

## **CHAPTER – VI**

### **Conclusion**

On the basis of both quantitative and qualitative analysis it was clearly revealed that the respondents irrespective of their gender suffered from job stress and work family imbalance. However, the reasons stated by men and women were found to be varied. As stated earlier the most common causes of job stress opined by women respondents were gender discrimination, inability to balance professional with personal life, lack of support from family members and lack of promotional prospects. Whereas men had relatively less job stress due to the above mentioned reasons. The most common causes of job stress among men were nature of job and organisational politics. Women experienced more deterioration of health, work family conflict and lack of career advancement as an impact of job stress as compared to men. Whereas the poor impact of job stress was seen on men's socialisation aspect and their emotional health. As far as stress coping mechanism is concerned, women make use of the family support and work family balance policies whereas men give more time to the recreational facilities offered by their organisation.

Similarly, conclusion may be drawn that the most common causes of work family imbalance for women were patriarchal nature of management and unrecognised role of women in public domain. Whereas men attributed technological interference and frequent travelling as the most common causes of work family imbalance. As far as the impact of work family imbalance is concerned women suffered more of health problems, emotional stress and glass ceiling as compared to men who suffered from lack of socialisation and inefficient performance. The coping strategies mostly used by women to combat work family imbalance were family support, leaves and flexible work arrangements in comparison to men who preferred to prioritise their activities and attend stress management workshops.

As far as the causes of glass ceiling were concerned, patriarchal nature of society and work family conflict are mainly faced by the women, due to which they lack career advancement. Whereas men opined lack of enthusiasm on the part of women to take challenging and international assignments, and lack of networking and mentoring as the common causes of glass ceiling.

Therefore, the conclusion may be drawn that there is a subtle gender difference as far as the three constructs of gender diversity are concerned. Women's

identity as a homemaker, wife or mother is more recognised rather than their professional identity. It re-establishes the norm of patriarchy.

Further, women respondents faced greater degree of work family imbalance than men respondents because women have to spend much more time on household chores and child care activities. They are in a position of affix to whether give more priority to professional responsibilities or personal obligations. Women employees thus face a dual burden of work and family responsibilities which creates a lot of stress and anxiety which ultimately affects their social well being. This means that the dual burden theory applies more to women which ultimately leads to emotional distress and psychological problems.

Some intriguing findings with regard to the positive correlation between job stress and work family imbalance were also revealed in the present study. Women managers reported higher work family imbalance which was accompanied with deterioration in physical and emotional health as compared to male managers. More or less, similar to our study, Dasgupta and Arora (2011) in their study revealed that job stress was positively correlated to work family imbalance.

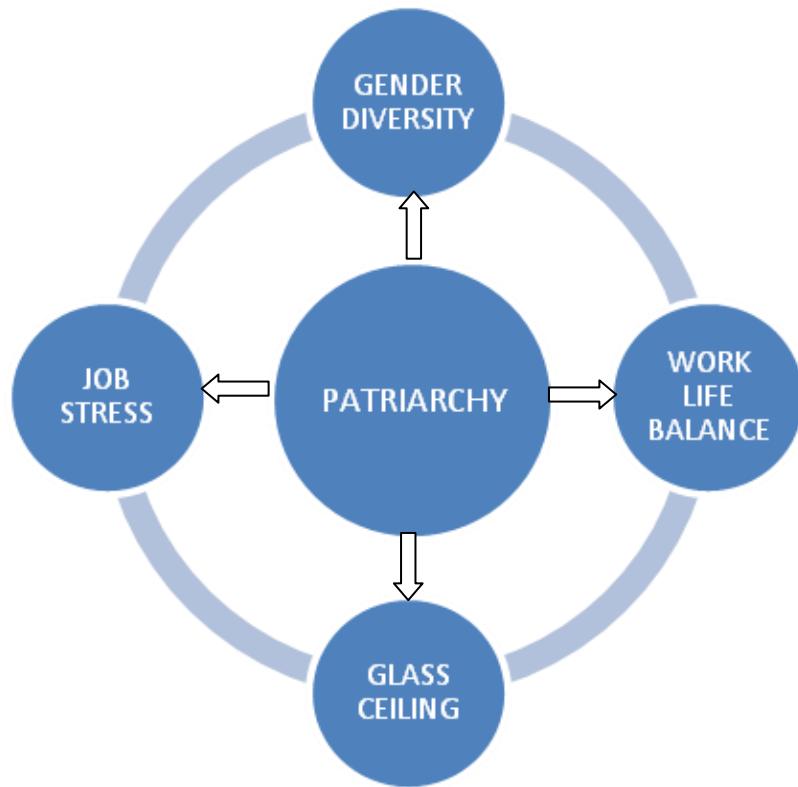
The study also brings out the fact that the Indian women faces unreasonable impediments at work that discourage their career advancement leading to glass ceiling effect. The study also shows that work family balance is not only required to lead a stress free life but also to achieve a successful career i.e. top position in the corporate hierarchy.

Analyses of the results also highlight certain issues and conflicts experienced by working women. It was found that women lack career growth and they do have unclear promotion prospects in their organisation as compared to men. Women are less likely to occupy top level managerial positions i.e. due to glass ceiling they were not able to elevate in the management hierarchy. It was also concluded that sexual harassment and gender discrimination leads to lack of growth of women careerists. It was found that greater number of women than men take low pay work because they need to find a job that allows them to balance work and family responsibilities.

Hence, it is a vicious circle where each of the constructs of gender diversity viz. job stress, work family balance and glass ceiling are a cause and a consequence of

each other. As compared to men greater number of women suffers from job stress, work family imbalance and glass ceiling which further leads to gender discrimination in their organisation. This is due to the fact that though women have achieved heights in the public domain they still face glass ceiling i.e. obstacles to career advancement at top echelons of management. This glass ceiling not to reiterate affects women behaviour which causes job stress. Thus, a greater proportion of women perceived that they face lot of job stress due to lack of career advancement and their work family imbalance.

On the basis of the finding, we have tried to formulate a patriarchal model of three constructs of gender diversity (viz. job stress, work family balance and glass ceiling) that are interlinked and leads to gender diversity and inequality.



**Figure 6.1: Patriarchy Model of Three Constructs of Gender Diversity**

Thus, on the basis of the qualitative and quantitative analysis it may be concluded that the three constructs of our study viz. job stress, work family balance and glass ceiling revolves around the broader notion of patriarchy which results in higher degree of gender discrimination.

**Future Research:**

- 1) Future research may employ larger samples and different research design to better understand the relationships between the constructs of gender diversity used in the present study.
- 2) The present study focussed on only men and women working in MNCs. Future research may consider the public sector employees.
- 3) The present study will add to the literature and motivate future researchers to explore the relationship between the various constructs of gender diversity viz. job stress, work family balance and glass ceiling, in greater detail.