

**MANAGING WORK AND FAMILY CONFLICT
IN CONTEMPORARY INDIA: LUXURY AND
NECESSITY FOR THE URBAN
WORKFORCE-
A MACRO PERSPECTIVE**



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DEMOGRAPHICS OF INDIA : A BRIEF PROFILE

- Total Population of India: >1000 Million
- Percentage of Women - 48%: 480 Million
- Percentage of Working Population - 36%:360 Million
- Percentage of Women in Working Population – 32%: 115.2 Million
- Percentage of Women in Organized Sector (4% of the above) 4.6 Million
- 2 India's – urban and rural
- 29 states each having its own folklore, history and language.
- Secular country with people belonging to different religions holding public offices.
So India is many 'little Indias'.

BRIEF PROFILE

- **As per Hofstede (1980) India ranks among the 5 highest countries on in-group collectivism and 5 lowest countries in gender egalitarianism.**
- **Caste and hierarchical systems still exist in BOTH urban and rural India.**
- **Family is still the basic unit and children live with their parents till they get married and many times even after - thus the 'joint' family system still exists.**
- **Parents are intrinsically concerned with the education of their children and underwrite the expenses, whatever the amount.**
- **Still a largely patriarchal society with an emphasis on child bearing – childless couples fight social stigma.**

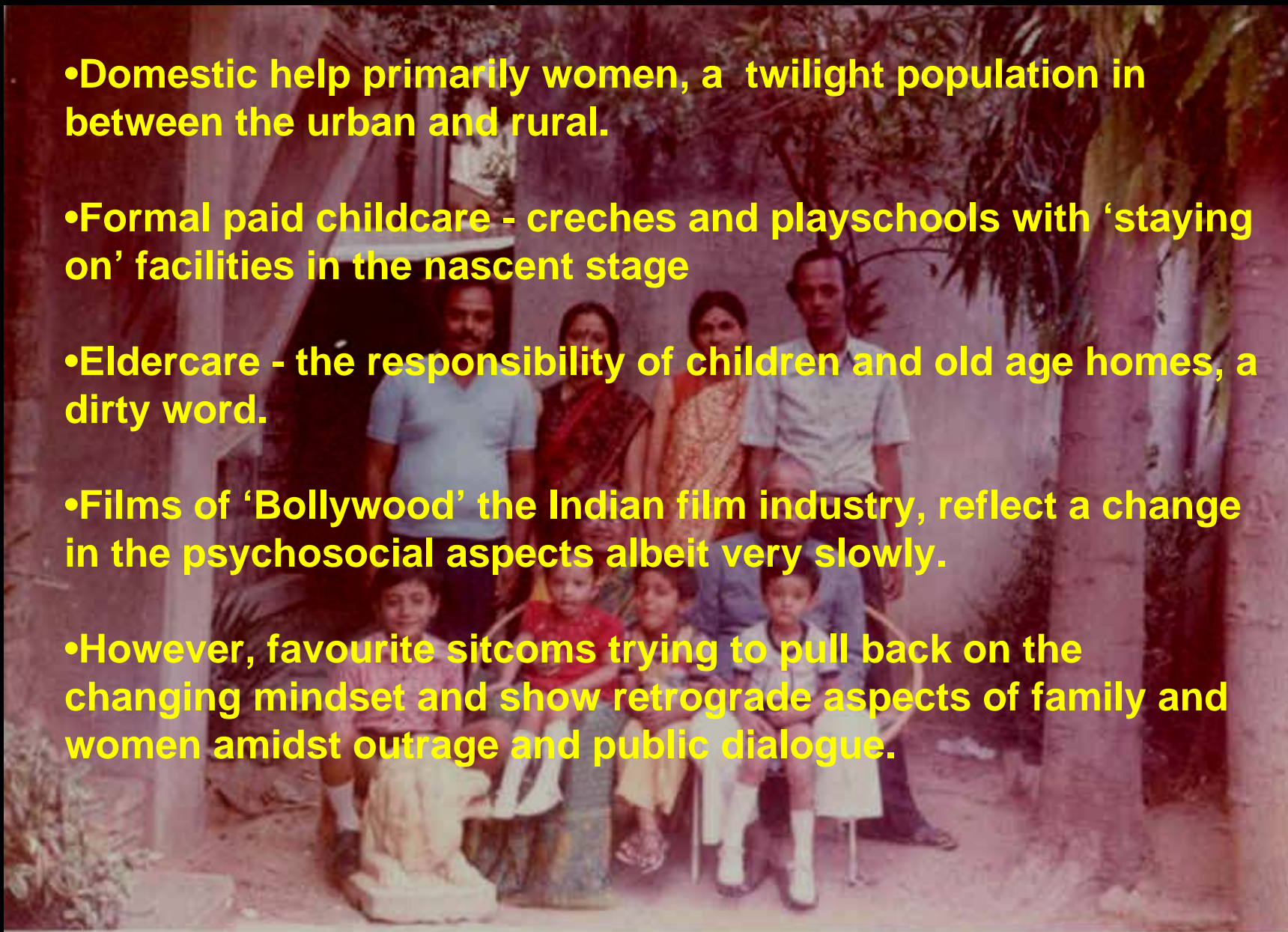
•Domestic help primarily women, a twilight population in between the urban and rural.

•Formal paid childcare - creches and playschools with 'staying on' facilities in the nascent stage

•Eldercare - the responsibility of children and old age homes, a dirty word.

•Films of 'Bollywood' the Indian film industry, reflect a change in the psychosocial aspects albeit very slowly.

•However, favourite sitcoms trying to pull back on the changing mindset and show retrograde aspects of family and women amidst outrage and public dialogue.



GENDER SENSITIVE POLICIES OF THE GOVERNMENT

- The Indian constitution has gender equality and womens' rights issues
- Article 15(3) empowers state to make affirmative discrimination in favour of women
- Article (39) - directs state policy towards providing men and women equal right to means of livelihood and equal pay for equal work
- Article (42) directs state to make provisions for ensuring just and humane conditions of work and maternity relief
- Article(51a) imposes fundamental duty on every citizen to renounce practices derogatory to the dignity of women
- Tenth Plan(2002-2007) focuses on empowering women socially and economically and eliminate gender discrimination

सत्यमेव जयते

WORKPLACE POLICIES AND PRACTICES

- Two distinct sectors with a third sector making its presence :Private, Public and the ITES
- Work culture and ethics distinctly different in each.
- Leave provisions and promotional avenues vastly different.
- One of the common policies: Maternity leave.
- Factories Act(1948): employer must provide a creche where more than 30 women work full time.
- Same act prevents women from being employed on the shop floor in heavy machinery industries.
- Gap between policy and practice in the private sector

NEW INDUSTRY - ITES



- A completely new industry emerged around 1995 with IT outsourcing, followed by Business Process Outsourcing (BPO).
- Drivers: Y2K
- First evidence of BPO's in India - Data Entry (Airlines)
- Exploded in 2001 with third party support.
- 600,000 people directly and indirectly employed.
- New set of rules, policies, salaries and a whole new generation.
- A new biological clock.
- Socio-cultural and psychological changes.
- Impact on intellectual capital, economy and **WORK FAMILY CONFLICT**.
- India, a long term player.

Brief History of Indian BPO Industry

State of Industry

- Industry Non-existent
- Airline Ticket Data Entry only “evidence” of processing

1990

- Amex FRC
- F&A backoffice of JAPA region
- AP, AR, Recon, closing books
- Initially English & Asian Lang
- Europe & N America added

1994

- FRC 500 FTEs
- GE Captive set up – GECIS
- Scope of TP beyond F&A – insurance, mortgage, others
- Outbound voice introduced in 1998
- India “noticed” – Nasscom study 1998

1996

- GE 3500 FTEs
- Industry barely USD 200m
- Third parties begin with VC support
- By 2001 industry explodes
- Fortune 100 companies operating – captive and 3rd party
- Voice ‘surprise’ winner
- Nasscom revises projections

2000

- >300,000 people directly employed
- Another 300,000 employed indirectly
- ~ USD 5b
- Growing at 44%
- Industry maturing
- Largest captives changing strategy – WNS, Genpact
- Discovering ‘sweet spot’ between voice and non-voice
- KPO

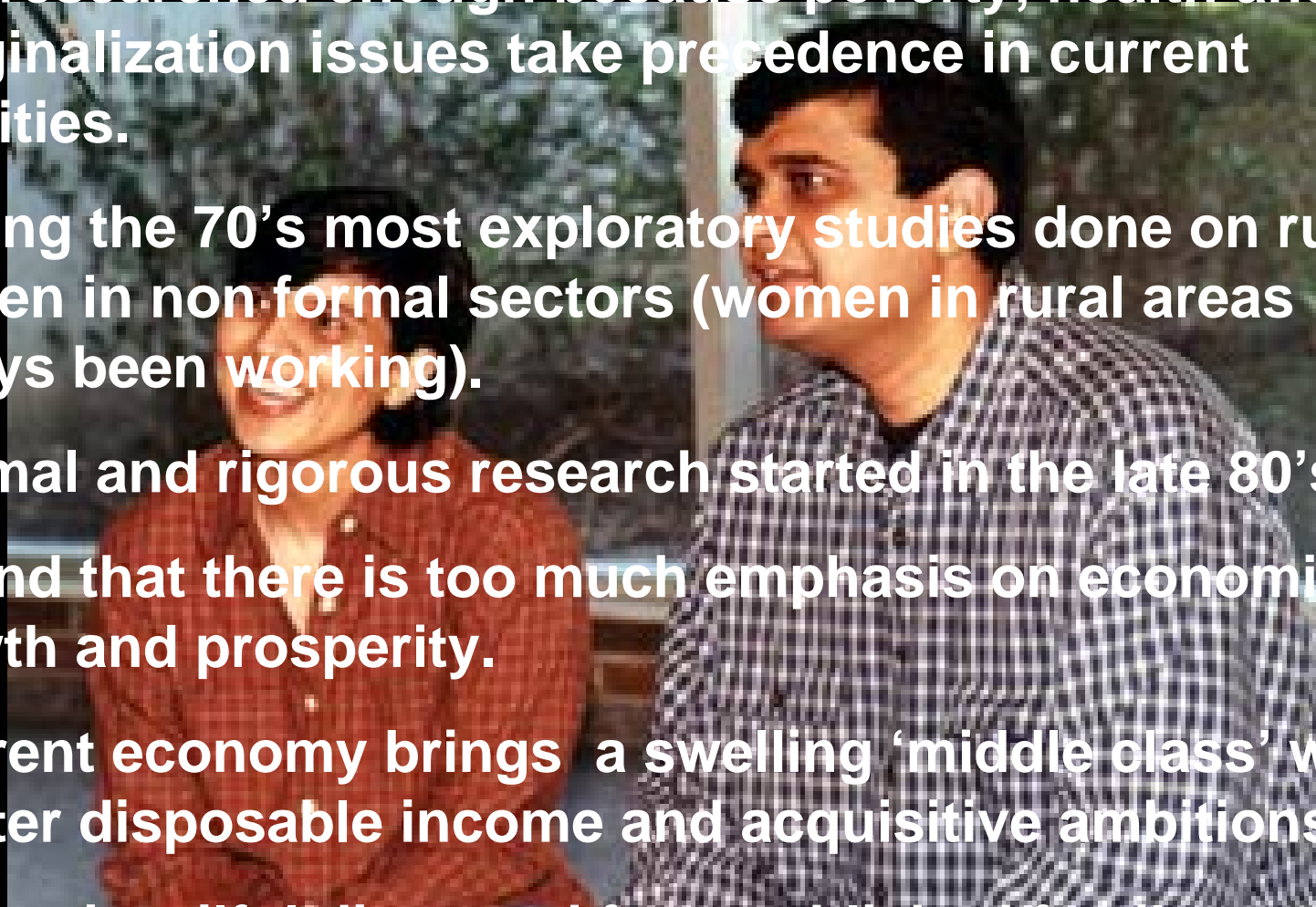
2006

Year (not drawn to scale)

CONTEMPORARY AND EMERGING INDIA

- Sale of mobile phones-1.5 million a month.
- McKinsey Report –India's revenue from 'IT' Industry will reach \$87 billion.
- Telecom sector and ITES sector the fastest growing.
- Emerging Industries: Bio-informatics, Bio-technology, Genomics and Clinical research.
- India poised to have the highest working population in the world;700 million out of 1.4 billion people by 2050.
- 100 of the Fortune 500 are now present in India, unlike many other asian countries.

- Dual career couples rising by leaps and bounds.
- Not researched enough because poverty, health and marginalization issues take precedence in current priorities.
- During the 70's most exploratory studies done on rural women in non-formal sectors (women in rural areas always been working).
- Formal and rigorous research started in the late 80's.
- Found that there is too much emphasis on economic growth and prosperity.
- Current economy brings a swelling 'middle class' with greater disposable income and acquisitive ambitions.
- A certain wilful disregard for established family practices at the expense of well being.



WORKPLACE FLEXIBILITY-ARE WE READY?

- Interviewed 25 companies representing different sectors and covered multinationals, large Indian organizations of the private sector, government and the public sector.
- Private sector players echoed the feeling-'Markets and scenarios changing so fast that strategies need to keep changing and thus employees just have to be present.
- HR practices of Telecom Majors in perpetual chaos due to constant changes.
- Bandwidth and privacy issues hindering the ITES sector.
- Multiple client servicing, direct customer interface and deliverables for the table on a monthly basis.
- Only the Government and to some extent the public sector has ways to get some amount of flexibility due to less accountability in delivery.

REALITY: IS MANAGING WORK AND FAMILY CONFLICT A LUXURY?

- A strange scenario emerging-
- Employers look the other way when confronted with issues of work and family conflict or pay lip service to it.
- Not surprisingly women face it most, however newer studies find that men are burdened with it too.
- Most fast track employees, be they men or women accept this conflict as a default to success at work; work life balance is still a non-issue.
- The feeling that working 11 hours a day is necessary for development is all pervasive.
- Currently handling Work-Family Conflict is seen as a luxury by a workforce which is in hurry to consumerize and thus accepts willingly, this price for progress in economy.