP → CWFC X Gender	-0.1497**	0.2375	-0.6304	0.0289	-0.6171	0.3176
Current Salary (CS)						
CS → WFC X Gender	0.0297*	0.0694	0.4275	0.0693	-0.1069	0.1662
CS → OWFC X Gender	-0.1007	0.872	-1.1541	0.0493	-0.2723	0.0710
CS → CWFC X Gender	-0.0954*	0.1175	-0.8121	0.4174	-0.3265	0.1357
Family Support (FS)						
FS → WFC X Gender	-0.1939**	0.836	-2.3187	0.0211	-0.3584	-0.294
FS → OWFC X Gender	-0.1183**	0.1061	-1.1154	0.2655	-0.3271	0.0904

Note: Only paths for significant moderation effects are shown. The significant indirect effect for each group is bolded. LLCI= 95% bias corrected confidence interval lower limit; ULCI= 95% bias corrected confidence interval upper limit, WFC- Work-family conflict; OWFC- Occasion based work-family conflict; SWFC- Strain based work-family conflict; CWFC- Conduct based work-family conflict

* p<0.05; ** p<0.01; *** p<0.001.