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Relationship Between Work-Life Conflict and Career Progression with Demographic Variables as Moderator

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Key words: Work-life conflict, career progression, demographic variables, IT employees, moderator

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Abstract: Career progression is related to many organizational and personal factors for an individual. Among them, work-life conflict plays a significant role. Their relationship between them ismoderated by demographic variables. Therefore, there is a need to understand how these relationship effects on career progression. The data accumulated from 392 techie employees working in different IT companies in India. The study is developed by applying multi-regression analysis using SPSS and measurement models through AMOS. In the study, it is identified that there is a positive relationship between work-life conflict and career progression. It means to be successful in a career every individual should face high work-life conflict. Moreover, their relationship is moderated by demographic variables. Among them, gender acts as a moderator, quitting age, marital status and parental status.

INTRODUCTION

India is one of the firms, economically developed nations. Over an extended period, India is influenced by western technologies and diverse socio-cultural groups (Pereira and Malik, 2015). As a result, the Indian economy is going through a rapid transition. There by it requires a higher level of human resource to participate in all the levels of management (Datta and Agarwal, 2017). So, there is a need to know about the organizational policies and practices and what are the factors influencing employee's career progression (Gupta and Saran, 2013). In present years research on career has kept its pivot on the career progression of different sectors whether in public or private or MNC's. Career progression is believed to be one of the dominant factors for the growth of the profession (Altbach, 2004; Altbach and Knight, 2007). It is essential to study the influence of work-life conflict on career progression for reinforcing the complexity of interdependency of factors in HRD system. HRD system includes the elements of career progress and status of an individual in an organization. In general career progression presents to be the synonym of career development, career success, career identity, career expectations, career referents, career satisfaction, career advancement, career involvement, career motivation, career centrality, career insight and career ambition.

Defining career progression: Career progression has developed from career success where there is no boundary line. And organizations take the role to look up for monetary benefits and higher level growth in a career (Dai and Song, 2016). Career progression (Miner *et al*., 1991) defined as promotion within managerial ranks and the level of management position reached. It has been regular combining managerial promotions, level and pay which have come out as factors of progression (Judge and

Bretz Jr, 1994). These blends can be useful as a single measure but may not fully take up the promotion.

Concept of work-life conflict: One of the standard definition of work-life conflict given by Greenhaus and Beutell (1985), Khan *et al*. (1964), "a form of inter-role conflict which the role pressures from the work and family life domains that are mutually incompatible in some respect". In general, two characteristics affect negatively from one domain to another (Frone *et al*., 1992). The first termed as the work-life conflict which means the degree to which involvement of work would make more difficult to involve in family life role. And the second is termed as the family life-work conflict which means the degree to which involvement of the family life would make more difficult to involve in workplace role (Magnus and Viswesvaran, 2005). In general, another way of observing workplace-family life conflict depends on time, strain and behaviour (Greenhaus and Beutell, 1985).

Currently, many researchers in their studies have examined that one of the essential determinants of career progression is work-life conflict (Powell and Butterfield, 2013). It is one of the growing research interests among managers, researchers, academicians and policymakers in India (Budhwar and Varma, 2010). Individual variables such as work and family life have a significant influence on their career. There is a need to give prominence to these variables as determinants of career progression (Ismail and Ibrahim, 2008). Formerly, the impact of work-life conflict on employee's career progression was not mattered. Since, career paths are filled with a man who has to work for family and his wife to manage the household, thereby, he would focus on his job (Nieva, 1985). But today's scenario is different from the change in demographics. There is a drastic increase in women workforce in the 21st century leading to have a significant impact on the work andpersonal life on their career progression (Powell and Butterfield, 2013). Many of the researches have focussed primarily on factors affecting workforce (Ravichandran and Baral, 2014), challenges of management diversity (Donnelly, 2015) and incorporations of the workforce (Buddhapria, 2013). There was limited research that included the relationship between work-life conflict and career progression. Therefore there is a need to take work-life conflict as a determinant variable in the model of career progression.

Objectives of the study: There are primarily three objectives of the study:

- To analyse the relationship between workplace-family life conflict and career progression among Indian techie employees (Powell and Mainiero, 1992)
- To comprehend the relationship between demographic variables as moderators between work-life conflict and career progression (Kossek and Ozeki, 1998)

Hypothesis of the study: Usually, we imagine that the hard-driving, successful employee is most susceptible to the conflict between work and family life roles. This notion is consistent with the model presented here to the extent that career progression requires a considerable time commitment to work role and produces strain or rigid adherence to behavioural expectations than family life roles. Moreover, work-life conflict is found to be negatively related to career progression (Stroh *et al*., 1996):

- H_1: more the individuals discern work-life conflict, lower will be their career progression

Moderators (demographic variables) relation with the work-life conflict and career progression: Various variables may moderate the association between work-life conflict and career progression. In specific view of existing research, demographic differences that include gender, age, marital status and parental status (Powell and Mainiero, 1992; Parasuramam and Greenhaus, 1997) can give either positive association or negative association with work-life and career progression. Therefore, the extent to which work-life conflict affects career progression would vary depending on the individual's demographic characteristics. Indeed, the effect depends on how well an individual can cope up with their work and family life roles.

Demographic differences

Gender: Gender is a construct that plays a significant role throughout one's life span and has an impact on career progression. As evident from gender, various approaches struggle for equality between work and family life (Hodgson, 2002). So, it is essential to understand gender role-play in terms of changing career aspiration. There is primary research at the individual level that has identified gender differences in career attitudes and behaviours as one of the most influential factors accounting for career progression (Abele and Spurk, 2009). Researchers suggest that men were more likely than women to aspire to top management roles. Female workers in most of the cases rewarded for showing an active style of communication. Women on an average experience higher strain through their family life roles than men (Gutek *et al*., 1991). Women would like to give more priority to family life responsibilities that are independent of workplace demands. And they generally display emotional attachment towards their family life (Brescoll, 2016). But men would like to give more concentration on workplace and likely to trade off family life responsibilities (Tenbrunsel *et al*., 1995). Indian societies are identical to the dominant culture. It indicates that

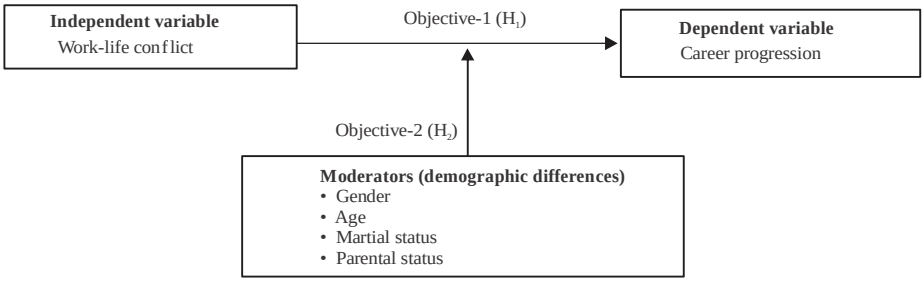

Fig. 1: Conceptual framework of the study

mothers form a psychological attachment towards their families and children in terms of family commitments, time spends with their children. It leads to negative emotions and intention to quit their career (Morgan *et al*., 2012). For this reason, female workers experience more career barriers than male workers (Watts *et al*., 2015). It is likely to influence gender egalitarianism in Indian organizations and effects on career progression (Chin, 2016). Many organizations still see feminine identity as destructive to their job (Agarwal *et al*., 2016). Therefore, gender differences are one of the most influential factors that promote career progression (Abele and Spurk, 2009):

- H_{2a}: gender moderates the relation between work- life conflict and career progression

Age: There are many career models which viewed that career advantage depends on the age of an individual (Veiga, 1983). In the early stages, individual careers are willing to sacrifice their personal life for career progression. However, as the individual forward with his age, their jobs are stable with their work and family life (Gordon and Whelan, 1998). Therefore, high priority on career progression is given in young age which results in a highly detrimental effect on workplace and family life conflict and less impact at the older generation:

- H_{2b}: age moderates the relation between work-life conflict and career progression

Marital and parental status: Some of the literature reviews on family factors suggests that there are many relationships between personal life variables and career progression. Mavin (2001) identified that the collective experience of many employed women is the conflict between work and life roles. Marital status, parental status, family structure, spouse employment status have related to promotion and pay of the employees (Landau and Arthur, 1992; Schneer and Reitman, 1995; Stroh *et al*., 1996).

According to human capital theory, employers consider marriage ass a proxy for stability and responsibility when allocating wages and status for men and women. Hence, men who are married and especially who have children (fathers) need to advance more than single men. On the other hand, married women and especially mothers would look for convenient and less energy-intensive jobs with less pay in order not to juggle work with household duties. It is moreover working mother immensely effects on the emotional development of the children (McGinn, 2015). Therefore, unmarried women can have more time to devote to the demanding jobs which has higher pay. Thereby they can choose the situations that increase their progression more than married women, particularly who have children (Becker, 1985).

According to, wife resource theory, married men have more resources to invest in their career progression than single men. It is because their wife's help them to provide additional resources (Kanter, 1977; Pfeffer and Ross, 1982). Wife allows the husband to focus their time and effort on their jobs. Therefore, husbands can increase their productivity (Gray, 1997). In reverse married women are likely to provide resources to their husband's career rather than their spouse providing resources for them. It would reduce married women's focus on their jobs when compared to single women and result in their lesser productivity and progression.

- H_{2c}: marital status moderates the relation between workplace-family life conflict and career progression
- H_{2d}: parental status moderates the relation between workplace-family life conflict and career progression

Based on the reviews collected above, the present study aims to understand the relationship between work-life conflict and career progression with the moderators taken in the study. The conceptual model as shown in Fig. 1 is an integrated model that consists of the links used for testing by different researchers in the world.

MATERIALS AND METHODS

Data for the research collected as a part of a more extensive review of the determinants of an individual's career progression. The snowball sampling method used as a means of obtaining data from various IT firms in India. Employees working in IT-related jobs were the

Table 1: Characteristics of the sample

Variable/Categories	Respondents	Percentage
Age		
20-30	189	46.4
31-40	155	39.5
41-50	48	14.1
Total	392	100.0
Gender		
Male	200	51.1
Female	192	48.9
Total	392	100.0
Marital status		
Unmarried	103	26.3
Married	289	73.7
Total	392	100.0
No. of children		
Not applicable	106	27.0
None	82	21.0
One	123	31.3
Two	79	20.1
Three	2	.6
Total	392	100.0

Data analysis done by researcher based on primary data independent variables

targeted population in the study. A structured questionnaire is used based on an extensive review of literature related to techie employees: independent variables, dependent variables and the moderators. The questionnaire consists of three parts (section A, B and C). Section A consists of organizational information, section B consists of personal data, and section C designed with soliciting information about the variables in the study.

The survey data for the study is collected from 392 techie employees from different IT companies in India. A total of 650 questionnaires distributed in the selected areas of the study. Out these 418 questionnaires were received. Among them, 26 were with uncompleted data and with errors. So, finally, a totally of 392 (60%) respondents were included in the study. Out of the sample, 29.8% were from Bangalore, 28% are from Hyderabad, 13.1% are from Chennai, 8.1% from Vijayawada and 12 and 9% taken from Pune and Kolkata. From the sample, 47.3% of the respondents belong to private IT companies operating in India and 52.7% of the respondents are from MNC's companies.

Considering the sample characteristics Table 1 gives a brief description. The characteristics found for the study are age, gender, marital status and number of children.

Out of all respondents, the majority of them belong to the age between 20-30 years that is 46.4 and 39.5% of the respondents belong to the period between 31-40 years. In the case of gender, 51% are males and 48.9% are females. 73.7% of respondents are married and 26.3% of employees are unmarried. Out of the total respondents, only 52% (166) of them are having children and out this sample 51% of them have children between the ages of 0-5 years.

Section C consists of the required items to indicate their level of agreement to the given variables in the research model of the study. Likert five-point scale ranging from strongly agree (5), agree (4), neutral (3), disagree (2), strongly disagree (1) were indicated in the questionnaire. Respondents indicated the degree to which they experience for each item of the workplace family life conflict and career progression.

The moderating variables included in the study are gender, age, marital status and parental status. The following measurement variables list gives the number of items selected for the study according to the conceptual model.

Measurement variables

Statistical tools: The statistical tools applied in the study were percentages, co-relation, hierarchical regression analysis and measurement model using AMOS.

Reliability analysis: For testing the reliability of the data, Cronbach alpha applied. The following are the alpha value of the items selected for each variable.

RESULTS AND DISCUSSION

The outcome of the results: The following are the outcome of the results based on the data analyzed. Table 2 represents the descriptive statistics which includes mean and standard deviation of the variables in the given model. Table 3 represents the results of hierarchical regression analysis for career progression which entered into the regression in three steps. The first step comprises independent variable work-life conflict (model 1). The second step includes moderators (model 2) that contains demographic variables (age, marital status, parental status, gender). And finally, third step includes interaction items secured by multiplying the moderator variables by the independent variable. Interaction items in regression in the study were obtained by the mean centring procedure which was suggested by Aiken and West (1991).

Hypothesis 1 states that work-life conflict is negatively related to career progression. As given in Table 3, there is a positive relationship between the variables among the techie employees. The value is significant at $p<0.05$ (model 1, b = 0.641 and model 2, = b 0.584) but not significant at model 3 (b = 0.461). So, it is understood that there is a significant effect of workplace family life conflict on career progression. It means greater the career advanced higher will be the conflict. Therefore, H_1 is rejected gives the factor loadings for the items that are relatively very high and reliable for most of the items. Table 4 includes the mean, standard deviation and t-statistics for the items selected in the study.

Hypothesis 2_a states that gender moderates the relation between work-life conflict and career progression which means gender is strongly associated with the relationship between the WLC and CA. The results for the

Table 2: Independent variable

Construct (No. of items)	Items	References	Scale
Work-life Conflict	I have to miss family activities due work responsibilities (WFC1)	Carlson	Likert five-point scale (strongly agree 5.....strongly disagree 1)
	I feel stressed when i come home from work (WFC2)	Duxbury (1992)	Likert five-point scale (strongly agree 5.....strongly disagree 1)
	I am often stressed to stabilize my work and life (WFC3)	Carlson	Likert five-point scale (strongly agree 5.....strongly disagree 1)
	I am too stressed to do the things i enjoy at home (WFC4)	Carlson	Likert five-point scale (strongly agree 5.....strongly disagree 1)
	To succeed at work, i must be a different person than i can be at home (WFC5)	Stephens and Sommer	Likert five-point scale (strongly agree 5.....strongly disagree 1)
	I am not able to act the same way at home that i be at work (WFC6)	Stephens and Sommer	Likert five-point scale (strongly agree 5.....strongly disagree 1)
	I feel that the time i spend with my family would avoid my activities at work that useful for my career progress (WFC7)	Bagger *et al*. (2008)	Likert five-point scale (strongly agree 5.....strongly disagree 1)
	My home life interferes with my work responsibilities (WFC8)	Carlson	Likert five-point scale (strongly agree 5.....strongly disagree 1)
	My family responsibilities avoid me to do my job effectively (WFC9)	Carlson	Likert Five-point scale (strongly agree 5.....strongly disagree 1)
	My home life distracts me from the amount of time i spend on career activities (WFC10)	Carlson	Likert five-point scale (strongly agree 5.....strongly disagree 1)
Dependent variables			
Career progression	The demand of my family life prevents me from developing career progress (CA1)	Carlson	Likert five-point scale (strongly agree 5.....strongly disagree 1)
	I feel i don't have enough time to fulfill my family responsibilities due to the time i spend on my career (CA2)	Carlson	Likert five-point scale (strongly agree 5.....strongly disagree 1)

Demographic differences			
Gender	Age	Marital status	Parental status
Male	20-30	Single/unmarried	No. of children
Female	31-40	Married	None
	41-50	Divorced	One
	51-60	Widow/widower	Three
	>60		Four
			>4

Statistical tools

Table 3: Reliability analysis

Variables	No. of items	α value
Work-life conflict	10	0.862
Career progression	2	0.776

Data analysis done by researcher based on primary data

Table 4: Correlation

Variable	Mean	SD	1	2	3	4	5	6
1. Aage	1.67	0.71						
2. Gender	1.51	0.50	-0.302**					
3. Marital status	1.72	0.44	0.496**	-0.170**				
4. Parental status	1.46	1.10	0.641**	-0.102*	0.801**			
5. Work place family life conflict	3.01	0.65	0.196**	-0.118*	0.208**	0.266**		
6. Career progression	2.61	0.72	0.179**	-0.041	0.359**	0.365**	0.567**	

Data analysis done by researcher based on primary data,**Significant values

interaction of gender and WLC to career progression (b = 0.098) is significant at $p \leq 0.05$ level (Table 3, model 3). Therefore, H_{2a} is accepted. To explore the nature of the interaction of gender to WLC with career progression measurement model is applied separately for male and female. The output of the results given (Table 5-8).

Figure 2 brings out the measurement model result. It is observed that unstandardized estimate values for the male are 0.52 and 0.74 for female and the critical ratios for the difference between these parameters given in Table 5 are 2.436 which is higher than the 1.96. Therefore, alternate hypothesis are accepted as the value is higher than the decision rule (Z<1.96). Hence, gender moderates the relationship between work-life conflict and career progression.

Hypothesis 2_b specify that age moderates the relation between work-life conflict and career progression. Table 3 model 2 (b = -0.074) and model 3 (b = -0.140) shows a negative relationship between them. It indicates that older an individual, stronger will be the relation between the work-life conflict and career progression.

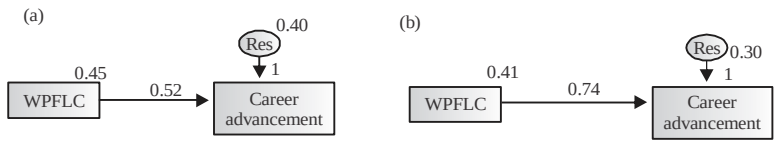

Fig. 2: Gender as a moderator between work-life conflict and career progression, (a) Male and (b) Female; Data analysis done by researcher based on primary data

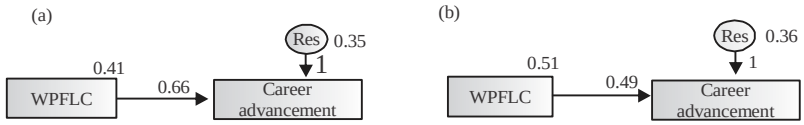

Fig. 3: Age as a moderator between work-life conflict and career progression, (a) Age btewwen 21-40 and (b) Age between 41-60; Data analysis done by researcher based on primary data

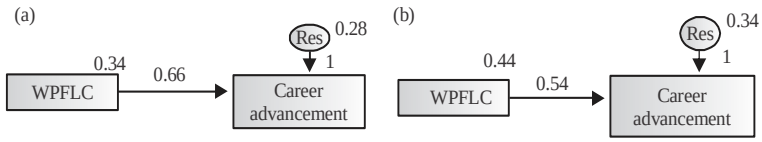

Fig. 4: Marital status as a moderator between work-life conflict and career progression, (a) Unmarried and (b) Married; Data analysis done by researcher based on primary data

Table 5: Results of hierarchical regression analysis for career progression

Variables	Model 1	Model 2	Model 3
Independent variables			
Work-Life Conflict (WLC)	0.641**	0.584**	0.461
Moderators			
Age		-0.074	-0.140**
Marital status		0.375	0.398**
Parental status		0.032	-0.045
Gender		0.082	0.074**
Interaction items			
Genders X work-life conflict			0.098**
Age X work-life conflict			-0.348**
Marital status X work-life conflict			-0.089
Parental status X work-life conflict			0 .097
R^2	0.376	0.427	0.486
Adjusted R^2	0.361	0.401	0.450
F	89.980**	4.144**	5.216**
ΔR^2	0.310	0.051	0.059

Data analysis done by researcher based on primary data

The interaction between age and WLC (model 3) is negative (b = -0.348) and also significant at $p \leq 0.05$. Therefore, H_{2b} is accepted and Fig. 3 shows the unstandardized estimate values for age in the measurement model.

The ages of the respondents divided into two categories. The first category is the age between 21-40 with the estimated value of 0.66 and the second category is age between 41-60 with an estimated cost of 0.49. The critical ratios for the difference between these parameters as in Table 5 are -1.969 which is equal than the decision rule 1.96 is. Therefore, age moderates the relationship between work-life conflict and career progression.

Hypothesis 2_c state that marital status will moderate the relationship between work-life conflict and career progression. The given result in Table 3 model 3 (b = 0.398) is significant at $p<0.05$ and the interaction with WLC in model 3 there is a negative relationship (b = -0.089) but it is not significant at $p \leq 0.05$. Therefore, the null hypothesis is accepted. To explore the nature of interaction measurement model is applied between work-life conflict and career progression separately for unmarried and married.

Figure 4 shows the results of the model. It is observed that unstandardized estimate values for unmarried is 0.66 and 0.54 for married and the critical ratios for the difference between these parameters given in Table 5 is 1.408 which is lower than the 1.96. Therefore, nullhypothesis is accepted as the value is less than the decision rule (Z<1.96). Therefore, it is understood that marital status does not moderate the relationship between work-life conflict and career progression.

According to Table 3, model 3 (b = -0.045), it is understood that hypothesis 2_d specify that parental status moderates the relationship between work-life conflict and career progressionand is not significant with $p<0.05$. The interaction with WLC to career progression is also not significant at $p<0.05$ with b = 0.097 (model 3) at hierarchical regression analysis. Therefore, H_{2d} is rejected. To extend the explanation measurement model is used by dividing into two categories without children and with

Table 6: Exploratory factor analysis

Construct/Items	Mean	SD	Factor loadings	t-statistics
Work-life conflict				
WFC1	3.12	1.011	0.737	61.121
WFC2	3.20	1.004	0.729	63.057
WFC3	3.37	1.033	0.803	64.579
WFC4	3.18	1.008	0.839	62.416
WFC5	3.31	1.008	0.718	64.958
WFC6	3.29	1.027	0.787	63.391
WFC7	2.88	0.919	0.752	62.004
WFC8	2.87	1.007	0.844	56.435
WFC9	2.40	0.867	0.649	54.799
WFC10	2.85	0.892	0.725	63.220
Career progression				
CA1	2.69	0.834	0.904	63.823
CA2	2.54	0.770	0.904	65.291

Data analysis done by researcher based on primary data

Table 7: Regression weights

Variables	Estimate	SE	CR	p-values	Label
Male-default model					
Career progression←WLC	0.519	0.068	7.594	***	par_1
Female-default model					
Career progression←WLC	0.743	0.061	12.112	***	par_8

Table 8: Regression weights: default model

Variables	Estimate	SE	CR	p-values	Label
Age 20-40					
Career progression←WLC	0.658	0.051	13.024	***	par_4
Age 41-60					
Career progression←WLC	0.486	0.111	4.382	***	par_5

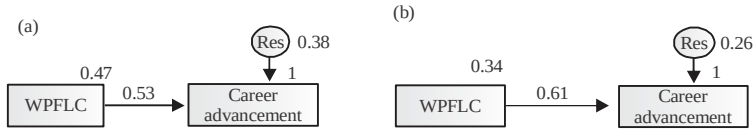

Fig. 5: Parental status as a moderator between work-life conflict and career progression, (a) No parental status and (b) With parental status; Data analysis done by researcher based on primary data

children. Figure 5 provides the output of the results of unstandardized estimate values as 0.60 for non-parental status and 0.526 for parental status.

The critical ratios for the difference between these parameters as in Table 6 are -0.089 which less than the decisions rule 1.96 making null hypotheses to be accepted. Therefore, parental status also does not moderate the relationship between workplace-family life conflict and career progression.

Often it is imagined that the hard-driving, successful employee is most susceptible to the conflict between work and family life roles. This notion is consistent with the model presented, here to the extent that career progression requires a considerable time commitment to the work roles and produces strain or rigid adherence to behavioral expectations. Career progression is a consequence of a myriad of factors. Recently a few studies stated that one of the essential determinants of career progress is WLC. Previously WLC is individual's career progress and was not a significant issue. However, with the increase of labour force there is increased level of conflict between the work and life which shows a significant impact on their career outcomes also (Powell and Mainiero, 1992). Therefore, it is understood that there is a denial relationship between WLC and career progression. Earlier studies explained that WFC is negatively linked to career progression (Martins *et al*., 2002). But in the current study after an empirical demonstration, workplace family life conflict is positively related to career progress. This focus indirectly that successful employee is susceptible to undergo a high level of conflict as discussed. And also the relationship of control variables and moderate variable with work-life conflict is examined in the study.

It is observed that career progression for male and female were adversely affected by work-life

Table 9: Regression weights: (unmarried/married)

Variables	Estimate	SE	CR	p-values	Label
Unmarried					
Career progression←WLC	0.658	0.086	7.608	***	par_2
Married					
Career progression←WLC	0.540	0.052	10.300	***	par_3

Table 10: Regression weights: (no children/with children)

Variables	Estimate	SE	CR	p-values	Label
No children					
Career progression←WLC	0.606	0.064	9.482	***	par_6
With children					
Career progression←WLC	0.526	0.064	8.258	***	par_7

Table 11: Critical ratios for differences between parameters (default model)

Factors	par_1	par_2	par_3	par_4	par_5	par_6	par_7	par_8	par_9	par_10
Par_1	0									
Par_2	1.258	0								
Par_3	0.237	**-1.969**	0							
Par_4	1.63	-0.001	1.623	0						
Par_5	-0.254	-1.221	-0.437	**-1.408**	0					
Par_6	0.927	-0.482	0.803	-0.636	0.936	0				
Par_7	0.069	-1.231	-0.169	-1.625	0.31	**-0.89**	0			
Par_8	**2.436**	0.803	2.52	1.073	2.027	1.547	2.458	0		
Par_9	-0.871	-2.149	-1.323	-3.083	-0.321	-2.015	-0.996	-3.859	0	
Par_10	-1.501	-2.699	-2.106	-3.971	-0.731	-2.719	-1.666	-4.657	-0.78	0

Data analysis done by researcher based on primary data

conflict. Extent research found that gender differences in career progression are self-efficacy. It specifies that men's and women's career identity is more similar than commonly declared (Sweet *et al*., 2016). However, female employees would experience high level or WLC which hinders their career progress (Watts *et al*., 2015). The findings are also according to previous research that gender moderate WLC (Tenbrunsel *et al*., 1995) (Table 9-11).

Accordingly, age also moderates the relationship ship between WLC and career progression. Career progressionfor both male and female was most significantly affected by WLC (Martins *et al*., 2002). The result shows that there is a negative relationship between age and career progression. It means elder the age of an employee less will be their conflict and higher will be their progression (Gordon and Whelan, 1998). The findings of different ages support the idea of employee's emphasis on career progression through their lives (Bardwick, 1986). They mostly sacrifice family relationships for the sake of their careers at an early age. Later they will be less inclined to prioritize career over family and personal life and thereby may be less tolerant of WLC (Bardwick, 1986).

But in case of marital status, parental status does not moderate between WLC and progression. A study by Perlow (1998) found that parental status and marital status consistently linked to career progression for men and women than other family life structures. Unmarried employees experience less work-life conflict when compared to married employees. It is because they tend to have more flexibility and fewer family obligations (Fu and Shaffer, 2001). Similarly, parents are more likely to experience more conflict when compared to non-parents. The number and age of the children are also found to be determinant of the conflict as the parental demands are likely to increase with parental status (Bedeian *et al*., 1988).

Contrary to the hypothesized moderating effect of marital status, the parental status might suggest that they might depend upon the nature of the relationship with their family members. Higher the time spend on the roles linked with one section; lesser will be the time available with another role section. There is a simple main effect of the relationship between the time spent on each role, i.e., work or family life (Gutek *et al*., 1991). For example, the extent of assistance with family work depends upon the support given by their spouse or parents or children that moderate the relationship between workplace family life conflict and career progression (Blau and Ferber, 1986). And also parental responsibility might affect career progression for many employees (Gordon and Whelan, 1998).

So, finally, there is no significant effect on the relationship found between the moderator variables measuring the demographic differences with work-life conflict and career progression. These findings are not as expected given as of prior research which has demonstrated that demographic differences do moderate the relationship between the work-life conflict and career progression. This shows the study is focussing, generally, weak (Martins *et al*., 2002).

The reason could be due to the nature of the job for techie employees. Their job description expects them to spend most of their time in prospecting clients and travel inside and outside India regularly which depends on their

hierarchical level too. So, it is understood that physical attendance in office depends upon their task force given. It may lead to work pressure, work overload, work extension and brings inability to balance their work-family roles as they engage with the project client schedule. As the sector includes stringent targets, competitive nature and work overtime would ruin their demographic differences. Therefore, it is understood that if an employee spends more time on one role section, then another role section will be affected (Calisir *et al*., 2011).

CONCLUSION

To conclude, safeguarding employee intention to stay is very difficult and significant to every sector. In India, many organizations began establishing practices that reinforce work-life equality and to retain employees for a more extended period (Rath *et al*., 2015). Therefore, there is always a need to understand the factors that affect career progression. It is because every look for a promotion, there is a need to update models in career for the current growth in the workforce which is essential. Finally, academic progress is significant in any sector for developing individually and nation. Therefore, it is vital to understand the educational role-play in India that moves the county towards developed nation status by the year 2020 (Arokiasamy *et al*., 2011).

LIMITATIONS

It is observed that in the survey, there is comparatively lower reliability for the measures considered under the investigation due to a small number of items and sample size. Though the problem is defined to be universal, it is found only in a few places of the country (India). Moreover, the majority of the sample covered in South India. Though the IT sector is spread though out the country; due to lack of time factor, the sample restricted with few essential cities. And the respondents were not communicated enough with the time permitted. It should be urged in future research if possible. Despite these limitations, the study is worked out maximum to benefit the results.

The current study suggests that there is a productive path for future research in understanding the relationship between work-life conflict and career progression. Majority of the study focussed on the demographic differences as moderators. There is a need to go beyond this study on family-friendly policies, organizational norms, workplace benefits, corporate culture, boss behaviour, socio-environmental factors, spouse attitude, single father's attitude and family environment as a factor affecting career progression. Moreover, changing career desires with different lifestyles and self-management is a piece of evidence to study on employee's upward mobility (Clarke, 2013).

The study addressed that gender is said to be the active moderator for WLC and career progression. But it failed to explain about age, marital status and parental status also said to be active moderators for WLC and career progression. Hence, there is a need to represent these moderators to make the research rigid. As mentioned, work-life conflict is a universal problem and the study cannot be restricted only to the IT sector. There is a need to spread the survey on other areas like education, insurance, medical, Parma and banking, etc., very particularly female employees.

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