Factors Affecting the Work Attitudes of Indian Reentry Women in the IT Sector

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Abstract

Women's increased participation in today's labor force has not essentially guaranteed a continued presence for working women in the Indian IT sector. Hence, the current study aims at finding the effect of organizational factors like policy support, diversity climate, work-family culture and organizational justice on the attitudes of re-entry women like career satisfaction, job satisfaction, organizational commitment and career commitment. Responses were collected from 152 re-entry women in Indian IT organizations through a survey questionnaire. Data were analyzed using hierarchical multiple regressions. This study captures some of the key factors affecting the attitudes of a miniscule but significant part of the IT workforce called re-entry women.

Keywords: Working women in India, Career Exit, Career Re-entry, women in IT

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One of the most note-worthy changes happening across the globe is the increasing talent demand faced by the global IT organizations (Hewlett, 2007). In this global 'war for talent', diversity has become a key policy lever, and women have been identified as the untapped pool of talent (Davidson et al., 2003). In India, this interest is spear headed by a multitude of factors. Firstly, according to Hewlett (2010), fewer graduates are opting for careers in IT and technology, with a majority choosing careers in banking and marketing sectors. In addition, the baby boomers are beginning to retire. The combination of these two dimensions convey a very serious message to the Indian IT organizations, that have started looking out for untapped talent pools, such as women returners, to address this demand. Secondly, increased gender diversity in organizations promotes better financial performance. The Women Matter report (2010), released by McKinsey, states that companies with a higher proportion of women in their executive committees have better financial performance. Finally, more role models of women in the IT sector will attract increased female talent into the workforce (Panteli, 2012).

Despite the growing demand for talent among the Indian IT organizations, working women in IT sector has decreased from 26% in 2010 to 22% in 2012 (DataQuest's Best Employer Survey, 2012). This is highly alarming for Indian IT organizations as studies have shown that, women in India are becoming the most important source of talent for IT organizations across the world (Panteli, 2012; United Nations' World Women Report, 2010; Women Matter Report, 2010). The fact that, work is more demanding and employees spend long hours at work in IT sector, makes it highly unfortunate for Indian women to have a continuous career (Panteli, 2012). Many organizations have lost some world-class professionals who have added immense value to their respective companies (Glover, 2010; Valenduc, 2011). Though a

number of organizations have come up with several diversity initiatives and programs to bring back the lost female talent, the situation is still alarming. Additionally, the study conducted by Center for Talent Innovation states that, educated Indian women who return from career interruptions find it difficult to regain career momentum. Hence, studying re-entry women in Indian IT sector is especially important, as they have the answers to bring back the rest of the educated and talented women population, who have become lost to the workforce since their career break.

Why Indian Women Quit their careers?

Several researchers have pointed out that women tend to have non-linear career paths (Cabrera, 2007; Maniero, 2005). Reasons for these interruptions differ across countries. Incompatibility between work and family role demands or work-family conflicts among women is perceived to be *inevitable* in India vs. *preventable* in the UK (United Nations Report, 2000). This is further affirmed by Sekaran (1992) who states that the work family conflicts reported by Indian women are much different than their Western counterparts. The most often cited reasons for career interruptions by Indian women are child care, elder care, spousal relocation and safety and travel issues (Bharathi and Baral, 2012; Center for Talent Innovation Report, 2013; Hewlett, 2010).

In India, multiple social roles like mother, daughter, daughter-in-law and wife, are equally important. Performing the duties entitled by these roles is mandated by the society (Aryee, Srinivas and Tan, 2005; Bharat, 2003). For example, it is a well-known understanding that, the academic achievement of school going children is an important responsibility of the Indian mothers. Most often, mothers have to sit down with their children to help with their homework (Kanungo and Misra, 1988). When children do not perform well academically, the

blame is often vested upon their respective mothers. Additionally, in cultures, such as India, which are low on gender egalitarianism (House, Hanges, Ruiz-Quintanilla, Dorfman, Javidan and Dickson, 1999), support from the male spouse is less likely than it is in the Western countries, which are high on gender egalitarianism. Men who do housework in India may be looked down as being weak. Women also adhere to traditional gender roles in India (Aycan, 2004). Women, who practice the traditional gender roles, feel guilty for not fulfilling their wifely and motherly duties (Jost and Banaji, 1994).

Therefore, it is not highly surprising when 'commitment to family responsibility' is found to be a great barrier for career continuance and advancement by women in the IT sector (Buddhapriya, 2009). The societal and familial demands make it highly challenging for Indian women to pursue a continuous career in the IT sector.

Significance of Indian Re-entry Women

While a lot of Indian women quit their lucrative careers in the IT sector, only some re-enter the workforce after their career breaks. This can be implied from the Women Matter Survey Report, 2010, that shows gradual reduction of percentage of women employees from the entry levels to the higher levels across the corporate pipeline. Hence, it can be inferred that, despite large numbers of women entering the IT sector, not all have a continuous career. Out of those who exit their careers, only some re-enter. These re-entry women are the ones who have broken the mold, braved the challenges and barriers and have successfully restored back their careers. The significance of this group lies in the fact that, they are the ones who can sufficiently answer the queries regarding the challenges that force a woman's exit, the motivation behind her re-entry and the factors that influenced the re-entry. The study conducted on Indian re-entry women by Bharathi and Baral (2012), that traces the re-entry women's career influencers from

their exit to re-entry states that, job demands, family demands and the organizational formal and informal support practices significantly influence Indian women's intention to have a continuous career.

However, according to Center for Talent Innovation Report, 2013, Indian women re-entering their careers post their career breaks find it very difficult to gain back the career momentum. Hence, it becomes highly crucial to understand the factors that influence an Indian woman's career, post their re-entry. This study aims at filling this gap by analyzing the impact of organizational factors like Policy Support, Work-Family Culture, Organizational Justice and Diversity Climate on Job Satisfaction, Career Satisfaction, Career Commitment and Organizational Commitment of Indian Re-entry women in the IT sector.

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Literature Review

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Attitudes and Behaviors of Importance to Women Returners

    Career Satisfaction

Career satisfaction has become an important research topic in both psychological and management research. Career satisfaction measures the extent to which individuals believe their career progress is consistent with their own goals, values and preferences (Heslin, 2003; Seibert and Kraimer, 2001). With reference to diversity management, Cox (1993) contends that career satisfaction is affected when individuals do not feel valued because of their gender. Career satisfaction is greatly affected by policy support, organizational justice and diversity climate (Hicks-Clarke and Iles, 2000). Work-family culture is also positively linked to women's career satisfaction (Lyness, Thompson, Francesco, and Judiesch, 1999).

Career Commitment

Despite increased attention to career development, career commitment has been a relatively neglected area of research. Career commitment describes individuals' attitudes to their respective careers and has been acknowledged as a form of work commitment that individuals have on a career facet (Aryee, Chay and Chew, 1994). Career commitment is characterized by the development of personal career goals, as well as by attachment to, identification with, and involvement in those goals. Individuals with strong career commitment may display higher levels of requirements and expectations from the organizations with which they establish relationships. According to Hicks-Clarke and Iles (2000), policy support, organizational justice and climate for diversity strongly impact career commitment. Schein (1984) posits that in organizations that make less of a separation between work and family norms, an individual's commitment to family does not conflict with his commitment to work.

Organizational Commitment

According to Morrow (1983), organizational commitment is commitment to a place of work. Career opportunities, work-life policies such as flexi timings, maternity leaves etc. and job characteristics have a direct impact on organizational commitment (Bashir and Ramay, 2008). Additionally, Hicks-Clarke and Iles, (2000) have proved that, in addition to policy support, organizational justice and climate for diversity strongly impact organizational commitment. As stated earlier, supportive work-family culture also relates to organizational commitment positively (Dikkers, Geurts, Dulk, Peper and Kompier, 2004; Thompson, Beauvis and Lyness, 1999).

Job Satisfaction

Job satisfaction is an employee's attitudinal response to his or her organization (Dikkers e al., 2009). Garcia-Bernal (2005) argued that job satisfaction is a pre-condition for competitive levels of quality and for organizations to be successful, employee satisfaction should be cardinal to organizational objective. Studies have also repeatedly shown that job satisfaction has strong ties to work-family culture, policy support, diversity climate and organization justice (Hick-Clarke et. al., 2000; Dikkers et. al, 2004; Thompson et. al, 1999).

Factors Influencing the Attitudes of Women Returners

Diversity Climate

The diversity climate is the corporate atmosphere as defined by its interactions with minorities on the individual, group, and organizational level (Cox, 1994). Cox uses the following three levels to describe the context of diversity climate: individual, inter-group, and organizational factors. Of particular interest in this study are the individual and organizational factors. Cox's model of the diversity climate recognizes the interplay between the individual and the organizational situation in which that individual is embedded. The twin aspects of diversity and climate are brought together by Kossek and Zonia, (1993). They also point out that climates are affected by equal opportunities policies, access to resources and opportunities in the organization, and by how individuals and groups view those policies. They argue that women are often more aware of restrictions on their advancement and opportunities than are men. Additionally, female respondents have a more positive attitude towards diversity efforts than the male respondents. Hence, while measuring the behavior and attitudes of women in organizations, climate for gender diversity becomes an important factor. Based on the review of literature cited above, it is posited that,

H1.   Climate for gender diversity will be positively related to Job Satisfaction, Career Satisfaction, Career Commitment and Organizational Commitment.

Policy Support

The dramatic increase in the number of women who work outside the home, has reduced the time available for domestic and care giving responsibilities. Yet workplace norms have failed to adjust to the growing number of workers with such dual responsibilities, and continue to be based on an ideal worker, who is able to work full-time, continuously, and is unencumbered by childbirth, sickness, school closures or domestic work. Organizations offer their commitment to diversity through schemes and policies such as flexible working hours, equal opportunities policies, childcare provision, career breaks and mentoring. The work of Alimo-Metcalfe (1993) has shown the benefits conferred to the organizations due to these policies. The implementation of family-friendly policies is viewed as both responsive to and supportive of women's increasing participation in the labor force. With regard to job attitudes, use of and satisfaction with policies like work schedule flexibility has been associated with increased organizational commitment (Halpern, 2005; Houston & Waumsley, 2003). In addition to policy availability, studies have also shown the critical aspect of policy usage as an important predictor of women's career outcomes (Allen, 2001). Hence, the present study aims at finding the influence of both policy availability at the work place and the actual policy usage, on the attitudinal factors of re-entry women. Therefore, it is hypothesized that,

H2a.   Policy Availability is positively related to Job Satisfaction, Career Satisfaction, Career Commitment and Organizational Commitment.

H2b.   Policy Usage is positively related to Job Satisfaction, Career Satisfaction, Career Commitment and Organizational Commitment.

Organizational Justice

Kim (2009) found that employees who perceived that they were treated fairly by their company, tended to develop and maintain communal relationships with their company. Also, when employees felt that they were treated fairly by their company, they were likely to hold more commitment, trust, satisfaction, and control mutuality than when they perceived that they were treated unfairly. Traditionally, organizational justice has been recognized as being composed of two aspects, distributive and procedural justice. Distributive justice refers to the perceived fairness of the amounts of compensation that employees receive, while procedural justice refers to the perceived fairness of the means used to determine those amounts (Folger and Konovsky, 1989). Studies suggest that distributive justice is greatly influenced by ratings based on performance and recommendations for salary hikes and/or promotions based on ratings, whereas management practices such as two-way communication, employee participation, and consistent application of performance appraisal standards are recognized as determinants of procedural justice (Greenberg, 1986; Korgaard and Roberson, 1995). Enhanced justice triggers the employee outcomes like career and organizational commitment and career and job satisfaction. Therefore, the resulting hypotheses are,

H3.   Organizational Justice (procedural and distributive) will be positively related to Job Satisfaction, Career Satisfaction, Career Commitment and Organizational Commitment.

Work-Family Culture

A supportive work-family culture has been defined as the shared assumptions, beliefs and values, regarding the extent to which, for women and men, an organization supports and values work and family integrations (Thompson, 1999). Work-family culture has three dimensions: managerial support, time demands and negative career consequences. Supportive work-family

culture has been found to be positively related to job satisfaction, affective organizational commitment and negatively related to intention to leave the organization (Bhargava & Baral, 2009; Dikkers, 2004). Additionally, Lyness, (1999), have shown that supportive work-family culture increases pregnant women's career commitment and positively influences their plans to return to work sooner. Mauno (2005) argues that poorer work-family culture leads to poorer job satisfaction and that, the work-family culture is found to be more supportive among female respondents than male respondents. Hence, it is posited that,

H4.   Work-Family Culture is positively related to Job Satisfaction, Career Satisfaction, Career Commitment and Organizational Commitment.

Method

Data and Sample

Data were collected through a survey questionnaire from 152 re-entry women employed in 9 different IT organizations in Southern India. 70.4 percent were married. Of the married respondents (n=107), 87.9 percent reported having at least one or child. In terms of education, 96 participants (63.2 percent) reported to have a graduate degree in technical non-technical education and 56 (36.9 percent) reported to have a post-graduate degree in technical or non-technical education. In terms of age, 21.05% of the respondents were between 18 and 24 years, 41.45% of the respondents were between 25 and 34 years and 37.5% of the respondents were between 35 and 44 years. All the respondents were full-time and regular employees in their respective organizations.

Measures

Independent Variables: To measure the *availability of policies*, participants were given the a list of 13 - work-life balance policies commonly offered by organizations and were asked to

state whether their current organization offers those policies or benefits. The respondents

indicated their response by "no" or "yes". Policies that were available were coded "1", otherwise

"0". Responses were summed up to create an overall Policy Availability index such that, higher

scores indicated a greater number of policies available. Similarly, to measure the ***usage of***

policies, participants were given the same list of 13 work-life balance policies commonly offered

by organizations and were asked to state whether they had used the policies/benefits during their

tenure in their current organization. The respondents indicated their response by "no" or "yes".

Policies that were used by the respondents were coded "1", otherwise "0". Responses were

summed up to create an overall Policy Usage index such that, higher scores indicated a greater

number of benefits used. ***Work-family culture*** was measured using the nine-item short version

work-family culture scale (Lyness et al., 1999) originally developed by Thompson et al. (1999).

Respondents indicated their level of agreement to each statement (e.g. in general,

managers/supervisors in this organization are quite accommodating of family-related needs) on a

five-point scale ranging from "strongly disagree" (1) to "strongly agree" (5). Negatively worded

items were reverse scored and responses were summed such that a high score represented a

supportive work-family culture. ***Organizational Justice*** was measured using the 10 item scale

developed by Tremblay, Sire and Balkin (2000b). Respondents indicated their level of agreement

to each statement (e.g. Management is transparent in terms of compensation management) on a

five-point scale ranging from "strongly disagree" (1) to "strongly agree" (5). Negatively worded

items were reverse scored and responses were summed such that a high score represented a fair

workplace. ***Diversity Climate*** was measured using the 4 item scale developed by Mor Barak,

Cherin and Berkman (1998). Respondents indicated their level of agreement to each statement

(e.g. Managers here give feedback and evaluate employees fairly regardless of factors such as

sex/gender) on a six-point scale ranging from "strongly disagree" (1) to "strongly agree" (5). Negatively worded items were reverse scored and responses were summed such that a high score represented a fair workplace.

Dependent Variables

Job Satisfaction was measured using the 6 item scale developed by Agho, Price and Mueller (1992). *Career Satisfaction* was measured using the 5 item scale developed by Greenhaus, Parasuraman, and Wormley (1990). *Career Commitment* was measured using the 7 item scale developed by Blau (1989). *Organizational Commitment* was measured using the 9 item scale developed by Mowday, Steers, and Porter (1979). Respondents indicated their level of agreement to each statement on a five-point scale ranging from "strongly disagree" (1) to "strongly agree" (5). Negatively worded items were reverse scored and responses were summed to get the final score in each of the dependent variables.

Demographic and background variables

Demographic and background information were derived from self-reported information on respondent's marital status (0 = single, 1 = married), parental status (0 = not having a child, 1 = having at least one child), age (in years), education (0 = graduate, 1 = post-graduate) and tenure in the current organization (in years). Means, SDs and correlations for all variables used in the analyses are presented in Table 1, as are alpha reliabilities for all scales.

Variables	Mean	SD	1	2	3	4	5	6	7	8	9	10	11
1 Education													
2 Age			0.29**										
3 Marital Status			0.26**	0.72**									
4 Parental Status			0.3**	0.66**	0.76**								
5 JS	3.53	0.73	0.18*	0.41**	0.47**	0.42**	(0.79)						
6 CS	3.42	0.77	0.24**	0.33**	0.42**	0.36**	0.57**	(0.72)					
7 CC	3.65	0.71	0.26**	0.32**	0.41**	0.37**	0.63**	0.7**	(0.84)				
8 OC	3.86	0.71	0.26**	0.39**	0.51**	0.43**	0.58**	0.52**	0.56**	(0.91)			
9 WFC	3.64	0.72	0.26**	0.39**	0.52**	0.45**	0.6**	0.54**	0.58**	0.93**	(0.86)		
10 OJ	3.69	0.72	0.26**	0.35**	0.47**	0.4**	0.53**	0.53**	0.57**	0.92**	0.97**	(0.84)	
11 DC	4.01	1.14	0.04	0.01	0.01	0.04	0.28**	0.32**	0.36**	0.22**	0.25**	0.25**	(0.9)

Notes: $n = 152$; significance at $**p < 0.01$, $*p < 0.05$ (two-tailed); Cronbach's alpha coefficients are reported in parantheses on the diagonal

Table 1. Descriptive Statistics, reliablities and intercorrelations among variables

Analyses

We used t-test to estimate if there were any significant mean differences in job satisfaction, career satisfaction, career commitment and organizational commitment by marital status, parental status and education. We also performed analysis of variance (ANOVA) (post hoc Scheffe's test) to estimate if there were any significant mean differences in the career outcomes across age groups to control the effect of demographic variables. We used moderated regression analysis to examine the hypothesized relationships. Control variables were entered in Step 1 of the equation, followed by the independent variables in Step 2. Results are presented in Table 2.

Results

T-test and ANOVA Results

As shown in Table 2, t-test results showed some significant mean difference in JS, CS, CC and OC. Married respondents reported significantly higher level of job satisfaction (t=5.34, p<0.05), career satisfaction (t=4.55, p<0.05), career commitment (t=4.6, p<0.05) and organizational commitment (t=6.4, p<0.05) than did singles. Parents (having at least one child) reported significantly higher level of job satisfaction (t=5.03, p<0.05), career satisfaction (t=3.76,

p<0.05), career commitment (t=4.02, p<0.05) and organizational commitment (t=5.32, p<0.05) than did non-parents. Respondents with a post-graduate degree in technical or non-technical education, reported significantly higher level of career commitment (t=3.68, p<0.05) and organizational commitment (t=3.7, p<0.05) than did respondents with a graduate degree in technical or non-technical education, although there was no significant difference in job satisfaction and career satisfaction between the two groups.

Table 2. t-tests for JS, CS, CC, and OC based on demographic factors

Demographic Factors	Job Satisfaction (JS) Mean	SD	n	t	Career Satisfaction (CS) Mean	SD	n	t	Career Commitment (CC) Mean	SD	n	t	Organizational Commitment (OC) Mean	SD	n	t
Marital Status																
Single	3.0139	0.8684	45	5.34**	2.9222	0.99199	45	4.55**	3.2015	0.86094	45	4.6**	3.31	0.7413	45	6.4**
Married	3.7567	0.5217	107		3.6359	0.54032	107		3.8389	0.54788	107		4.1	0.5513	107	
Parental Status																
Non-Parent	3.155	0.837	58	5.03**	3.0977	0.99452	58	3.76**	3.3408	0.84508	58	4.02**	3.465	0.783	58	5.32**
Parent	3.772	0.5278	94		3.6263	0.50777	94		3.8411	0.54495	94		4.1	0.5444	94	
Education																
Graduate	3.4374	0.7541	96	2.24	3.2824	0.82719	96	3.3	3.5066	0.77069	96	3.68**	3.724	0.7678	96	3.67**
Post-Graduate	3.7071	0.6455	56		3.6685	0.60461	56		3.8964	0.53093	56		4.1	0.52062	56	

Note: Significant at: **p <0.01

Table 3. One-way ANOVA comparing the three age groups on JS, CS, CC, OC

	Job Satisfaction (JS) Sum of Squares	df	Mean Square	F	Career Satisfaction (CS) Sum of Squares	df	Mean Square	F	Career Commitment (CC) Sum of Squares	df	Mean Square	F	Organizational Commitment (OC) Sum of Squares	df	Mean Square	F
Between Groups	15.15	2	7.58	17.54***	16.52	2	8.26	16.66***	10.58	2	5.287	11.81***	15.6664	2	7.83	19.36***
Within Groups	64.36	138	0.432		73.86	138	0.496		66.73	138	0.448		60.26	138	0.404	

Note: Significant at **p <0.01

Table 4. Multiple comparisons (post hoc Scheffe's test) among three age groups on study variables

(I) AGE	(J) AGE	Job Satisfaction (JS) I-J	Std. Error	Sig.	Career Satisfaction (CS) I-J	Std. Err	Sig.	Career Commitment (CC) I-J	Std. Err	Sig.	Organizational Commitment (OC) I-J	Std. Error	Sig.
1 (18 to 24 years)	2	-0.623**	0.1427	0.00	-0.819**	0.1631	0.00	-0.605**	0.1453	0.00	-0.755**	0.1381	0.00
	3	-0.854**	0.1452	0.00	-0.797**	0.1655	0.00	-0.682**	0.1478	0.00	-0.817**	0.1405	0.00
2 (25 to 34 years)	1	-0.623**	0.1427	0.00	-0.819**	0.1631	0.00	0.605**	0.1453	0.00	-0.755**	0.1381	0.00
	3	-0.231	0.1201	0.16	0.022	0.1339	0.99	-0.078	0.1223	0.82	-0.061	0.1163	0.87
3 (35 to 44 years)	1	-0.854**	0.1452	0.00	-0.797**	0.1655	0.00	0.682**	0.1478	0.00	-0.817**	0.1405	0.00
	2	-0.231	0.1201	0.16	0.022	0.1339	0.99	0.078	0.1223	0.82	-0.061	0.1163	0.87

Note: Significant at **p <0.05

The ANOVA test (Table 3) and post hoc Scheffe's test (Table 4) indicated significant differences among the respondents across different age groups on their average scores on job satisfaction, career satisfaction, career commitment and organizational commitment. Respondents from the age group 35-44 years reported higher levels of job satisfaction, career commitment and organizational commitment than the lesser age groups and respondents from the age group 25-34 years reported higher level of career satisfaction than the other two age-groups. Based on these results and previous literature, we included respondent's education, age, marital status and parental status in the analysis for control purposes, by entering them in the first step of regression equation.

Regression Results:

The results for Step 1 (Table 5, Model 1a-1d) of the regression analysis indicated that the control variables explained only 23.9 percent variance in job satisfaction, 19.9 per cent in Career Satisfaction, 19.7 percent in career commitment and 27.7 percent in organizational commitment. When predictor variables policy availability, policy usage, diversity climate, organizational justice and work-family culture were entered together in the second step (Table 5, Model 1b) of the regression analysis, treating job satisfaction as the dependent variable, a statistically significant model emerged (F = 14.246, p < 0.001, df = 5, 142), which explained 46.1 per cent of the total variance. Among all the independent variables, diversity climate ($\beta = 0.204$, $p < 0.05$), policy usage ($\beta = 0.321$, $p < 0.05$), organizational justice ($\beta = 0.55$, $p < 0.05$) and work-family culture ($\beta = 0.855$, $p < 0.05$) emerged as the significant predictors of job satisfaction. Contrary to the hypothesis, policy availability did not emerge as a significant predictor of job satisfaction.

When predictor variables policy availability, policy usage, diversity climate, organizational justice and work-family culture were entered together in the second step (Table 5,

Model 2b) of the regression analysis, treating career satisfaction as the dependent variable, a statistically significant model emerged (F = 9.336, p < 0.001, df = 5, 142), which explained 35.9 per cent of the total variance. Among all the independent variables, diversity climate (β = 0.263, p < 0.05) and policy usage (β = 0.244, p < 0.01) emerged as significant predictors of career satisfaction. However, work-family culture, organizational justice and policy availability did not emerge as significant predictors of career satisfaction.

When predictor variables policy availability, policy usage, diversity climate, organizational justice and work-family culture were entered together in the second step (Table 5, Model 3b) of the regression analysis, treating career commitment as the dependent variable, a statistically significant model emerged (F = 13.436, p < 0.001, df = 5, 142), which explained 42 percent of the total variance. Among all the independent variables, diversity climate (β = 0.281, p < 0.05) and policy usage (β = 0.238, p < 0.05) emerged as the significant predictors of career commitment. However, work-family culture, organizational justice and policy availability did not emerge as significant predictors of career commitment.

When predictor variables were entered together in the second step (Table 5, Model 4b) of the regression analysis, treating organizational commitment as the dependent variable, a statistically significant model emerged (F = 135.873, p < 0.001, df = 5, 142), which explained 86.7 per cent of the total variance. Among all the independent variables, work-family culture (β = 0.554, p <0.01) organizational justice (β =0.333, p < 0.01) and policy usage (β =0.135, p < 0.05) emerged as the significant predictors of organizational commitment. However, policy availability and diversity climate did not emerge as significant predictors of organizational commitment.

Variables	Job Satisfaction		Career Satisfaction		Career Commitment		Organizational Commitment	
Model	1a	2a	1b	2b	1c	2c	1d	2d
Step 1 Control Variables								
Education	0.038	-0.096	0.135	0.015	0.16*	0.034	0.128	-0.029
Age	0.13	0.034	0.027	-0.038	0.007	-0.045	0	-0.029
Marital Status	0.285*	-0.083	0.337**	0.052	0.299*	-0.024	0.418**	-0.019
Parental Status	0.105	0.139	0.041	0.081	0.083	0.126	0.075	0.014
Step 2 Predictors								
Policy Availability		0.115		0.047		0.114		0.031
Policy Usage		0.309**		0.244*		0.238*		0.14*
Work-Family Culture		0.971**		0.168		0.223		0.554**
Organizational Justice		0.605*		0.137		0.145		0.333**
Diversity Climate		0.218**		0.263**		0.281**		0.012
R2	0.239	0.493	0.199	0.397	0.197	0.455	0.277	0.875
Adj R2	0.218	0.461	0.177	0.359	0.175	0.42	0.257	0.867
R2 Change	0.239	0.254	0.199	0.198	0.197	0.258	0.277	0.598
F Change	11.538**	14.246**	9.118**	9.336**	8.994**	13.436**	14.052**	135.873**

Notes: Significance at: $*p < 0.05$, $**p < 0.01$ and $***p < 0.001$; $n = 152$; education: 0-graduate, 1-post-graduate; MARITAL STATUS: 0-single,1-married; AGE: 1- (18-24) years, 2- (25-34) years, 3- (35-44) years; PARENTAL STATUS: 0-no child, 1-atleast one child; values in tables are standardised beta coefficients; Model 1 includes only the variables listed in Step 1; Model 2 includes variables listed in steps 1 and 2.

Table 5. Regression Analysis showing the predictors of the study variables.

Discussion

The primary objective of this study was to identify the factors influencing the attitudes of women returners (job satisfaction, career satisfaction, career commitment and organizational commitment). Overall results indicate high levels of support for several study hypotheses. The findings are discussed in the following sections.

H1 examined the relation between diversity climate and the attitudes of women returners. The results of this study reinforce the established positive link (Hicks-Clarke and Iles, 2000) between diversity climate and the dependent variables namely, job satisfaction, career satisfaction and career commitment. This means that, when women returners feel welcomed and included, they tend to have a very positive outlook towards their career and feel satisfied with

their job. The findings of this study are in line with the model posited by Virick, Goswami, and Czekajewski (2004), who state that women are strongly influenced by the treatment they receive at the workplace. However, diversity climate did not influence the organizational commitment of women returners. This might be because of the fact that, though a lot of organizations engage in diversity initiatives and practices, organizations are still skeptical with respect to encouraging women returners. Hence, diversity climate with respect to women returners, who are still minorities in several organizations, may not be a very significant influencer of their work attitudes. This is in line with the research done by Joshi and Roh (2009), which suggests that, diversity climate's effect on organizational commitment depends on the type of the workforce group.

H2a examined the relationship between policy availability and the attitudes of women returners. The findings show that policy availability has no significant impact on the attitudes of women returners. The study's findings are supported by Allen (2001), who states that availability of policies alone does not ensure their use or their helpfulness toward work-life balance. Evidence also suggests that, though the policies like flexi-time, job sharing, etc. can reduce stress related to work-family conflict, such policies are not utilized in corporate settings, despite its availability in such companies (Allen, 2001; Clark, 2001; Hollenshead et al., 2005; Thompson, Beauvis, & Lyness, 1999). Therefore, H2b examined the relationship between policy usage and the attitudes of women returners. The results indicate that policy usage has significant association with all the attitudes of women returners, namely, job satisfaction, career satisfaction, career commitment and organizational commitment. The findings reveal a very significant fact that there is a very large difference between the number of benefits available and the actual usage of these benefits. Almost 83.6 percent (n=127) of respondents in this study had marked more

than 10 policies (out of the 13 policies listed) in their organizations. However, only 16.4 percent (n=25) of the study respondents have actually used even 8 policies out of the listed number of 13. For example, flexible workweek schedule was available in over 98 percent of the respondents' situations, yet, its reported usage was only 5.2 percent (n = 8). This goes on to suggest that, the existing culture in the Indian IT organizations, either does not provide the right kind of family support or does not encourage the use of such support. However, the findings suggest that actual policy usage has far reaching consequences as compared to availability of policies.

H3 examined the impact of work-family culture on the attitudes of women returners. The results indicate that work-family culture has significant impact on job satisfaction and organizational commitment. This is in line with several recent studies which support the view that, workplace cultures and initiatives which openly address and support work and family issues may result in valued organizational outcomes such as job satisfaction, organizational commitment and lower turnover intentions (Baral & Bhargava, 2010; Brough, O'Driscoll, & Kalliath, 2005; Thompson, Beauvais, & Lyness. 1999). The present study also implies that, in a non-supportive climate, there may be subtle or overt messages sent that discourage the use of policies and benefits or imply that employees may be negatively impacted if such benefits are utilized. This statement is affirmed by Brown (2010), who has found that gender bias and stereotyping continue to prevail in organizations and, women who follow traditional work-life balance models (part-time, flexi time,etc.) get discriminated. Interestingly, the results of the present study reveal that, work-family culture does not influence career satisfaction and career commitment of women returners. Career satisfaction measures the extent to which individuals believe their career progress is consistent with their own goals, values and preferences (Heslin, 2003) and, career commitment is characterized by the development of personal career goals, as

well as by attachment to, identification with, and involvement in those goals. Thus, both career satisfaction and career commitment are addressed with a long term view of one's career facet while, job satisfaction and organizational commitment are related to the job and the organization with which the individual is associated. This explains why work-family culture, which is an important attribute of the job, and the organization to which it is associated, has no significant impact on the career satisfaction and career commitment.

H4 examined the influence of organizational justice on the attitudes of women returners. The findings reveal that organizational justice has significant impact on job satisfaction and organizational commitment. This had already been affirmed by several studies (Hicks-Clarke and Iles, 2000; Choudhry, Philip and Kumar, 2011). With respect to IT sector, Pare and Tremblay (2007) have proved that organizational justice has a significant impact on commitment and turnover intentions of employees. This means that, when women returners perceive their organizations to be fair, they have better job satisfaction and organizational commitment. This in turn helps them in having a successful and satisfied career. Similar to work-family culture, organizational justice is applicable only with respect to the job and the organization with which an employee is associated. Hence, it is not surprising when results reveal that, organizational justice has no significant impact on career satisfaction and career commitment, which are facets of one's career rather than one's organization.

Implications

This study has addressed the existing scarcity of research on Indian re-entry women. Though a number of researchers have studied re-entry women in developed countries, it is still a very novel and recent phenomenon in India. Only when we know which aspects of organizations and jobs would influence women returners' work attitudes, we will be able to address those

aspects to attract returners. The findings have also attested the existing gap between organizations' policy provisions and their implementation. The study findings suggest that, the career outcomes and attitudes of Indian re-entry women are directly related to policy support, work-family culture, organizational justice and diversity climate. Organizations must therefore address their culture and support systems to provide the right kind of support to re-entry women Organizations should also make efforts to make their workplace environments more supportive and inclusive to women returners. This can be done by revising their existing polices and support systems to suit the re-entry women's needs. Culture also plays a crucial role in providing a supportive workplace, as implied by this study's findings. Therefore, workplace culture should be made supportive to the women availing the work-life balance policies, without being penalized. Since studies suggest that, women are focused and organized, especially in handling multiple roles (Naqvi, 2011), today's re-entry women need to use these inherent strengths as leverage and find their feet within the context of the organization. On their part, organizations would do well to keep in mind re-entry women's multiple roles as well as, implement equality and negate gender discrimination. Career mentoring for working women and training workshops for re-entry women to increase their skill-sets, could be implemented to ensure gender equality and to promote better performance.

However, there are a few limitations in this study, which must be considered while interpreting the findings. Firstly, the respondents are from IT sector only and hence, the results of this study cannot be generalized to other sectors. Secondly, the study addressed the respondents based in South India. Hence, it may not be able to explain the situation in other parts of India. Also, the study examines only the attitudinal outcomes to predict career success of women returners. Further studies should include performance outcomes to understand if there are any

significant implications on Indian women returners' performance in their workplace.

Additionally, influence of demographic and situational characteristics such as family structure

and personal characteristics as well as the influence of the manager support in the workplace

should be studied, to get a better picture of the complex relationships between the attitudes of

women returners and their workplace predictors.

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