

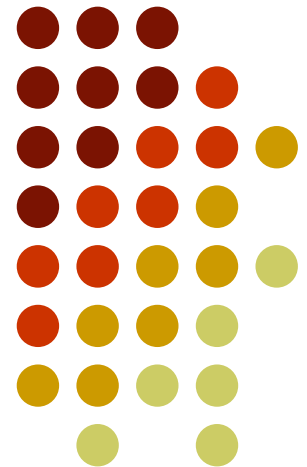
Workplace Support, Workplace Culture and Work-Family Conflict in Canada

Project
3535

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Background



- In Canada, as in many other countries, high levels of work-family conflict and role overload are prevalent and increasing (Duxbury & Higgins, 2001).
- Work-life conflict and stress are perceived as significant concerns for businesses, individuals and families, and a matter of public health and well-being.
- Some public policies are available to support work-life integration, but there is inconsistency in the availability of paid leave and benefits and a significant lack of affordable, high quality child care.

Background



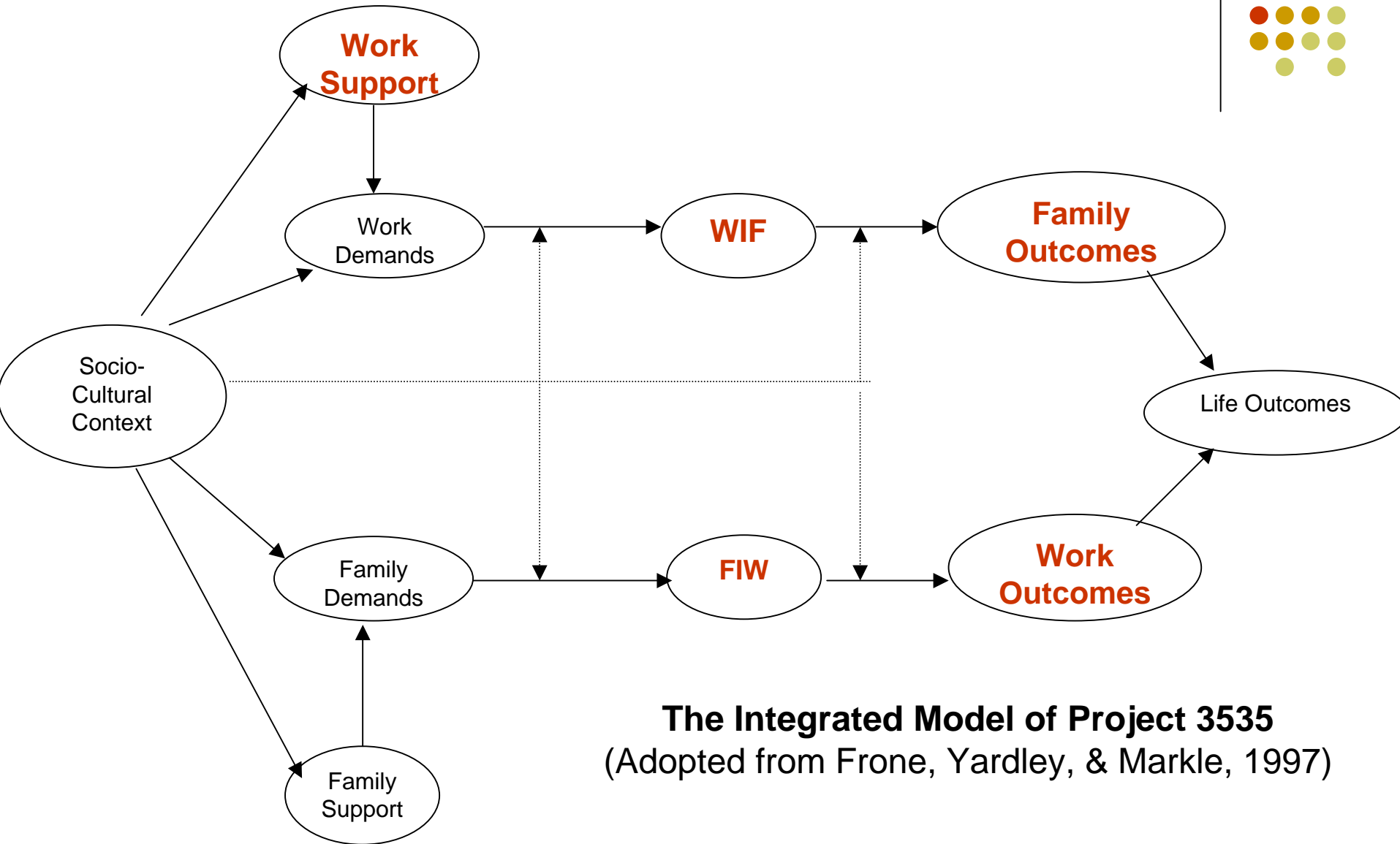
- Consequently, employees may benefit greatly when organizations offer work-family policies and practices and supervisors are supportive of work-family balance.
- Recent research indicates that:
 - Employees' satisfaction with family-friendly workplace policies and
 - A workplace culture that supports balance are major factors that can reduce role overload and work interference with family(Rosin & Korabik, 2002; Duxbury & Higgins, 2005).

Purpose



- The purpose of this study was to examine the effects of employees' satisfaction with their supervisor's support and with FF practices on two aspects of work-family conflict and 3 outcome variables (job satisfaction, turnover intention and ease of balancing)
- The research is based on a comprehensive model of work-family conflict developed by Frone and colleagues being tested as part of a multinational project (Project 3535) across 9 countries.
- The study also examines gender differences in average levels of WIF and FIW and in the relationship among variables for men and women.

The Cross-Cultural Model of Work-Family Conflict



The Integrated Model of Project 3535
(Adopted from Frone, Yardley, & Markle, 1997)

Method: Participants



271 employees (167 men & 102 women)

- All living in a dual-earner family with at least 1 child living at home
- 231 employed in a large Canadian manufacturing company, 40 in education sector
- About $\frac{1}{2}$ with managerial responsibilities (61% of men, 30% of women)

Method:

Procedure and Measures



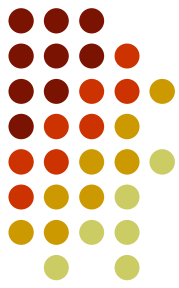
- Data collected via a questionnaire
- Paper & pencil or internet formats
- Available in English or French
- Included demographics, measures of WIF and FIW, use of workplace policies to support work-family balance, perceptions of organization's family-friendly practices and supervisor support
- Outcome variables included job satisfaction, intent to turnover, and ease of balancing

Sample Descriptives



● Gender	<u>Men</u>	<u>Women</u>
● 35-44 years of age	44%	51%
● Children		
● 1 only	22%	22%
● 2 children	55%	52%
● 3 or more	23%	27%
● Position		
● Manager	61.2%	29.7%
● Non-manager	38.8%	70.3%
● Sector		
● Education	13.8%	14.7%
● Manufacturing	86.2%	85.3%

Use and Helpfulness of FF Policies and Practices



	<u>Men</u>		<u>Women</u>	
● Flexible work schedule	64%	3.7	53%	4.2
● Emergency absence	71%	4.3	70%	4.6
● Reduced wk schedule	35%	3.8	28%	4.1
● Telecommuting	43%	4.0	25%	4.1
● Extend Mat/Par'l Leave	16%	3.8	30%	4.4
● Unpd leave for dep care	15%	4.0	16%	4.1
● Child care facilities	10%	2.9	11%	4.1
● Sat with Org Policies	3.08	(.91)	3.11	(1.03)
● Supervisor Support	3.48	(1.12)	3.37	(1.03)

Results: Effects of Managerial Status and Sector on Satisfaction Variables



- **Total Sample:**

- Managerial Status was significantly related to Satisfaction with Supervisor Support ($p < .01$) and marginally related ($p < .08$) to Satisfaction with Policies; No sector differences.
 - **Managers > Non-managers**

- **Men:**

- Manager Status was significantly related to Satisfaction with Supervisor Support and marginally related to Satisfaction with Policies. Sector was marginally related to Supervisor Support and highly predictive of Satisfaction with Policies.
 - **Managers > Non-managers; Education > Manufacturing**

- **Women:**

- Neither manager status nor sector were important covariates.

Results: Satisfaction with Supervisor Support and with Policies as Predictors of WIF and FIW

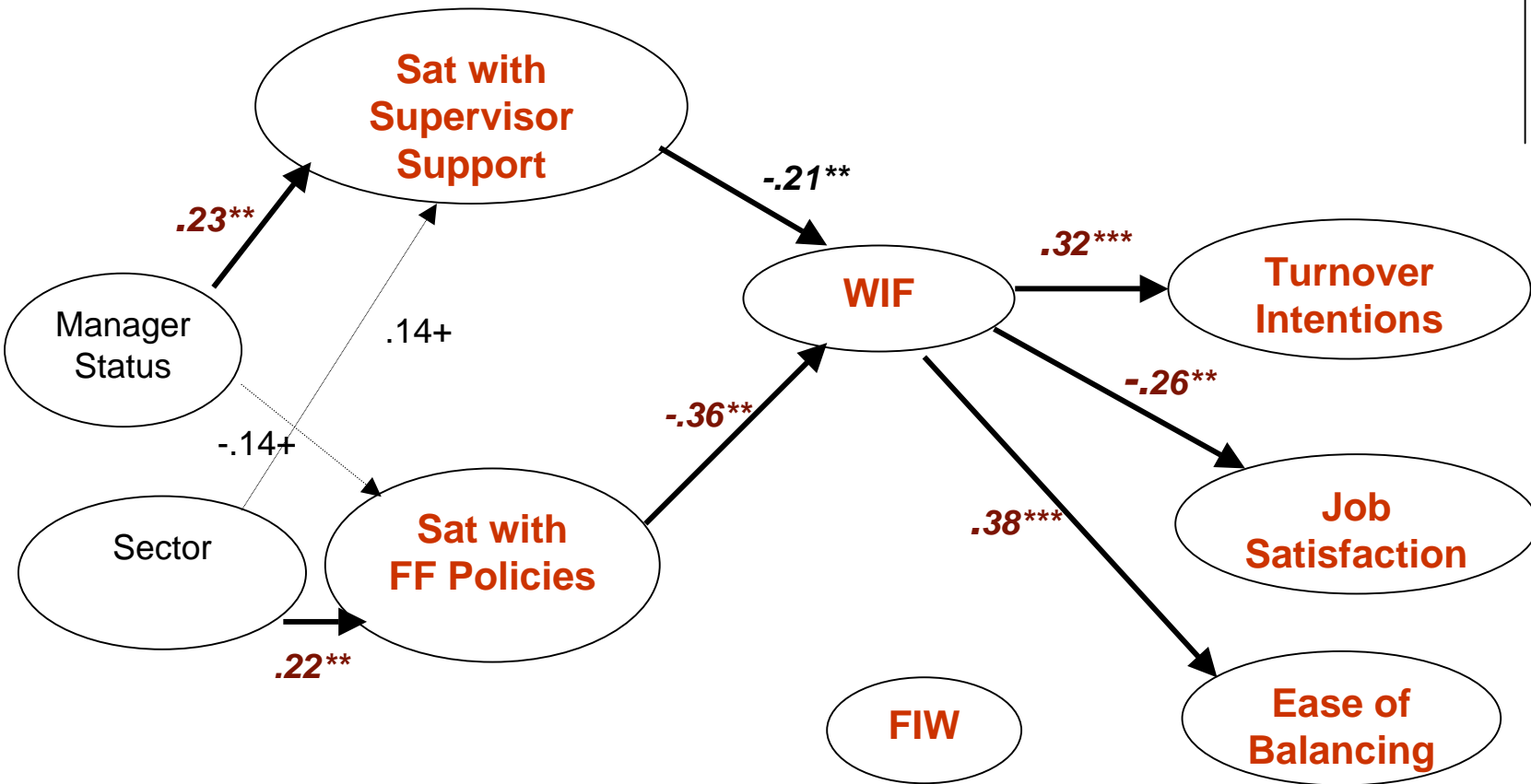


- Men: Satisfaction with Supervisor and Satisfaction with Policies both strongly predicted WIF for men; No relationship of satisfaction variables with FIW.
- Women: Satisfaction with Policies was the only significant predictor of WIF. No relationship of either satisfaction variable with FIW.

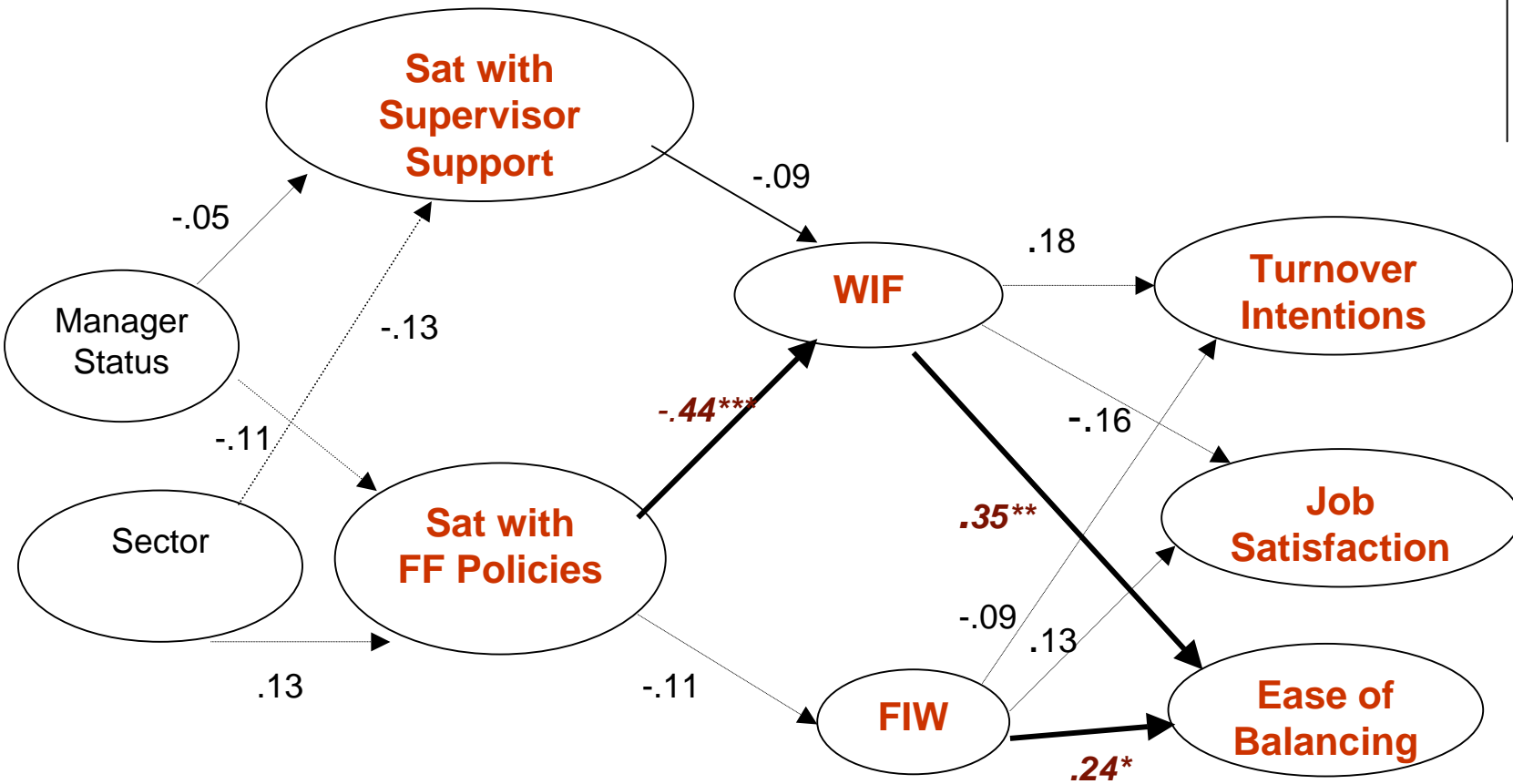
Results: Impacts of WIF and FIW



- Men: WIF significantly predicts all 3 outcome variables. No effects of FIW on outcome variables.
- Women: WIF predicts only Ease of Balancing Work and Family; FIW significantly predicts Ease of Balancing as well.



Effects of Satisfaction with FF Policies and Supervisor Support for Men



Effects of Satisfaction with FF Policies and Supervisor Support for Women

Conclusions



- Results confirm the importance of considering both satisfaction with policies and satisfaction with supervisor support as related, but independent aspects reflecting work culture and workplace supports.⁺
- Frone's model was partly confirmed – work domain-specific supports primarily affected WIF, not FIW. However, lower WIF predicted work-related outcomes and FIW did not.
- Gender differences were not apparent in mean WIF and FIW scores, but in the relationships between variables (antecedents and effects of WIF and FIW).*
- Ease of Balancing proved to be an important variable that captured the intended effects of both satisfactory FF policies and supervisor support for WF balance.

Discussion:

Strengths & Limitations



- Strengths
 - Measured both satisfaction with policies and satisfaction with supervisory support and included 3 different outcomes to assess effects of WIF and FIW.
 - Included data from 2 sectors – both managers and non-managers.
 - Results will be combined with larger international study
 - Suggests validity of considering different paths among variables for men and women.
- Limitations
 - Used data from only one manufacturing company and data collected at only one point in time
 - Larger n needed from education
 - No assessment of effects of other variables such as nature of family demands