Work life Balance of Millennial Dual Career Couples and its Impact on Organizational Culture: An Explorative Study in Textile Sector of Gujarat

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Abstract:

Apart from the observation that the millennial male is more liberal in shedding the portfolio of male dominated roles and approaching a egalitarian approach in sharing roles with his female partner, the organizational policies is not providing the required compatibility with their young employees. This leads to multiple negative outcomes like organizational stress and attrition. Majority of the existing organizations were conceived by the generation X with their ideologies. This is proved fact there is an ever existing conflict between the two generation thoughts and mindsets which leads to negative outcomes many times. On this note, we can forecast that the concepts like work life balance is very crucial for the future healthy work force.The objective of the study is to analyze the relation between the work life balance and organizational culture of the millennial males in the private sector of Gujarat. The millennial approached in the study are married and their spouse and also full time professionals. This arrangement has lead to enhanced requirement of the concepts like work life balance with the support from their workplace. The data collected for the research was through "**Stratified Random Sampling**" technique. Over 400 questionnaire were circulated in textile sector of Gujarat, out of which we received 374 responses. Questionnaire on "*Work Life Balance*"*by* Dr Reena Shah for understanding work life balance and "*OCTAPACE*"*by* Professor T V Rao to understand the organizational culture.

Introduction

According to the 6-D model of Hofstede's cultural dimension theory, in India the score of masculinity is 56 where the value system of an individual is driven by success, competition and achievement. This highlights the ethos of the society that the achievement of any individual is accounted to be valid only if it can be quantified. Increased education, pressure of inflation and taxing in India has signified that in order to sustain the basic requirement of life the need for dual salary has motivated the female population to enter into the workforce. This penetration of female gender in professional world has resulted into the penetration of male gender in the domestic world. Surprisingly this renaissance has lead to a more understanding and empathetic generation of males who are willing

to go against the patriarchal mindset of Indian society and encourage their partners to survive in professional life by contributing their bit in the domestic role. This has emphasized to give a new perspective to the concept of work life balance of males which is otherwise considered to be a female dominated topic.

There are multiple studies conducted on the topic from different perspective like for economics (e.g., Johnson &Provan, 31; Whitehouse &Zetlin, 59), family studies (e.g., Hill, Hawkins, Ferris, & Weitzman, 26), gender studies (e.g., Nelson, Quick, Hitt, &Moesel, 40; Wayne &Cordeiro, 57), industrial relations (e.g., Batt&Valcour, 6; Eaton, 17), information systems (e.g., Baines &Gelder, 4; Frolick, Wilkes, &Urwiler, 19), management (e.g., Konrad&Mangel, 33; Perry-Smith & Blum, 42), social psychology (e.g., Allen & Russell, 3; Hegtvedt, Clay-Warner, &Ferrigno, 25), and sociology (e.g., Blair-Loy & Wharton, 13; Glass & Estes, 21), still the work life balance has an ambiguous definition. Identity theory developed by Stryker (1968, 1980, 1987), suggested a systematic approach to correlate gender, profession, domestic roles, stress and individual. Many times as an individual, the researchers perceive that the identity that can relate to them is the social structure that is pre-defined. But at the same time the studies will define their own variation in identity due to differences in understanding across generations. The roles which are predefined by the society were mostly based on the relevance factor. As a man, he is supposed to work outside the home to bring in the financial strength in the family. In the process even if he is not satisfied psychologically, his work and his sacrifice will be validated by his family and will be authenticating his masculinity. For female she needs to play the supportive and submissive part of husband wherein she is strengthening her significant male partner. This is one of the reasons the family dynamics gets affected especially if the wife's occupational status in terms of position or financial status surpasses her husband. In conventional terms, the masculinity of the husband is at stake.

Many researches were done with the assumption that in order to study the stressors in male they need to investigate the professional life rather than the domestic role while in order to understand females they need to focus on the relevant parental or family role rather than their professional role. This hypothesis was critically confronted by the studies like Rodin &Ickovics, 46; Wethington& Kessler, 58. It was concluded in the studies that if there is an existence of any converging of social roles between the genders then the evaluation of the relation between their occupational role performance and their emotional health has to do more with their social position rather than the pre defined gender roles. For understanding the stressors with the inclusion of increasing gender diversity there should be proper assumption that male and female both need to enact in occupational as well as domestic roles. They need to fulfill the demands and responsibilities of both the domains irrespective of the gender defined roles. The similar concept is also strong moderator in creating effective and productive culture.

Work Life balance of Millennial Dual Career Couples

Dual career family is that family where both the partners are balancing their work commitments and their personal life. The existing research on dual career families (e.g., Aldous, 2; Bird, 10; Feinstein, 18; Lupri, 36; Pepitone-Rockwell, 41; Rapoport and Rapoport, 1978, 1980, 1982) concentrates basically on the part of the female in reference to her new duties as a co-provider. Such a study is essential, since it is the female's role that is transforming and therefore it justifies the researcher consideration. While some have concentrated on the supporting and ideological conditions about the roles of married men (e.g. Lein, 34), others have focused with

quantitative research of the time management plan of dual career couples trying to report changes, assuming any, in the commitment of spouses to domestic work (e.g., Berk, 8; Robinson, 45; Vanek, 56). Such a detailed research of the role of men in dual earner families has added to a rethinking and reformulation of the researchers as they were supposed to handle only the financial responsibility till now. Therefore, the thought that men are contributors in domestic role, despite their financial involvement, is presently tested (Slocum and Nye, 48).

On one hand, there exist qualities and standards that strengthen difference amongst males and females. There are consequences of social and cultural norms about males and females that keep on changing with the process of socialization. Then again, lawful changes, libertarian values, and changing financial conditions have undermined customary marital and family structures. A by-result of these improvements is that more ladies are working in occupations that generally were once thought to be male areas. In such settings, husband and wife may face some situation which expects them to adhere to certain norms. The determination of this issue has not been simple for most couples, and the examples of renegotiation of roles differ from one couple to the other (Lein, 34). But as a whole if we consider them, they manage various dimensions of their life like children, health, career, relationships that can be considered two to three folds difficult as compared to single career family. Apart from their individual career they also need to contribute towards the future career of their children. Such family (both the partners) can be under tremendous stress and prone to negative outcomes if things are not balanced properly. As they face double the load from work and personal life combined, they always demand a strong back up and support system as a coping up mechanism.

Any organization dealing with employees who belong to dual career family set up should consider the entire family as one unit. Such employees demand an altogether different outlook for managing and monitoring. Out of multiple, three major reasons of their difference can be:

i.   In India the traditionally set gender roles presents an obstacle in the pursuit of well being of such family.
ii.   The time management is severely demanding and exhausting.
iii.   Various dynamics like change in time table, sudden illness, career demands and personal commitments also demand a flexible and proactive mechanism to co operate with.

The term "family is one unit" plays a vital role as each individual of dual career couple are so interlinked that though they function as individual but their response or outcome is major determinant of the family consequences.

Various literature have shown that dual career couples- families range from the "perfect model" with everything running smoothly on one end and "chaotic households" with disharmony and bitterness on the other end. As the observation holds, the success of any such relation is due to the husband-wife compatibility. The research which analyze the changing roles of male in the domestic domain have observed that the male who are willing to trade their roles with their partners enjoy the responsibilities related with childcare, dinner preparation and cleaning (Bird et al., 11). Large amounts of role sharing are likewise observed with the couples who have libertarian belief systems (Haas, 23), and that men who will probably share family responsibilities are those who are ideologically dedicated to equity. The significance of such attitudes is further substantiated by an investigation of ladies' financial contribution. Research finds that attitude influences an individual work, with men's attitude influencing husband's

share of family work and ladies' dispositions influencing wives (Baxter, 7; Ross, 47). Nonetheless, some examination finds that both partner's states of mind impact wives' and husbands' work (Baruch and Barnett, 5; Hardesty and Bokemeier 24; Kamo, 32). Given that gender role attitude is identified with family division of work and that family division of work is identified with work-family conflict, it is along these lines expected that gender-role is related with work-family balance.

In short the Millennial males want a 50-50 contribution in all the domains of life. They want equal participation from their partner in the financial front, which is considered to be the male domain and they want to contribute in all spheres of domestic front, which is considered to be female domain. But the biggest question that matters is "Is the organization willing to understand this?"

Impact of WLB on organizational Culture

The work culture is India, is an amalgamation of various societal forces. Consistency in matching the expectation of the societal demands and organizational objectives is a on the basis of the boundaries, technology, managerial practices, human and physical resources. All the resources can be the driving force and also the constraints. With the inclusion of synchronizing the demand of organization and individual it's a continuous effort of the human resource department. With the entry of Millennial in workforce there is a lot of debate and research initiated on the behavior, skills, communication and the most important the compatibility with the other members of the organization (especially generation X). The focus has shifted from the ability of the Millennial to create functional relation with the older generation (McGuire et al. 37), the hurdle which they encounter when they enter into the socialization with the other employees (Chao et al 14). There is common belief observed in research wherein the Millennial are found to be impatient, self obsessed, aloof and the

most uncommitted employees (Hill 27, Howe and Strauss 29, Jacobson 30) and at the same time there are researchers who have observed them to be more appreciative than compared to the previous generation, more compatible with the technology and communication, ability to forecast and predict the opportunities, have more solution oriented approach in all discussions (Howe and Strauss 29; Tapscott 53; Zemke et al 61).

As per the contribution of IshwarDayal in the understanding of *Indian thought of management,* employees exercise authority on the basis of affiliation rather than organizational position. The survival of any employee is on the basis of relationship with the employee in a senior position of the organization and in case of any complaint the relative of the employee is approached who will discipline the employee. Any fresh employee learning the culture of the organization starts with the socializing process (Black and Ashford 12) and also how to be an active member of the group with the acceptance of other group members (Myers and Oetzel 39). For the Millennial the evaluation of the new job is not only on the basis of roles and responsibility assigned but also on the relation and the compatibility with their co workers in the organization (Robinson and Morrison 45). The acceptance of any new comer is judged on the basis of the valuable contribution the employee makes in the group which is in return reciprocated by a relationship of commitment (Moreland and Levine, 38).

It has been observed that in India there are few empirical studies on the career and work related expectations of Millenials. There are studies by researchers like Dries et al. in Belgium 16, in New Zealand by Cennamo and Gardner 62 and by Terjesen et al in UK 63.

In the available review of literature it has been mentioned that there is less realistic approach in the

millennial professional goals and the expectations. If we observe from a layman perspective we can witness many crucial changes like technological advancements, rising female employment, increasing number of part timers, requirement of flexi timings, increased virtual offices etc. Further analysis of these changes can lead to understanding the younger generation i.e. millennia's changing lifestyle and expectation. Another significant challenge faced by the millennial is the generation gap in terms of perceiving the organizational policies. The policies which were framed by generation X with the compatibility of the work dynamics of the era at which the organization was conceived.

Research Methodology

In order to understand the pulse of the problem the survey was conducted in the textile and power sector of Ahmedabad. The instrument used for the survey was the "Work Life Balance" questionnaire by Dr Reena Shah and "OCTAPACE" by Pareek 64. For the survey the criteria was that the respondents should be male and born after 1985, should be a part of dual career couple, would be working on full time basis, the partner should also be a full time professional. The survey was conducted among 400 respondents out of which 374 accurate and complete results were considered for the research. The collection was done with convenient sampling technique.

Research Objective

The research objective of the study is to identify the relationship between the Work Life Balance and the impact of Organizational Culture on the millennial males of textile sector in Gujarat.

Sample description

Out of the sample age segregation was between 25-28 the population was 23%, between 29-32 was 47% and 33 and above was 30%. The family setup comprises of 42% with nuclear family set up and 58% with the joint family set up. In terms of number of children, there was 24% with no children, 43% with one child, 32% with two children and 2% with three children.

The work life balance consists of four components which comprises of work life conflict, life work conflict, work life enhancement and life work enhancement. The OCTAPACE questionnaire comprised of eight ethos of culture which are openness, confrontation, trust, authenticity, proaction, autonomy, collaboration and experimentation.

Data Analysis

The data analysis for the research is conducted on MS excel and SPSS. Various test like Descriptive statistics, Chi square, ANOVA and Factor Analysis is conducted for the analysis.

The descriptive statistics of work life balance on the population is

Descriptive Statistics				
	Mean	Standard Deviation	Population	Rank
WLB	3.265753	0.037068646	374	
WLI	3.392157	0.050661154	374	2
LWI	3.030481	0.038234289	374	4
WLE	3.110963	0.038148657	374	3
LWE	3.529412	0.035549848	374	1

The mean value of total work life balance is **3.265**, implying that employees face moderate levels of total balance in work and life. The highest mean value of life-work enhancement is **3.529**, implying that employees are subject to this dimension the most. Therefore it can be inferred that the positive spillover of personal life in their professional life contributes towards the positive presence of work life balance in both sector.

The highest standard deviation value of work life interference is **0.0506**, indicating that some groups experience work life interference more than others.

The descriptive statistics of OCTAPACE on the population is

Descriptive Statistics				
	Mean	Standard Deviation	Population	Rank
OCTAPACE	2.655	0.92409	374	
Openness	2.669	0.90303	374	3
Confrontation	2.617	0.91765	374	6
Trust	2.751	0.90754	374	1
Authenticity	2.624	0.96118	374	5
Proactive	2.611	0.95214	374	7
Autonomy	2.667	0.90815	374	4
Collaboration	2.602	0.90365	374	8
Experimentation	2.699	0.92902	374	2

The mean value of total OCTAPACE is 2.655, implying that employees face moderate influence of organizational culture. The highest mean value of "Trust" is 2.751, implying that employees are subject to this dimension the most. The highest standard deviation value of "Authenticity" is **0.96118**, indicating that some groups experience ethos of authenticity more than others.

Chi Square test between Work Life Balance and Organizational Culture

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	706.361[a]	666	0.013
Likelihood Ratio	511.216	666	1.000
Linear-by-Linear Association	0.128	1	0.721
N of Valid Cases	748		

a. 750 cells (100.0%) have expected count less than 5. The minimum expected count is .01.

The value of $P<0.05$, hence the null hypothesis stands rejected. This recommends that there is significant relation between work life balance and ORGANIZATIONAL CULTURE in textile sector.

On the basis of the ANOVA test conducted on both the responses, the relation which was observed was with the below mentioned equation.

WLB=2.287 + 3.677 Organizational culture

As per the equation, an increase of one unit in OCTAPACE will lead to 3.677 units in WLB. These data are cross-sectional so differences in WLB and OCTAPACE refer to differences between people.

Through the factor extraction method applied in the responses three significant components could be identified which create 96.15% contribution in the overall organizational culture. They were confrontation, autonomy and proaction.

Component	Initial Eigenvalues		
	Total	% of Variance	Cumulative %
Confrontation	4.783	74.791	74.791
Autonomy	1.756	14.445	89.236
Proactive	1.153	6.914	96.15
Authenticity	0.118	1.47	97.62
Collaboration	0.071	0.881	98.501
Openness	0.053	0.661	99.162
Experimentation	0.036	0.445	99.607
Trust	0.031	0.392	100
Extraction Method: Principal Component Analysis			

Implication of study

With this concluding observation, we analyze that the internal feeling of inadequacy, the gap between the reality and expectation of the job description and the condition in which there is an insufficient time given in which a person is expected to carry all the role functions can lead to role stress in millennial males. The motivation in terms of confrontation, autonomy and proactive is given much more importance in creating an impactful and compatible organization culture for millennial.

The millennial are labeled as futuristic, conscious and progressive generation till date. As per the report of the millennial employees feel that there are multiple occasions wherein the urge to improve self on the basis of skill set, knowledge continuously give them the pus to enhance themselves. They always have the feeling the personal inadequacy which gives them to option to create their competitive edge which can be globally recognized.

In the age of technology the exposure towards the updated reality of market expectation keep the millennial in loop with the current happenings. They are aware that the status of their talent required towards the job and the expectation of the organization towards their contribution in their job. Many times this creates a conflict in expectancy of both the parties which creates the distance reality and the expectation of the job description.

Nowadays the employees are into multi taking that they might end up with insufficient time to complete all task in the prescribed time. With an increase in stressors in organizational life – longer work hours, cutting back, no job security, role overload, and role ambiguity – there has been an increase in anxiety and depression. This generation does not like ambiguity and risk – they seek out direction and clarity from employers and become anxious when they don't receive it. However, it is often difficult

for employers to quantify things the way this young generation wants them to (Business Week, 2007)

There is strong significance of confrontation in today's generation. Unlike the previous boomer generation the communication channel between employer and employee are utilized in both ways. There is demand of 360 degree feedback system, in which confrontation is playing an important role. Millennial males appreciates the culture where there is horizontal networking and where there is a scope of being noted and your opinions are respected irrespective of your hierarchy. The rights of Employment at will wherein the right to continue tenure in an organization stays with employee, is the most utilized power by the millennial employee. With the awareness of their own skill set, the market requirement and the global business dynamics the "Confrontation" dimension has created enough importance to an employee's interface to the organization.

With the report in PricewaterhouseCoopers study in 2016, it was observed that with the greater autonomy, the productivity of the employees was seen to be increasing. The millennial are more decisive about the way to work which is best suited to them. Instead of having the rewards on the basis of hours put in a single space of workplace they want to have it on the basis of results. They always seek the environment where in they get the power to make decisions and they are trusted on the basis of their talent and skill and regardless of their tenure and age. As the generation is evolving there needs to be a workplace which is changing the policies and their overall culture. The important element in changing need to be the correct decision taken for the employees. As they are integral part of the change their decision should be given equal criteria.

As per the report of Das Keshab 66, it is observed by industry experts, the only way to achieve these competitive advantages in profession is to enhance

efficiencies through proactive networking with different stakeholders in the business. With the ever changing and updating technology the proactive trait of any employee is well appreciated in a competitive scenario.

Limitations

1. The target audience of the presented research consists of generation Y married males who are working as full time employees with the spouse also working on full time basis. The birth year for the particular research is ranging from (1980-1995) which in the current year (2017) ranges from 37-22 years. As per the analysis the majority of the respondents, 42% falls in the category of age range of 29-32. Hence there can be a deviation from the overall range representation as the respondents are dominated by mid age range of Generation Y cohort.

2. The purpose of this study was to investigate the influence of organizational on the work life balance of the millennial males by studying the various subcategories of each dynamics. For the dependent variable, there can be other influencing factors like compatibility factor between the partners, education level, parents employment status, upbringing, etc.

3. The sample collected in this study is from Gujarat, more perspective can be achieved when we can collect similar samples from other states other than Gujarat

4. The sample collected only focuses the male perspective of work life balance issues, more perspective can be achieved if we can include female perspective.

5. The research attempt is to investigate the dynamics of millennial males in the beginning phase of the settling period. If similar study was compared with generation X males a more elaborated socio-psycho analysis would be done.

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