

## ***EXECUTIVE SUMMARY***

The Indian IT sector has been a very important industry in the country as it has opened door to a large number of employment opportunities. Along with the big bang that happened in this sector due to globalization and advancement in technology the world has become small where connectivity with the others is easily possible at a click. This has somewhere, led to reduce personal and family time and more investments at work leading to stress, conflicts and health related issues. Here, the role of the organizations become very important. The employees look up the main bearers of the organization to provide them with some opportunities that help them to overcome these difficulties. The organizational ethical values are found to be playing a crucial part in attracting and retaining the talents within their organization. The present study, thus, aimed to explore and understand the relationship of such perceived organizational ethical values like gender equality, opportunity to balance work and family, employees' perception of the organization's social responsibility, and organizational justice with that of the employee's work behaviour like organizational citizenship behavior; as well as their work-family conflicts. The study focused on the IT sector employees who are assumed to experience a lot of work pressures, and long work hours that leads to spending lesser time at home that can lead to work-family conflicts.

The sample comprised of 304 IT professionals from different locations, like Mumbai, Delhi, Hyderabad, Pune and Ahmedabad. Each of these participants were either, senior, middle or junior level managers. The employees belonged to different marital status, like those who were married with children, without children, married but living single due to work locations, there were also few employees who were single and lived with their parents. Employees having family members needing daily care were also a part of the current study. Among the total sample few participants were also interviewed to gain a better and a more detailed

understanding of what factors according to them affects their work or family life, which factors according to them are the stressors and how do they cope with their demanding work-life. The data that collected was statistically analysed and interpreted.

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. However, 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, interactional justice was found to have a significant negative relationship with work-family conflict.
- Distributive as well as interactional justice was found to have significant positive relationship four dimensions of citizenship behaviour viz. conscientiousness, courtesy, helping co-worker and civic virtue.
- However, interactional 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.

## ***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. The positive organizational values were found to positively influence the employees work related behaviour even though they did experienced conflict at home, they still felt motivated to work.