

5. SUMMARY AND CONCLUSION

The present study aimed to explore and understand the relationship of organizational values like gender equality, opportunity to balance work and family, employees' perception of the organization's social responsibility, and organizational justice with the employee's work behaviour. The study also aimed at finding out which value predicted the positive work outcomes like citizenship behaviour and negative outcomes like work-family conflicts. The findings of the study are summarized below.

- The results indicated a significant difference between employees belonging to below 35yrs of age and employees in the age range of 45-54yrs, in their perception of gender equality within their organizations.
- There was no significant difference seen between males and females in their perception of the organizational values.
- However, males and females differed on two dimension of their organizational citizenship behaviour i.e. helping co-worker and civic virtue.
- Males and Females differed in terms of their perception of their work-family conflicts.
- No significant interaction effect between age and gender on the employees' organizational citizenship behaviour was found.
- However, no significant interaction effect between the employees' age and their gender with respect to their perception work-family conflicts was seen.

- There was no significant difference between the job level of the employee, their citizenship behaviour and their levels of work-family conflicts. All the employees showed similar perceptions.
- The results showed no significant difference between the tenure of the employee and their perception of their organizational values.
- The results showed no significant difference between the tenure of the employee and their levels of citizenship behaviour, and their work-family conflicts.
- There was no significant difference between the marital status of the employee and their perception of gender equality, opportunity to balance work and family and their citizenship behaviour.
- No significant difference was seen between employees with family members needing daily care and from those who did not have dependents needing daily care and their levels of work-family conflict.
- There was also no significant difference between employees having young children from those who did not have any children and their perception of opportunity to balance work and family.
- Employees having domestic help did not differ with employees not having any domestic help in their perception of work-family conflict. This may also be that in the Indian context the presence of extended families living together also reduces the pressures experienced by the working members.
- Employees having working partners did not differ from employees having partners that are not working in terms of their work-family conflict. The results showed that

employees having spouses who had full time, part time or no jobs did not differ from employees who were single on their levels of work- family conflicts.

- The results of correlations between organizational values, citizenship behaviour and work-family conflicts indicate that internal corporate social responsibility had a significant positive relationship perception of opportunity to balance work and family. The employees feel more positive towards the organization when it provides the employees with opportunities rather than create pressures.
- There was a significant positive relationship between internal CSR and *all* four dimensions of citizenship behaviour viz conscientiousness, courtesy, helping co-worker and civic virtue, however no significant relationship was found with sportsmanship.
- External CSR was found to have negative relationship with employees' levels of work-family conflict.
- External CSR was found to have a significant positive relationship with the four dimension of citizenship behaviour, i.e. conscientiousness, courtesy, helping co-worker and civic virtue, but no relationship with sportsmanship.
- The overall corporate social responsibility had a negative relationship with the employees' work-family conflict.
- CSR was found to have a positive relationship with again the four dimensions of OCB
- The results indicated that opportunity to balance work and family had a significant negative relationship with work-family conflicts of the employee.

- There was no significant relationship of opportunity to balance work and family with citizenship behaviour. There was only a positive relationship between them but was not found to be significant.
- Gender equality was found to have a significant positive relationship with organizational citizenship behaviour and, work-family conflict. The more the employee's perceived gender equality the more they showed citizenship behaviour, and reduced work-family conflict.
- The results showed that organizational justice i.e. distributive, procedural, instructional justice was found to have a significant negative relationship with work-family conflict.
- Distributive as well as instructional justice was found to have significant positive relationship four dimensions of citizenship behaviour viz. conscientiousness, courtesy, helping co-worker and civic virtue.
- However, instructional justice was found to have a significant positive relationship with all the five dimensions of citizenship behaviour.
- Regression analysis of the data indicates that from the four organizational values, external CSR as well as procedural justice significantly predicts conscientiousness. It was they together contributed 11 % variance in conscientiousness.
- It was found that no organizational values significantly predicted courtesy. However, they showed 7% variance in courtesy.
- The results also showed that the four organizational values viz. gender equality, opportunity to balance work and family, corporate social responsibility and organizational justice all of them together predicts only 2% variance in

sportsmanship. However, gender equality was found to significantly predict only sportsmanship.

- Internal CSR and opportunity to balance work and family was not found to predict helping co-worker, but, the remaining values of external CSR, total CSR, gender equality, organizational justice were found to significantly predict helping co-worker. It was seen that they together predicted 9% variance in helping co-worker dimension of OCB.
- External CSR, gender equality and procedural justice was found to significantly predict civic virtue dimension of OCB. All three values shared a 9% variance in civic virtue.
- External CSR, opportunity to balance work and family were found to significantly predict work-family conflict. It was seen that there was 30% variance in work-family conflict due to both these values together.

5.1. LIMITATIONS OF THE STUDY

The present research has some limitations which are as follows:

- The current study covered only few of the IT companies across six cities and selected only a few IT companies and so may not be a true representation of all types of Information & Technology companies.
- The sample size of 304 may not be sufficient enough to give a complete scenario of all the IT professionals. More sample would have been beneficial in giving a true representation of the entire IT population. Greater sample size better the results.

- At the same time due to the unavailability of the samples, unequal representation of females was done. The number of female participants was less as compared to males and hence gender differences were not seen in its true sense.
- Only four organizational values were considered for the current study. Aspects of personality, emotional states as well as moods that could also explain the spill-over effect, positive organizational support even though it was considered during the qualitative analysis, a detailed study of it would have given a different perspective to the study.
- The current study has majorly highlighted work –family conflict and not family- work conflict, it has also not focused upon the stress experienced by the employees due to high demanding jobs. A look at these dimensions would also give a better understanding of their lives.

5.2. IMPLICATIONS OF THE STUDY

- The findings of the current study is useful for the organizations to understand and take effective steps to come up with different policies that help the employees to reduce the conflicts that they experience due to the imbalance of work and family.
- Modifying the work culture to accommodate both work and families can help the employee to effectively handle both. Organizations that create great workplace culture for their employees are found to perform better (Great places to work, 2017) similarly all the organizations should consider better strategies to attract the best talent and retain them.

- The current studies outcomes can be useful for the organization to understand the need of the employees for limited work hours and ability to spend more time with families as they work in the IT sector which is very demanding and uncertain in terms of the risks involved in the job performed.
- The outcomes also indicates the importance of highlighting on the CSR in the organizations which the previous researches as well as the current study to some extent has reflected how it has resulted to positive organizational behaviors.
- The organizations as well as the employers should also be made aware of inculcating a culture that is gender neutral and come up with policies that involves giving opportunities to women employee to join the workforce again.

5.3. CONCLUSION

The current study intended to explore how the organizational values like opportunity to combine work and family, organizational justice, gender equality and corporate social responsibility especially in the IT sector in India. The study concluded that the organization when takes care of the employees by providing a conducive culture and environment that fosters positive organizational behaviour, makes the employee feel in sync with the organizational values and as a results reciprocate positive workplace behaviour. In the recent past it has been noticed and recorded that the Indian IT sector which has always been the hub for IT professionals and has been growing at a fast pace has been making a lot of changes and implementing newer policies that have helped in reducing the gender gaps, fostering positive environment that helps to combine work and family as well as giving equal opportunities to all. The ever changing technology also seems to affect the employees to be in touch with them and keep themselves updated and so may put them under pressure to perform effectively or perish. The study's focus on organizational values, especially opportunity to combine work and family has highlighted a fact that trends are changing and that the individual is now given the opportunity to combine work and family in terms of flexi hours, work from home and a supportive management who are there to support the employee.