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NEED/IMPORTANCE OF THE STUDY

STATEMENT OF THE PROBLEM

OBJECTIVES

HYPOTHESES

RESEARCH METHODOLOGY

RESULTS & DISCUSSION

FINDINGS

RECOMMENDATIONS/SUGGESTIONS

CONCLUSIONS

SCOPE FOR FURTHER RESEARCH

ACKNOWLEDGMENTS

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APPENDIX/ANNEXURE

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CONTRIBUTIONS TO BOOKS

- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

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- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

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AN EMPIRICAL EXAMINATION OF NONWORK DOMAIN ON EMPLOYEE TURNOVER

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ABSTRACT

The aim of this research is to examine several dimensions of nonwork domains such as nonwork-to-work overrun, work-nonwork conflict, coping strategies, and organizational support for nonwork, and their relationship to employe turnover. Questionnaires were mailed to 150 employees of a Telecom Service organization in Navi Mumbai, India. A total of 120 usable questionnaires were returned: a response rate of 80% . The findings show that nonwork domain variables are significantly related to withdrawal cognitions. A Likert-type scale was used to assess the perception of members on the impact of nonwork domain. The results of this study will be useful to academicians and human resource practitioners who are interested in evaluating quality of work-life and people practices to address the needs of employees who face conflict in managing work responsibilities and family commitments. The paper concludes with proposed directions for future research based on the findings of this study. Employees' lives are holistic, and are comprised of many roles, resulting in complex interactions between their work and nonwork lives.

KEYWORDS

Nonwork, Overrun, Turnover, Work/Nonwork Conflict.

1.0 INTRODUCTION

India's work force has undergone a transformation over the past twenty years. Since the 1990s, growing attention has focused on families in which both partners work, these relationships are called dual-earner marriages. Societal changes such as the number of women entering the workforce and the economic need for two incomes to support a family have impacted the Indian labor force. Married coupled families in which husband and wife both work is accounting for more than 60% of the workforce in urban India. These employees face problems in balancing work responsibilities with home commitment. Literature supports that work-life conflict poses problems to both employees and business. Organizations look to their employees for productivity and efficiency, which is compromised by work-life conflict in the form of absenteeism, decreased employee satisfaction, and poor job performance. Employees look to their employers for employee friendly practices to help alleviate the stress they experience in balancing home and work responsibilities. It serves as a tool for business and industry to accurately assess the needs of their own workforce. From the findings of this study, business strategies can be developed to more effectively allocate financial resources to enhance people practices that are perceived as most supportive by their employees. Broadly speaking, organizational responses to this could include ignoring employees' nonwork lives (separation), active involvement (integration), or creating flexibility and tolerance, thereby enabling employees to manage conflict (respect). This study investigates whether such response types impact differently on employee commitment. The findings suggest that a separation response decreases affective commitment, moderated by greater nonwork involvement or role conflict. A respect response increases affective commitment, moderated by high nonwork involvement, role conflict, "hindrance" coping or lower career commitment. Continuance and normative commitment were not affected. These findings suggest that managers might take a role in employee's nonwork lives by creating flexibility and tolerance at work. However, managers should probably avoid implementing paternalistic approaches that attempt active involvement. The present paper establishes the concept of nonwork practices and explores its impact on organizational commitment. Drawing upon research conducted in a leading integrated telecom player based out of Mumbai/Navi Mumbai-India, the paper examines the degree to which nonwork practices are accepted by Indian employees and their relationship with organizational commitment. Concurrent mixed methodology was adopted in which both qualitative and quantitative data were collected. Factor analysis was carried out to find factors of nonwork practices, and Classification and Regreession Trees (CART) was carried out to study relationship between organizational commitment and nonwork practices. The article discusses the findings related to nonwork practices: how these practices are experienced and perceived by Indian employees and what is their impact on the commitment of employees, which would in turn affect the effectiveness of the organization. Consequent to the concentration of industry and job opportunities in select few geographies, the large inflow of talent and skilled resources to the leading metros and tier 1 cities in India, it has posed many challenges on the working class. The current state of the infrastructure in the metros and tier 1 cities in India and the transport system, besides other social support systems are also creating various challenges to balance work and nonwork priorities.

While the study has been conducted in the metro of Mumbai/Navi Mumbai, the findings of the study are surely impacted by the challenges faced by the employees living in a city which is fast paced and that never sleeps.

2.0 LITERATURE SURVEY

Conflict between work and nonwork roles has received considerable attention from social scientists during the 1980s and 1990s. This attention can be attributed to the increased labour force participation of women and the heightened role demands on men and women who are part of dual-earner families. Interest in organisation efforts to help employees to manage the work-nonwork interface has been great among personnel and family specialists. Recent surveys, however, indicate that most workers still experience few of the popularized practices such as on-site child care, alternative work arrangements, and workshops on work-family coping (Kirchmeyer 1995, Osterman 1995). Moreover, concern is heard from scholars about the dearth of scientific evidence linking support practices to actual outcomes at work (Gov *et al.* 1990, Kossek and Nichol 1992, Osterman 1995,Thomas and Ganster 1995). Without evidence that employer support for nonwork affects behaviour such as job performance and absenteeism, many employers may remain reluctant to implement relevant practices. The failure of researchers to link employer support for nonwork to outcomes at work may be explained partially by inadequate research models. Frone *et al.* (1992), for example, argued that most research on work nonwork conflict had failed to make distinctions between interference from work and that from nonwork. The former occurs when work demands deplete a person's resources of time, commitment, and energy and thereby reduce his or her ability to enact nonwork roles, whereas the latter occurs when nonwork demands deplete these resources and thereby reduce his or her ability to enact work roles. In instances where the directions of conflict were distinguished, role-specific demands were found to affect them differently, and combining them into one measure would have diluted the effects (Frone *et al*. 1992,1997, Cohen and Kirchmeyer 1995, Parasuraman *et al*. 1996). Frone *et al.* (1992) also speculated that different strategies for managing the work-nonwork interface may affect the two directions of conflict in unique ways, but no research has tested for that possibility. The findings of Frone and his colleagues (1992) further revealed that models of the work-nonwork interface could be improved by setting a reciprocal relationship between the two directions of conflict. This feature deserves re-testing with other samples of workers and may be important for explaining the effects of inter-role management if such effects show indirectly through one form of conflict to another. In addition, some evidence indicates that work-nonwork conflict influences a narrower range of attitudinal and physiological outcomes than previously thought (Thomas and Ganster 1995) and that the two directions of conflict may have unique outcomes (Frone *et al*. 1992,Parasuraman *et al*, 1996). Such unique outcomes along with inter-role management strategies affecting the directions of conflict differently may establish unique pathways to work outcomes. In this study of Canadian women who are teachers and other school-district employees, the authors examined two strategies for managing the work -nonwork interface. The authors aimed to determine if the ability of the strategies to predict absenteeism and turnover intention could be improved by specifying both a unique pathway for each, and a reciprocal relationship between the two directions of work- nonwork conflict.

RESEARCH MODELS

The generally applied model or general model encompasses variable relationships that are found commonly in conceptualizations of the work- nonwork interface. It follows the accepted practice among researchers of setting work- nonwork conflict as a mediator between both role demands and inter-role management and work outcomes (Kossek and Nichol 1992,Thomas and Ganster 1995, Parasuraman *et al*. 1996). Underlying this model is the assumption that better management of the work- nonwork interface will reduce conflict between the domains. Research evidence of a relationship between such management and conflict in general has ranged from supportive (Warren and Johnson 1995) to non-supportive (GoV *et al.* 1990) as well as providing mixed results (Beutell and Greenhaus 1983).The model does recognize the two directions of conflict to be correlated, a relationship reported consistently (Gutek *et al*. 1991,Cohenand Kirchmeyer 1995, Parasuraman *et al*. 1996), although no direct relationship has been assumed. The general model also incorporates research evidence that role-specific demands are associated with only one direction of conflict. Two measures of role demands, number of children and personal income, were included here. Note that such demographic variables are not prone to common method variance in self-reporting (Crampton andWagner 1994). Parenting, for example, represents the most demanding nonwork role in terms of time and involvement (Gutek *et al*. 1991, Kirchmeyer 1993). The demands of parenting tend to increase with number of children, and family size has been shown to predict family- role strain (Katz and Piotrkowski 1983)and work-nonwork conflict (Keith and Schafer 1980).

In several studies that explicitly distinguished interference from nonwork and that from work, only the former was associated with number of children, hours spent in family work, and family involvement (Gutek *et al*. 1991, Frone *et al.* 1992,Matsui *et al*. 1995). That disruption mostly from the high-demand roles makes sense intuitively, and thus family size was set here to affect only interference from nonwork. Income was used as an indicator of work demands and set to affect only interference from work. Greater income, particularly within a single organization, suggests a higher-level job requiring more involvement and time commitment (Hughes and Galinsky 1994). The same reactive and proactive aspects could be applied to alternative forms of work withdrawal such as turnover. That is, changing jobs may be both an escape from the discomfort of work- nonwork conflict and an attempt to restructure one's life. The authors also included in the model an outcome that has been associated with work- nonwork conflicts consistently, that is, stress symptoms including tiredness, nervousness, feeling `blue ', and lack of enthusiasm for life (Keith and Schafer 1980,Tiedje *et al.* 1990, Ray and Miller 1994, Thomas and Ganster 1995). In these studies, the two directions of conflict were not measured separately, and disruptions from both work and nonwork were assumed to act as stressors. Given the body of evidence suggesting that role conflict in general leads to health problems (Ganster and Schaubroeck ,1991), in the present model both directions of conflict were set to affect stress symptoms. When the two directions have been distinguished, both have been associated with stress symptoms in some studies (Klitzman *et al*. 1990, Parasuraman *et al*. 1996),whereas in others, only interference from nonwork (Frone *et al*. 1992) or that from work (O'Driscoll *et al*. 1992) revealed relationships.

3.0 CONCEPTUAL FRAMEWORK AND HYPOTHESES

Conceptually, very little work has been done on the effect of nonwork domains on turnover. An early and general perspective on this relationship was offered by Sussman and Cogswell (1971) . Their main argument was that there is a direct relationship between supply and demand of workers in any occupational system and the considerations of non-economic factors in job movements.

NONWORK DOMAINS AND TURNOVER: EARLY CONCEPTUALIZATIONS

The greater the demand for workers in any occupational system the greater the consideration given to familial concerns such as work aspirations of spouses, special needs of children, community activities, links with kin, friends, and voluntary associations physical and social environment, and conditions in the work situation. That is, in a market of few options or of practically no jobs, and where survival is paramount, most individuals will go where the work is for the available pay. On the other hand, a worker enjoying great demand for her/his services, one in which he/she has many job options, will input into a decision those non-monetary considerations relevant to her/his social situation and personality. Another way to conceptualize the effect of nonwork domains on turnover is by the side-bet theory (Becker, 1960). Becker argues that over time, certain accruing costs make it more difficult to disengage from a consistent line of activity, namely, and maintaining membership in the organization. The threat of losing these investments, along with a perceived lack of compensating alternatives, commits the person to the organization.

THE NATURE OF THE RELATIONSHIP BETWEEN NONWORK DOMAINS AND TURNOVER

There is a consensus in the literature regarding the way nonwork considerations affect turnover. Steers and Mowday (1981) , Price and Mueller(1981) , and Mobley (1982) argued that nonwork considerations do not affect turnover directly. They affect the intention to leave or to stay in the organization, and this intention is the variable that has a direct effect on turnover (Ste el & Ovalle , 1984). There is, however, a major difference between Price and Mueller (1981) on the one hand and Mobley (1982) and Steers and Mowday (1981) on the other. Price and Mueller expected and Influences on Withdrawal Cognitions found a direct relationship of kinship responsibilities, which was their indicator of nonwork domains, on the intention to stay in the organization. Mobley and Steers and Mowday, however, hypothesized that nonwork considerations moderate the relationship between affective responses to the job and intention to stay or leave the organization. However, Lee and Mowday (1987) , who examined Steers and Mowday's (1981) model, found no support for an interaction between affective responses and nonwork influences. Their results suggest a direct relationship between affective responses and intention to stay or leave with no effect of nonwork influences.

Recent research on nonwork domains has emphasized the perceptions and reactions of individuals to work/nonwork interface and their effects on the quality of life of the individuals. Important concepts such as work/nonwork conflict (Frone, Russell, & Cooper, 1992; Williams & Alliger, 1994) , positive and negative nonwork to work spillover (Crouter, 1984; Kirchmeyer, 1992) , coping strategies (Beutell & Greenhaus, 1983; Parasuraman & Hansen, 1987) , and organizational support to employee's nonwork needs (Orthner & Pittman, 1986) were not examined as possible determinants of turnover although they were found to be related to attitudes which are turnover antecedents, such as commitment and satisfaction (Kirchmeyer, 1992; Steffy & Jones, 1988). In short, very little research has been performed on the relationship between nonwork domains and turnover. While the influence of nonwork factors on employee turnover remains perhaps one of the richest are as for future work, few studies have systematically examined this relationship (Mowday et al., 1982; Porter & Steers, 1973) . As a result, many aspects of this relationship have not been explored. For example , most of the above research applied a limited definition of nonwork, mainly its family responsibility aspects. Few studies have developed conceptual arguments regarding the process by which different aspects of nonwork domains might be related to turnover. Also, little research has compared the effect of nonwork domains with work variables in their relationship to turnover. This research attempts to explore some of these issues.

RESEARCH HYPOTHESES

Crouter (1984) defined psychological spillover as a transitory phenomenon which includes the ways in which family life affects an individual's energy level, attention span, and mood, which in turn are brought into the work setting by the worker. Kirchmeyer (1992) described how family and other nonwork domains can affect attitudes and behaviors at work. She argued that by active participation in nonwork domains, such as family (e.g., parenting), community (e.g., political parties, charities) , and recreation (e.g., social clubs, hobby associations) , the employed individual can increase the number of privileges which he or she can enjoy beyond work-related ones, buffer the failures and strains of work, gain contacts and information valuable for work, and develop skills and perspectives useful there. Such resource enrichments involve not only the individual's capacity to meet work demands and his or her value to the employing organization, but also the sense of personal competence. Through such enhancements, nonwork participation could favorably influence attitudes and behaviors toward the organization and the job. This research anticipates that a positive nonwork-to-work overrun will be related to withdrawal cognitions. Of all the proposed antecedents of turnover, those concerning the work experience itself have demonstrated the strongest relationships with turnover (Mowday et al., 1982; Lee & Mowday, 1987).

Hypothesis 1: Low withdrawal behavior will be associated with high positive nonwork to work overrun

Work/nonwork conflict reflects the goodness of fit between work life and nonwork life (Rice et al., 1992) . The demands associated with one role constrain the time and psychological resources that individuals can devote to the other. Individuals experiencing high job demands may have limited time and energy for

family tasks. As a result, perceptions that work interferes with family would be high (Williams & Alliger, 1994). Increased work/nonwork conflict might lead employees to look for an alternative work setting which will offer them a better work schedule (e.g., no shiftwork, a shorter workday, no weekends and holiday work), or day-care arrangements that would reduce the nonwork demands and thereby decrease the potential for work/nonwork conflict. Moreover, Frone et al. (1992) argued that individuals are less likely to accept direct responsibility for managing their work roles in a way that does not interfere with their family life . Rather, individuals are more likely to hold their organizations responsible for work/nonwork conflict. This probably causes negative attitudes toward the organization, increasing withdrawal cognitions. Research has supported the notion that work family conflict and pressures can cause employees to quit their jobs. Sussman and Cogswell (1971) offered specific arguments indicating how a certain type of family and life cycle stage can cause differential propensities to move. The relationship between family responsibility and turnover intentions was found to be generally positive (Muchinsky & Tuttle , 1979) , indicating that work family conflict and pressures can cause employees to quit their jobs. Porter and Steers (1973) stated that increased family responsibility produces more turnover for women, whereas the results for men are mixed.

Hypothesis 2 **: High withdrawal behavior will be associated with high work/nonwork conflict**

The two explanations offered for the relationship between importance of nonwork and turnover suggest that individuals who assign high importance to nonwork domains will have weaker withdrawal cognitions. Accordingly, individuals who value their nonwork domains are more willing to cope with increasing extra-organizational role demands by responding to them positively (Kabanoff, 1980; Marks, 1977) . Adding new roles may liberate sources of energy for the individual and, rather than having to pay for extensive social involvement, individuals may come away from new social involvements more enriched and vitalized. Many ties may be supportive of the individual and create energy for use in other role performance (Randall, 1988). Such individuals will not perceive the organization as interfering in their extra-organizational role demands and will not develop negative attitudes that might cause them to leave their work setting. Another explanation is based on the side-bet theory mentioned earlier. It states that nonwork domains can be perceived as a side-bet, following Becker's (1960) theory. That is, one might hesitate to leave the workplace so as not to lose any of the quality of one's nonwork life in one's current community. In many cases, leaving a workplace means having to relocate . Individuals who have developed strong ties to their community, friends, family, social clubs will be less inclined to leave their organization if it means leaving their location and their community. Thus, involvement in nonwork domains can be a side-bet that will prevent individuals from leaving in order not to lose or reduce the quality of their extra-organizational life.

4.0 METHODOLOGY

PARTICIPANTS

Questionnaires were mailed to 150 employees of a leading Telecom Service organization in Mumbai/Navi Mumbai, India using stratified random sampling. A total of 120 usable questionnaires were returned: a response rate of 80% of the samples were males. The mean age of the respondents was 32 years and the mean work experience was 8.8 years. 44% of the respondents had 2 children while 22% of the respondents had 1 child and rest had no children or unmarried. The demographic profile of the respondents of the survey are presented in the appendix (Refer Table 10-14).

RELIABILITY

The reliability of the research instrument is estimated by computing the Cronbach's alpha reliability coefficient. The computed alpha coefficient is 0.701 (Refer Table 1).

TABLE 1 - RELIABILITY STATISTICS

Cronbach's Alpha	N of Items
.701	30

NONWORK DOMAIN VARIABLES

Factor analysis has been performed to identify the key nonwork dimensions that play an important role in predicting employee turnover. Factor analysis is a statistical method used to describe variability among observed, correlated variables in terms of a potentially lower number of unobserved variables called factors. Exploratory factor analysis (EFA) has been used to uncover the underlying structure from set of 30 variables obtained by administering the questionnaire. A total of 9 factors have been identified as depicted in Table 2. The component matrix is presented in Table 3. The factors identified are Health (Self & Family), Work related Travel (including sleep deprivation), Societal Pressures and Perception, Career Progression (Includes growth, opportunities for higher study), Spouse's Career, Family (Time spent, children's education), Socializing, Lifestyle, Happiness and Well Being and Gender Bias in case of Females.

TABLE 2 – FACTOR ANALYSIS - VARIANCE

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.796	15.986	15.986	4.796	15.986	15.986	3.567	11.890	11.890
2	3.139	10.463	26.450	3.139	10.463	26.450	2.915	9.715	21.606
3	2.870	9.567	36.016	2.870	9.567	36.016	2.809	9.364	30.970
4	1.988	6.626	42.642	1.988	6.626	42.642	2.057	6.855	37.825
5	1.699	5.663	48.305	1.699	5.663	48.305	1.864	6.214	44.039
6	1.397	4.657	52.962	1.397	4.657	52.962	1.742	5.807	49.846
7	1.342	4.472	57.434	1.342	4.472	57.434	1.543	5.142	54.987
8	1.176	3.919	61.354	1.176	3.919	61.354	1.502	5.006	59.993
9	1.021	3.403	64.757	1.021	3.403	64.757	1.429	4.763	64.757
10	.995	3.316	68.073						
11	.932	3.107	71.180						
12	.899	2.998	74.178						
13	.805	2.682	76.860						
14	.738	2.461	79.321						
15	.673	2.245	81.566						
16	.569	1.897	83.463						
17	.548	1.828	85.291						
18	.526	1.754	87.045						
19	.495	1.652	88.696						
20	.471	1.571	90.267						
21	.442	1.475	91.742						
22	.400	1.333	93.074						
23	.363	1.211	94.286						
24	.325	1.083	95.369						
25	.316	1.052	96.420						
26	.286	.952	97.372						
27	.241	.805	98.177						
28	.223	.745	98.922						
29	.182	.607	99.529						
30	.141	.471	100.000						

TABLE 3 – FACTOR ANALYSIS – COMPONENT MATRIX

	Component								
	1	2	3	4	5	6	7	8	9
Travel to Work	.514	.447	-.351	-.199	-.125	.122	.053	-.119	.072
Health & Lifestyle	.604	.400	-.329	-.115	-.146	.159	.060	-.065	-.047
Sports/Hobbies	.664	.246	-.190	-.240	-.072	.200	-.097	-.077	-.053
Sleep Deprivation	.592	.297	-.126	-.199	-.090	.235	.069	.042	-.163
Dual Income Household	.452	.356	-.156	-.054	-.405	-.222	.374	.034	.102
Higher Studies	.597	.285	-.143	-.273	-.040	.057	-.253	.033	-.138
Family Support System	-.129	.228	-.226	-.291	.338	-.094	-.504	-.072	.227
Gender Bias	.533	-.150	-.015	.170	.417	-.107	-.018	-.213	.075
Long Term Career Planning	.583	-.350	.136	-.186	.204	-.056	.173	.190	.269
Impact of Spouse's Career	.562	-.383	-.002	.049	.003	-.091	.302	.034	.421
Impact of Lifestyle on Career	.495	-.165	.339	.253	-.249	.021	.014	-.104	.205
Outstation Families	-.007	.204	-.178	.523	.330	-.091	-.040	-.199	-.173
Additional Income Generation	.595	-.267	.316	.207	.065	.007	-.171	.040	-.010
Socializing	-.092	.432	-.331	.228	.360	.173	.167	.195	-.112
Time with Family	.011	.658	.485	.056	.084	-.002	-.176	-.069	.114
Time with Children	.066	.417	.617	-.008	.121	-.134	.136	-.028	.063
Family Health	.333	.164	.157	-.228	.592	-.060	.105	-.008	-.246
Health	.463	.287	-.001	.539	.185	.061	.080	-.028	.040
Societal Perceptions	.431	-.167	.421	.084	.133	.233	-.382	-.017	.162
Family Pressures	.520	-.232	.322	.095	-.075	.030	-.374	.103	-.142
Happiness & Well Being	-.228	.620	.257	.125	-.060	-.029	-.041	.047	.349
Metro Lifestyle	-.088	-.122	.166	-.508	.409	.020	.198	.317	-.007
Relocation for Career Enhancement	.042	.040	.091	.577	.028	.432	.139	.397	-.192
Children's Academics	.245	.012	.389	-.073	.114	-.092	.353	.221	-.102
Social Orientation	-.303	.305	-.174	.090	-.040	.192	-.201	.530	.340
Gender	-.018	-.370	.284	-.224	-.240	.571	-.071	.074	-.131
Age Group	-.279	.157	.491	-.358	.188	.241	.146	-.180	-.004
Marital Status	-.249	.530	.582	-.091	-.199	.022	.027	.055	-.019
Exp Band	.123	.124	.475	.058	-.315	-.423	-.080	-.002	-.344
Qualification Band	-.310	-.037	.156	.075	.036	.512	.267	-.567	.132

Extraction Method: Principal Component Analysis.
a. 9 components extracted.

DATA ANALYSIS

The data is analyzed using JMP Version 5.1. JMP is a software for interactive statistical graphics viewing, editing, entering, and manipulating data with a broad range of graphical and statistical methods for data analysis. A Cartesian Regression Tree (CART) analysis is performed to estimate the key nonwork parameters that influence an employee's decision to leave an organization. A total of twenty five nonwork domain variables and five demographic variables were extracted from the questionnaire administered on the respondents. A five point likert scale has been used to record the responses to the questions related to nonwork domains. The summation of these responses represents an index that represents the likelihood of the respondent's tenure within an organization. The index has been denoted as JSI – Job Satisfaction Index. A recursive partition analysis has been performed to isolate the key variables that influence JSI. A total of 7 variables were isolated after 5 splits with r^2 value of 0.732. The factors are pictorially highlighted in Figure 1. The contributions of these factors in determining JSI are presented in table 4. The interrelationship between the factors is presented in table 5.

FIGURE 1 – PRIMARY FACTORS INFLUENCING JSI

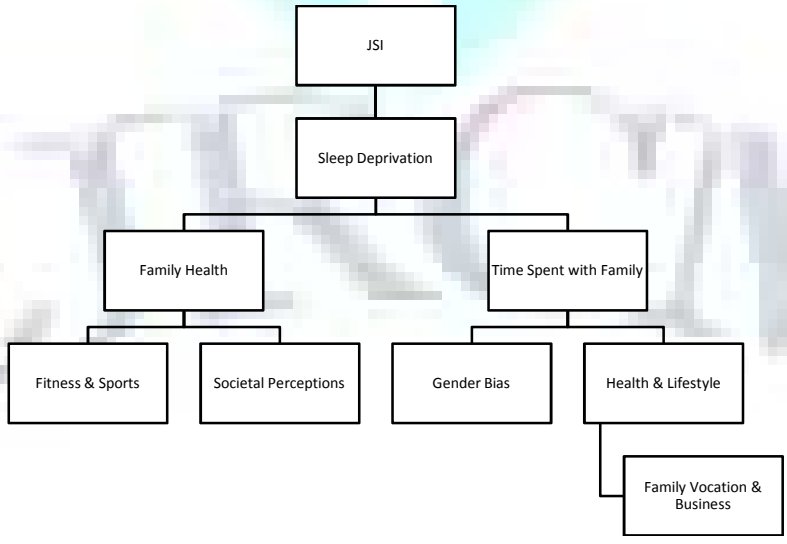

TABLE 4 – JSI PREDICTORS

Term	N Splits	SS
Time & Energy Spent on Travel to Work	0	0
Neg Impact on Health & Lisfestyle	1	1.67646575
Sports & Fitness	1	0.16443223
Sleep Deprivation	1	6.88363453
Interaction with Spouse	0	0
Higher Studies	0	0
Family Support System	0	0
Gender Bias	1	0.68442374
Family Vocation & Business	1	0.72439018
Spouse's Career & Compensation	0	0
Life Style & Spending Pattern	0	0
Travel to Home Town	0	0
Additional Income Generation	0	0
Weekend Socializing	0	0
Time at Home	1	1.660026
Time with Children	0	0
Impact of ill Health of Family Members	1	1.03017146
Impact on Health due to streneous Metro Life	0	0
Negative Societal Perceptions of Employer	1	0.75828248
Need for Job Change for Higher Income	0	0
Positive Family Life & Support for Career Aspirations	0	0
Preference for Metros	0	0
Impact of Working Away from Home & Family	0	0
Impact of Childrens Education on Job	0	0
Positive Social Orientation, Education & Upbringing	0	0

TABLE 5 – CO-RELATIONAL ANALYSIS

	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q13	Q14	Q15	Q16	Q17	Q18	Q19	Q20	Q21	Q24	Q25
	Travel to Work	Health & Lifestyle	Sports/Hobbies	Sleep Deprivation	Dual Income Household	Higher Studies	Family Support System	Gender Bias	Long Term Career Planning	Impact of Spouse's Career	Impact of Lifestyle on Career	Additional Income Generation	Socializing	Time with Family	Time with Children	Family Health	Health	Societal Perceptions	Family Pressures	Happiness & Well Being	Children's Academics	Social Orientation
Travel		.801**	.505*	.429*	.404*	.382*											.204*					
Health	.801**		.552*	.452*	.458*	.371*		.179*		.186*						.208*	.279*					
Career			.210*		0.128	.227*	-.189*	.430**		.554**	.290*	.356**	-.215*			.267*		.272*	.287*	-.315**	.189*	
Spouse		.186*	.189*		.220*		-.192*	.342**	.554**		.353**	.363**		-.296**			.191*	.220*	.241*	-.353**		-.227*
Lifestyle				.202*			-.187*	.267**	.290**			.458**	-.209*				.205*	.322*		-0.12		-.216*
Societal								.259**	.272**	.220*	.322**		-.229*				.276*		.367*		.203*	
Family							-.200*	.293**	.287**	.241**	.352**	.469**						.367*		-.182*		
Happiness							.228*	-.234*	-.315**	-.353**		-.199*	.214*	.553**	.322*				-.182*			.271*
Social							.209*	-.210*		-.227*	-.216*	-.236**				-.188*				.271**		

Co-relational analysis was done to identify the major groups in consonance with the 9 factors identified in the factor analysis. The groups as well as the associated questions are presented in the Table 6. **Questions 12, 22 and 23** did not have any significant impact on the identified factors. The questions marked in bold have a negative co-relation with the primary factors.

TABLE 6– PRIMARY GROUPS

Group No	Description	Questions	Alpha
1	Travel	2,3,4,5,6,18	0.786
2	Health	1,3,4,5,6,8,10,17,18	0.756
3	Career	3,5,6,7,8,10,11,13,**14**,17,19,20,**21**,24	0.629
4	Spouse	2,3,5,**7**,8,9,11,13,**15**,18,19,20,**21**,25	0.657
5	Lifestyle	4,6,7,8,9,11,13,**14**,18,19,**21**,**25**	0.6
6	Societal	8,9,10,11,**14**,18,20,24	0.684
7	Family	7,8,9,10,11,13,19,**21**	0.668
8	Happiness	7,**8**,**9**,**10**,**13**,14,15,16,**20**,25	0.68
9	Social	7,**8**,**10**,**11**,**13**,**17**,21	0.37

KEY FINDINGS

1. Long term career planning has a negative co-relation with family support system, socializing and happiness and well being. This indicates that career oriented individuals spend less time with their families, socialize less and have a low happiness and well being quotient
2. Health and lifestyle of individuals who stay away from their workplace and consequently have a long travel time to work are strongly impacted

3. Individuals (Males) whose spouses pursue careers have a negative co-relation with family support system, time spend with family and hence low happiness and well being quotient
4. Career aspirations impact the health and life style and social life of an individual
5. Negative societal perceptions of an individual's employer affects their social life and standing
6. Happiness and well being has a negative co-relation with long term career planning, spouse's career, additional income generation and gender bias
7. Individuals without a strong family support system have a low happiness and well being quotient
8. Social orientation has a negative co-relation with gender bias, spouse career, individual's lifestyle and career, additional income generation and family. This phenomenon is unique to the Indian sub-continent where many sections of the society still prefer their women folk to manage their homes rather than pursuing a career

PREDICTOR EQUATION

$$If\left(: Sleep\ Deprivation \right.$$
$$< 3, If(: Impact\ of\ ill\ Health\ of\ Family\ Members$$
$$< 2, 2.36666666666667, If(: Negative\ Societal\ Perceptions\ of\ Employer$$
$$< 3, If(: Name(\text{Sports \& Fitness}) < 3, 2.67714285714286, 2.83666666666667), 3.176)), If\left(: Time\ at\ Home \right.$$
$$< 5, If(: Gender\ Bias < 3, 3.07542857142857, 3.32), If(: Name(\text{Neg Impact on Health \& Lisfestyle})$$
$$< 3, 3.01714285714286, If(: Name(\text{Family Vocation \& Business}) < 4, 3.48421052631579, 3.912)))\Big)$$

One of the primary factors affecting JSI (and consequently an employee's commitment to work) is sleep deprivation. This is primarily due to a high travel time to work, pursuit of careers, need for additional income generation among others. For mean less than 3 the additional factor that emerges is the health of family members. If the mean of family health is between 2 to 2.37 another factor affecting JSI is 'negative societal perception about the individual's employer'. A mean of less than 3 for negative societal perception introduces an additional factor 'time spent at home' into the equation. A mean of less than 5 (for time spent at home) brings gender bias, health and lifestyle and family vocation and business into the JSI predictor equation (Refer Table 7).

TABLE 7 – JSI PREDICTORS - DETAILS

S.N	Leaf Label	Mean	Count
1	Sleep Deprivation<3&Impact of ill Health of Family Members<2	2.37	6
2	Sleep Deprivation<3&Impact of ill Health of Family Members>=2&Negative Societal Perceptions of Employer<3&Sports & Fitness<3	2.68	14
3	Sleep Deprivation<3&Impact of ill Health of Family Members>=2&Negative Societal Perceptions of Employer<3&Sports & Fitness>=3	2.84	12
4	Sleep Deprivation<3&Impact of ill Health of Family Members>=2&Negative Societal Perceptions of Employer>=3	3.18	5
5	Sleep Deprivation>=3&Time at Home<5&Gender Bias<3	3.08	35
6	Sleep Deprivation>=3&Time at Home<5&Gender Bias>=3	3.32	17
7	Sleep Deprivation>=3&Time at Home>=5&Neg Impact on Health & Lisfestyle<3	3.02	7
8	Sleep Deprivation>=3&Time at Home>=5&Neg Impact on Health & Lisfestyle>=3&Family Vocation & Business<4	3.48	19
9	Sleep Deprivation>=3&Time at Home>=5&Neg Impact on Health & Lisfestyle>=3&Family Vocation & Business>=4	3.91	5

5.0 HYPOTHESIS TESTING

Hypothesis 1 - Low withdrawal behavior will be associated with high positive nonwork to work overrun

A T- test (since JSI is normal – Figure 2 – Test of Normality included in Appendix) has been done to understand the effects of positive nonwork to work overrun on withdrawal behaviors. The data was analyzed for values of JSI that indicated a positive response to the key nonwork domains. It is observed from the test depicted in table 8 that the value of p<0.05 and hence the hypothesis is retained.

TABLE 8 – T TEST (ASSOCIATION OF LOW WITHDRAWAL COGNITIONS WITH HIGH POSITIVE NONWORK TO WORK OVERRUN)

Independent Samples Test										
		Levene's Test for Equality of Variances		t-Test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Sleep Deprivation	Equal variances assumed	1.428	0.23	7.07	118	0	1.199	0.17	0.863	1.535
	Equal variances not assumed			6.86	91.755	0	1.199	0.175	0.852	1.546
Gender Bias	Equal variances assumed	1.341	0.25	3.6	118	0	0.571	0.159	0.256	0.885
	Equal variances not assumed			3.79	117.34	0	0.571	0.15	0.273	0.869
Sports / Hobbies	Equal variances assumed	24.73	0	6.65	118	0	1.144	0.172	0.803	1.485
	Equal variances not assumed			6.09	71.754	0	1.144	0.188	0.77	1.519
Health & Lifestyle	Equal variances assumed	0.96	0.33	6.7	118	0	1.294	0.193	0.912	1.676
	Equal variances not assumed			6.7	103.2	0	1.294	0.193	0.911	1.677
Time with Family	Equal variances assumed	3.197	0.08	2.71	118	0.008	0.481	0.178	0.129	0.833
	Equal variances not assumed			2.56	82.218	0.012	0.481	0.188	0.107	0.856
Family Health	Equal variances assumed	0.44	0.51	4.04	118	0	0.727	0.18	0.37	1.084
	Equal variances not assumed			4.12	110.55	0	0.727	0.176	0.378	1.076
Societal Perceptions	Equal variances assumed	14.11	0	3.98	118	0	0.756	0.19	0.38	1.133
	Equal variances not assumed			4.23	117.95	0	0.756	0.179	0.403	1.11
Family Pressures	Equal variances assumed	0.025	0.87	4.01	118	0	0.847	0.211	0.429	1.266
	Equal variances not assumed			4.03	105.3	0	0.847	0.21	0.43	1.264

Hypothesis 2 - High withdrawal behavior will be associated with high work/nonwork conflict

Analysis of variance (ANOVA) has been done to check the association of the primary nonwork domain factors on high withdrawal behaviors. It can be observed from table 9 that p<0.05 which retains the hypothesis.

TABLE 9– ANOVA (ASSOCIATION OF HIGH WITHDRAWAL COGNITIONS WITH HIGH WORK/NONWORK CONFLICT)

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Sleep Deprivation	Between Groups	80.338	39	2.06	2.763	0
	Within Groups	59.653	80	0.746		
	Total	139.992	119			
Family Health	Between Groups	66.779	39	1.712	2.3	0.001
	Within Groups	59.546	80	0.744		
	Total	126.325	119			
Time with Family	Between Groups	52.48	39	1.346	1.728	0.02
	Within Groups	62.312	80	0.779		
	Total	114.792	119			
Sports/Hobbies	Between Groups	88.803	39	2.277	3.606	0
	Within Groups	50.522	80	0.632		
	Total	139.325	119			
Gender Bias	Between Groups	50.887	39	1.305	2.329	0.001
	Within Groups	44.813	80	0.56		
	Total	95.7	119			
Health & Lifestyle	Between Groups	90.096	39	2.31	2.152	0.002
	Within Groups	85.895	80	1.074		
	Total	175.992	119			
Societal Perceptions	Between Groups	63.758	39	1.635	1.708	0.022
	Within Groups	76.567	80	0.957		
	Total	140.325	119			
Family Pressures	Between Groups	90.391	39	2.318	2.229	0.001
	Within Groups	83.201	80	1.04		
	Total	173.592	119			

6.0 FINDINGS

POSITIVE NONWORK-TO-WORK OVERRUN

Travel to work is an important factor that affects JSI. Employees staying within the vicinity of their work place have a higher happiness and well being quotient since they could spend more time with their families; pursue sports and hobbies, better health and lifestyle.

IMPORTANCE OF NONWORK DOMAINS

Work-life conflict is a construct referring to the general interference that work life tends to have on an employee's personal life. It is a more general form of work-family conflict, which is defined as "a form of inter-role conflict in which the role pressures from the work and family domains are mutually incompatible in some respect" (Greenhaus & Beutell, 1985). Work-life conflict can come in many forms and may represent intrusions of work into family time, leisure activities, or a general inability to mentally leave the work world behind when physically moving from one's workspace to one's home and personal space. It has been established that nonwork domains directly impact employee's commitment to work, productivity and turnover.

This research has been specifically undertaken to explore the unique social fabric, culture and ethos of the Indian work environment and people working in the metros and tier 1 cities. The analysis of the the data collected establishes a direct linkage of nonwork domain factors on the work place and identified key factors impacting employees commitmment to work. This research validates the earlier findings while inravelling factors unique to the people working in metros and tier 1 cities in the Indian context.

7.0 DISCUSSION

The aim of this paper is to augment the limited research into the influences of nonwork domains on turnover decision. Mobley (1982) argued that as dual career families become more prevalent, as nonwork values become more central, and as more young people attach less importance to a stable and secure career, prediction and understanding of turnover will require inclusion of nonwork variables. This study tests nonwork variables other than those reflecting family responsibilities, the nonwork variables commonly tested so far. Another contribution is testing the relative effect of nonwork and work-related variables. The findings show that nonwork domain variables were significantly related to withdrawal cognitions beyond the effect of work-related variables.

The limitations of this research include the use of cross sectional correlational data, that does not facilitate the listing of causal inferences concerning the various hypothesized relationships. However, the data has been garnered through an administered survey which reduces the effect of bias. Also one can argue that turnover intentions are predicted to a greater extent by the presence of negative job attitudes such as stress or burnout. Therefore, in order to support the case that nonwork variables explain work withdrawal beyond the contribution of work-specific variables, future research could also test negative work attitudes instead of commitment and satisfaction.

WORK-LIFE CONFLICT AND ITS CONSEQUENCES

There are various possible links between nonwork and work domains, along with equally diverse organizational responses. Some of the potential factors are listed below (Edwards and Rothbard,2000).

- *Spillover-overrun*: Where attitudes or behaviors from one domain generalize "ripplelike"to others (Near *et al*, 1980: 416). Edwards and Rothbard (2000: 180) suggest that this may occur because of similar constructs in the two domains, or where "experiences are transferred intact between domains"
- *Compensation*: When there is an inverse association between work and nonwork effects, individuals may, for example, compensate for need-fulfillment deficiencies at work through choices of leisure and family activities (Staines, 1980). Supplemental compensation involves seeking positive rewards in one domain that are absent from another, while reactive compensation, that is, unpleasant experiences in one domain, drives an individual to seek the opposite in another domain (Edwards & Rothbard, 2000: 181)
- *Segmentation*: Work and family are kept conceptually and effectively separate from each other by individuals or firms
- *Resource drain*: "Transfer of finite personal resources, such as time, attention, and energy, from one domain to another" (Edwards & Rothbard, 2000: 181). This differs from compensation as it is passive and involves only resources, not domain salience or rewards. Demerouti *et al* (2004) show that this can lead

to spiralling negative interactions between work and nonwork roles (see also Bakker, Demerouti & Dollard, 2008; Demerouti *et al*, 2005, for cross-spousal resource drain effects)

- *Congruence*: Apparent similarities between domains might exist, but only because an exogenous variable is acting on both domains in like measure and way, without actual inter-domain interaction. For instance, optimism may lead to satisfaction in all domains
- *Work-family conflict*. Conflict refers to situations in which the demands or role requirements of multiple domains stand in opposition to one another so that one cannot be effectively achieved if others also require attention. More recently, much attention has been focused on *enrichment* as opposed to *depletion* theories on multiple domains (Greenhaus & Powell, 2006; Rothbard, 2001). Depletion refers to negative theories on resource drain and conflict, and suggests conflict between the use of finite resources and its negative consequences. Enrichment or facilitation conversely suggests that positive consequences and interactions between multiple roles may occur, ranging from the expansion of resources, or the buffering of negative effects in one role by others, similar to the good in compensation and positive spill-over (Greenhaus & Powell, 2006)

The consequences of multiple roles may therefore vary. Negative spillover and conflict have been widely studied, and have been found to have negative consequences like absenteeism, lower productivity, health issues and lateness (e.g. Frone, Russel & Cooper, 1992; Hammer, Bauer & Grandey, 2003). The possibility of positive enrichment has also become clearer with empirical research (Greenhaus & Powell, 2006, for a review; Poppleton *et al*, 2008, for recent in-depth qualitative results). Much of the impact of multiple roles will be determined at the individual level by means of constructs like disposition. However, from the managerial perspective, the organization's responses to employees' nonwork lives may also have an impact.

ORGANIZATIONAL RESPONSES TO EMPLOYEE'S NONWORK LIVES

A great deal of research into organizational responses now makes use of boundary theory as an organizing framework (Desrochers & Sargent, 2004; Hall & Richter, 1988; Rothbard, Phillips & Dumas, 2005). *Boundary flexibility* refers to the extent to which the boundary between work and nonwork roles can be moved in terms of considerations like time and location. Employers' responses to employees' nonwork lives fall broadly into these possibilities. Employers might facilitate multiple domain management by making the physical demarcations of work flexible enough to meet individual needs, or by integrating nonwork and work roles and activities to reduce conflict and separation (Kirchmeyer, 1995). Generally, the extent to which the firm crosses boundaries is seen to exist on a continuum ranging from separation (no crossing) to integration (extreme crossing) or, more generally, in-between. Support involves providing employees with the personal resources to fulfill nonwork responsibilities, generally by creating boundary flexibility rather than permeability. Employers who assume that participation in nonwork domains acts as a positive force may perceive their role as enhancing synergies, for example by supporting employee family needs in order to mitigate cross-role stress (Kirchmeyer, 1990).

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APPENDIX

TABLE 10: DEMOGRAPHIC DETAILS

	N	Minimum	Maximum	Mean	Std. Deviation
Age	120	23	53	32.79	6.164
Distance to Work (Kms)	120	1	180	39.50	34.891
No. of Children	120	0	2	.89	.742
Work Exp	120	2	29	8.84	5.568
Valid N (listwise)	120				

TABLE 11: GENDER ANALYSIS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	F	25	20.8	20.8	20.8
	M	95	79.2	79.2	100.0
	Total	120	100.0	100.0	

TABLE 12: AGE GROUP

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21-30	54	45.0	45.0	45.0
	31-40	51	42.5	42.5	87.5
	41-50	13	10.8	10.8	98.3
	51-60	2	1.7	1.7	100.0
	Total	120	100.0	100.0	

TABLE 13: MARITAL STATUS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	95	79.2	79.2	79.2
	Unmarried	25	20.8	20.8	100.0
	Total	120	100.0	100.0	

TABLE 14: NO. OF CHILDREN

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	40	33.3	33.3	33.3
	1	53	44.2	44.2	77.5
	2	27	22.5	22.5	100.0
	Total	120	100.0	100.0	

FIGURE 2: TEST OF NORMALITY - JSI

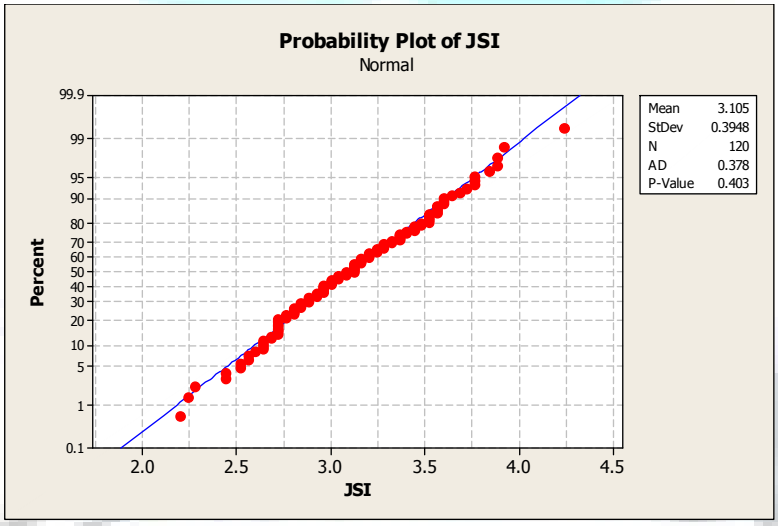

TABLE 15: CORRELATION ANALYSIS

		Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12	Q13
		Travel to Work	Health & Lifestyle	Sports / Hobbies	Sleep Depriviation	Dual Income Household	Higher Studies	Family Support System	Gender Bias	Long Term Career Planning	Impact of Spouse's Career	Impact of Lifestyle on Career	Outstation Families	Additional Income Generation
Travel to Work	Corr. Coeff.	1.000	.801**	.505**	.429**	.404**	.382**	.163	.123	.056	.152	.100	.044	-.012
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.075	.182	.544	.097	.276	.636	.896
	N	120	120	120	120	120	120	120	120	120	120	120	120	120
Health & Lifestyle	Corr. Coeff.	.801**	1.000	.552**	.452**	.458**	.371**	.065	.179*	.116	.186*	.080	.053	.121
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.479	.050	.209	.042	.386	.565	.189
	N	120	120	120	120	120	120	120	120	120	120	120	120	120
Sports/Hobbies	Corr. Coeff.	.505**	.552**	1.000	.562**	.356**	.568**	.076	.201*	.210*	.189*	.163	-.079	.154
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.409	.027	.021	.039	.076	.391	.093
	N	120	120	120	120	120	120	120	120	120	120	120	120	120
Sleep Depriviation	Corr. Coeff.	.429**	.452**	.562**	1.000	.340**	.502**	.013	.118	.200*	.167	.202*	.004	.197*
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.884	.198	.029	.069	.027	.961	.031
	N	120	120	120	120	120	120	120	120	120	120	120	120	120
Dual Income Household	Corr. Coeff.	.404**	.458**	.356**	.340**	1.000	.360**	-.100	.041	.128	.220*	.205*	-.039	.061
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.279	.655	.164	.016	.025	.676	.508
	N	120	120	120	120	120	120	120	120	120	120	120	120	120
Higher Studies	Corr. Coeff.	.382**	.371**	.568**	.502**	.360**	1.000	.086	.209*	.227*	.015	.073	-.087	.208*
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.348	.022	.013	.870	.430	.343	.023
	N	120	120	120	120	120	120	120	120	120	120	120	120	120
Family Support System	Corr. Coeff.	.163	.065	.076	.013	-.100	.086	1.000	-.141	-.189*	-.192*	-.187*	.116	-.199*
	Sig. (2-tailed)	.075	.479	.409	.884	.279	.348		.125	.039	.036	.041	.206	.030
	N	120	120	120	120	120	120	120	120	120	120	120	120	120
Gender Bias	Corr. Coeff.	.123	.179*	.201*	.118	.041	.209*	-.141	1.000	.430**	.342**	.267**	.215*	.321**
	Sig. (2-tailed)	.182	.050	.027	.198	.655	.022	.125		.000	.000	.003	.019	.000
	N	120	120	120	120	120	120	120	120	120	120	120	120	120
Long Term Career Planning	Corr. Coeff.	.056	.116	.210*	.200*	.128	.227*	-.189*	.430**	1.000	.554**	.290**	-.134	.356**
	Sig. (2-tailed)	.544	.209	.021	.029	.164	.013	.039	.000		.000	.001	.145	.000
	N	120	120	120	120	120	120	120	120	120	120	120	120	120
Impact of Spouse's Career	Corr. Coeff.	.152	.186*	.189*	.167	.220*	.015	-.192*	.342**	.554**	1.000	.353**	-.040	.363**
	Sig. (2-tailed)	.097	.042	.039	.069	.016	.870	.036	.000	.000		.000	.665	.000
	N	120	120	120	120	120	120	120	120	120	120	120	120	120
Impact of Lifestyle on Career	Corr. Coeff.	.100	.080	.163	.202*	.205*	.073	-.187*	.267**	.290**	.353**	1.000	.024	.458**
	Sig. (2-tailed)	.276	.386	.076	.027	.025	.430	.041	.003	.001	.000		.791	.000
	N	120	120	120	120	120	120	120	120	120	120	120	120	120
Outstation Families	Corr. Coeff.	.044	.053	-.079	.004	-.039	-.087	.116	.215*	-.134	-.040	.024	1.000	.013
	Sig. (2-tailed)	.636	.565	.391	.961	.676	.343	.206	.019	.145	.665	.791		.892
	N	120	120	120	120	120	120	120	120	120	120	120	120	120
Additional Income Generation	Corr. Coeff.	-.012	.121	.154	.197*	.061	.208*	-.199*	.321**	.356**	.363**	.458**	.013	1.000
	Sig. (2-tailed)	.896	.189	.093	.031	.508	.023	.030	.000	.000	.000	.000	.892	
	N	120	120	120	120	120	120	120	120	120	120	120	120	120
Socializing	Corr. Coeff.	.131	.123	.055	.104	.038	.076	.130	-.014	-.215*	-.131	-.209*	.216*	-.179
	Sig. (2-tailed)	.154	.179	.551	.258	.682	.412	.157	.881	.018	.154	.022	.018	.051
	N	120	120	120	120	120	120	120	120	120	120	120	120	120
Time with Family	Corr. Coeff.	.125	.075	.092	.118	.099	.208*	.129	-.108	-.120	-.296**	.063	.054	-.018
	Sig. (2-tailed)	.172	.418	.316	.200	.283	.023	.161	.242	.193	.001	.495	.560	.847
	N	120	120	120	120	120	120	120	120	120	120	120	120	120
Time with Children	Corr. Coeff.	.029	.039	-.024	.148	.085	-.047	.001	-.006	.001	-.035	.097	.033	.060
	Sig. (2-tailed)	.750	.676	.797	.107	.356	.607	.988	.952	.989	.701	.290	.722	.512
	N	120	120	120	120	120	120	120	120	120	120	120	120	120
Family Health	Corr. Coeff.	.140	.208*	.197*	.203*	.043	.205*	.054	.240**	.267**	.075	-.018	.080	.218*
	Sig. (2-tailed)	.128	.023	.031	.026	.638	.025	.555	.008	.003	.415	.846	.386	.017
	N	120	120	120	120	120	120	120	120	120	120	120	120	120
Health	Corr. Coeff.	.204*	.279**	.189*	.233*	.145	.188*	-.082	.287**	.179	.191*	.205*	.297**	.285**
	Sig. (2-tailed)	.026	.002	.038	.010	.114	.040	.372	.001	.051	.036	.024	.001	.002
	N	120	120	120	120	120	120	120	120	120	120	120	120	120
Societal Perceptions	Corr. Coeff.	-.002	.036	.130	.058	-.153	.125	-.044	.259**	.272**	.220*	.322**	-.173	.437**
	Sig. (2-tailed)	.981	.700	.158	.526	.096	.174	.634	.004	.003	.016	.000	.059	.000
	N	120	120	120	120	120	120	120	120	120	120	120	120	120
Family Pressures	Corr. Coeff.	.046	.158	.149	.145	.049	.257**	-.200*	.293**	.287**	.241**	.352**	-.065	.469**
	Sig. (2-tailed)	.618	.085	.105	.115	.593	.005	.029	.001	.002	.008	.000	.480	.000
	N	120	120	120	120	120	120	120	120	120	120	120	120	120
Happiness & Well Being	Corr. Coeff.	.038	-.009	-.135	-.065	.125	.030	.228*	-.234*	-.315**	-.353**	-.123	.031	-.199*
	Sig. (2-tailed)	.679	.925	.141	.483	.173	.742	.012	.010	.000	.000	.181	.738	.029
	N	120	120	120	120	120	120	120	120	120	120	120	120	120
Metro Lifestyle	Corr. Coeff.	-.065	-.123	-.083	.043	-.080	.008	.155	-.081	.169	.045	-.062	-.122	-.042
	Sig. (2-tailed)	.481	.180	.369	.640	.382	.933	.092	.380	.064	.622	.499	.185	.651
	N	120	120	120	120	120	120	120	120	120	120	120	120	120
Relocation for Career Enchancement	Corr. Coeff.	-.093	.027	.006	.036	-.029	-.085	-.185*	.060	-.053	-.005	.096	.162	.057
	Sig. (2-tailed)	.314	.773	.946	.700	.757	.357	.043	.512	.566	.956	.299	.077	.539
	N	120	120	120	120	120	120	120	120	120	120	120	120	120
Childrens Academics	Corr. Coeff.	.053	.063	.076	.102	.080	.079	-.124	.093	.189*	.070	.149	-.139	.231*
	Sig. (2-tailed)	.567	.497	.412	.269	.386	.390	.177	.315	.038	.449	.104	.130	.011
	N	120	120	120	120	120	120	120	120	120	120	120	120	120
Social Orientation	Corr. Coeff.	.027	.023	-.079	-.077	-.045	-.045	.209*	-.210*	-.174	-.227*	-.216*	.089	-.236**
	Sig. (2-tailed)	.770	.804	.393	.402	.624	.627	.022	.021	.058	.013	.018	.332	.009
	N	120	120	120	120	120	120	120	120	120	120	120	120	120

TABLE 15: CONTINUED…

		Q14	Q15	Q16	Q17	Q18	Q19	Q20	Q21	Q22	Q23	Q24	Q25
		Socializing	Time with Family	Time with Children	Family Health	Health	Societal Perceptions	Family Pressures	Happiness & Well Being	Metro Lifestyle	Relocation for Career Enchancement	Childrens Academics	Social Orientation
Travel to Work	Corr. Coeff.	.131	.125	.029	.140	.204*	-.002	.046	.038	-.065	-.093	.053	.027
	Sig. (2-tailed)	.154	.172	.750	.128	.026	.981	.618	.679	.481	.314	.567	.770
	N	120	120	120	120	120	120	120	120	120	120	120	120
Health & Lifestyle	Corr. Coeff.	.123	.075	.039	.208*	.279**	.036	.158	-.009	-.123	.027	.063	.023
	Sig. (2-tailed)	.179	.418	.676	.023	.002	.700	.085	.925	.180	.773	.497	.804
	N	120	120	120	120	120	120	120	120	120	120	120	120
Sports/Hobbies	Corr. Coeff.	.055	.092	-.024	.197*	.189*	.130	.149	-.135	-.083	.006	.076	-.079
	Sig. (2-tailed)	.551	.316	.797	.031	.038	.158	.105	.141	.369	.946	.412	.393
	N	120	120	120	120	120	120	120	120	120	120	120	120
Sleep Depriviation	Corr. Coeff.	.104	.118	.148	.203*	.233*	.058	.145	-.065	.043	.036	.102	-.077
	Sig. (2-tailed)	.258	.200	.107	.026	.010	.526	.115	.483	.640	.700	.269	.402
	N	120	120	120	120	120	120	120	120	120	120	120	120
Dual Income Household	Corr. Coeff.	.038	.099	.085	.043	.145	-.153	.049	.125	-.080	-.029	.080	-.045
	Sig. (2-tailed)	.682	.283	.356	.638	.114	.096	.593	.173	.382	.757	.386	.624
	N	120	120	120	120	120	120	120	120	120	120	120	120
Higher Studies	Corr. Coeff.	.076	.208*	-.047	.205*	.188*	.125	.257**	.030	.008	-.085	.079	-.045
	Sig. (2-tailed)	.412	.023	.607	.025	.040	.174	.005	.742	.933	.357	.390	.627
	N	120	120	120	120	120	120	120	120	120	120	120	120
Family Support System	Corr. Coeff.	.130	.129	.001	.054	-.082	-.044	-.200*	.228*	.155	-.185*	-.124	.209*
	Sig. (2-tailed)	.157	.161	.988	.555	.372	.634	.029	.012	.092	.043	.177	.022
	N	120	120	120	120	120	120	120	120	120	120	120	120
Gender Bias	Corr. Coeff.	-.014	-.108	-.006	.240**	.287**	.259**	.293**	-.234*	-.081	.060	.093	-.210*
	Sig. (2-tailed)	.881	.242	.952	.008	.001	.004	.001	.010	.380	.512	.315	.021
	N	120	120	120	120	120	120	120	120	120	120	120	120
Long Term Career Planning	Corr. Coeff.	-.215*	-.120	.001	.267**	.179	.272**	.287**	-.315**	.169	-.053	.189*	-.174
	Sig. (2-tailed)	.018	.193	.989	.003	.051	.003	.002	.000	.064	.566	.038	.058
	N	120	120	120	120	120	120	120	120	120	120	120	120
Impact of Spouse's Career	Corr. Coeff.	-.131	-.296**	-.035	.075	.191*	.220*	.241**	-.353**	.045	-.005	.070	-.227*
	Sig. (2-tailed)	.154	.001	.701	.415	.036	.016	.008	.000	.622	.956	.449	.013
	N	120	120	120	120	120	120	120	120	120	120	120	120
Impact of Lifestyle on Career	Corr. Coeff.	-.209*	.063	.097	-.018	.205*	.322**	.352**	-.123	-.062	.096	.149	-.216*
	Sig. (2-tailed)	.022	.495	.290	.846	.024	.000	.000	.181	.499	.299	.104	.018
	N	120	120	120	120	120	120	120	120	120	120	120	120
Outstation Families	Corr. Coeff.	.216*	.054	.033	.080	.297**	-.173	-.065	.031	-.122	.162	-.139	.089
	Sig. (2-tailed)	.018	.560	.722	.386	.001	.059	.480	.738	.185	.077	.130	.332
	N	120	120	120	120	120	120	120	120	120	120	120	120
Additional Income Generation	Corr. Coeff.	-.179	-.018	.060	.218*	.285**	.437**	.469**	-.199*	-.042	.057	.231*	-.236**
	Sig. (2-tailed)	.051	.847	.512	.017	.002	.000	.000	.029	.651	.539	.011	.009
	N	120	120	120	120	120	120	120	120	120	120	120	120
Socializing	Corr. Coeff.	1.000	.135	-.015	.131	.185*	-.229*	-.194*	.214*	.084	.210*	-.086	.166
	Sig. (2-tailed)		.141	.869	.155	.043	.012	.033	.019	.360	.021	.350	.069
	N	120	120	120	120	120	120	120	120	120	120	120	120
Time with Family	Corr. Coeff.	.135	1.000	.547**	.166	.198*	.136	.080	.553**	-.034	-.052	.152	.168
	Sig. (2-tailed)	.141		.000	.070	.031	.139	.387	.000	.713	.569	.098	.067
	N	120	120	120	120	120	120	120	120	120	120	120	120
Time with Children	Corr. Coeff.	-.015	.547**	1.000	.272**	.135	.127	.137	.322**	.093	.033	.237**	-.010
	Sig. (2-tailed)	.869	.000		.003	.140	.167	.136	.000	.313	.718	.009	.915
	N	120	120	120	120	120	120	120	120	120	120	120	120
Family Health	Corr. Coeff.	.131	.166	.272**	1.000	.171	.179	.111	-.066	.237**	-.077	.206*	-.188*
	Sig. (2-tailed)	.155	.070	.003		.061	.050	.227	.473	.009	.404	.024	.040
	N	120	120	120	120	120	120	120	120	120	120	120	120
Health	Corr. Coeff.	.185*	.198*	.135	.171	1.000	.276**	.095	.064	-.266**	.312**	.126	.031
	Sig. (2-tailed)	.043	.031	.140	.061		.002	.302	.488	.003	.001	.169	.735
	N	120	120	120	120	120	120	120	120	120	120	120	120
Societal Perceptions	Corr. Coeff.	-.229*	.136	.127	.179	.276**	1.000	.367**	-.079	-.054	.119	.203*	-.158
	Sig. (2-tailed)	.012	.139	.167	.050	.002		.000	.392	.555	.195	.026	.085
	N	120	120	120	120	120	120	120	120	120	120	120	120
Family Pressures	Corr. Coeff.	-.194*	.080	.137	.111	.095	.367**	1.000	-.182*	-.057	.170	.042	-.146
	Sig. (2-tailed)	.033	.387	.136	.227	.302	.000		.046	.534	.063	.652	.112
	N	120	120	120	120	120	120	120	120	120	120	120	120
Happiness & Well Being	Corr. Coeff.	.214*	.553**	.322**	-.066	.064	-.079	-.182*	1.000	.020	.065	.068	.271**
	Sig. (2-tailed)	.019	.000	.000	.473	.488	.392	.046		.831	.478	.463	.003
	N	120	120	120	120	120	120	120	120	120	120	120	120
Metro Lifestyle	Corr. Coeff.	.084	-.034	.093	.237**	-.266**	-.054	-.057	.020	1.000	-.106	.199*	.014
	Sig. (2-tailed)	.360	.713	.313	.009	.003	.555	.534	.831		.248	.029	.883
	N	120	120	120	120	120	120	120	120	120	120	120	120
Relocation for Career Enchancement	Corr. Coeff.	.210*	-.052	.033	-.077	.312**	.119	.170	.065	-.106	1.000	.119	.106
	Sig. (2-tailed)	.021	.569	.718	.404	.001	.195	.063	.478	.248		.194	.251
	N	120	120	120	120	120	120	120	120	120	120	120	120
Childrens Academics	Corr. Coeff.	-.086	.152	.237**	.206*	.126	.203*	.042	.068	.199*	.119	1.000	-.169
	Sig. (2-tailed)	.350	.098	.009	.024	.169	.026	.652	.463	.029	.194		.065
	N	120	120	120	120	120	120	120	120	120	120	120	120
Social Orientation	Corr. Coeff.	.166	.168	-.010	-.188*	.031	-.158	-.146	.271**	.014	.106	-.169	1.000
	Sig. (2-tailed)	.069	.067	.915	.040	.735	.085	.112	.003	.883	.251	.065	
	N	120	120	120	120	120	120	120	120	120	120	120	120

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