

## **Work-Family Conflict - An Exploratory Study of the Dependents Child's Age on Working Mothers**

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### **ABSTRACT**

The purpose of the study is to explore the impact of the dependent child's age on the work-family conflict experienced by the working mothers in the IT industries at Bengaluru. The paper tries to determine the impact of the various factors on the work-family conflict experienced by the working mothers and also tries to analyze whether the impact is significant among working mothers with younger children or working mothers with grown up children.

An exploratory study was undertaken among the working mothers employed in Information technology industries at Bengaluru. The questionnaire was distributed to selected IT companies where more than 30% of the workforce is women employees. Out of the 196 respondents having children 176 respondents with children responded. Factors like job involvement, role stress, managerial support, colleague support and family support and its impact on the work-family conflict of the working mothers were assessed. Regression analysis was used to test the proposed hypothesis. The research finding says that the factors influencing the work-family conflict of the working mothers differs depending upon the age of their children. The paper tries to view the problem of work-life balance needs of working women in a strategic HR angle and tries to examine this issue in a more holistic manner.

**Keywords:** Work-life conflict, Family, Information technology, Strategic HR

## 1.0 Introduction

In the present day of globalised era, a woman has to work longer and harder, they are finding it ever more difficult to achieve a much desired work-life balance. In a transitioning society like India, where more and more young women are becoming the part of the work force, especially in the IT field, and the pressure created due to the technological, structural and demographic changes in the employment coupled with the demand for more multi skilled and flexible knowledge workers, has affected their quality of life, psychological wellbeing and health. This has resulted in a situation where women entering the workforce today are laying emphasis on the importance of work-life balance; hence there is a need to examine the phenomenon of the work-family balance of Indian women working in IT industries in greater depth. Women accounted for 26.4% of the total India based workforce in the IT industry in 2007. Women comprise 25 % of the employee strength of the major Indian IT companies (Ali, 2006).

According to a study by Gopal Mahopatra and Naga Siddhartha of the National Human Resource Development Network, Bengaluru Chapter, employees working in IT and IT enabled services in Bengaluru are not happy with their work life balance (The Hindu, IT professionals' work-life balance poor Saturday, Oct 15, 2005). The prime reasons for their lopsided work-life balance are due to long working hours, overwork, poor working conditions, uneven work load, demanding spouse, lack of family support, lack of colleague support, superior support, poor interpersonal relations, poor family relations and social changes. This skewed work-life balance affects health and family life. The crucial phase of 23 Years to 38 Years of women is where she has to juggle between her family and work. (Perrons, 2003; Raja Lakshmi, 2003).

As the work-life balance of women working in IT industries depends on various factors like marital status, size of the family, age of children, organisational support, friends support, supervisor support, work to family conflicts and family to work conflicts, this study tries to focus on the aspect of dependents children's age and its impact, on work family conflict experienced by the working mother.. The research examines work family conflict among working mothers within the IT industries and determine whether that, working women with younger children are likely to report higher levels of work-family conflict than working mothers with grown up children. In addition the research attempts to explore the impact of the factors like role stress, job involvement, managerial support, family and colleague support on work-family

conflict and ascertain if these factors have an impact and if so, is it the same for all working mothers irrespective of the age of their children.

### **1.1 Work-family conflict**

Work family conflict has been described by (Kahn et al., 1964) as a form of inter-role conflict in which demands from the work role conflict with demands from the family role. The perceived work-family conflict (work interference with family and family interference with work) are different and relatively independent of each other. The people perceived less family interference with work than work interference with family (Gutek et al., 1991). Spillover of unpleasant moods occur both from work to family settings and from family to work though evidence for the spillover of pleasant moods was weak. Both family to work and work to family spillovers were stronger for women than men (Williams & Alliger, 1994). Family to work conflict was found to have indirect influence on work to family conflict via work distress and work overload. Work to family conflict had indirect impact on family to work conflict via increased parental overload (Frone et al., 1997). Conflict is bi-directional, which is to say that it gives equal emphasis to the impact that work can have on family and the impact that family can have on work (Frone et al., 1997; Greenhaus & Beutell, 1985; Gutek et al., 1991; Parasuraman et al., 1996). Work to family conflict, occurs when “the participation in a work activity interferes with participation in a competing family activity” (Frone et al., 1997). Conversely, family-to-work conflict, occurs when “participation in a family activity interferes with participation in a competing work activity” (Greenhaus & Beutell, 1985). High levels of conflict have been found due to the result of factors like role overload, role ambiguity, role conflict, lack of autonomy and lack of rewards (Moore, 2000). Demands caused by having a family get in the way of conducting a job which creates lot of stress (Carlson, D.S., Kacmar K.M., & L.J. Williams, 2000). (Frone. 2003) reported that work has more negative effects on family than the family has on work because work-to-family conflict is reported more frequently than family-to-work conflict. This study tries to focus on work-family conflict by taking cues from the earlier research.

### **1.2 Life cycle concept**

The research focusing on work-life conflict is very limited and it has failed to address the problem of work-life conflict, experienced by working women at the different parental stages. The factors influencing the work-family conflict of the working mothers also varies according to the life cycle stage in which they are. The major decisions in life are influenced by the development stages that occur in an adult life cycle (Hill & Miller, 1981). The work and family responsibilities vary and compete with each other according to the different life stages of the working mother

(Levinson et al.'s., 1978). The findings from this paper will offer an opportunity to analyze how the various factors like job involvement, managerial support, family support and role stress impacts the work-family conflict of working mothers working in IT industries at Bengaluru, having children belonging to different age groups. This will help the organization to devise customized policies targeting the particular group thus improving the ever-increasing demands placed on working mothers who seek to strike a better balance between work and family.

The research to date has established that the age and number of children have found to influence work-family conflict (Bedeian, et.al., 1988), (Loerch, et.al., 1989), (Voydanoff, 1988). (Staines & O'Connor, 1980) found that parents with children under six years of age had the highest levels of work-family conflict, followed by parents of school-age children. Employees with no children reported the least amount of work -family conflict. Work- family conflict increases as one's obligations to the family expand through marriage and the arrival of children (Cooke & Rousseau, 1984).

Working mothers in IT industries in Bengaluru have been grouped into four categories depending on the age of their children. The four categories are children below the age of two years, children between two-five years of age, children between six -ten years of age and young adults eleven years of age and over.

In order to further explore the antecedents of work family conflict among this group of working parents a number of independent variables were examined. The variables selected were derived following an in-depth literature review. They are job involvement, role stress, managerial support, family support and colleague support.

### **1.3 Job involvement**

High work involvement and high family involvement have been shown to be positively related to the number of hours spent in work and family activities respectively. These hours in turn have been linked to increased work and family conflict resulting from role overload (Duxbury & Higgins, 1991). (Igbaria, Parasuraman, & Badawy, 1994) in their study found that high levels of job involvement tend to enhance the beneficial effects of work experiences on the quality of work life in some cases; in others such involvement tends to heighten the negative effects of role stressors. Job involvement is one potential work-related variable that may cause work-family conflict (Adams, King, & King, 1996). (Martire, et al., 2000) Women with high role involvement may find it more difficult to comply with the

demands of other roles.

#### **1.4 Role Stress**

(McGee, 2003) have reported that workers in the IT sector are experiencing longer work hours, more work-life conflict, and higher indices of burnout than their co-workers in other functional areas. IT workers frequently face extended work schedules and often are asked to meet unrealistic deadlines without the necessary resources (Moore, 2000); (Niederman & Sumner, 2004). Family, health and maternity aspects are some of the reason why women have not progressed in their career. Also there is lot of gender bias at work place which prevents women climbing the career ladders. The career choices available in IT industries for women are limited. (Baroudi & Igbaria, 1995) found that the choices available for women employed in IT field have fewer career choices. The conflict between the professional role expectations and feminine role expectations creates role stress in both domains and this affects the work-life balance of the women. Because of this multiple role demands, women find it difficult to fulfill the role expectations and for traditional Indian women family comes first. This creates stress at her work place which impacts her family resulting in work-life imbalance.

#### **1.5 Managerial support**

Managerial support addresses the extent to which managers are sensitive and supportive of an employee's family responsibilities. The managerial/ supervisory/ team leader support is essential for the working women to manage their work and family roles. Today numbers of organizations are offering work-life or family friendly policies, but women working in such organization are not able to fully utilize these policies because of the fact that their managers, supervisors or team leaders act as a barrier to the utilisation of such policies. This has been supported by earlier studies conducted by (Allen, 2001) and (Lambert, 2000). A supportive workplace has been identified as being critical to the successful implementation and uptake of family friendly policies (Galinsky, et al., 1996; Thomas & Ganster, 1995). The role of managerial support is an important variable in determining the work-life balance of women employees.

#### **1.6 Colleague support**

Colleagues support is the overall levels of helpful social interaction available on the job from co-workers. Peers, including coworkers or friends, offer benefits that may be critical to career success, such as networking, maintaining

visibility, and enhancing reputation (Kram & Isabella, 1985). Employees without children cite feelings of discrimination by virtue of the fact that they simply do not have children (Rothausen & Gonzalez, 1998). Flexibility policies require more schedule adjustment on the part of co-workers (Blair-Loy & Wharton, 2002). The colleagues provide informational, Instrumental, emotional and appraisal support to the women employees which in turn increase their job satisfaction and life satisfaction.

### **1.7 Family Support**

The increasing interdependence of work and family domains have made family support as one of the important factor contributing to the work-life balance of women employees. The family support may come from spouse, parents, siblings, children, extended family, and friends. The studies related to the relationship between family support and work-life balance has shown mixed results. Receiving spouse-partner support has been positively related to number of work-related outcomes, including occupational success (Bird & Bird, 1986). (Parasuraman, Greenhaus & Granrose, 1992) concluded that effects of spousal support were only significant in family and not the work domain. With lot of ambiguity existing in the literature, this study tries to analyze the impact of family support on the work-life balance of women working in IT industries.

## **2.0 Research Methodology**

### **2.1 Bengaluru and IT industries**

Bengaluru emerged as the silicon valley of India due to the availability of skilled manpower and good communication facilities. Many multinational corporations, especially computer hardware and software giants, have operations in Bengaluru. The exact number of employees working in IT sector in Bengaluru is not known since the Industry comprises employees from informal sector and contract worker also. There are also many small companies both registered and unregistered which employ less than twenty employees and an unknown number of temporary employees are also employed in the large companies on a contract basis through employment agencies.

#### **2.1.1 Women in IT profession**

Women accounted for 26.4% of the total India based workforce in the IT industry in 2007. Women comprise 25 % of the employee strength of the major Indian IT companies (Ali, 2006). Women participation in the IT workforce is seen as critical enabling factor for the continued growth of the Industry (The Economic Times, 2009).

### **2.1.2 Sampling procedure**

IT companies with employee strength of 2000 and above was shortlisted based on the data provided by NASSCOM, Bengaluru, out of which companies having more than 30 % of women in their workforce were only considered. The HR Departments of the respective companies were contacted and the respondents were randomly selected based on the list provided by them by using simple random sampling technique (Lottery method). Only those respondents who have already served for more than 6 months in the organisation were included in the study.

In total, 500 questionnaires were distributed to the 9 IT companies and 308 questionnaires were returned generating a response rate of 70 per cent. On further examination 45 responses were found to be incomplete. So for all practical purposes the sample size used for analysis is 308. As the nature of the research question being addressed by this paper sought to understand the impact of working mother's life stage on work family conflict a sub-sample of those respondents who reported having children was used for this analysis. This reduced the sample size  $n= 176$ . In line with previous research, the age of the reported children was used to operationalize working mother's life cycle in to four groups as follows:

- (1) Working mothers with children below the age of two years.
- (2) Child aged between 2 and 5 years of age.
- (3) Child aged between 6 and 10 year of age.
- (4) Child aged 11 year or more

In order to avoid confusion, where a parent reported having a number of children in different categories the youngest child only was included in the analysis.

### **2.1.3 Measures**

Multiple item scale was adapted from previous research for the study. Table I set out the scales and items used in the study and the Cronbach alpha coefficients for each.

**Table I**

Scale Item	Reliability Coefficient Cronbach's Alpha
<p><i>Managerial support (Anderson, et al., 2002)</i></p> <p>My manager is supportive when I have a work problem.</p> <p>My manager is fair and does not show favoritism in responding to all employees' personal or family needs.</p> <p>My manager accommodates me when I have family or personal business to take of (e.g., medical appointments, meeting with my child's teacher).</p> <p>My manager understands when I talk about my personal or family issues that affect my work.</p> <p>I feel comfortable bringing up personal or family issues with my manager</p> <p>My manager really cares about the effects that my work demands have on my personal and family life.</p>	<b>0.913</b>
<p><i>Family Support (Procidano &amp; Heller, 1983)</i></p> <p>When something goes wrong at work, I can talk it over with my family</p> <p>My family care about how I feel about my job</p> <p>My family help me feel better when I've had a hard day at work</p> <p>My family is interested and proud when something good happens at work</p> <p>I am getting enough support from the family towards my career</p> <p>My family has understood my work demands and appreciates the same</p> <p>My spouse has understood and respects my job</p> <p>My family works as a team along with you</p> <p>I ensure that my family participates in all the social occasions sponsored by my organization</p> <p>It is better to be in touch with the family while you are working, through phone or mail to ensure smooth running at both ends.</p>	<b>0.928</b>

**Table I Contd.....**

Scale Item	Reliability Coefficient Cronbach's Alpha
<p><i>job involvement scale(Lodahl &amp; Kejner, 1965)</i>                      The major satisfaction in my life comes from my work                      My life goals are mainly work oriented                      The most important things that happen to me involve my work                      My work is a large part of my life                      When I am working, I forget everything else around me</p>	<b>0.867</b>
<p><i>Colleague support(Mauno, et.al, 2005)</i>                      My colleagues provide helpful information or advice                      My Colleagues are sympathetic, understanding and have concern for me                      My Colleagues provide a clear and helpful feedback.                      In general, my colleagues/co-workers is quite accommodative</p>	<b>0.963</b>
<p><i>Role Stress</i>                      There is presence of lot of ambiguity with regard to job performance and role specifications                      You get stressed because of role ambiguity with regard to job performance and role specifications                      You feel stressed out because of target and roles</p>	<b>0.756</b>

**2.1.4 Hypothesis**

**H1.** High levels of job involvement will increase the likelihood of a working mother experiencing work family conflict.

**H2.** High levels of role stress will increase the likelihood of a working mother experiencing work family conflict.

**H3.** High levels of managerial support will decrease the likelihood of a working mother experiencing work family conflict

**H4.** High levels of colleague support will decrease the likelihood of a working mother experiencing work family conflict

**H5.** High levels of family support will decrease the likelihood of a working mother experiencing work family conflict

**3.0 Analysis**

Regression analysis was used to find out any relationship between the dependent variable and independent variables. The analysis provided further insight in to the various relationships and the impact of the antecedents of work family conflict when examined from a parenting life cycle stage perspective of working mothers.

**Table II** Results of the Standard Regression analysis with Work-Family conflict (WFC) as dependent variable’ job involvement, role stress, managerial support, family support and colleague support as independent variable for all parental stages of working mothers.

Dependent Variable	Independent Variables	Unstandardised Coefficient		Standardised Coefficient	t	Sig
		B	SE	Beta		
Work-Family conflict	(Constant)	2.857	.288		9.937	.000
	Job involvement	.012	.042	.011	.286	.775
	Role stress	.371	.051	.278	7.297	.000
	Managerial Support	-.245	.047	-.235	-5.254	.000
	Family Support	-.122	.050	-.100	-2.459	.014
	Colleague Support	.060	.047	.058	1.285	.199

General

R <sup>2</sup>	.168
Adjusted R <sup>2</sup>	.161
	P value < 0.01

The F value serves to test how well the regression model fits the data (Robert

Ho, 2006). Looking at the F-statistic in Table II we find that the model is statistically significant at a confidence level of more than 99 per cent, since the p-value is less than 0.01.

An examination of the t-test for significance of independent variables shows that the *Role stress* with beta value of 0.278, *Managerial support* with beta value of -0.235 and *family support* with a beta value of -.100 are significant at 95 per cent confidence level since the significance value is less than 0.05. The variable role stress is having a positive impact on work-life conflict whereas the variable managerial support and family support is having a negative effect on work-family conflict of the working mothers in IT industry. The independent variables colleague support and job involvement does not have any significant relationship with work-family conflict.

Since the standardized beta coefficient is having the highest value in case of *role stress* the positive impact of this variable is the highest on the dependent variable work-life conflict. As the role stress increases so too does the work-family conflict. In case of family support and managerial support the negative sign suggest that the greater the degree to which the working mothers feel that they have the support of the managers and family the less likely they are to experience the work-family conflict. (Lazarus & Folkman, 1984) found that a supportive supervisor can make the domain of work less stressful for employees by discussing problems related to family with employees and being sympathetic and flexible if problems or emergencies occur.

The result from the regression analysis shows that the research hypothesis H1 and H4 is rejected as the significance level or the p-value of the t-test from the regression output is more than 0.05. The implication is that the hypothesis H1 and H4 is not supported. That means the construct *job involvement* and *colleague support* is not having a significant impact on the work-life conflict of the working mothers working in IT industries. The analysis also indicates that the research hypothesis H2, H3 and H5 are accepted since significance level or the p-value of the t-test from the regression output is less than 0.05. The implication is that as the role stress increases the work-family conflict also increases. In case of family support and managerial support the negative sign suggest that the greater the degree to which the working mothers feel that they have the support of the managers and family the less likely they are to experience the work-family conflict.

**Table III** Results of the Standard Regression analysis with Work-Family conflict (WFC) as dependent variable’ job involvement, role stress, managerial support, family support and colleague support as independent variable among working mothers with children less than two years

Dependent Variable	Independent Variables	Unstandardised Coefficient		Standardised Coefficient	t	Sig
		B	SE	Beta		
Work-Family conflict	(Constant)	2.301	1.231		1.870	.074
	Job involvement	.115	.134	.117	.855	.401
	Role stress	.195	.196	.181	.997	.329
	Managerial Support	-.037	.152	-.042	-.247	.807
	Family Support	-1.260	.207	-.968	-6.080	.000
	Colleague Support	-1.065	.353	-.599	-3.017	.006

General

R <sup>2</sup>	.625
Adjusted R <sup>2</sup>	.546
	P value < 0.01, n=48

The F value serves to test how well the regression model fits the data (Robert Ho, 2006). Looking at the F-statistic in Table II we find that the model is statistically significant at a confidence level of more than 99 per cent, since the p-value is less than 0.01.

An examination of the t-test for significance of independent variables shows that the *Colleague support* with beta value of -0.599, *family support* with beta value of -0.968 are significant at 95 per cent confidence level since the significance value is less than 0.05. The variables colleague support and family support is having a

negative effect on work-family conflict of the working mothers with children less than two years. The independent variables role stress, managerial support and job involvement does not have any significant relationship with work-family conflict.

In case of family support and colleague support the negative sign suggest that the greater the degree to which the working mothers feel that they have the support of the family and colleague the less likely they are to experience the work-family conflict.

**Table IV** Results of the Standard Regression analysis with Work-Family conflict (WFC) as dependent variable’ job involvement, role stress, managerial support, family support and colleague support as independent variable among working mothers with children aged 2-5 years old.

Dependent Variable	Independent Variables	Unstandardised Coefficient		Standardised Coefficient	t	Sig
		B	SE	Beta		
Work-Family conflict	(Constant)	1.243	1.077		1.153	.254
	Job involvement	.665	.252	.417	2.642	.011
	Role stress	.172	.160	.149	1.075	.288
	Managerial Support	-.138	.166	-.115	-.835	.408
	Family Support	-.110	.052	-.133	-2.097	.036
	Colleague Support	-1.089	.411	-.750	-2.649	.012

General

R	.192
R <sup>2</sup>	.108
	P value < 0.01, n=54

An examination of the t-test for significance of independent variables shows that the *Colleague support* with beta value of -0.750, *family support* with beta value of

-0.133 and *job involvement* with a beta value of 0.417 are significant at 95 per cent confidence level since the significance value is less than 0.05. The variables colleague support and family support is having a negative effect on work-family conflict of the working mothers with children aged 2-5 years old. The variable job involvement with a beta value of 0.417 is having a positive impact on work-family conflict which indicates that as job involvement increases so too does work-family conflict. The independent variables role stress and managerial support does not have any significant relationship with work-family conflict in this age group.

**Table V** Results of the Standard Regression analysis with Work-Family conflict (WFC) as dependent variable’ job involvement, role stress, managerial support, family support and colleague support as independent variable among working mothers with children aged 6-10 years old.

Dependent Variable	Independent Variables	Unstandardised Coefficient		Standardised Coefficient	t	Sig
		B	SE	Beta		
Work-Family conflict	(Constant)	7.079	1.412		5.014	.000
	Job involvement	.441	.170	.362	2.595	.012
	Role stress	-.057	.220	-.052	-.258	.798
	Managerial Support	-.153	.223	-.153	-.685	.498
	Family Support	.252	.263	.248	.960	.344
	Colleague Support	-.039	.137	-.041	-.283	.778

General

R	.400
R <sup>2</sup>	.306
	P value < 0.01, n=38

An examination of the t-test for significance of independent variables shows that the variable job involvement with beta value of 0.362 is having a positive impact on

the dependent variable work-family conflict. The variables colleague support, family support, managerial support and role stress does not have any significant relationship with work-family conflict in this age group. When we examined the group of parents with children aged 6-10 years of age we found that job involvement was the key predicting variable in terms of individual's work family conflict ( $p < 0.05$ ). As job involvement increases so too does work- family conflict.

**Table VI** Results of the Standard Regression analysis with Work-Family conflict (WFC) as dependent variable' job involvement, role stress, managerial support, family support and colleague support as independent variable among working mothers with children aged above 11 years old.

Dependent Variable	Independent Variables	Unstandardised Coefficient		Standardised Coefficient	t	Sig
		B	SE	Beta		
Work-Family conflict	(Constant)	4.297	1.117		3.848	.000
	Job involvement	.036	.158	.037	.229	.821
	Role stress	-.318	.180	-.210	-1.770	.083
	Managerial Support	-.116	.231	-.083	-.503	.617
	Family Support	-.330	.170	-.299	-1.946	.057
	Colleague Support	.084	.254	.056	.331	.742

#### General

R	.317
R <sup>2</sup>	.249
	P value < 0.01, n=36

From the Table VI it is observed that the variables job involvement, role stress, managerial support, family support and colleague support does not have any significant relationship with work-family conflict in this age group.

#### 4.0 Findings

The finding helps us to understand the various antecedents of work-life conflict and the various factors affecting work-life conflict of the working mothers at different parental stages. The regression analysis establishes that various factors highlighted are the predictors of work-family conflict of the working mothers but they differ at different parental stages. Overall for all parents with dependent children it was found that role stress, managerial support and family support had predictive powers in terms of explaining the work-family conflict. Further analysis indicated that the factors influencing work-family conflict differed from each group. For the working mothers of children below 2 years, family support and colleague support were the two key influencing factors which influence their work-family conflict. The number of children and life stages of children (commonly age of the youngest child) are rather objective indicators of the level of family demands (Rothausen, 1999). Women working in IT industries have long working hours, role overload and high stress and this impacts their work-life balance especially in the case of women with young children. The support from her colleague and family (moral & psychological) helps her to acquire pleasurable and enriching experiences from her work and family domain which may help her to be a better homemaker and productive worker.

For parents of children aged 2-5 years job involvement, family support and colleague support were found to be the key predicting variables in terms of working mothers work family conflict. It was found that as job involvement increases so too does work family conflict. As the children grow, working mothers tend to spend more time in their jobs leading to higher level of job involvement. The nature of the job in IT industry and the societal norms pose a unique challenge to the women working in IT industries to strike a balance between their work and family. In this context the support from family becomes very important for them especially when they have young kids. The support from family can come from spouse, parents, extended family members and children.

For parents of children aged 6-10 years, job involvement was found to have predictive qualities in relation to work family conflict. Again this relationship was found to be positive so as working mother becomes more involved in their job, the more likely they are to experience higher levels of work family conflict.

The Study suggests that organisations need to re-think what they offer their staff in terms of family friendly policies, Organisations need to get smarter in terms of how they approach the issues and complexities of modern day living for their employees and begin to target specific groups with tailor made work life balance initiatives.

The HR department should focus on developing a family friendly organisational culture rather than initiating work-life balance policies. Initiating work-life balance policies alone will not guarantee women employees using them, since they fear that by using these policies they will lose their credibility. The family friendly organisation culture can be implemented by re-examining the definition of organisational commitment, loyalty and the work norms.

WLB policies should become a distinct part of organisations' HR policy and corporate strategy and will have a positive impact on business. The current practices need a relook since many of the companies are trying to imitate the western practices. The role of the HR managers is to redesign these policies to suite the Indian work conditions, local culture, individual needs and profile of the workforce. HR professional should attempt to build a family-friendly work culture, which will attract and retain the untapped women talent available in the market.

## **5.0 Limitations**

The youngest child of each working parent was considered for analysis however future research would benefit from an analysis of working parents in terms of all of their children and not simply limited to the youngest. Separate study can be undertaken to find how these antecedents affect the work-family conflict among male parents.

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