

WORK FAMILY BOUNDARY MANAGEMENT IN INDIAN CONTEXT

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APRIL 2018

WORK FAMILY BOUNDARY MANAGEMENT IN INDIAN CONTEXT

by

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DEPARTMENT OF HUMANITIES AND SOCIAL SCIENCES

submitted

in fulfilment of the requirements for the award of the degree of Doctor of Philosophy

to the



INDIAN INSTITUTE OF TECHNOLOGY DELHI

APRIL 2018

CERTIFICATE

This is to certify that the thesis titled “**Work Family Boundary Management in Indian Context**” being submitted by **Ms. Mahima Raina** to the Indian Institute of Technology Delhi in the fulfilment of the requirements for the award of the degree of **Doctor of Philosophy** is a record of bona fide research work carried out by her under my supervision at the Department of Humanities and Social Sciences, Indian Institute of Technology Delhi.

The results documented herein have not been submitted in part or full to any other University or Institute for the award of any degree or diploma to the best of my knowledge.

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Acknowledgements

I would like to convey sincere gratitude to my supervisor, Dr. Kamlesh Singh, for giving me an opportunity to pursue my PhD work at the Indian Institute of Technology Delhi. I can never thank her enough for her continuous supervision and encouragement throughout my PhD.

I also thank my international mentors and collaborators – Prof Ariane Ollier-Malaterre, UQAM, Canada; Prof. Vipin Gupta, California State University, San Bernardino, USA and Dr. Eunae Cho, Nanyang Technological University, Singapore, who have offered me critical advice and support, and have been instrumental in chiseling my research skills. I thank FRQNT and Ministry of Higher Education, Canada, for the competitive research grant for collaborative research work at UQAM during my PhD. I attribute the success of my research work to my all my supervisors who have worked tirelessly with me at each stage of my PhD.

Thanks to Almighty and to the heavenly blessings of my best-ever mentor and a father figure, Mr. P.N. Dhar. It is hard to put in words and articulate your contribution in my life. It is immense, and my way of thanking you is by emulating you. Thanks are due to my parents, Dr. Chander Mouli Raina and Mrs. Kamlesh Raina, who have believed in me all throughout my life, offering me a perfect balance of values and wings, encouraging me to explore my life fearlessly. Thanks to my elder brother, Mr. Piyush Raina, for his love and understanding, and his contribution in making me what I am today. I appreciate the support and love of my sister-in-law, Mrs. Priya Raina, and my two wonderful nephews, Raghuvar and Niyant, for being the reigning brightest spots of my life.

I am extremely lucky for having this wealth in the form of my best friends- Lakshmi, Aliya, Anandha and Kiran *Maasi*. I could not have accomplished anything without your unconditional and unparalleled understanding, love and advice.

I also thank my department colleagues and my hostel friends for their support and contribution in making my life at IIT smooth and pleasurable. Lastly, thanks to all the anonymous people who took out their precious time to participate in my surveys. I owe you big time!

Mahima Raina

Abstract

Work family (WF) research in India is scarce; however, as India becomes more industrialized, concerns about work life balance are growing. Existing research on WF dynamics in India is predominantly quantitative and usually conducted using scales developed in the West, which limits our understanding. Further, WF studies so far have over-emphasized the scarcity perspective, so that enrichment and boundary management remain under researched particularly in the Indian context. The current thesis is aimed at bridging these gaps to gain in depth understanding of work family interface in Indian context. Three studies were designed to meet this goal.

Study 1 addresses the above concerns through an emic study investigating idiosyncratic factors of the Indian context. A qualitative, exploratory study of the WF interface was conducted with 50 professional men and women in the private and public sectors and in a large and a small city in India. The findings reveal an idiosyncratic combination of high family centrality, traditional gender roles, high work and family demands with work construed as a means to support family, a dense web of social support/obligations, and role integration viewed as natural and organic. This combination resulted, perhaps surprisingly for Westerners, in the interviewees feeling “happily exhausted”, that is reporting low work-family conflict because they accepted spillover well, and high work-family enrichment. Nuances across globalized whereabouts and across the public and private industry sector are discussed.

Study 2 concerned operationalization and construction of a measurement tool on cultural dimension of Diffusion/Specificity. While the importance of this construct in understanding WF interface has been underscored avidly, no measurement tool for the same has been reported so far. Diffusion can be understood as implicit acculturations that impact the way we negotiate our relationships. Diffusion, theorized as a latent construct, is manifested in the exchange of power, obligations and knowledge within relationships such that, for example, power that we hold as a virtue of either identity (professional or personal) seeps into the other domain and so on. A robust measure of diffuse orientation was constructed over a span of four phases. Phase 1 explains item development and refinement resulting from a qualitative study. Phase 2 was a pilot study (n=143) that ascertained the adequacy of chosen items in measurement of the construct and refined the items further. In Phase 3, the scale was administered on 300 participants and Exploratory Factor Analyses was conducted to explore the factor structure and its alignment with the proposed model. Phase 4 (n=300) confirmed the a-priori factor structure, also demonstrating acceptable levels of discriminant validity. The diffuse orientation scale also demonstrated significant reliability ($\alpha = 0.77$) exhibiting internal consistency. Positive correlations were observed with other related measures, therefore, the scale also displayed satisfactory levels of criterion related validity.

Study 3 attempts to integrate cultural (diffuse orientation), organizational (WF climate), individual (role centrality) and structural (globalization, industry sector) antecedents to study their impact on WF variables (WF conflict, WF enrichment and boundary management) to generate empirical evidence for the nature of WF interface in India. Data were collected from 586 participants working in different organization in India. Structural equation modelling was employed to test two models (WF and FW models) of WF interface. The data reveals that Indians construed work and family spheres as two synergizing domains, indicated by the fact that data

shows negligible conflict and high enrichment despite high role demands. WF climate reduced conflict as well as WF enrichment while it increased FW enrichment. Further, strong association was found between work centrality and WF enrichment. Structural variables significantly contributed to how Indians managed WF interface. The empirical findings bolster the findings from our qualitative study and maps the changes that contemporary India faces in the wake of globalization and industrialization.

सार

भारतीय संदर्भ में कार्य परिवार सीमा प्रबंधन

भारत में कार्य परिवार (work family, WF) अनुसंधान दुर्लभ है; हालांकि, भारत अधिक औद्योगिकीकृत हो रहा है, काम और जीवन के संतुलन के बारे में चिंताएं बढ़ रही हैं। भारत में WF गतिशीलता पर वर्तमान शोध मुख्य रूप से मात्रात्मक है और आम तौर पर पश्चिम में विकसित उपकरणों का उपयोग करते हुए किया जाता है, जो हमारी समझ को सीमित करता है। इसके अतिरिक्त, WF अध्ययन ने अभी तक कमी के संदर्भ पर जोर दिया है, WF शोध के सकारात्मक पहलुओं तथा सीमा प्रबंधन, विशेष रूप से भारतीय संदर्भ में शोध का केंद्र नहीं रहे हैं। वर्तमान शोध का उद्देश्य भारतीय संदर्भ में कार्य परिवार इंटरफ़ेस को गहराई से समझने के लिए किया गया है। यह शोध तीन भागों में बाँटा गया है।

भाग 1 भारतीय परंपरा में WF के संघर्ष में अद्वितीय पहलुओं की जांच के लिए एक एमीक (emic) अध्ययन के माध्यम से उपरोक्त चिंताओं का प्रतिपादन किया गया है। WF इंटरफ़ेस का एक गुणात्मक, खोजपूर्ण अध्ययन निजी और सार्वजनिक कार्यस्थलों में 50 पेशेवर पुरुषों और महिलाओं के साथ और भारत के बड़े और छोटे शहरों में आयोजित किया गया। निष्कर्ष बताते हैं कि भारतीय लोग अपने परिवार के संरक्षण को अपने कार्य की अपेक्षा अधिक महत्व देते हैं। भारतीय संस्कृति में, दोनों लिंगों की भूमिका पारंपरिक रूप से विभाजित की जाती है। घर के साथ-साथ काम की ज़िम्मेदारियां बहुत बड़ी हैं। कार्य को परिवार के आर्थिक भलाई के समर्थन के लिए एक साधन के रूप में देखा जाता है। क्योंकि इस तरह की सोच भारतीयों में निहित है, कार्य परिवार प्रबंधन को सकारात्मक रूप से देखा जाता है। काम और परिवार के क्षेत्रों को दो अलग-अलग क्षेत्रों के रूप में नहीं देखा गया बल्कि उन्हें जीवन के संयुक्त पहलुओं के रूप में देखा गया। परिणाम स्वरूप, कार्य पारिवारिक प्रबंधन प्रतिभागियों के लिए संघर्ष का स्रोत नहीं था। अधिक बनाम कम विकसित क्षेत्रों तथा सार्वजनिक बनाम निजी कार्य क्षेत्रों में, कार्य परिवार प्रबंधन में क्या अंतर हैं, इस पर भी विचार किया गया है।

भाग 2 में diffuse orientation, एक सांस्कृतिक आयाम, उसकी संकल्पना और मान्यता का उल्लेख किया गया है। यह संकल्पना WF इंटरफ़ेस को समझने में महत्वपूर्ण मानी गयी है, फिर भी अभी तक इस पर संकल्पना अथवा उपकरण नहीं हैं। Diffuse orientation

अंतर्निहित मान्यतायें हैं जो हमारे बाहरी व्यवहार को प्रभावित करती हैं। विशेष रूप से, diffuse orientation की अभिव्यक्ति शक्ति, संबंध/दायित्व, ज्ञान के प्रतिदान में दिखती है। उदाहरण के लिए, काम के क्षेत्र में हमारी गरिमा अथवा पद-प्रतिष्ठा के कारण हमें जो शक्ति प्राप्त होती है, उसका प्रभाव हमारे अथवा हमारे अधीन कर्मचारियों के निजी जीवन पर पड़ता है। हमने इस भाग में diffuse orientation पर, 4 हिस्सों में, एक विश्वसनीय उपकरण का निर्माण किया गया है। पहले हिस्से में हम संकल्पना और स्केल आइटम्स पर चर्चा कर रहे हैं। दूसरे hissa एक संक्षिप्त अनुसन्धान (pilot study, n=143) था जिस में चुनी गयी आइटम्स को और शुद्ध किया गया। तीसरे हिस्से में, हमने चुने हुए आइटम्स का 300 प्रतिभागियों पर परिक्षण किया। एक्सप्लोरेटरी फैक्टर एनालाइसिस से निर्णायक आइटम्स चुनी गयी। अंतिम और चौथे हिस्से में, तीसरे हिस्से की निर्णायक आइटम्स का पुनः निरक्षण किया गया। इस हिस्से में 300 प्रतिभागियों ने भाग लिया। इस भाग में हमें अपनी संकल्पना का मात्रात्मक प्रमाण मिला, जिस से हमारी संकल्पना के सटीक होने का प्रमाण उजागर होता है। हमारा उपकरण विश्वसनीय है ($\alpha = 0.77$), मिलते हुए कंस्ट्रक्ट्स से दृढ़ परस्पर संबंधों को दर्शाता है, जिस से क्रिटेरिओं वैलिडिटी का प्रमाण मिलता है।

भाग 3 में WF वेरिएबल्स (WF Conflict, enrichment and boundary management) पर सांस्कृतिक, संगठनात्मक (organizational WF climate), व्यक्तिगत (role centrality) और संरचनात्मक (वैश्वीकरण, उद्योग क्षेत्र) प्रभाव का अध्ययन किया गया है। इसके समर्थन में मात्रात्मक/अनुभवजन्य साक्ष्य प्रस्तुत किये गए हैं। विभिन्न संगठन में काम करने वाले 586 प्रतिभागियों से डेटा एकत्र किया गया। स्ट्रक्चरल एक्वेशन मॉडलिंग (structural equation modelling, SEM) से WF इंटरफेस के दो मॉडल (WF और FW मॉडल) का परीक्षण किया गया। आंकड़ों से पता लगता है कि भारतीय काम और परिवार को दो अलग पहलु नहीं समझते हैं, अपितु वह इन्हें संयुक्त पहलु मानते हैं। ऐसा हम इसलिए कह सकते हैं क्योंकि डाटा में WF Conflict न मात्र, WF enrichment अधिक पायी गयी जबकि प्रतिभागियों ने यह बताया कि वह काम और परिवार की जिम्मेदारियों में अत्यंत रूप से घिरे रहते हैं। अनुकूल WF climate काम और परिवार के प्रबंधन के तनाव को कम करता है, WF enrichment भी कम करता है पर FW enrichment पर अनुकूल प्रभाव डालता है। काम के प्रति अत्यंत जागरूकता (work centrality) का WF enrichment के साथ गहन संयोग पाया गया। संरचनात्मक वेरिएबल्स भी WF इंटरफेस को प्रभावित करते हैं। यह भाग हमारे भाग 1 में पाए गए परिणामों का सहयोग कर उन्हें और दृढ़ बनती हैं।

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