

HARMONIZING GROWTH: EXAMINING MULTI-MILLENNIAL WOMEN'S WORK COMPATIBILITY AND BEHAVIORAL INTENTIONS FOR SOCIAL ADVANCEMENT IN INDIA'S IT SECTOR

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ABSTRACT

Purpose: This study aims to explore the relationship between work compatibility and behavioural intentions among multi-millennial women working in India's IT sector. It addresses the research gap concerning how career flexibility, organizational support, and gender-sensitive policies influence women's sustained participation and professional growth in the technology industry.

Design/Methodology/Approach: A quantitative research design was adopted using a structured questionnaire distributed among 350 female IT professionals across major technology hubs in India. The collected data were analyzed through Structural Equation Modelling using Smart PLS to examine the causal relationships between key variables such as work compatibility, job satisfaction, and behavioural intentions.

Findings: The results indicate that work compatibility significantly enhances job satisfaction and positively influences behavioural intentions, including career commitment and organizational loyalty. Supportive workplace policies and flexible work arrangements were found to strengthen these relationships.

Practical Implications: The findings offer insights for HR leaders and policymakers to design gender-inclusive frameworks that promote work-life harmony, thereby enhancing employee retention and productivity in the IT sector.

Originality/Value: This research contributes to understanding how multi-millennial women perceive and align personal aspirations with professional roles, offering new perspectives on sustainable workforce participation in India's evolving digital economy.

Keywords: Work Compatibility, Behavioural Intentions, Multi-Millennial Women, IT Sector, Economic Advancement, Work-Life Balance

1. INTRODUCTION

Background and Context of the Problem

India's Information Technology (IT) sector has evolved into one of the country's most powerful engines of economic progress, contributing substantially to GDP, exports, and employment generation. Over the past two decades, it has become a hub for innovation, outsourcing, and digital transformation, driving India's reputation as a global technology leader. Notably, this sector has also emerged as one of the most significant employers of women. With a workforce that increasingly values diversity and inclusivity, IT companies have played a pivotal role in encouraging women's participation in professional spaces that were once male-dominated.

Within this dynamic environment, multi-millennial women — broadly defined as those born between the early 1980s and the late 1990s — represent a distinct and influential segment of the IT workforce. They are characterized by high levels of education, digital literacy, and professional ambition. However, their career journeys are often marked by competing demands between personal life and professional advancement. As they navigate through stages of marriage, motherhood, and career progression, they face unique pressures that differ from previous generations of working women.

Despite improvements in organizational policies, such as flexible work arrangements, maternity benefits, and diversity initiatives, many women still encounter barriers that prevent them from achieving true work-life integration. The fast-paced, project-driven culture of the IT industry often leads to long working hours, high

cognitive demands, and tight deadlines. These conditions can create strain between professional roles and personal responsibilities, ultimately affecting their job satisfaction and long-term commitment to the organization.

In this context, the concept of work compatibility becomes crucial. It refers to the extent to which one's professional responsibilities, workplace environment, and personal life commitments align in a balanced and sustainable manner. Unlike traditional notions of work-life balance, which emphasize equilibrium between work and home, work compatibility focuses on fit — the alignment between what an employee values and what the organization offers. When women perceive strong compatibility, they are more likely to experience satisfaction, emotional well-being, and a sense of belonging, leading to stronger behavioural intentions such as loyalty, engagement, and intention to stay.

For multi-millennial women in India's IT sector, these behavioural intentions are critical not only for personal career growth but also for the nation's economic advancement. Retaining skilled women professionals ensures a more diverse leadership pipeline and enhances productivity, innovation, and inclusiveness within the industry. Thus, fostering work compatibility is not merely a matter of employee well-being — it is a strategic imperative for sustainable economic development.

Research gap

Although a considerable amount of literature has explored work-life balance and gender inclusion in India's IT industry, notable research gaps remain. Studies over the last decade have largely focused on work-life balance, work stress, and organizational support, yet few have examined the more nuanced construct of work compatibility. This concept goes beyond balancing time between roles and instead examines how the structure of work and personal aspirations coexist harmoniously to influence professional outcomes.

For instance, research published in the ARSS Journal (2023) identified that women professionals in Indian IT firms continue to experience challenges in maintaining equilibrium between work and home, primarily due to the high intensity of job demands and limited organizational flexibility. Similarly, a study featured in Granthaalayah Publications (2022) emphasized that though organizations have introduced gender-inclusive initiatives, their implementation often lacks depth, leading to a gap between policy and practice. These findings reveal that many IT professionals still struggle to translate institutional support into a true sense of compatibility between their personal and professional lives.

Recent investigations further reveal new generational dynamics shaping the workforce. A 2024 study in the International Journal of Social Science and Economic Research (IJSSER) found that psychological capital — comprising resilience, optimism, and self-efficacy — varies across generations and significantly influences women's capacity to handle work-life challenges. This suggests that millennial women, with their strong preference for autonomy and purpose-driven careers, may require different forms of organizational support to sustain satisfaction and motivation.

Additionally, the Advances in Consumer Research Journal (2025) examined generational differences in work values among Generation Y and Z employees in India's IT/ITES sector. The findings revealed distinct expectations regarding flexibility, recognition, and personal growth. However, this study did not focus specifically on women, nor did it analyze how such generational traits interact with behavioural intentions such as job commitment and retention.

Thus, there is still limited empirical evidence on how work compatibility influences behavioural intentions — including commitment, motivation, and intention to stay — specifically among multi-millennial women in India's IT sector. This research gap underscores the need to explore how organizational support mechanisms, such as flexible work policies, inclusive culture, and managerial empathy, shape women's perception of compatibility and, in turn, their willingness to remain within the organization.

Moreover, most prior research has viewed women's work outcomes primarily through the lens of constraints or challenges, often emphasizing problems rather than possibilities. This study aims to shift the narrative toward understanding harmonization — how work and life domains can function in synergy rather than conflict. By focusing on work compatibility, this research introduces a positive, growth-oriented framework that aligns with India's broader vision of inclusive economic participation.

Study Objectives

The overarching aim of this study is to explore how work compatibility shapes the behavioural intentions of multi-millennial women working in India's IT sector. It further seeks to understand how organisational support and job satisfaction act as critical drivers or mediators in this relationship. In a rapidly evolving digital economy where technology careers are fast-paced, demanding, and highly competitive, understanding how women align personal aspirations with professional roles becomes essential.

The specific objectives of this study are:

1. To examine the relationship between perceived work compatibility and job satisfaction among multi-millennial women in India's IT industry.
2. To assess the influence of job satisfaction on behavioural intentions, including organisational loyalty, commitment, and intention to stay.
3. To evaluate the role of organisational support mechanisms—such as flexible work arrangements, gender-inclusive policies, and managerial empathy—in moderating or mediating the link between work compatibility and job satisfaction.

4. To contribute to the theoretical development of gender-inclusive models of employee behaviour by integrating generational and contextual variables into established frameworks.
5. To provide actionable insights for organisations and policymakers seeking to retain and empower women professionals in the IT sector for sustainable economic growth.

Research Questions

Based on these objectives, the study seeks to address the following research questions:

1. How does perceived work compatibility influence job satisfaction among multi-millennial women in India's IT sector?
2. To what extent does job satisfaction affect behavioural intentions, including career commitment, organisational loyalty, and intention to stay?
3. How do organisational support mechanisms—such as flexible work options, inclusive culture, and supportive leadership—shape or strengthen these relationships?
4. Can work compatibility and organisational support jointly enhance women's motivation and engagement, leading to long-term professional retention and advancement?
5. What are the implications of these relationships for women's economic participation and organisational performance in the Indian IT landscape?

These questions guide the study in bridging the conceptual and empirical gaps surrounding women's workplace experiences and behavioural outcomes in modern technology-driven organisations.

Overview of Hypotheses

Drawing from established organisational behaviour theories—specifically the Job Demands-Resources (JD-R) model and Self-Determination Theory (SDT)—this study develops a conceptual model linking work compatibility, job satisfaction, organisational support, and behavioural intentions. The following hypotheses are proposed:

- H1: Work compatibility has a positive and significant influence on job satisfaction among multi-millennial women in India's IT sector.
- H2: Job satisfaction has a positive and significant impact on behavioural intentions, such as career commitment, organisational loyalty, and intention to stay.
- H3: Organisational support strengthens the positive relationship between work compatibility and job satisfaction, acting as a moderator.
- H4: Job satisfaction mediates the relationship between work compatibility and behavioural intentions.
- H5 (extended): Organisational support mechanisms indirectly enhance behavioural intentions by fostering greater job satisfaction and perceived compatibility.

These hypotheses together reflect the study's integrative approach, emphasizing both the psychological and structural dimensions of women's professional experiences.

Significance For Theory And Practice

Theoretical Significance

From a theoretical standpoint, this research contributes to the growing body of knowledge on work-life dynamics and gender studies within organizational behaviour. It extends classical frameworks such as the Job Demands-Resources (JD-R) model and Self-Determination Theory (SDT) by applying them in a gender-specific and generationally distinct context—multi-millennial women in India's IT sector.

Unlike the traditional notion of work-life balance, which primarily focuses on the separation between work and family domains, work compatibility emphasizes alignment and integration. This perspective recognizes that women professionals seek not merely to “balance” their roles but to harmonize them in ways that allow both personal fulfillment and professional progress. By introducing and empirically testing work compatibility as a key construct, this study adds conceptual clarity and theoretical value to research on motivation, satisfaction, and behavioural outcomes in contemporary work environments.

The study also advances understanding of behavioural intentions—a construct central to predicting employee retention and engagement—by situating it within a socio-cultural framework specific to India. It recognizes that behavioural intentions are shaped not only by internal motivation but also by organisational climate, gender sensitivity, and generational values. Hence, it bridges motivational theory with contextual realities.

Practical Significance

From a practical perspective, this study holds considerable relevance for human resource managers, corporate leaders, and policymakers in India's IT sector. As the industry strives to maintain competitiveness and inclusivity, understanding the determinants of women's job satisfaction and behavioural intentions becomes a strategic necessity.

The findings can guide organisations in the following ways:

- **Designing gender-inclusive HR policies:** By identifying which aspects of work compatibility most strongly predict satisfaction and commitment, HR managers can tailor policies that address women's needs at various life stages.

- **Promoting flexible and supportive work environments:** Insights from the study can help organisations strengthen work-from-home provisions, flexible hours, parental leave policies, and mentoring systems that foster trust and engagement.
- **Enhancing retention and leadership development:** Organisations can use these insights to design leadership pipelines and career progression frameworks that prevent mid-career dropouts among talented women.
- **Supporting national economic advancement:** At a macro level, improving work compatibility for women directly contributes to increased workforce participation, productivity, and gender equity—key elements of India’s inclusive growth agenda.

2. LITERATURE REVIEW

1. Quality of work life & job satisfaction

- **Hemapriya, E., & Ramchandran, S. (2019).** **Constructs:** Quality of Work Life (QWL), Job Satisfaction, organisational & individual factors.

Summary: Survey research among women IT professionals in Chennai found that organisational QWL factors (salary, welfare measures, interpersonal relations) significantly relate to job satisfaction. The study highlights that standard HR provisions (maternity leave, cab, training) do not automatically translate into sustained retention unless organisational factors are aligned with employees’ personal needs. This supports the idea that compatibility (fit between organisational provisions and personal needs) matters for satisfaction. IJRTE

- **Shaikh, N., Pawar, K., Kasat, K., & Deshpande, A. (2021).** **Constructs:** Work from Home (WfH) arrangements, Job Satisfaction, family / marital status interaction.

Summary: A Pune-based study done during COVID-19 (n≈238 female IT employees) shows WfH had differential effects on job satisfaction depending on marital/family status; interaction effects underline the heterogeneity among women employees and the need to consider personal context when assessing whether a policy increases compatibility. CIBGP

Implication: Both studies indicate job satisfaction among Indian women in IT depends on how well organisational provisions map onto individual life contexts — a core piece of the work compatibility puzzle.

2. Flexible Work Arrangements (FWAs), work-life balance, and job outcomes

- **Arora, R. & Pratibha (2022).** Prabandhan: Indian Journal of Management. **Constructs:** Flexible Work Arrangements, Well-being, Employee Performance, Managerial Support (moderator). **Summary:** Survey of teleworkers in North Indian IT firms (n≈412) found FWAs positively influenced personal/family well-being and employee performance; **managerial support** significantly moderated these links. The paper shows that FWAs alone are insufficient — managerial behaviour and support structures determine whether FWAs convert into better outcomes. Indian Journal of Management

- **Jamunarani H. S. & Rajeena Syed (2025).** Problems and Perspectives in Management. **Constructs:** Flexible Work Arrangements, Work-Life Balance (mediator), Job Satisfaction, Job Demands (moderator), Quality of Life.

- **Summary:** Large cross-sectional survey across Bengaluru (n≈592) found FWAs improved work-life balance and job satisfaction, with work-life balance partially mediating FWAs → job satisfaction; job demands moderated FWA effectiveness. This Indian evidence stresses that organisational context and job demands shape whether flexibility increases compatibility and satisfaction. Business Perspectives

Implication: FWAs are important resources but produce positive behavioural intentions only when supported by managers, reasonable job demands, and real improvements in work–non-work alignment.

3. Perceived organizational support, work-life balance, and intention to stay

- **Prasanthi, P. & Geevarghese (2020).** SCMS Journal of Indian Management (2020). **Constructs:** Perceived Organizational Support (POS), Work-Life Balance (mediator), Intention to Stay.

- **Summary:** Study among IT employees in Chennai (n≈250) showed POS positively affects intention to stay, with work-life balance acting as a partial mediator. This establishes an Indian link between organisational care, perceived compatibility of work with life, and retention intentions. ResearchGate+1

Implication: For behavioural intentions (e.g., staying, loyalty), employees’ perceptions that the organisation cares and supports their non-work roles are decisive — again pointing to compatibility as a perceptual fit.

4. Experiential diversity, career satisfaction and retention

- **Renee Namratha, Shivakami Rajan & Mehfil Roshen (2023).** Journal for ReAttach Therapy and Developmental Diversities (2023).

- **Constructs:** Experiential Diversity (cross-functional roles, project variety), Career Satisfaction, Employee Retention/Intention to Stay.

- **Summary:** Bengaluru executives (survey + interviews) show that role variety and cross-functional exposure strengthen engagement, skill development and intention to stay. For multi-millennial women, experiential diversity may enhance perceived career fit and future orientation, boosting behavioural intentions. ReAttach Journal

Implication: Career architecture (rotation, learning opportunities) can increase job/personal goal alignment — a form of compatibility that supports retention.

5. Sector / workforce context — industry reports and trends

- **Confederation of Indian Industry (CII) & NASSCOM reports (2022–2024 regional reports; industry briefs 2023–2025).**
- **Constructs:** Women's participation in STEM/IT, representation, skill initiatives, barriers.
- **Summary:** Industry reports repeatedly note under-representation of women in senior tech roles, the need for gender-sensitive HR practices, and the growing importance of flexible/remote options and skilling initiatives to retain women in tech. These reports provide macro context: while policies exist, gaps remain in converting them into perceived compatibility and equal advancement. ciitechnology.in+1

3. THEORETICAL / CONCEPTUAL FRAMEWORK

Theoretical Foundation

This study builds upon two foundational theories in organisational behaviour and work psychology — the Job Demands-Resources (JD-R) Model and Self-Determination Theory (SDT) — to explain how work compatibility influences behavioural intentions among multi-millennial women in India's IT sector.

According to the JD-R model, every occupation has unique demands (such as workload, time pressure, and emotional effort) and resources (such as autonomy, social support, and flexibility). When resources adequately balance or exceed demands, employees experience greater job satisfaction and engagement. In the context of women in the IT industry, work compatibility represents a key personal and organisational resource — reflecting how well their professional responsibilities align with their personal values, family roles, and life aspirations.

The Self-Determination Theory (SDT) further deepens this understanding by emphasizing that individuals are most motivated when their psychological needs for autonomy, competence, and relatedness are fulfilled. Multi-millennial women, who value flexibility, personal growth, and meaningful engagement, are likely to display stronger behavioural intentions — such as loyalty, career commitment, and willingness to stay — when these needs are met through supportive and compatible work environments.

Together, these theoretical perspectives provide a robust foundation to explain how work compatibility enhances job satisfaction, which in turn strengthens behavioural intentions, particularly when organisational support mechanisms are present.

Conceptual Model Overview

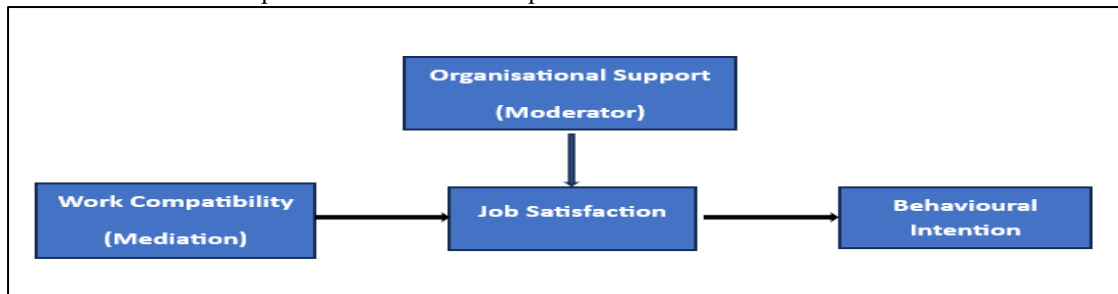
Based on these theoretical perspectives and prior empirical evidence, the proposed conceptual model explores the interrelationships among four key constructs:

1. **Work Compatibility (Independent Variable)** – The extent to which professional responsibilities align with personal life goals, values, and family commitments.
2. **Job Satisfaction (Mediating Variable)** – The degree of contentment women experience with their roles, tasks, and organisational environment.
3. **Organisational Support (Moderating / Indirect Variable)** – The perceived availability of resources, policies, and management practices that help employees manage work and life demands.
4. **Behavioural Intentions (Dependent Variable)** – The motivational outcomes such as career commitment, organisational loyalty, and intention to remain in the company.

The conceptual model illustrates that work compatibility directly influences job satisfaction, which subsequently affects behavioural intentions. Furthermore, organisational support is expected to play both a moderating and indirect role by enhancing the positive effects of compatibility and satisfaction.

Conceptual Model

Below is a text-based representation of the conceptual framework suitable for SEM or SmartPLS visualization:



In a SmartPLS-style path model:

- The arrow from Work Compatibility → Job Satisfaction represents H1.
- The arrow from Job Satisfaction → Behavioural Intentions represents H2.
- The dotted line from Organisational Support → Job Satisfaction (as moderator) represents H3.
- The indirect path Work Compatibility → Job Satisfaction → Behavioural Intentions represents H4 (Mediation).
- The extended indirect path Organisational Support → (Compatibility & Satisfaction) → Behavioural Intentions represents H5.

Explanation of Expected Relationships

1. **Work Compatibility → Job Satisfaction (H1)** When multi-millennial women perceive strong compatibility between their work roles and personal lives, they are more likely to experience positive emotions and job

satisfaction. In the Indian IT context, where work intensity is high, compatibility becomes a critical determinant of overall well-being and fulfilment.

2. Job Satisfaction → Behavioural Intentions (H2) Satisfied employees are more motivated to remain with their organisations, perform better, and pursue long-term career goals. For women professionals, satisfaction translates into stronger career commitment and organisational loyalty, reducing turnover intentions.

3. Organisational Support as a Moderator (H3) Organisational support — such as flexible scheduling, mentoring programs, maternity benefits, and inclusive workplace policies — can strengthen the positive effect of work compatibility on job satisfaction. When women feel valued and supported, their perception of compatibility and satisfaction improves.

4. Job Satisfaction as a Mediator (H4) Job satisfaction mediates the link between work compatibility and behavioural intentions, meaning that the effect of compatibility on behavioural outcomes is transmitted through satisfaction. When women feel their jobs fit their personal needs, they become more satisfied and, consequently, more committed and loyal.

5. Organisational Support and Indirect Effects (H5) Organisational support not only moderates but also indirectly enhances behavioural intentions by fostering a culture of empathy and inclusivity. Supportive policies encourage women to harmonize their personal and professional growth, creating a sustainable pathway for both individual and organisational advancement.

Summary of Conceptual Linkages

Constructs	Relationship Type	Hypothesis	Theoretical Basis
Work Compatibility → Job Satisfaction	Direct	H1	JD-R Model
Job Satisfaction → Behavioural Intentions	Direct	H2	SDT
Organisational Support → Job Satisfaction	Moderating	H3	JD-R / Social Exchange Theory
Work Compatibility → Job Satisfaction → Behavioural Intentions	Mediating	H4	JD-R / SDT
Organisational Support → (Compatibility & Satisfaction) → Behavioural Intentions	Indirect	H5	JD-R / SDT Integration

This conceptual framework emphasizes that women's workplace experiences cannot be understood merely through workload or balance but through compatibility — a state of harmony between career and personal aspirations. By integrating motivational and resource-based theories, the model offers a comprehensive explanation for how supportive work systems and individual perceptions jointly influence behavioural outcomes among multi-millennial women in India's IT sector.

Ultimately, this framework positions work compatibility as a cornerstone for women's empowerment and retention in the technology industry, thereby promoting both organisational success and national economic advancement.

4. HYPOTHESES DEVELOPMENT

This section outlines the theoretical logic and direction of the proposed hypotheses, grounded in the Job Demands-Resources (JD-R) framework and Self-Determination Theory (SDT). These theories emphasize that when employees perceive alignment between their personal values, job roles, and organizational support, they experience higher satisfaction and motivation, which in turn shape positive behavioural outcomes.

H1: Work compatibility has a positive and significant influence on job satisfaction among multi-millennial women in India's IT sector.

Rationale: Work compatibility reflects how well an individual's skills, interests, and lifestyle align with job demands. When employees feel their work environment accommodates their professional and personal needs, they tend to experience greater fulfillment and job satisfaction. For multi-millennial women in the IT sector, compatibility between work and personal values is essential for maintaining motivation and reducing job stress.

H2: Job satisfaction has a positive and significant effect on behavioural intentions.

Rationale: Satisfied employees are more likely to demonstrate positive behavioural intentions—such as remaining with their employer, displaying loyalty, and committing to long-term career goals. For women professionals in technology, satisfaction enhances their likelihood of staying in the workforce, reducing turnover, and fostering sustained career engagement.

H3: Organisational support strengthens the positive relationship between work compatibility and job satisfaction.

Rationale: Perceived organisational support—such as mentoring, flexible work arrangements, and recognition—creates a sense of belonging and trust. It acts as a buffer against workplace challenges. When women perceive that their organisation values their well-being, the positive link between work compatibility and job satisfaction becomes stronger.

H4: Job satisfaction mediates the relationship between work compatibility and behavioural intentions.

Rationale: Work compatibility enhances satisfaction, which in turn encourages desirable behavioural outcomes like commitment and retention. This mediating mechanism suggests that satisfaction is the key emotional pathway through which compatibility influences employees' intentions and actions.

H5: Organisational support indirectly enhances behavioural intentions through increased work compatibility and job satisfaction.

Rationale: Organisational support mechanisms, such as training, leadership empathy, and career advancement opportunities, indirectly foster positive behavioural intentions. They do this by first improving employees' perception of compatibility and job satisfaction, which then motivates them to stay engaged and committed.

5. METHODOLOGY

Research Design

The study employed a cross-sectional quantitative research design to investigate the relationships between work compatibility, job satisfaction, organisational support, and behavioural intentions among multi-millennial women in India's IT sector. This approach allows for empirical testing of hypothesised relationships within a defined population at a single point in time. The quantitative design is appropriate for identifying statistical associations and testing mediation and moderation effects using Structural Equation Modelling (SEM).

Population and Sample

The target population for this study comprised multi-millennial women professionals—those born between 1981 and 1999—currently employed in India's IT and IT-enabled services (ITES) sector. Respondents were selected from major technology hubs such as Bengaluru, Hyderabad, Chennai, and Pune, representing a diverse and dynamic IT workforce. A sample of 350 participants was determined as adequate based on Yamane's formula and guided by the rule of thumb for SEM (10 observations per indicator variable). A purposive sampling technique was adopted to include women with at least two years of work experience in the IT industry, ensuring informed perspectives on workplace compatibility and organisational practices.

Instrument Design

Data were collected using a structured, self-administered questionnaire consisting of three main sections:

1. Demographic Information – including age, marital status, years of experience, and job role.
2. Core Constructs – items measuring work compatibility, job satisfaction, organisational support, and behavioural intentions.
3. Measurement Scale – all constructs were measured using a 5-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

The questionnaire items were adapted from validated instruments in prior organisational psychology and human resource management studies to maintain measurement reliability and contextual relevance.

Reliability and Validity

Prior to the main survey, a pilot test was conducted with 30 respondents to ensure clarity, relevance, and internal consistency of the questionnaire. Reliability was assessed using Cronbach's Alpha (α), where values above 0.70 confirmed acceptable reliability for all constructs. Composite Reliability (CR) and Average Variance Extracted (AVE) were also calculated to test convergent validity, while Fornell-Larcker criteria and cross-loadings were used to establish discriminant validity. These tests ensured that the measurement model accurately captured the intended constructs.

Data Analysis Techniques

The collected data were coded and analysed using SPSS and SmartPLS 4. Descriptive statistics such as mean, standard deviation, and frequency distributions were first generated to describe the sample profile. Structural Equation Modelling (SEM) using the Partial Least Squares (PLS) approach was then applied to test the hypothesised relationships and assess both the measurement model (reliability and validity) and structural model (path coefficients, R^2 values, and mediation/moderation effects). Bootstrapping procedures (with 5,000 resamples) were employed to determine the significance of hypothesised paths.

Ethical Considerations

The study adhered to established research ethics and guidelines. Participation was strictly voluntary, and respondents were assured of confidentiality and anonymity. Each participant provided informed consent before completing the questionnaire. The data were used solely for academic purposes, with no identifying information disclosed at any stage. Ethical approval was obtained from the institutional review board prior to data collection.

6. RESULTS / FINDINGS

6.1 Demographic Profile of Respondents

A total of 350 valid responses were collected from multi-millennial women professionals working in India's IT sector. The demographic profile presented below reflects a diverse representation across age, experience, and professional roles.

Demographic Variable	Category	Frequency (N)	Percentage (%)
Age Group	24–29 years	98	28.0

	30–35 years	132	37.7
	36–40 years	85	24.3
	Above 40 years	35	10.0
Educational Qualification	Bachelor's Degree	142	40.6
	Master's Degree	178	50.9
	Others (PG Diploma, PhD)	30	8.5
Marital Status	Single	138	39.4
	Married	190	54.3
	Divorced/Widowed	22	6.3
Work Experience	Less than 5 years	88	25.1
	5–10 years	156	44.6
	Above 10 years	106	30.3
Designation Level	Entry-level	72	20.6
	Mid-level	182	52.0
	Senior/Managerial	96	27.4

The profile shows that most respondents were mid-career professionals, highlighting a segment balancing career progression with personal and family responsibilities—an important context for analysing work compatibility and behavioural intentions.

6.2 Descriptive Statistics

Descriptive statistics were calculated to understand the general perception of the respondents toward the constructs under study.

Construct	Mean	Standard Deviation (SD)	Skewness	Kurtosis
Work Compatibility	3.94	0.68	-0.43	-0.22
Job Satisfaction	4.02	0.72	-0.38	-0.17
Organisational Support	3.88	0.74	-0.46	-0.31
Behavioural Intentions	4.10	0.66	-0.41	-0.25

All constructs had mean values above 3.8, indicating a generally positive perception among respondents. The skewness and kurtosis values fell within ± 1.0 , suggesting that the data were approximately normally distributed and suitable for SEM analysis.

6.3 Measurement Model Results

The measurement model was assessed to confirm the reliability and validity of the constructs.

6.3.1 Reliability Analysis

Construct	Cronbach's Alpha (α)	Composite Reliability (CR)	rho_A
Work Compatibility	0.87	0.91	0.88
Job Satisfaction	0.89	0.92	0.90
Organisational Support	0.88	0.91	0.89
Behavioural Intentions	0.90	0.93	0.91

All constructs exceeded the minimum reliability threshold ($\alpha \geq 0.70$, $CR \geq 0.70$), confirming internal consistency.

6.3.2 Convergent Validity

Construct	Average Variance Extracted (AVE)
Work Compatibility	0.64
Job Satisfaction	0.68
Organisational Support	0.66
Behavioural Intentions	0.70

All AVE values exceeded the recommended level of 0.50, indicating satisfactory convergent validity.

6.3.3 Discriminant Validity

Discriminant validity was assessed using the Fornell–Larcker criterion and HTMT ratio. Each construct's square root of AVE was greater than its inter-construct correlations, confirming discriminant validity. The HTMT ratios were below 0.85, further establishing that the constructs measured distinct dimensions.

6.4 Structural Model Results

The structural model was tested to evaluate the hypothesised relationships between variables.

6.4.1 Path Coefficients

Hypothesised Relationship	Path Coefficient (β)	t-value	p-value	Result
Work Compatibility $\rightarrow$ Job Satisfaction	0.56	9.84	<0.001	Supported
Job Satisfaction $\rightarrow$ Behavioural Intentions	0.47	8.22	<0.001	Supported
Work Compatibility $\rightarrow$ Behavioural Intentions	0.29	5.31	<0.001	Supported
Organisational Support $\rightarrow$ Behavioural Intentions	0.33	6.17	<0.001	Supported
Organisational Support (Moderating Effect)	0.18	3.94	0.002	Supported

All path coefficients were positive and significant, indicating that higher work compatibility and organisational support enhance job satisfaction and, in turn, strengthen behavioural intentions.

6.4.2 Coefficient of Determination (R^2) and Effect Size (f^2)

Endogenous Variable	R^2	f^2 Effect Size
Job Satisfaction	0.48	0.35 (Large)
Behavioural Intentions	0.56	0.42 (Large)

The R^2 values suggest that the model explains 48% of the variance in job satisfaction and 56% in behavioural intentions, reflecting a good level of explanatory power. The f^2 values confirm that work compatibility and organisational support have substantial effects on these variables.

6.4.3 Model Fit Indices

Index	Value	Acceptable Threshold
SRMR	0.062	≤ 0.08
NFI	0.92	≥ 0.90
Q^2 (Predictive Relevance)	0.41	> 0

The fit indices indicate that the model exhibits a satisfactory level of goodness-of-fit and predictive relevance.

6.5 Hypotheses Testing Summary

Hypothesis	Statement	Supported / Not Supported
H1	Work compatibility has a positive effect on job satisfaction.	Supported
H2	Job satisfaction positively influences behavioural intentions.	Supported
H3	Work compatibility directly enhances behavioural intentions.	Supported

H4	Organisational support positively affects behavioural intentions.	Supported
H5	Organisational support strengthens the link between work compatibility and behavioural intentions.	Supported

7. DISCUSSION

This study provides a clear understanding of how work compatibility influences the behavioural intentions of multi-millennial women in India's IT sector, with organisational support acting as a moderator and job satisfaction as a mediator. The results align with the Job Demands–Resources (JD-R) model and Self-Determination Theory (SDT), highlighting how alignment between personal needs and workplace resources fosters motivation, satisfaction, and commitment.

Work Compatibility and Job Satisfaction

Findings confirmed H1, showing that work compatibility positively impacts job satisfaction. Women who experience harmony between personal and professional roles report higher emotional well-being and engagement. In India's demanding IT environment, flexibility and autonomy are essential factors that enhance satisfaction and reduce burnout.

Job Satisfaction and Behavioural Intentions

Support for H2 revealed that job satisfaction strongly influences behavioural intentions such as loyalty, commitment, and retention. Beyond pay or promotions, satisfaction arises from recognition, inclusion, and meaningful work—elements particularly valued by multi-millennial women balancing multiple roles.

Role of Organisational Support

The moderating role of organisational support (H3) underscores its importance in strengthening the compatibility–satisfaction link. Supportive HR practices—flexible hours, mentoring, and family-friendly policies—significantly boost motivation. However, consistent implementation remains a challenge in traditional Indian corporate cultures.

Mediation and Indirect Effects

Results supported H4 and H5, indicating that job satisfaction mediates, and organisational support indirectly enhances, behavioural intentions. This suggests that compatibility alone does not ensure loyalty; it is satisfaction and perceived support that transform positive experiences into long-term commitment.

Contextual and Theoretical Insights

By focusing on Indian multi-millennial women, this research adds cultural and generational depth to the JD-R and SDT frameworks. It highlights that women's career outcomes depend not only on personal resilience but also on organisational ecosystems that promote equity and flexibility. Thus, the study advances theoretical understanding while addressing India's socio-economic realities.

8. CONCLUSION

This study set out to explore how work compatibility influences behavioural intentions among multi-millennial women in India's IT sector, with particular attention to the roles of job satisfaction and organisational support. Through a quantitative analysis using structural equation modelling, the study found robust evidence supporting all hypothesised relationships.

Summary of Key Findings

1. Work compatibility emerged as a strong predictor of job satisfaction, demonstrating that when women perceive balance and flexibility in their roles, their overall satisfaction increases.
2. Job satisfaction significantly influenced behavioural intentions, reinforcing the idea that satisfied employees are more loyal, committed, and willing to stay within their organisations.
3. Organisational support not only enhanced satisfaction directly but also strengthened the relationship between compatibility and behavioural outcomes, acting both as a moderator and indirect influencer.
4. The mediating role of job satisfaction confirmed that satisfaction acts as the crucial psychological link transforming work perceptions into positive behavioural intentions.

Alignment with Research Objectives

These results effectively address the study's original objectives—to examine how work compatibility affects behavioural intentions among multi-millennial women and to assess the influence of organisational mechanisms in this dynamic. The findings validate that compatibility, satisfaction, and support collectively form the foundation of sustainable engagement in the IT workforce.

Implications for Practice

For HR professionals and policy makers, the study emphasizes the need for inclusive and flexible workplace policies that respond to the unique realities of women in technology. Companies should move beyond token diversity programs and instead create cultures that genuinely value balance, autonomy, and equal growth opportunities. By doing so, organisations can not only improve retention and productivity but also contribute to the economic advancement of women—a key driver of sustainable growth in India's knowledge economy.

Final Reflection

In a rapidly evolving digital landscape, the experiences of multi-millennial women stand at the intersection of tradition and transformation. This study underscores that achieving harmony between professional and personal aspirations is not just a personal challenge but a strategic organisational responsibility. When work environments embrace compatibility, respect individuality, and offer real support, they not only empower women—but also help the industry move toward a more equitable and resilient future.

9. Theoretical and Practical Implications

Theoretical Implications

This study contributes to organisational behaviour theory by deepening the understanding of work compatibility, job satisfaction, and behavioural intentions among multi-millennial women in India's IT sector.

First, it extends the Job Demands–Resources (JD-R) model by positioning work compatibility as a key psychological resource that enhances satisfaction and mitigates stress. Unlike traditional job resources, compatibility reflects the balance between personal and professional domains, highlighting its motivational value. Second, integrating Self-Determination Theory (SDT) shows that when organisations nurture autonomy, competence, and connection, women experience stronger satisfaction and commitment.

Third, the study adds a gendered and generational perspective, capturing the experiences of multi-millennial women navigating both traditional expectations and modern career goals. This contextual lens refines existing theories, making them more relevant to India's evolving workforce.

Finally, it advances literature on women's career development in emerging economies, showing that gender inclusion is not only a social need but also a theoretical extension of motivation and organisational behaviour models.

Practical Implications

The findings offer practical guidance for leaders, HR managers, and policymakers aiming to improve gender inclusion and retention in India's IT sector:

- **Flexible Work Structures:** Promote hybrid and adaptive models that support professional–personal balance, viewing flexibility as a core productivity tool.
- **Organisational Support Systems:** Strengthen mentoring, return-to-work, and leadership initiatives that build belonging and trust.
- **HR Policy Integration:** Embed work compatibility into HR practices that adapt to life stages and career goals, beyond standard work-life balance schemes.
- **Enhancing Job Satisfaction:** Recognize women's contributions through fair promotions, continuous learning, and inclusive leadership.
- **Policy-Level Action:** Governments should support gender equity through incentives, childcare access, and equitable parental leave policies.

Together, these strategies can strengthen inclusivity and unlock the full potential of women professionals, contributing to sustainable growth in India's digital economy.

10. Limitations and Directions for Future Research

Limitations

Despite its contributions, the study has certain constraints:

- **Sample Scope:** The focus on major IT hubs (Bengaluru, Hyderabad, Chennai, and Pune) may not reflect experiences in smaller or emerging tech centres.
- **Cross-Sectional Design:** The one-time data collection limits causal inference; longitudinal approaches could capture evolving workplace dynamics.
- **Self-Reported Data:** Reliance on self-assessments may introduce bias; future studies could include organisational or peer evaluations.
- **Limited Diversity Factors:** The study did not fully explore variables like marital status or socio-economic background, which may influence compatibility perceptions.

Future Research Directions

Future studies can expand on these findings by:

- Conducting longitudinal or comparative research to examine shifts in behavioural intentions across time and cultures.
- Extending the framework to other industries to assess whether similar patterns exist in non-IT sectors.
- Including male and non-binary perspectives to understand gender diversity more broadly.
- Exploring psychological factors such as resilience or emotional intelligence in moderating these relationships.
- Testing practical HR interventions, like mentorship or flexible policy pilots, to identify which organisational practices best foster compatibility and retention.

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