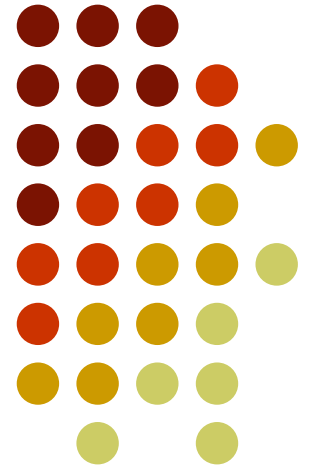


# Cultural Orientation and Work-Family Conflict in Canada

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# Purpose



- The purpose was to examine the relationships between multiple aspects of cultural orientation & work-family conflict (WFC)
- Based on previous research by Shafiro (2004) who found that cultural orientation was related to WFC in the US
- Goal was to determine whether or not these results replicated in Canada
- Part of a larger multinational research project (Project 3535)



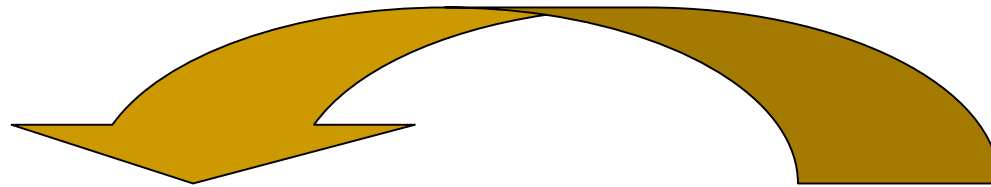
# Cultural Orientations

- Individualism- social pattern consisting of loosely linked individuals motivated by their own preferences, needs, and rights
- Collectivism- social pattern consisting of closely linked individuals motivated by the norms of, and duties imposed by, those collectives (Triandis, 1995)
- Each can have either a vertical (respect for hierarchy) or a horizontal (respect for equality) (Chiou, 2001; Singelis, Triandis, Bhawuk, & Gelfand, 1995)
  - Four dimensions are created- HI, HC, VI, VC
- Horizontal dimension also can be assessed from different frames of reference (home vs. work) (Shafiro, 2004)

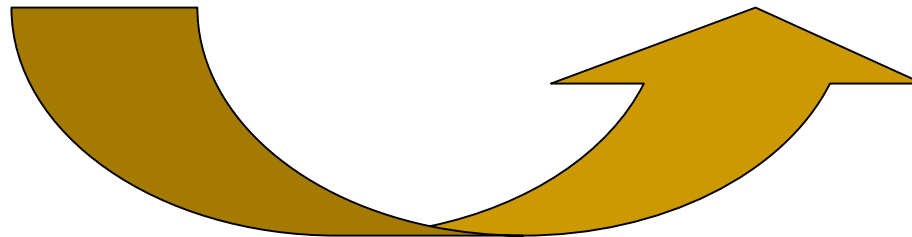
# Dimensions of Work-Family Conflict: WIF & FIW



FIW



Work      *Interference*      Family



WIF



# Method: Participants

- 374 employees (227 men & 145 women) from a large Canadian manufacturing company
- All married or partnered
- 357 worked full-time, 13 part-time
- With regards to spouses/partners, 308 worked full-time, 60 part-time



# Method: Procedure

- Data collected via a questionnaire
- Paper & pencil or internet formats
- Available in French or English
- Included demographics, measures of WIF and FIW and cultural orientations (VI, VC, HI & HC)
- Horizontal Dimension was evaluated for both Home and Work frames of reference (Shafiro, 2004)

# Results: Hypotheses 1 & 2



- Vertical individualism and vertical collectivism will be significantly and negatively related to WIF
- The hypotheses were not supported
- Instead results indicated that there was a significant positive correlations
  - for VI,  $r(373) = .15, p = .008$
  - for VC,  $r(373) = .16, p = .002$



# Results: Hypothesis 3

- H3: Horizontal collectivism at work will be significantly and negatively related to WIF and FIW (Shafiro, 2004)
- The hypothesis was not supported, in that neither correlation was significant.
  - WIF,  $r(373) = .05, p > .05$
  - FIW,  $r(373) = -.06, p > .05$





# Results: Hypothesis 4

- H4: Horizontal individualism at work will be significantly and negatively related to WIF  
(Shafiro, 2004)
- The hypothesis was not supported
- There was no significant relationship between HI at work & WIF,  $p > .05$



# Results: Hypothesis 5

- H5: Horizontal individualism at home will be significantly and negatively related WIF (Shafiro, 2004)
- The hypothesis not supported
- There was a significant positive correlation instead,  $r(373) = .13, p < .01$

# Results: Hypothesis 6



- H6: Horizontal collectivism at home will not be significantly related to WIF or FIW (Shafiro, 2004)
- The hypothesis was supported
- Neither relationship was significant,  $p > .05$



# Discussion

- Largely a replication of Shafiro (2004)
- But, where she found significant negative relationships, we found significant positive correlations
- How could it be that such stark differences occurred?

# Explanation 1:

## Cultural Differences



- Findings could be due to cultural differences between Canada & US

## Explanation 2: Contextual Differences

- The differences in findings might be due to differences between samples
- The samples differed in terms of:
  - Their proportions of men versus women
  - Their proportions of managerial versus non-managerial employees
  - Occupations of employees (manufacturing, telecommunications call centre)

# Discussion: Strengths & Limitations



- Strengths
  - Measured cultural orientation at individual level
  - Assessed complete range of cultural variables
  - Results will be combined with larger international study
- Limitations
  - Used data from only one occupation at one point in time
  - No assessment of moderating factors such as spousal support

# Discussion: Theoretical & Practical Implications



- Theoretical
  - Supports the notion that cross national/cultural studies should also examine within cultural variance.
- Practical
  - Challenges facing individuals with different cultural orientations and the ways that conflicts can influence work & family relationships
  - Can help organizations develop new policies & programs to alleviate W-F conflict & improve their bottom lines