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The Influence of Work-Life Balance Benefits on Family-Supportive Organisational Perception and Work Attitudes

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Abstract

This study investigated the relationship between the availability of, and the use of, work-family balance policies offered by organisations and family-supportive organisational perception (FSOP), work-to-family conflict, continuance and affective commitment, family satisfaction, job satisfaction, turnover intention and psychological strain. The research explored whether individuals' perceptions of how supportive their organisations were to their non-work responsibilities was related to work attitudes including job satisfaction, organisational commitment (affective and continuance) and turnover intention. One hundred and twelve respondents from New Zealand organisations recorded how they perceived their organisation as being family-supportive and whether this affected their wellbeing, as well as how satisfied they were with their jobs. FSOP was shown to not moderate the relationship between work-to-family conflict and psychological strain; turnover intention; job satisfaction and affective commitment. However, FSOP was found to be significantly and negatively related to both psychological strain and turnover intention. The availability of benefits was significantly and positively related to affective commitment and negatively related to psychological strain and turnover intention. The usage of available benefits was not related to any of the study variables. The research adds to the knowledge of factors that may improve the work environment by increasing employees' levels of FSOP. The results suggest that organisations could improve staff retention by ensuring the existence of valuable benefits and making them available to all employees, supporting them in their pursuit of a reasonable balance between their daily work and non-work activities.

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Chapter One

1.0 Introduction

1.1 Background

Work-life balance has been one of the most researched topics over the past couple of decades however, the concept is not new. A number of studies on work-life balance define it as the balance of an individual's levels of work and private life (Fisher, Bulger & Smith, 2009). Work and family are the most crucial domains in most people's lives, therefore, balancing these two domains is essential for the well-being of the individual (Fisher, Bulger & Smith). Many people fail to reach a balance which causes a work-life imbalance (Brough, Holt, Bauld, Biggs & Ryan, 2008). A number of factors could cause this: an increased demand on working hours, a larger number of women joining the workforce, and many more couples involved in the workforce in order to fulfil their financial commitments (Brough, et al.). The present research looks at the importance of work-life balance policies, including; flexitime, compressed work week, telecommuting, part-time work, on-site childcare, subsidized local childcare, childcare information/referral service, parental leave and elder care. The aim of this research was to identify the relationship between these and a range of possible outcomes, including employees' level of psychological well-being, job satisfaction and organisational commitment.

Since the beginning of the industrial revolution, the world's industries have increased their demand for the quality and efficiency of their products and outcomes, especially in today's global market. This has caused excessive work demands, leading to an increased level of stress among employees (Guest, 2002).

The more pressure organisations impose upon their employees, the more strain the employees tend to experience. This has caused many employees to strive for a greater balance between work and private life (Guest). Therefore, making organisations aware of the perception held by their employees about their work environment may facilitate the necessary changes within the organisation. This could improve the organisation's ability to manage the level of organisational commitment, job and family satisfaction, and the level of stress and work to family conflict for their employees. Organisational commitment, job and family satisfaction, stress and family conflict have been known to have an effect on employees' job performance, which in turn will have an effect on the productivity level of the organisation (Guest).

Changes in the structure of the workforce, such as an increased number of dual-couple workers, are believed to have one of the strongest effects on work-life balance. A dual-earner family is defined as when both partners work in paid jobs, and although, men and women are treated close to "equals" in today's society, in particular in western cultures, most likely the husband in the dual-earner family will be working full-time while the wife takes up a part-time job (Duxbury, Lyons & Higgins, 2007). Between the 1980s and 1990s, educational expansion and female liberation increased economic welfare, and the number of childcare facilities increased (Van Gils & Kraaykamp, 2008). This has encouraged women to participate in the workforce, resulting in an increased number of working couples today (Nomaguchi, Milkie & Bianchi, 2005). In today's society, more families (with or without children) are required to earn a dual income in order to meet their financial commitments, so that both partners are breadwinners (Skinner

& Pocock, 2008). This could also be the leading factor in creating work-family conflict, which may increase the level of stress within families and work, and lead to increased turnover intention among employees, which may then have an effect on the employee's level of organisational commitment (Skinner & Pocock).

One of the many questions about work-life balance is how to create a balance between the large amount of time spent at work and the dedicated time spent with the family and on domestic labour (Edlund, 2007). The burden seems to have been placed predominantly on women. For centuries they have been responsible for the care of children and household (Edlund). Increasing the number of women in the workforce has created new tensions, such as tension arising due to both parents working, leaving insufficient or no hours in the day to care for the children. Secondly, even though women take part in the workforce, they still remain as the primary caregiver for children, therefore, women have to take dual responsibilities – in the workplace and home (Gornick & Meyers, 2003).

Nonetheless, these tensions are not unique, and they cause more critical problems: increased in work-family conflict and decreased in family satisfaction, because nothing or very little has been done to disperse the effect of caregiving throughout society (Gornick & Meyers).

At some stage, each individual with family has to make caregiving decisions during their careers. In other words, they need to select the arrangement best suited to them and their children (Kossek, Colquitt & Noe, 2001). This involves deciding who takes care of the children as well as where the care occurs (Kossek et al.). The role of caregiving is part of many parents' list of roles needing to be

adequately fulfilled daily (Kossek et al.). Caregiving that takes place in the home or by a family member is defined as a ‘family system,’ which has specific psychological and behavioural implications (Kossek et al.). When employees become responsible for their work and family demands, including caregiving decisions, this often becomes overwhelming, and in some cases results in a decrease in well-being – and worst of all, deterioration in the quality of their relationships with the children and other family members (Kossek et al.).

Also, changes in life and work attitudes put employees under pressure to familiarize themselves with new ways of working. One of these changes could result in lower job satisfaction due to increased work demands and changes in ways of working, such as introducing modern technology. These changes have particularly affected the relationships between work and life domains, making it difficult for employees to balance work and family demands (Dolcos & Daley, 2009). Approximately 25 to 30 years ago, the advancement of technology commenced its threat of mass unemployment around the globe (Guest, 2002). However, researchers and policy-makers believed that the advancement of technology would, in particular for many employees from western (post)-industrial societies, increase the time available for leisure and quality time with family (Guest). In contrast, the advanced technology has increased the pressure of work. Furthermore, advances in information technology, information load and the importance of high quality customer service have implications in today’s market. One of the leading issues is organisations’ need for constant availability and the pace of change and adjustment, which consumes employees’ valuable time that could, for instance, be spent with the family (Guest).

Since the 1990s, leading companies have introduced a considerable number of work-life programs, policies and practices. Even though the implementation of these work-life balance policies has been successful, many organisations have not yet changed their organisational cultures to support individuals (managers and employees) wanting to utilize work-life options (Joshi et al., 2002). Looking at recent global economic conditions, there have been major changes in how corporations perceive work-life balance programs due to their increased awareness of the costs of these programs. However, organisations acknowledge the importance of these work-life balance programs to the organisation; in other words, companies use these programs to attract and maintain highly skilled employees, rather than for the welfare of the employees (Joshi et al.).

Inevitably there are implications that follow when attempting to provide employees with opportunities to improve their balance between work and private life. Organisations are required to acknowledge these implications in order to gain any chance of enhancing the productivity level in today's highly competitive market. One implication is the necessity to make it clear to the employees what is expected of them. This may be done by providing employees with different types of advice according to individual needs, and acknowledging internally-based hindrances. However, the most important thing is for organisations to develop a better understanding of how employees perceive their working environments, which evidently has an effect on the productivity level (Dallimore & Mickel, 2006).

Extensive research on the importance of a positive work-life balance among employees and its effect on an organisation's productivity level has attracted employers' attention. Progressively, employers are acknowledging their role in this challenge by introducing and providing work-life balance policies such as flexible work hours, childcare programmes, flexible leave and many more policies for their employees (Liddicoat, 2003).

Definition of work-life balance

The definition of work-life balance (WLB) is complex and appears to be endless. Many researchers find it challenging to define WLB. However, work-life balance is about individuals having some form of control over when, where and how they work (Pocock, 2005). WLB is accomplished when people's right to carry out what is needed for their life, inside as well as outside paid work, is respected and approved as a common benefit to people, society and business (Pocock).

According to Hill (2005), the definition of work-life balance can have two components: work-life *facilitation* and work-life *conflict*. Work-life conflict is investigated in this study and has been the leading focus for most work-family research over the past quarter century. Conflict within work and family domains, in terms of work to family conflicts, develops when work activities are interfering with family activities (Breugh & Frye, 2007). This type of conflict has shown to be negatively related to employee performance and satisfaction and positively related to high levels of absenteeism (Breugh & Frye).

In contrast, insufficient research has been conducted looking at the effects of family activity interference with work activity. The current research only studies the effects of work interference with family activities (work-to-family conflict) and not the effects of family activities interfering with work (family-to-work conflict). The intervention of work-to-family activities is further discussed in the next section. Research has found that the relationship between work and family does not only create conflict (Breugh & Frye, 2007; Hill, 2005).

The present research focuses on the results of conflict between an individual's work and private life, and how this may affect different aspects of their wellbeing and attitudes. It investigated how these aspects may influence the environment around the individual, focusing on the wellbeing of employees and the beneficial outcomes for organisations. Despite the fact that this research revolves around conflict, it also focuses on balance per se unlike most studies which centre their attention on conflict rather than how it may affect different aspects of an individual's perception and attitudes. This includes the possibility of increasing conflict between an individual's work and private life due to an imbalance within these two domains, as evidence shows conflicts develop due to lack of balance within work and family domains (Winslow, 2005).

Work-life balance policies

Fundamentally, work-life balance focuses on assisting employees to improve management of their time by introducing a number of work-life balance policies. These include reducing work hours, part-time jobs, flexitime, compressed working time, and where work takes place, such as virtual work (work from

home) (Wise, Bond & Meikle, 2003). The level of balance best for employees varies depending on the needs of the individuals and of the company (Wise, Bond and Meikle).

Figure 1.1 presents some of the most common work-life balance benefits provided by major organisations in Australia, New Zealand, the US and many other countries, in order to help employees balance work and family responsibilities (Liddicoat, 2003). The list of benefits below does not represent the total number of existing benefits.

Not until the 1970s did the focus on work-life balance policies become more of interest to academics and professionals. This was mainly due to the rise in the number of women participating in the workforce (Crompton & Lyonette, 2006). Work-life balance policies were first established to facilitate the management of individuals' work and family responsibilities. This was to sustain a healthier lifestyle (Brough, Holt, Bauld, Biggs & Ryan, 2008). Research shows that organisations have initiated work-life balance policies, despite the increased organisational costs for their implementation, and have managed to address a number of the key issues many organisations are facing.

Benefit Type	Description/Example
Flexible working hours	Usually includes having employees work a specified number of hours per day or per week; employees choose working hours to best suit their needs and the needs of the organisation
Job sharing	Two or more employees share one position
Part-time work	An employee works fewer hours or days than a full-time position
Compressed work weeks	Employees work more hours each day to complete the equivalent hours required and then have the rest of the week off
Flexible leave	Can include employees taking leave in smaller blocks of time, for example, taking half a day's leave to attend a meeting at their child's school
Parental leave	Leave taken when an employee becomes a parent
Phase back for new mothers	Allows new parents to return to work gradually
Telecommuting	Sometimes referred to as 'working from home', but it can also include temporary or ongoing work from a satellite branch closer to the employee's home, rather than working at the corporate office which may be some distance from the employee's home
Part-office, part-elsewhere	This can be a permanent situation where an employee may work part of the time in the office and part of the time elsewhere; or it can be a temporary situation to help an employee with a change in circumstances
On-site childcare facility	Child-care available at the location of the company by the employer
Referral service	A referral service is usually a database of currently available childcare and/or eldercare facilities, which employers can provide for employees
Employer subsidy of childcare	Employer partially pays for the child-care costs
Eldercare	Relates to the care of elderly persons and, as is the case with childcare, eldercare has many options; these range from an on-site eldercare facility through to subsidies, and emergency care
Dependant-care car parks	Car parks set aside for staff to use in family emergency situations

Table 1: Work-life balance benefits

Note: The table represents a few of the most common work-life balance policies introduced by a number of companies (Liddicoat, 2003, p. 356).

These issues include; employee job satisfaction, organisational commitment, productivity, emotional and physical disorders – which may decrease, as well as increase an employee's turnover intention. Additional to the issues mentioned, not using extensive work-life balance policies has shown, over the past decade, to decrease the fertility rate in many countries (Drew, Emerek & Mahon, 1998).

In New Zealand, work-life balance policies are predominantly utilized when the need for developing a productive work culture increases, that is when tension between employees' work and private lives has begun to increase (Forsyth & Polzer-Debruyne, 2007). Forsyth and Polzer-Debruyne (2007) investigated the cause of perceived support and employees' performance and turnover intention in New Zealand organisations. They identified a significant relationship between the perception of work-life balance support provided by the employers for their employees and an increase in employees' loyalty to their employers. In addition, they found that more work-life balance support provided by employers was perceived positively by the employees and tended to enhance employees' level of job satisfaction. Employees who manage to sustain greater levels of job satisfaction are more likely to experience reduced work pressure, which may therefore lead to a decrease in the level of work-to-family conflict (Forsyth & Polzer-Debruyne).

Workplace flexibility is one of the most desired work policies and refers to different factors or variables in work-life balance policies provided by

organisations (Swanberg, Pitt-Catsouphes & Drescher-Burke, 2005). Due to the reported effects of workplace flexibility on work-life balance, part of this research focused on four workplace flexibilities. However, the emphasis on workplace flexibility benefits is not exclusive. Figure 1.2 below represents the workplace flexibility (benefits) used in this research. The first is flexible work hours provided to employees, such as part-time, rostered hours and night versus day shift availability. Secondly, flexibility regarding workplace consists of, for example, the flexibility to work from home (e.g. in order to fulfil childcare responsibilities). Thirdly, support for care responsibilities would be, for example elderly care and childcare, extra financial childcare support (provided by the organisation) and flexible leave for important family matters. Lastly, managerial support was investigated, such as flexible schedule arrangements (level of control over work hours spent and daily flexi-time).

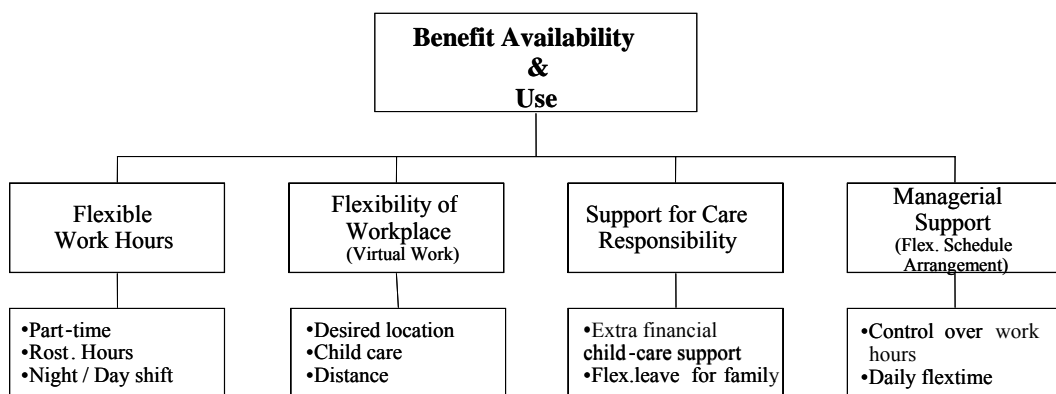


Figure 1: WLB policies in focus

1.2 Purpose of this research

Much research has focused on workplace flexibility, mainly looking at extended versus reduced working hours, and their effect on employees' quality of life

(Jones, Scoville, Hill, Childs, Leishman & Nally, 2008; Liddicoat, 2003; Skinner & Pocock, 2008). However, Jones et al. (2008) investigated the relationship between workplace flexibility and work-family fit, looking at perceived versus used workplace flexibility in Singapore. They found that many employees benefit from workplace flexibility without actually utilizing any of the benefits provided to them (Jones et al.). Kossek, Lautsch and Eaton (2006) tried to find a distinction between descriptions of flexibility use and how the individual psychologically experiences flexibility (perceived) provided by the organisation. They found that the actual link between the use of workplace flexibility on personal, workplace and marriage family outcomes can deviate from the influence of the perceived flexibility (Kossek et al., 2006). Jones et al. found that employees with greater perceived flexibility reported considerably lower work-family conflict, turnover intention and depression. In other words, retaining more employees with a high perception of their organisation as being family-supportive without actually needing to use these benefits, may benefit the organisation financially. This is one of many reasons why acknowledging the distinction between perceived versus use of benefits is important. The idea of perceived versus used workplace flexibility raised interest in conducting further research on employees' perception of work-life policies and the support provided by their organisations.

This current research examined employees from organisations based in New Zealand. In regard to perceived support provided by the organisation, the concept of family-supportive organisation perception has been used (FSOP) (O'Driscoll, Poelmans, Spector, Kalliath, Allen, Cooper & Sanchez, 2003). FSOP refers to individuals' perception that the entire organisation is supportive and sensitive to

employees' endeavours to try to maintain the balance between work and family commitments and responsibilities (O'Driscoll et al.). This research intended to determine two variable benefits available to the employees as well as to ascertain the number of employees utilizing these benefits – benefit availability and use (BA and BU). This enabled the research to generate an analysis between perceived versus used benefits available among employees. The measurement of these variables is explained in Chapter Two. Other variables investigated included: the level of turnover intentions; the level of job satisfaction; family satisfaction (whether the relationship within families, between spouse and those with and without children, has improved or worsened as a whole); and the level of work-family conflict (WFC). There are two directions of conflict that may be examined for this research: work-to-family conflict (WFC); and family-to-work conflict (FWC). However, the variable of family-work conflict (FWC) was not examined as this research was mainly focusing on the impact of perceived versus used work-life balance policies. In other words, this research centered its attention on the effects work environmental aspects may have on the family environment.

The present research focused on a number of benefits that may or may not be available to employees. Whether these benefits are available or not could be expected to have an effect on employees' means of balancing work and their personal lives. Furthermore, the analysis also includes variables that may possibly be affected such as job and family satisfaction, work-family conflict, organisational commitment, turnover intention and psychological strain.

Together with benefits mentioned in Figure 1.2, the current study focused on whether family-supportive organisation perception (FSOP) is linked to individuals' mental health (level of psychological strain), as well as their level of organisational commitment. Regarding organisational commitment, the attention was on affective commitment (to identify the level of attachment, involvement in the work or organisation the individual has) and continuance commitment (to identify to what extent the employee feels committed to their organisation). O'Driscoll and Randall (1999) found a significant link between perceived organisational support and affective and continuance commitment; however, the relationship with continuance commitment was negative. The reasoning for the negative outcome of continuance commitment could be that the employee's experiences of emotional attachment (affective commitment, feeling some form of belonging to the organisation) are different to someone experiencing continuance attachment (e.g. when a high cost is perceived if losing membership to the organisation, therefore staying with the organisation is the most reasonable choice).

This research investigated two ways that variables may be linked in the study – direct effect and indirect effect (on the chosen variables). The idea of this study was also supported by research showing that organisations providing their employees with flexible work options experienced an increased level of commitment from their employees (Jones et al., 2008). For example, employees having greater flexibility to balance family, personal and work demands showed more enthusiastic attitudes towards their work as well as having greater commitment to their organisation (Jones et al.). Evidence shows that employees

who express higher level of commitment to their organisations tend to provide a higher level of performance; therefore it is crucial for organisations to retain valued employees who show greater commitment to the company (Jones et al.).

The focus of this research has the potential to provide organisations with an insight into how their employees perceive the workplace as being supportive and potentially used to sustain a healthy organisational climate. The climate of an organisation focuses on each individual's perception they have of the work environment, and depending on their perceptions, this may influence (either improve or worsen) the outcomes of performance in the workplace (Bochner, 2003). In other words, this depends on the changes in employees' overall perception and attitudes towards the organisation (Bochner). Sustaining a healthy organisational climate is crucial in order to preserve employees' job satisfaction and organisational commitment (Brunetto & Farr-Wharton, 2005). Therefore, organisations need to know their employees' views about their work environment in order to know whether changes need to be made. There is increasing evidence suggesting that the ways employees perceive their work environment may influence their behaviour in ways that support the objectives and the goals of the organisation (Rosete, 2006). The following section presents the structure of two conceptual models and the reasoning behind them, and the variables that were investigated.

1.2.1 Theoretical models and variables

Two conceptual models were developed for this research. It was necessary to have two models as this research focused on two different relationships between the

variables. Detailed description of the variables will be discussed in the following sections. The first model (Figure 1.3) represents the direct relationships between the key variables, benefits availability and benefits use, and FSOP. Benefit availability and benefit use are predicted to have positive relations with the variables continuance and affective commitment, family satisfaction, and negative relations with work-family conflict, psychological strain and turnover intention. FSOP is predicted to have a negative relation to psychological strain and turnover intention.

The second model (Figure 1.4) represents the indirect (moderating) relationship, where the variable FSOP is taking the moderating role between the effects of work-family conflict and four other variables: psychological strain, job satisfaction, turnover intention and affective commitment. It is predicted that FSOP will have a positive moderating affect on the relationship between work-to-family conflict and the two variables: psychological strain and turnover intention. Furthermore, FSOP was also predicted to have a negative affect between work-to-family conflict and the two variables: job satisfaction and affective commitment.

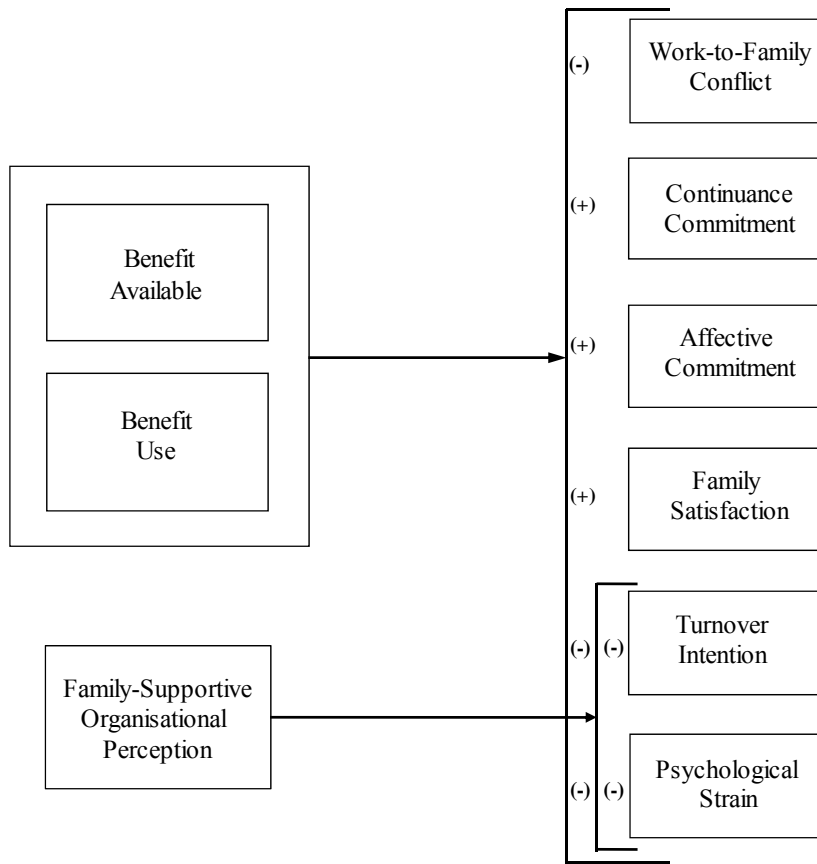


Figure 2: Model 1 – Availability and Usage of existing work-life balance policies

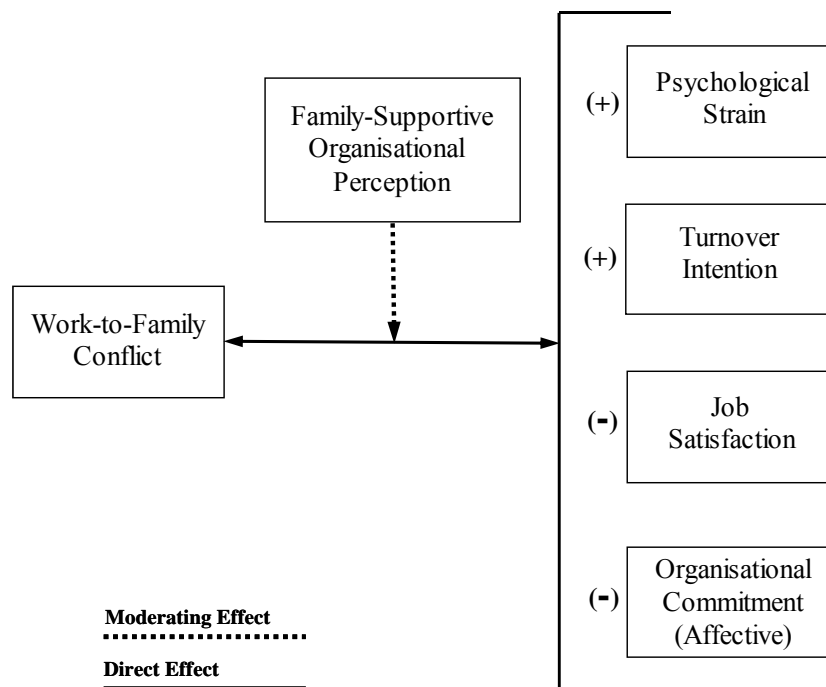


Figure 3: Model 2 – Perception of existing work-life balance policies

The choice of variables for this research was influenced by prior research studies on work-life conflict, which share similar ideas regarding how conflict between work and private life has an effect on: job satisfaction, family satisfaction, work-family conflict, organisational commitment (affective and continuance), turnover intention and psychological strain. The ideas also highlight interest in the relationships between variables mentioned affecting an individual's opportunity in achieving balance between work and non-work responsibilities. Evidence shows that there are positive relationships between individual perceptions of work-life balance support provided by their organisations and the variables mentioned above (Allen, 2001; O'Driscoll et al., 2003). There has been limited research conducted looking at the moderating effects on the perception of provided work-life balance benefits and usage of such benefits. Due to limited research on the moderating influence, this research investigated the moderating factors of Family-Supportive Organisational Perception (FSOP) between: psychological strain, job satisfaction, family satisfaction, turnover intention and affective organisational commitment. The following paragraphs discuss the importance of these variables as well as defining them.

The general outcome of; personal, workplace and family situations from using work-life balance policy options available, may vary from the influence of perceived work-life balance policies on those same variables. FSOP, as mentioned earlier, refers to individuals' perceptions that the organisation is supportive and sensitive to employees' attempts to keep the balance between work and family commitments and responsibilities (Allen, 2001; O'Driscoll et al., 2003). FSOP is one of the three main variables in this research, and is known to have significant

effects on job satisfaction, work-family conflict, turnover intention and organisational commitment. Allen (2001) found that FSOP had a mediating effect between work-life balance benefits available to employees and the variables mentioned above. However, this research focuses on FSOP moderating effects on these variables. Additional findings indicated that individuals who perceived their organisation as family supportive, experienced decreased turnover intentions and work-family conflict, and increased organisational (affective) commitment (Forsyth & Polzer-Debruyne, 2007).

Benefit Availability and Use, and their influence on Work-to-Family Conflict

FSOP, benefit availability and benefit use are three variables that play an important role in this research. The focus here is on how relationships differ between employees who use the benefits, and those who react to their availability, but do not actively use them (see Figure 1.3). The hypothesis is that the availability of work-life balance benefits and use among employees will have a link to a number of variables in various ways (e.g. positively relate to the state of each variable and/or negatively relate to the state of each variable). The reason for looking at the possible relationship between availability and the use of WLB benefits was to determine whether the existence of benefits by itself may moderate the outcome of individual's attitudes in the workplace. In other words, employees who do not use available WLB benefits despite the existence of these benefits may still show high levels of job satisfaction.

According to Allen (2001), benefit availability alone has little effect on employees' experiences and attitudes towards their organisation. However, the

global perception regarding how employees perceive their work environment to be work-life balance supportive appears to have a greater impact on their attitude and experiences. Research indicates that employees who perceived less work-life balance support by their organisation were not likely to be using work-life balance benefits offered to them. Nonetheless, employees who perceived their organisation as supportive were more likely to use benefits available to them (Allen). The availability and usage of work-family benefits may have a significant effect on employees' well-being and on work attitudes such as the level of job satisfaction. Empirically and theoretically, employees who achieve positive attitudes are linked to the possible use of work-life balance benefits and perception of the availability of such benefits (Allen).

Researchers such as Jones et al. (2008) have collected evidence that the availability of work-life balance benefits has positive effects both for the organisation and the individual's private life. In other words, work-life balance benefits offer some major rewards and potential benefits: working more productively and getting more accomplished. The availability and use of work-life balance benefits is also known to create a more productive work culture and a reduction in work-family conflict (WFC). Furthermore, evidence also supports the expectation that benefit availability and use will decrease intention to turnover, increase loyalty to the company and improve job performance (Cook, 2009; Brooks & Wallace, 2006). Employees from New Zealand see this as integration between work and non-work and personal time (Forsyth & Polzer-Debruyne, 2007).

Osterman (1995) found that companies are highly dependant on the implementation of work-life balance benefits in order to improve the “high commitment work system” which stands for employee’s loyalty and input toward the success of the company (Lambert, 2000 p. 801). Again, what was found was that work-family benefits were related to employee commitment and level of turnover intention. Evidence has therefore been revealed that a high-commitment work system, as mentioned earlier, requires a high level of employee commitment (Osterman; O’Driscoll & Randall, 1999). One way to sustain or increase the level of employee commitment in organisations is by making work-family benefits available to employees (O’Driscoll & Randall). Nonetheless, the availability of these benefits may cause employees to feel obligated to return hard work for the additional assistance received from the organisation rather than displaying citizenship behaviour (Lambert).

According to Jones, Scoville, Hill, Childs, Leishman, and Nally (2008), creating balance between employees’ work and family lives’ by making work-life benefits available to employees will also reduce the level of work-family conflict (WFC) (Jones, Scoville, Hill, Childs, Leishman, & Nally, 2008). Evidence shows that employees will benefit in terms of experiencing less psychological strain and pressure, and by having more control over their work, so their professional and private lives are well integrated. This, on the other hand, will allow them to spend more quality time with their families which could increase the level of family satisfaction (Dallimore & Mickel, 2006). Therefore, the availability and use of work-life balance benefits has indicated a reduction in work-to-family conflict

(Cook, 2009). This current research predicted comparable results to the study conducted by Cook (2009). The following hypotheses were put forward:

H1a. Benefits availability will negatively correlate with WFC.

H1b. Use of available benefits will negatively correlate with WFC.

To obtain a measure of control over where, when and how much an individual works could be achieved when a person is able to fulfil life outside as well as inside paid work. This should also become a fulfilment that is accepted and respected as the norm by business and society (Byrne, 2005). This is particularly important for employers because they would benefit by obtaining a more productive, motivated and less stressed workforce by introducing work life balance policies such as care benefits, providing breaks from work when necessary, flexi-time possible job-sharing when work load increases, sick leave benefits, self-rostering, and possible virtual work (working from home) (Byrne; McIntosh, 2003). The most attractive policies known to employees have proven to be the accessibility to part-time work as well as flexibility (e.g. taking day off due to sick child etc.) (Thorntwaite, 2004). These policies are focused on in this research (see Figure 1.1). Flexibility is one of the most critical policies regarding the working time issue around work-family balance. This is because flexible working time assists employees to balance and accomplish work and non-work responsibilities (Felstead, Jewson, Phizacklea & Walters, 2002).

In terms of work-family support benefits provided to staff members, it is important to acknowledge what benefits would serve employees needs in order to reach a balance between their work and non-work matters (Thorntwaite, 2004). Research proposes that, in Australia, numerous parents, in particular women/mothers see job flexibility as a crucial factor in order to be able to spend quality time with their children, rather than reduced working time (Thorntwaite). In the UK, approximately 90 percent of women believe that employers should offer greater flexibility for parents. With women returning to the workforce, approximately 56 percent of these women tend to favour greater working time flexibility, whereas about 43 percent prefer longer maternity leave (Thorntwaite). Women's strong predispositions towards flexible working time assist and allow them cope with daily domestic responsibilities. However, practical issues seem to surface, such as adapting work to school hours and calendars, the availability and accessibility of affordable childcare, vacations, and irregular demand on non-standard working hours is limited. These issues may have arisen due to a high number of employees requiring flexible working time (Wolcott & Glezer, 1995).

Work-to-family conflict

Many of today's working families are struggling to create a balance between work and family demands, therefore, many suffer from work-family imbalance. When imbalance develops employees tend to experience a higher level of work-family conflict (Winslow, 2005). Work-family conflict, as mentioned earlier, develops when there is an imbalance between an individual's work and non-work responsibilities. It is an inter-role conflict that develops when the responsibilities and demands in one domain make it difficult to fulfil the responsibilities of the

other (Winslow). The topic of work-family conflict has received much attention from researchers and the general public. However, many of the studies conducted have focused mainly on work-to-family conflict in Western countries (Luk & Shaffer, 2005; Frone, Russell & Cooper, 1992). Work and family are two different domains and when the role expectations from these two spheres are incompatible, strain develops within these spheres leading to work-to-family conflict (Luk & Shaffer). The changing global socio-economic situation is a leading reason for the increased level of work-to-family conflict. However, this reasoning is not limited to Western countries, but also is valid for a number of individuals in developing and developed countries (Luk & Shaffer).

Grzywacz, Arcury, Marin, Carillo, Burke, Coates and Quandt (2007) investigated both the industry and culture and their link to experiences and effects of work-family conflict. They found no evidence that work-to-family conflict was linked to an individual's level of well being (psychological strain). However, in contrast, Hill (2005) discovered that increased level of work-to-family conflict was linked to decreased physical and mental health, and family function.

When employees' priorities, culture and values are consistent with the culture and values of an organisation, turnover and turnover intention tend to decrease (Kristof, 1996). The culture of an organisation may consist of meanings, assumptions and values and responsiveness of the necessity for work-life balance. Therefore, if employers and their employees were to prioritise work-life balance, employees would most likely remain with the organisation (Kristof). If employee priorities are dissimilar to those of the organisation, employees are more drawn to

look elsewhere for cultures similar to their own. An example of this would be the unavailability of flexi-hours may have an influence on a mother's decision to look for work in another organisation (Kristof). The level of work-family conflict, caused by an imbalance between work and family domains is linked to affected employee decisions to leave an organisation (Kristof).

According to Beauregard and Henry (2009), the availability of work-life balance practices has also been shown to increase job satisfaction and organisational commitment among many employees with family responsibilities, irrespective of whether or not these benefits are being utilized. Two additional work benefits: childcare support and flexible time, are known to improve employee loyalty, and are mediated by lower levels of work-to-family conflict. This research predicted that employees with high level of WFC will have a positive link to their levels of psychological strain and turnover intention, and negatively link to their job satisfaction and affective commitment. Therefore, this current research predicted comparable results to studies conducted by Hill (2005), Beauregard and Henry (2009), and Kristof (1996). The following hypotheses were put forward:

H2a. WFC will positively correlate with psychological strain.

H2b. WFC will positively correlate with turnover intention.

H2c. WFC will negatively correlate with job satisfaction.

H2d. WFC will negatively correlate with affective commitment.

Work-to-family conflict is linked to incompatible pressures from an individual's many and demanding responsibilities from both work and family and is known to

have a negative effect on job and family satisfaction, which will contribute to lower levels of job performance input (Frye & Breugh, 2004; Crompton & Lyonette, 2006). Employees suffering from high levels of WFC would jeopardise the productivity level of the company as well as their own well-being. Studies have found that the use and the availability of work-life balance benefits (childcare support, flexible work hours and supervisory support) have the potential to improve the level of work-family conflict and reduce health issues among employees such as high levels of stress (Frye & Breugh; Brough, O'Driscoll & Kalliath, 2005). Another aspect that makes defining the levels of work-to-family conflict complex is the cultural values as well as diverse policies that are specific to different societies (Crompton & Lyonette). In today's society, there is an increase in the competing demands of work and personal life, therefore, it is no surprise that the majority of employees experience conflict between the two domains (Wise, Bond & Meikle, 2003). Individuals with care responsibilities tend to be most affected and suffer the most due to greater time pressure. Women with children are proven to suffer from higher levels of work-to-family conflict, and experience less satisfaction with their balance between work and family life (Wise, Bond & Meikle).

There are a number of work-family stressors that may contribute to work-family conflict and are negatively related to individual well-being, work and family life (Hill, 2005). According to Hill (2005), increased working hours contributes to an increase in work-family conflict. More families with or without children are drawn to pursue a dual income lifestyle in order to meet their financial commitments; in these circumstances both men and women are breadwinners

(Skinner & Pocock, 2008). This could be the leading factor in creating work-to-family conflict, which therefore would most likely increase the level of stress within families and work. Evidently, work-to-family conflict will lead to an increased occurrence of turnover intention and have an effect on the level of organisational commitment (both affective and continuance commitment) (Skinner & Pocock). Much research focuses on workplace flexibility, mainly looking at extended versus reduced working hours and the effect on employees' quality of life (Jones et al., 2008; Liddicoat, 2003; Skinner & Pocock, 2008). Regardless of the increased interest of quality-of-life issues, a great number of organisations continue to see these issues as individual and not organisational problems to solve (Bailyn, 1997). Furthermore, many of the companies see work and private life as competing priorities, in which success in one area leads to a failure in the other (Friedman & Greenhouse, 2000).

Organisational Commitment (affective and continuance)

Organisational commitment describes the level of attachment employees have to their organisation (O'Driscoll & Randall, 1999) and consists of two constructs: affective commitment (employee's emotional attachment to the organisation), and continuance commitment (based on the material benefits available or to be gained by staying in the organisation) (Meyer & Allen, 1997). Employees with a high level of affective commitment demonstrated an improvement in their job performance and increased job satisfaction, whereas those with a higher level of continuance commitment only showed an increase in their job satisfaction (O'Driscoll & Randall). Shore and Martin (1989) investigated the organisational commitment and job satisfaction link to turnover intentions among bank tellers

and hospital professionals. They found the level of organisational commitment had a stronger link to turnover intention than job satisfaction. Furthermore, the link between organisational commitment and turnover intention was significant among bank tellers but not hospital professionals (Shore & Martin, 1989). Perhaps there are particular reasons for hospital professionals and non-professionals remaining in the organisation, for instance professionals' initial commitment may not be to the organisation but rather focus on their occupation (Shore & Martin).

Evidence shows that low levels of both affective and continuance commitment are dominated by the challenge to balance the two domains (work and family), which influences the level of work-to-family conflict (Brough, Holt, Bauld, Biggs & Ryan, 2008). Research has found that implementing work-family policies available to employees (such as childcare support, referral services) increases the level of employee commitment to the organisation (Brough et al.; Beauregard & Henry, 2009). Individuals with a low level of affective commitment, which may be influenced by a high level of work-to-family conflict, tend to show increased job strain and organisational justice (those who feel they have been unfairly treated by their organisation), compared to those with a high level of affective commitment (Brough et al., 2008). Furthermore, Leong, Furnham and Cooper (1996) also provided evidence that employees with strong organisational commitment experience fewer negative outcomes regarding mental and physical health and the intention to leave, than those who had a lower level of commitment. Improving the level of employees' organisational commitment is crucial in human resource management as it has a perceived association with the level of job performance (Bennette, Davey & Harris, 2009).

An organisation taking the initiative in implementing work-family policies has shown to decrease the level of work-family conflict, which in turn increased employees' level of commitment and decreased occupational stress (Brough et al.). This research predicted similar outcomes to those of Brough et al. (2008).

The following hypotheses are proposed:

H3a. Benefits availability will positively correlate with continuance commitment.

H3b. Use of available benefits will positively correlate with continuance commitment.

H4a. Benefits availability will positively correlate with affective commitment.

H4b. Use of available benefits will positively correlate with affective commitment.

Job Satisfaction

Research focusing on job and family satisfaction as an important correlate of work-life balance has proliferated over a short period of time (Wright & Davis, 2003). Job satisfaction could be defined as a positive emotional state which comes from a successful assessment of an individual's job or job experiences (Paton, Jackson & Johnston, 2003). Job satisfaction also represents the interaction between employees in the work environment by weighing up what they desire from their job compared to what they receive (Wright & Davis). Job satisfaction has also been proven to have crucial implications for organisational productivity and has been linked to work related behaviours such as the motivation to improve job performance, and staying in the organisation. Forsyth and Polzer-Debruyne (2007) found the relationship between the perception of work-life balance support

by the employers and the level of loyalty towards the employer was significant. Employees' perceptions that their employers were supportive and considerate of their level of work-life balance indicated an increase in job satisfaction and a decrease in work pressure among employees. In regards to level of job satisfaction and varieties of work-life balance, policies such as work schedule flexibility is known to be affiliated with increased organisational commitment, decreased turnover intention and, most importantly, decreased work-to-family conflict (Beauregard & Henry, 2009).

Family Satisfaction

Family satisfaction, on the other hand, looks at the quality of the relationship among family members and is considered to be a crucial factor for individual psychological well-being. Work-family facilitation, such as the availability of work-family benefits (childcare support, flexi hours and many more), has proven to improve both job and family satisfaction (Hill, 2005). Having a high level of family satisfaction may be related to high levels of organisational commitment, reduced turnover intention and improved productivity level, as for high levels of employee job satisfaction. Because work and family life are of high importance for individuals, interference within the family domain in terms of increased work-family conflict, may significantly diminish satisfaction in work and with the organisation (Figure 1.4) (Paton, Jackson & Johnston, 2003). Frone and Russell (1994) focused on developing a better understanding of the relationship between job and family satisfaction. They found that according to the spillover hypothesis, job and family satisfaction are positively related. Spillover hypothesis is when the level of satisfaction in one role as a function differs to the quality of the

individual's experiences in another role. An example of the spillover hypothesis would be when family relations are affected by work demands such as overtime work, and shift work (Paton, et al.; Frone & Russell). This research predicted similar outcomes to those of Hill (2005). The following hypotheses are proposed:

H5a. Benefits availability will positively correlate with family satisfaction.

H5b. Use of available benefits will positively correlate with family satisfaction.

Turnover Intention

According to Lam, Lo and Chan (2002), employee level of turnover intention has increasingly attracted the attention of many academics and researchers, particularly regarding human resource issues. Assuming there has been an increased number of staff turnovers and employee turnover intention, this may have cost many organisations staggering amounts for hiring and training new employees, and costs for malingering employees who are not working towards the company goal but have not left the organisation (Lam, Lo, & Chan, 2002).

However, introducing work-life balance policies has proven to assist organisations to retain their talented employees (Abbott, De Cieri & Iverson, 1996). The cost of replacing valuable staff members, using an organisation in Australia as an example, was cautiously estimated at \$AUS 75,000 per individual, which may also substantially affect retention of valuable costumers (Abbott et al.).

Vardaman, Allen, Renn and Moffitt (2008) suggest that organisations with high rates of turnover intention will increase the chance of actual turnovers of talented staff members and consequently suffer from the high financial costs of finding,

hiring and replacing new workers. Organisational commitment and the level of job involvement have been the main predictors of increased levels of turnover intention (Blau & Boal, 1987). To reduce the level of turnover intention, employers would have to target factors that predict turnover intention, by introducing work-life balance benefits and making them available to their employees (Forsyth & Polzer-Debruyne, 2007). Forsyth and Polzer-Debruyne (2007) investigate the link between the perception of the organisation's support of work-life balance and turnover intentions. In this case the reduction of turnover intention would have been effected by levels of job satisfaction and the reduction of work pressure. They found that staff members who perceive their organisation as supportive by providing them with assistance to reach a work-life balance, resulted in increased job satisfaction as well as decreased work pressure. Additionally, improved job satisfaction and reduced stress at work consequently lead to a reduction in leaving intention (Forsyth & Polzer-Debruyne). This research predicted comparable results to those of Forsyth and Polzer-Debruyne (2007). Therefore, the following hypotheses are presented:

H6a. Benefits availability will negatively correlate with turnover intention.

H6b. Use of available benefits will negatively correlate with turnover intention.

Vardaman, Allen, Renn and Moffitt (2008) focused on the linkage between turnover intentions and turnover. There are two important aspects to consider in order to understand the impact of employee possible turnover decision: the behaviour of the individual and his/her family situation, According to Vardaman

et. al.(2008), employees' behaviours and family situation are related to the level of turnover intentions. Evidence shows that the relationship between turnover intention and actual turnover is most likely to be moderated by other factors affecting the individual, and situational factors such as employees with large families which entail a great responsibility and/or employees who are striving to expand their knowledge and skills but are not being given the opportunity (Vardaman et al.).

Psychological Strain

The advancement of modern technology has developed a sense that life is moving ahead much faster and that work, together with other activities, are compressed into shorter periods of time, which may be a source of physical as well as psychological strain (Poelmans & Caligiuri, 2008). Psychological strain is defined as a negative mood and can be the basis of anxiety, depression and physical illness. A high level of psychological strain is also related to numerous health issues such as insomnia, headaches, heart disease, weight control, loss of memory and psychological disorders (Kyoung-Ok & Wilson, 2003).

Despite the pressure, advancement of modern technology has made it possible to complete job tasks from different places at any time, however, it has also increased job expectations and closer deadlines (Poelmans & Caligiuri). Due to this, many employees, in particular those with a professional and managerial work background, are feeling an increased pressure to work faster and for extended hours (Poelmans & Caligiuri). In today's transformed world where many parents live and work, time is one of the most important aspects, because the need for

balancing long hours in the workplace and the demands of caregiving at home are inevitable (Gornick & Meyers, 2003). Studies have also indicated that dual-earner couples with children and working full-time are having a difficult time achieving a balance between work and family life, and, most importantly, also have difficulty consistently nurturing their families (Hill et al., 2006). Research suggests that men in dual-earner families and who have a high paying job spend less of their time caring for their children compared to men with lower paying jobs (Hart & Kelley, 2006). Work-to-family conflict, caused by a number of factors discussed earlier in this chapter, has an impact on the psychological well-being of an individual, which in turn may cause depression (Hart & Kelly). This research predicted a similar assumption to that of Hart and Kelly (2006).

Negative 'spillover', as mentioned earlier, from work-to-family (work issues affecting family activities, creating work-family conflict) was associated with depression, hypertension, alcohol abuse, poor physical health and psychological distress among a number of full-time dual-earners, attempting to fulfil family needs and responsibilities (Dilworth, 2004; Grzywacz & Marks, 2000). Further research confirms that employees experiencing high levels of work-to-family conflict are more likely to suffer from lower levels of psychological well-being (Frone, 2000). Available work-life balance benefits, such as part-time employment for those with carer responsibilities, may improve how individuals manage work-life balance, however, part-time workers may also suffer from work-life imbalance due to insufficient income (Warren, 2004). Warren (2004) investigated women's (part-time workers) financial situations and their leisure lives in lower level jobs, and found that in most work-family literature these

women were less positive about their levels of work-life balance. This may further develop into a higher level of psychological strain among these women. This research predicts opposite assumptions to those of Warren (2004). These hypotheses are therefore proposed:

H7a. Benefits availability will negatively correlate with psychological strain.

H7b. Use of available benefits will negatively correlate with psychological strain.

Individuals who experience increased levels of stress due to work-to-family conflict and perceive a loss of control over their work, as well as non-work demands tend to become less committed to, less productive, and less satisfied with their organisation. This may be causing them to be more frequently absent from work, or to be on the edge of developing a high intention to leave the organisation (Frye & Breugh, 2004). According to Frone (2000), individuals experiencing work-life conflict had thirty times more likelihood of suffering from anxiety disorder and were eleven times more susceptible to developing a substance-dependent disorder such as drug misuse and heavy drinking. However, employees reporting a high level of job satisfaction had lower levels of work-life conflict. High levels of FSOP may also have a positive impact on employees' well being (lower level of psychological strain). Cook (2009) obtained results that showed FSOP had mediating effects between work-family policies and burnout. However, instead of looking at FSOP mediating effects, this current research investigates the direct influence of FSOP on psychological strain. Therefore, the hypothesis is presented:

H8a. FSOP will negatively correlate with psychological strain.

Family Supportive Organisational Perception (FSOP): Direct and moderating relationships

Much of today's literature examines employees' perception of how family-supportive their work environment is (Forsyth & Polzer-Debruyne, 2007).

Perceived support is when an organisation makes work-life balance benefits available to their employees in order for them to facilitate a balance between work and private life. This may have an influence on their attitude towards their job and the organisation, which is crucial in order to retain valuable employees (O'Driscoll & Randall, 1999).

Forsyth and Polzer-Debruyne (2007) focused on New Zealand employees' perceptions of work-life balance support provided by their employers. What was revealed was that a positive perception of work-life balance support was suggested as having a direct impact on a number of variables: a direct negative effect on turnover intentions, a positive effect on job satisfaction and a negative effect on the level of work strain. Lambert (2000) found insufficient evidence that perceived organisational support has any mediating influence. However, Allen (2001) found that FSOP had a mediating effect between the availability of work-life benefits and some dependent variables: affective commitment, job satisfaction and work-family conflict. FSOP focuses on how work-family friendly employees perceive their work environment. How employees perceive their organisation as

being family supportive may also have an influence on the level of turnover intention. Cook (2009) found that FSOP had a mediating effect between work-family policies and turnover intention. However, instead of looking at FSOP mediating effects, this current research focused on the direct influence of FSOP on turnover intention, to find out the solo effect of FSOP. Therefore, the hypothesis was as presented:

H8b. FSOP will negatively correlate with turnover intention.

Findings that could be supported looking at FSOP moderating effects are limited, due to insufficient research, the researcher decision to focus on the moderating effects FSOP has between WFC and four other variables: psychological strain, turnover intention, job satisfaction and affective commitment, was triggered. Therefore, the following hypotheses were put forward:

H9. Family-Supportive Organisational Perception (FSOP) will moderate the relationship between Work-Family Conflict (WFC), and psychological strain, WFC and level of turnover intention, WFC and job satisfaction, and WFC and affective commitment.

- a.** The positive relationship between WFC and psychological strain will reduce among employees with higher levels of FSOP.
- b.** The positive relationship between WFC and the level of turnover intention will reduce among employees with higher levels of FSOP.
- c.** The negative relationship between WFC and the level of job satisfaction will reduce among employees with higher levels of FSOP.

- d. The negative relationship between WFC and affective commitment will reduce among employees with higher levels of FSOP.

1.3 Summary of Hypotheses

Direct Effects

- H1a.** Benefits Availability will negatively correlate with WFC.
- H1b.** Use of available benefits will negatively correlate with WFC.
- H2a.** WFC will positively correlate with psychological strain.
- H2b.** WFC will positively correlate with turnover intention.
- H2c.** WFC will negatively correlate with job satisfaction.
- H2d.** WFC will negatively correlate with affective commitment.
- H3a.** Benefits Availability will positively correlate with continuance commitment.
- H3b.** Use of available benefits will positively correlate with continuance commitment.
- H4a.** Benefits Availability will positively correlate with affective commitment.
- H4b.** Use of available benefits will positively correlate with affective commitment.
- H5a.** Benefits Availability will positively correlate with family satisfaction.
- H5b.** Use of available benefits will positively correlate with family satisfaction.
- H6a.** Benefits Availability will negatively correlate with turnover intention.
- H6b.** Use of available benefits will negatively correlate with turnover intention.
- H7a.** Benefits Availability will negatively correlate with psychological strain.
- H7b.** Use of available benefits will negatively correlate with psychological strain.
- H8a.** FSOP will negatively correlate with psychological strain.
- H8b.** FSOP will negatively correlate with turnover intention.

Moderating Effects

- H9.** Family-Supportive Organisational Perception (FSOP) will moderate the relationship between Work-Family Conflict (WFC), and psychological strain,

WFC and level of turnover intention, WFC and job satisfaction, and WFC and affective commitment.

- a)** The positive relationship between WFC and psychological strain will reduce among employees with higher levels of FSOP.
- b)** The positive relationship between WFC and the level of turnover intention will be stronger among employees with higher levels of FSOP.
- c)** The negative relationship between WFC and the level of job satisfaction will be weaker among employees with higher levels of FSOP.
- d)** The negative relationship between WFC and affective commitment will be weaker among employees with higher levels of FSOP.

Chapter Two

2.0 Method

2.1 Participants

Participants were selected from New Zealand organisations. Participating organisations varied from research institutes to organisations focusing on engineering perspectives. Employees from these organisations were invited to participate in this study. In total, 112 were completed, indicating a potential response rate of 7.7%. Participants were introduced to this study by sending them an electronic information sheet where an online questionnaire link was present; it was crucial for employees to have access to internet in order to participate.

2.2 Procedure

The Human Resource Manager (HRM) of the organisation was approached by the researcher in a formal e-mail, in order to gain approval for undertaking the research within the company. The email discussed the background of the research and the sample sought.

Once the company accepted the invitation to be part of this research, the Human Resource Manager (HRM) was sent a covering letter (email) which outlined the rationale behind the research, and the online questionnaire. The HRM was then asked to forward the email to their employees in order for them to take part in this research. In this way, the distribution of the questionnaire to the employees of each company was effected by the HRM, using the company's own Intranet system. Participants were also assured that their identity would remain

anonymous throughout the research project. The email forwarded to employees explained the purpose of the research and stated that a copy of the aggregated results would be provided if requested. Within the online questionnaire respondents were asked to indicate to what level they agreed with each statement (on a 7-point scale). The response scale for all the questions ranged from 1 = strongly disagree to 7 = strongly agree. Only one question regarding supervisor behaviour consisted of an 8-point Likert scale where 8 = not relevant. A sample of the online questionnaire, and the cover letter for this research, are presented in Appendix C.

2.3 Measures

Quantitative measures were used for the data that were collected. These were used to measure work-life balance benefits and the usage of such benefits, family-supportive organisational perception (FSOP), organisational commitment (affective and continuance), turnover intention, psychological strain, job satisfaction, family satisfaction and work-family conflict. A variety of demographic questions were asked of the participants. A total score was obtained for each participant by averaging their item scores for each measure except for benefits availability and benefits use.

Benefit Availability and Use of Available Benefits

Benefit availability was measured using the list of ten family-support benefits: flexitime, compressed work week, telecommuting, part-time work, on site child-care center, subsidized local child-care, child-care information/referral services, paid parental leave and elder care, (Allen, 2001). As mentioned earlier, in order to

ensure the most accurate analysis possible, the Human Resource Manager (HRM) of each organisation was asked to confirm the benefits available to their employees. The HRMs were provided with a list of the nine benefits (see Appendix B), as listed earlier, and were asked to confirm which benefits were provided by their organisation. Most of the nine benefits were offered by each organisation, however benefits which were not available among organisations of retail and engineering perspectives, but were available among research organisations were; compressed work week and the possibility for telecommuting. Unexpectedly, all the organisations that took part in this research had similar benefits offered to their employees. Three of the nine benefits: On site child-care center, subsidized local child-care and elder care, were not offered by any of the organisations.

To measure levels of usage, the participants were also asked to confirm the benefits available to them, and also to indicate if there were any that they were currently using, or had used in the past.

Family supportive organisational perception (FSOP)

FSOP was measured using a fourteen-item instrument developed by Allen (2001), with questions that together give a total perceived organisational support score for each person. (Cronbach's alpha = .89). Examples of items presented were; 'work should be the primary priority in a person's life' and 'long hours inside the office are the way to achieve advancement'. Respondents were asked to indicate to what extent were each of the statement/issues were perceived important by their organisation. The current research achieved a Cronbach's alpha of .86.

Turnover intention

Turnover intention was measured using the three-item scale developed by Allen (2001, Cronbach's alpha = .91). The three-item scale measured the employees' intentions in terms of leaving their organisation. The items used for this current research were as followed; 'in the last six months I have thought about quitting my job,' 'I am currently looking for another job,' and 'I often think about quitting my job.' The current research achieved a Cronbach's alpha of .89.

Organisational Commitment (Affective and Continuance)

For measuring affective and continuance commitment, both *Affective Commitment Scale* (ACS) and *Continuance Commitment Scale* (CCS) were used. Each scale contains six-items developed by Meyer and Allen (1997, Cronbach's alpha = .85 for ACS and .79 for CCS). Examples of the items used for this current research, are (ACS): 'I would be very happy to spend the rest of my career in this organisation,' (CCS): 'It would be really hard for me to leave this organisation right now, even if I wanted to.' Respondents were asked to indicate their level of agreement with each statement. The current research achieved a Cronbach's alpha of .84 for ACS and .77 for CCS.

Job Satisfaction

A five-item global measure was used to measure the individuals' level of job satisfaction. The global measure of job satisfaction focuses on the overall level of job satisfaction from the perspective of each individual. This measure was used by

Lambert and Hogan (2009), (Cronbach's alpha = .92). The current research also achieved a Cronbach's alpha of .92. Examples of items used for this research; 'I find real enjoyment in my job' and 'most days I am enthusiastic about my job.' Respondents were asked to indicate their level of agreement with each statement.

Level of Psychological Strain

Level of psychological strain was measured using the General Health Questionnaire (GHQ). The GHQ is a twelve-item measurement which has been used by Bank, Clegg, Jackson, Kemp, Stafford and Wall (1980) (Cronbach's alpha = .91). This measurement looks at the general mental health of the individual, so as to gain a sense of the individual's attitudes Respondents were asked to indicate to what degree they agreed with each statement on a 7-point Likert scale. The anchors were 1 = never to 6 = all the time, and 7 = not relevant. The current research also achieved a Cronbach's alpha of .91.

Work to Family Conflict

Work to family conflict was measured using Carlson, Kacmar and Williams (2000) instrument (Cronbach's alpha = .85.), which contains eighteen items divided into three categories (time-based, strain-based and behaviour-based). The reason for excluding the third category (behaviour-based) is due to the fact that this research focused on how increased time demand and the level of strain (not the behaviour) at work may have an impact on individual's private life. An example of time-based item: 'my work keeps me from my family activities' and strain-base: 'when I get home from work I am often too frazzled to participate in family activities/responsibilities.' Participants were asked to indicate their level of

agreement with each statement. The current research achieved a Cronbach's alpha of .89 using the twelve items from the time and strain-based components.

Family Satisfaction

Family satisfaction was measured using the life-satisfaction scale developed by Diener, Emmons, Larsen and Griffin (1985) (Cronbach's alpha = .81). This research focused on the level of *family* satisfaction felt by the individual, therefore, the word *life* was replaced by *family*. The scale consisted of five items, each of which measured the level of overall global family satisfaction.

Respondents for this study were asked to indicate their level of agreement with each statement. The current research, achieved a Cronbach's alpha of .91

2.4 Analysis

Statistical analyses were conducted using SPSS 16.0. Reliability analysis was used to determine the alpha coefficient of each measurement. The descriptive statistics provided the frequencies, means and skew of the data. Pearson Correlation Coefficient confirmed whether hypotheses H1 to H8 were either being supported or not.

In order to confirm the moderating relationship of FSOP between the variables in hypotheses H9a to H9d, hierarchical regression analysis was undertaken. To examine the moderations of FSOP two steps were involved. First step was to standardize the scores of work-to-family conflict (WFC) (predictor) and family supportive organisational perception (FSOP) (moderator) variables, to make them equivalent ending up with WFC*FSOP. In the second step, regression analysis

was performed by adding the criterions (dependent) variables: psychological strain, turnover intention, job satisfaction and affective commitment to WFC (predictor) and FSOP (moderator) variables and WFC*FSOP.

Chapter Three

3.0 Results

3.1 Descriptive Statistics

Descriptive statistics, including means, standard deviations and alpha coefficient for all variables are shown in Table 3.1. The mean of each variable was measured from a scale of 1-7, where 1 = very low and 7 = very high. The mean for FSOP (1.1) was low, indicating that respondents perceived their organisations' lacking family supportiveness. Work to family conflict had a mean of 5.0, indicating that work interfering with family life caused moderately high levels of conflict within respondents' families. The level of family satisfaction was fairly low, showing a mean of 3.1. The mean of psychological strain (1.3), which was low, suggested the respondents did not suffer from a high level of strain. Job satisfaction achieved a mean of 3.2, which was also low, however, turnover intention achieved a high mean of 5.3. This showed that the more satisfied respondents were with their jobs were still likely to develop thoughts of leaving their current position. In terms of organisational commitment, the mean values of both affective (2.7) and continuance commitment (2.8) were low. This suggests that respondents may not be emotionally attached to their organisation, and feel that there are reasons that hold them back from leaving their organisation – they are not worried about losing valuable benefits or losing membership of the organisation.

Transforming skewed variables

The value of skewness provides information about the distribution of the scores. The results demonstrated that the majority of the variables ended up with a

negative skew with the scores being clustered at the high end. Psychological strain had a positive skewness of 0.70, which suggests a lower level of psychological strain is experienced by the respondents. Job satisfaction on the other hand showed a negative skew of -0.97, which indicated that the respondents experience a high level of job satisfaction. Among the skew results, two variables – psychological strain and job satisfaction achieved a significantly high skew of 0.70 and -0.97. Because of this transformation of the skew values was performed. Before proceeding with the analysis all the variables were examined for normality.

If the variables came out significantly skewed (non-normality), according to Tabachnick and Fidell (2001) a transformation of these variables is recommended, and if the variables were significantly negatively skewed they would need to be ‘reflected’. Reflecting the scores is done by reversing the response scale of each variable. Job satisfaction and psychological strain achieved moderately skewed results and underwent a transformation by taking their logarithm. The transformation was computed using SPSS 16. The results of skewness before transformation for both of the variables showed job satisfaction at -0.97 and psychological strain 0.70, and after transformation job satisfaction was -0.60 and psychological strain 0.11. After the transformation the results consequently demonstrated a slight change in the scores for job satisfaction and psychological strain, however the results showed no significant differences, therefore the following analysis was executed using the original scores prior to the transformation.

3.2 Correlations

Availability of benefits

The bivariate correlations (Table 3.1) were analysed in order to examine the hypotheses that: the more benefits made available to employees the lower their levels of work-to-family conflict (H1a); turnover intention (H6a) and psychological strain (H7a) and the higher the levels of their continuance (H3a) and affective commitment (H4a), and family satisfaction (H5a).

The results as predicted indicated the following: hypothesis H1a was supported ($r = -.19$) which suggests that the availability of work-life balance benefits, alone, had a negative link to work-to-family conflict; additionally, hypotheses H6a ($r = -.25$) and H7a ($r = -.28$) were also supported which indicated that the level of turnover intention and individual psychological strain were shaped by the existence of benefits; however, hypothesis H3a was not supported ($r = -.11$), which suggests that available benefits alone, were not linked to employees' continuance commitment. As predicted, hypothesis H4a was supported ($r = .25$), indicating that the existence of benefits did relate to employees levels of affective commitment; hypothesis H5a was not supported ($r = .06$), which demonstrated that the availability of benefits alone did not have a link to individuals level of psychological strain.

Use of benefits

Correlations were also used to enable analyses on the relationships between employees' use of available benefits and other variables (Table 3.1). Hypotheses H1b, H3b, H4b, H5b, H6b, and H7b examined the use the benefits available and

the relationship between employees and their level of work to family conflict, continuance and affective commitment, family satisfaction, turnover intention and psychological strain. Hypotheses H1b, suggests that employees would show lower level of work-to-family conflict than those who did not use/have the opportunity to use those same benefits, however this was not supported by the results, with correlation of $r = .01$. Hypotheses H3b and H4b predicted that the use of benefits would significantly and positively link to employees' level of both continuance and affective commitment; nonetheless, these hypotheses were not supported with correlation $r = .04$ (H3b) and $r = .14$ (H4b). Hypothesis H5b also predicted that the use of benefits would significantly and positively relate to the individual's level of family satisfaction, however this was not supported by the results, with correlations of $r = .06$. Hypothesis H6b predicted a significant and negative relation between the use of benefits and employees' intention to leave their organisation, which was not supported. Hypothesis H7b was not supported, which anticipated that the relationship between use of benefits and psychological strain would be significantly positive, H6b($r = -.11$) and H7b($r = -.11$).

The outcome of the correlations suggests that the use of available benefits alone was not related to the levels of work to family conflict, continuance and affective commitment, family satisfaction, turnover intention and psychological strain experienced by respondents.

Work to family conflict

Further bivariate correlations were utilized to investigate the direct relationships between work-to-family conflict (WFC) and other variables. Hypothesis H2a

predicted that WFC would have a significant and positive link to individuals' level of psychological strain and was supported by the results, with correlations of $r = .11$. Hypothesis H2b was also supported, with correlation of $r = .48$, which also predicted a significant and positive relation between WFC and turnover intention. Hypothesis H2c anticipated that WFC would have a significant negative association to employees level of job satisfaction, and was supported ($r = -.34$). Lastly, hypothesis H2d was also supported ($r = -.35$), predicted that WFC would likewise had a significant negative relation to affective commitment.

The outcome of the correlations indicated that the more work-to-family conflict individuals experienced, the greater likelihood it is for them to develop more psychological strain, intention to leave the organisation, as well as lower their job satisfaction and affective commitment.

Perceived organisational support (FSOP)

Correlation coefficients were applied in order to examine the direct relationship of family supportive organisational perception (FSOP) with other variables.

Hypotheses H8a and H8b examined the direct link between FSOP and psychological strain and turnover intention. Hypothesis H8a predicted that the relationship between FSOP and psychological strain would be significant and negative; this was supported by the results, with correlation $r = -.52$. Hypothesis H8b was also supported by the results ($r = -.25$), FSOP had a significant and negative relation to turnover intention. This confirms that respondents' with high levels of FSOP recorded lower levels of turnover intention and psychological strain.

3.3 The moderator effect of FSOP

In order to analyse whether FSOP had a moderating influence on the criterion variables of psychological strain, turnover intention, job satisfaction and affective commitment, hierarchical multiple regressions were performed. A number of multiple regression steps were undertaken to investigate whether the moderating effect of FSOP was significant. Table 3.2 presents the outcome of the hierarchical multiple regressions. Examining the coefficients of the results, if β at Step 2 (see Table 3.2) is significant, these would mean that FSOP has a moderating effect on the variables.

Table 2: Descriptive statistical outcome for all variables, and results of Pearson's Product-Moment Correlation for respective variables

Variable	M	SD	Correlations										
			WFC	CC	AC	FS	TI	PS	BA	BU	FSOP	JS	
WFC	5.0	8.82	.89										
Contin.com	2.8	7.90	.15	.78									
Affect.com	2.7	7.66	-.35**	-.13	.84								
Family satisf.	3.1	6.97	-.31**	-.15	.20*	.91							
Turnover int.	5.3	5.78	.48**	.23*	-.56**	-.32**	.89						
Psych.strain	1.3	9.32	.11**	.40**	-.52**	-.53**	.63**	.91					
Benefit avail.	3.9	1.48	-.19**	-.11	.25**	.06	-.25**	-.28**	-				
Benefit use	1.4	1.20	-.01	.04	.14	.06	-.11	-.11	.41**	-			
FSOP	1.1	10.31	-.43**	-.18	.49**	.39**	-.54*	-.52*	.24*	.08	.86		
Job satisf.	3.2	6.52	-.34**	-.22*	.60**	.22*	-.61**	-.56**	.30**	.10	.47**	.92	
Total N	112												

Note: FS = Family satisfaction; CC = Continuance commitment; AC = Affective commitment; TI = Turnover intention; PS = psychological strain; JS = Job satisfaction; SS – Supervisor support; WFC = Work to family conflict; BA = Benefits available; BU = Benefits use; FSOP = Family supportive organisational perception. Correlations significant at *p<.05 and **p<.01. The response rates were measured using a 7 point scale for all the variables. Alphas on the diagonal.

3.3.1 Moderator

Psychological strain

Hypothesis H9a predicted that FSOP would moderate the relationship between WFC and psychological strain. Results (Table 3.2) show that there was no interaction effect. Therefore, FSOP did not moderate the relationship between WFC and psychological strain ($\beta = 0.17$). Step 1 (Table 3.2) for psychological strain provided a variance of 37% ($R^2 = 0.37$). Step 2, the interaction explained an incremental variance of 1% in psychological strain after controlling for FSOP and WFC (FSOP*WFC), R^2 change = 0.01, F change (3, 103) = 1.02, $p < 0.05$.

Consequently, H9a was not supported by the results. Although, Table 3.2 (Step 1) shows that FSOP did not have a significant effect between WFC and psychological strain, it also shows that both FSOP ($\beta = -0.36$) and WFC ($\beta = 0.36$) were significant predictors of psychological strain.

Turnover intention

Hypothesis H9b predicted that FSOP would moderate the relationship between WFC and turnover intention. The results in Step 2 ($\beta = 0.08$) indicate that there was no interaction effect, which suggests that FSOP did not moderate the relationship between WFC and turnover intention (Table 3.2). Therefore, H9b was not supported by the results. However, Table 3.2 (Step 1), shows that both FSOP ($\beta = -0.41$) and WFC ($\beta = 0.30$) were significant predictors of turnover intention. The results of Step 1 of Table 3.2 provided a variance of 36% ($R^2 = 0.36$) for turnover intention. In Step 2, the interaction explained no incremental variance in turnover intention after controlling for FSOP and WFC (FSOP*WFC), (R^2 change = 0.00, F change (3, 103) = 0.24, $p < 0.05$).

Job satisfaction

Hypothesis H9c predicted that FSOP would moderate the relationship between WFC and job satisfaction. The scores from Step 2 ($\beta = -0.10$) suggests that FSOP had no moderating link between WFC and job satisfaction (Table 3.2). This also confirms that H9c was not supported. However, Step 1 displays that FSOP ($\beta = 0.39$) was a significant predictor of job satisfaction, but WFC ($\beta = -0.18$) was not a significant predictor of job satisfaction. Step 1 in Table 3.2 obtained a variance of 24% ($R^2 = 0.24$) for job satisfaction. In Step 2 the interaction explained an incremental variance 2% of job satisfaction subsequent to controlling for FSOP*WFC, (R^2 change = 0.02, F change (3, 103) = 0.31, $p < 0.05$).

Affective commitment

Hypothesis H9d predicted that FSOP would moderate the relationship between WFC and employees' affective commitment. The results (Table 3.2, Step 2) show that FSOP ($\beta = -0.27$) did not significantly moderate the relationship between WFC and affective commitment. Therefore hypothesis H9d was not supported by the results. However, results from Step 1 also show that only FSOP ($\beta = 0.42$) was a significant predictor of affective commitment. In Step 1, where affective commitment was the target criterion, a variance of 27% ($R^2 = 0.27$) was obtained. In Step 2, the interaction explained an incremental variance of 2% for affective commitment after controlling for FSOP*WFC, (R^2 change = 0.02, F change (3, 103) = 2.29, $p < 0.05$).

3.4 Summary of findings

The initial aim of this research was to explore the relationship between the existence of work-life benefits and their usage, and other variables. It also aimed to discover whether employees' perception of their work environment had a link to their ways of balancing work/life responsibilities, and job satisfaction, family satisfaction, work-to-family conflict, family supportive organisational perception, psychological strain and turnover intention. In other words, the research attempted to discover whether greater availability of benefits and an employee's perception, of how supportive their organisation was towards his/her personal needs in order to maintain balance between work and private life, was related to overall satisfaction.

Correlations between variables illustrated the relationships among the variables (work-to-family conflict, continuance and affective commitment, family satisfaction, turnover intention, psychological strain and FSOP) and the results, as explained in Chapter 3, illustrated both negative and positive relationships. The results of the correlations between benefit availability and the respective variables ended up positive.

Table 3: Regression analysis to examine moderation effects of FSOP

<i>Criterion variable</i>	<i>Step</i>	<i>Predictors</i>	β	<i>t</i>	R^2	R^2 Change	<i>F</i>	<i>F Change</i>
Psych. Strain	1	FSOP	-0.36	-4.19*	0.37	37%*		
		WFC	0.36	4.22*				
	2	WFC*FSOP	0.17	1.01	0.38	1%	20.91	1.02
Turnover intention	1	FSOP	-0.41	-4.71*	0.36	36%*		
		WFC	0.30	3.46*				
	2	WFC*FSOP	0.08	0.49	0.36	0%	19.53	0.24
Job satisfaction	1	FSOP	0.39	4.12*	0.24	27%*		
		WFC	-0.18	-1.87				
	2	WFC*FSOP	-0.10	-0.55	0.24	2%	11.04	0.31
Affective commit.	1	FSOP	0.42	4.55*	0.27	27%*		
		WFC	-0.17	-1.86				
	2	WFC*FSOP	-0.27	-1.51	0.29	2%	13.72	2.29

Note: FSOP = Family supportive organisational perception; WFC = Work family conflict: *p<.05

However, the correlations for the use of benefits did not show similar results as predicted; in other words, individuals using benefits available to them was not related to their general perception of their organisation and attitudes.

Hierarchical multiple regression was performed to determine the influence that FSOP had as a moderating variable on various predictors and criterion variables. The results obtained showed that FSOP as a moderating variable did not influence the relationship between WFC and any of the criterion variables: psychological strain, turnover intention, job satisfaction and affective commitment. Hypotheses H9a, b, c and d were all not supported by the results.

Chapter Four

4.0 Discussion

4.1 Overview

This chapter presents: Summary of findings, research findings in depth (the use and the availability of benefits, conflict, perception and FSOP as moderators) and discusses the strength of the research, practical implications, future research suggestions and conclusion.

Availability of benefits and use

Today, the achievement for a good level of balance between the two most important domains combined in an individual's life (the work and private/family domain) has gained more attention than ever before (Wise, Bond & Meikle, 2003). Support through work benefits (Figure 1.2) gained by the workforce in general, is known to have a significant influence on employees work attitudes, such as job satisfaction, intention to turnover or organisational commitment (Jones, Scoville, Hill, Childs, Leishman & Nally, 2008; Pazy & Ganzach, 2009).

As discussed (Chapter 1, p. 8), the most common benefits offered by many organisations globally are those providing employees with flexibility in their workplace (part-time work, virtual work and compressed work hours) in order to fulfil their responsibilities at work, as well as at home (Liddicoat, 2003). For this research the focus was on employees' perceptions on the availability of work life balance benefits and the use of such benefits. Benefit availability alone has been known to have little effect on employees' work attitudes (they perceive their

organisation as family supportive) (Liddicoat). However, the outcome of this current research contradicts Liddicoat's (2003) findings and supports the global perception on how employees perceive their work environment as work-life balance supportive – and this has a greater link to their attitude and experiences (Allen, 2001). For this research FSOP, which represents how family supportive employees perceive their organisation, was shown a significant relationship to employee attitude (turnover intention) and well being (psychological strain). Possible reasons for this will be further discussed in the next section.

Allen (2001) found that employees who perceived less work-life balance support from their organisation were not likely to be using the work-life balance benefits offered to them. This research supported these results, showing that employees maintained low levels of FSOP (perception of the employee regarding how family-supportive their organisation is), which indicates that most of the respondents perceived their organisation as not being as family supportive as they would have liked. This supports the findings of Allen (2001), that individuals who do not perceive their organisation as being family supportive, tend to use less or none at all of the work benefits offered to them. However, employees who are not using benefits offered to them could be because these particular benefits are neither the benefits employees want nor need.

According to O'Driscoll and Randall (1999), benefits availability and benefits use are also positively linked to the level of organisational commitment (affective and continuance), which represents the level of attachment individuals have to their organisation. However, the research finding for this current study partially

supports the findings of O'Driscoll and Randall (1999) which will be further discussed in the following section. Low levels of both affective and continuance commitment may influence the individual's ways of coping with the challenge to balance work and family responsibilities, therefore increasing the level of work-to-family conflict (Brough, Holt, Bauld, Biggs & Ryan, 2008). According to Brough et al. (2008) and Beauregard and Henry (2009), implementing work-family policies such as (childcare support and referral services), available to employees would increase the level of employee commitment (affective and continuance) to the organisation and prevent the rise of work-to-family conflict. On top of that, low levels of affective commitment linked to high levels of work-to-family conflict, increases the level of job strain among employees (Beauregard & Henry, 2009).

It was predicted that the availability of benefits and use of benefits would positively relate to both affective and continuance commitment, however, what was found was that the more the more benefits available, the more this would increase affective commitment among employees, although this did not apply to the use of benefits among employees. This study also suggests that the amount of availability of work family benefits and individuals using these benefits have no effect on the level of continuance commitment. This partially supports the findings of O'Driscoll and Randall (1999). Their study explored the perception of organisational support and job satisfaction with rewards, in order to explain affective and continuance commitment, and job involvement. O'Driscoll and Randall (1999) found a link between how individual perceived their organisation as supportive and affective commitment, and between continuance commitment

and job involvement, although the relationship with continuance commitment came out negative. This current research investigated the link between work-life balance benefits and other variables as the means of examining individuals' perception of their organisation as being supportive, in other words, the more benefits available or in use by employees, the more likely they were to perceive an increase in their organisation being supportive of their responsibilities outside of work. However, O'Driscoll and Randall used perceive organisational support, which measures individuals' perception of how supportive organisation is in generally. Due to difference in methods and constructs between this present research and that of O'Driscoll and Randall (1999), finding out the perceptions of employees, might have caused the contradictory outcomes found here.

According to Hill (2005) the availability of work life benefits is of great importance for the level of family satisfaction and is believed to increase it. However, this study show that benefits availability did not positively link to family satisfaction, therefore, did it support the findings of Hill (2005). Hill (2005) examined the level of conflict experienced by working mothers and found that family-to-work facilitation (work family benefits) was positively related to family satisfaction and organisational commitment and a number of other variables including life satisfaction and marital satisfaction. The reason why the outcome differed to those of Hill (2005) could be due to the fact that this research focused on policies including both workplace flexibilities and financial substitution, whereas Hill (2005) only focused on policies involving workplace flexibilities most commonly available to employees (e.g. available part-time work and rostered hours). The fact that Hill (2005) narrowed his search specifically

looking at workplace flexibilities, not to mention focusing on the most common policies known to most of the employees, may have influenced the number of respondents confirming the availability of these benefits, in other words, using the most common workplace flexibilities might have made it easier and more attractive to respondents to relate to the study than if there were benefits they were unfamiliar with.

Family satisfaction is defined as the quality of the relationship within the family and is an important aspect because it is linked to individuals' psychological well-being (Hill, 2005). A high level of family satisfaction is also linked to increased organisational commitment, job satisfaction, and reduced employees' turnover intention (Paton, Jackson & Johnston, 2003). Obtaining a healthy level of family satisfaction is crucial, however, increased work demands today could increase the likelihood of higher levels of work-to-family conflict. Therefore, high levels of work-to-family conflict may noticeably reduce employees positive work attitudes (job satisfaction and organisational commitment) (Paton, Jackson & Johnston).

The availability and use of work-life balance benefits is suggested to reduce work-to-family conflict (WFC), as well as enhancing a more productive work culture (Frye & Breugh, 2004). Work-to-family conflict is an inter-role conflict and is influenced by the responsibilities and demands obtained in one domain making it hard to maintain the responsibilities of the other (Winslow, 2005). Frye and Breugh (2004) found that the use and the availability of work-life balance benefits – childcare support, flexible work hours and supervisory support, may

reduce employees' level of work-family conflict as well as improving some of their health issues such as decrease levels of stress.

This research shows that that a greater availability of work family benefits will decrease the level of work-to-family conflict, which also confirms the findings of Frye and Breugh (2004). Frye and Breugh (2004) tested a model looking at whether the use of family-friendly policies, number of hours worked and supervisor support was linked to employees' level of family and job satisfaction, work-to-family conflict and family-to-work conflict. This confirms the importance of having available benefits that are most wanted and needed by employees in order for them to achieve greater levels of satisfaction at home as well as at work. However, the outcome suggests that the use of existing benefits did not have any influence on the level of work-to-family conflict. The average number of existing benefits (3.9, from a scale of 1 to 9) versus the average number of individuals using benefits available to them (1.4, from a scale of 1 to 9) differs greatly, which could be one of the reasons for why the availability of benefits in this study did not have any influence on individuals' work attitudes but individuals' using them did. One reason for this could be because in most cases, the number of available benefits will most likely end up larger than the number of people using these benefits, therefore, including more participants into the study might influence the result toward a more accurate and reliable outcome.

Employees experiencing work-life conflict are more susceptible to suffering from anxiety disorders and developing a substance-dependent disorder such as drug misuse and heavy drinking (Frone, 2000). Psychological strain is defined as a

negative mood, and high levels of psychological strain have been related to health issues such as loss of memory, psychological disorders, insomnia, headaches and heart disease (Kyoung-Ok & Wilson, 2003). Insufficient research has been done looking at the relationship between both availability of benefits and the use of these benefits, and the level of individual psychological strain. In terms of the correlation between availability of benefits and the individual use of these benefits to psychological strain, this study demonstrated that the existence of more benefits available to employees was related to a reduction on employees' level of psychological strain. However, this study also demonstrated that employees who are using benefits available to them did not necessarily reduce their level of psychological strain. This shows that the availability of benefits alone has an influence on how employees perceive their organisation as being supportive.

Furthermore, this study predicted that the relationship between both benefit availability and use would have a positive link to turnover intention. According to Forsyth and Polzer-Debruyne (2007), the more work family benefits available, and people using these benefits, the greater will be the decrease in potential turnover intention and improvement in job performance. Introducing work family benefits also assists organisations to retain valuable staff members. Loss of employees means finding a replacement which is costly for an organisation (Vardaman, Allen, Renn & Moffitt, 2008). This research suggests that the more benefits available for employees to use, the lower the level of turnover intention, which supports the findings of Forsyth and Polzer-Debruyne (2007). However, according to this study employee using available work family benefits showed no link to their turnover intentions. However, the existence of work family benefits

had stronger effect on employees' intention to leave the company, than when using benefits available to them (stronger intentions to leave their company). Individuals who need to use work family benefits available to them may indicate that they could have higher levels of responsibilities outside of work. For example, individuals with larger families involving small children may be dependent on flexible work hours in order to cope and manage their children's schedules. More responsibilities at home may increase employees stress levels, leading to them to want to quit their job in order to release their level of stress. Therefore, the level of each individual's responsibilities will remain uncertain to their employer; this should be considered because it could possibly be one of the main reasons for the outcomes of this research.

Work to family conflict

Maintaining balance between work and family life has become more of a challenge, which has, most of the time, led to conflict between these two domains. One reason for this may be due to modern technology which has created shorter deadlines for work assignments; this, on the other hand, may cause an increase in the demands for work required from employees (Winslow, 2005). Increasing work demand may put more pressure on individuals trying to fit in quality time with their families. Work-to-family conflict is caused by a number of factors and is found to have a great impact on the psychological well-being of the individual (Hart & Kelly, 2006). This could be in the form of increased psychological strain which additionally incorporate other factors such as depression, anxiety, and insomnia.

This study suggests that individuals with higher levels of work-to-family conflict are at risk of developing higher levels of psychological strain. The outcome supports the findings of Hart and Kelly (2006). Nonetheless, according to their research, someone with a high level of psychological strain may further diminish their general physiological well being. Some of the physiological issues they might develop may be insomnia worrying about unfulfilled responsibilities (from lack of time), persistent headaches and perhaps stomach cramps developed from stress, which can have further negative consequences.

Employees experiencing higher levels of work-to-family conflicts are likely to develop thoughts of leaving their organisations (Forsyth & Polzer-Debruyne, 2007). This research indicated that employees with higher levels of work-to-family conflict have a greater chance of developing intentions to leave their organisation. The result of this research confirms the findings of Forsyth and Polzer-Debruyne (2007). As mentioned previously, times have changed and modern technologies are taking over facilitating work situations such as making it possible to work from home and getting work accomplished faster. Another aspect to consider are modern technologies, which may also bring employees closer deadlines for work assignments, therefore may further develop to higher levels of stress (Poelmans & Caligiuri, 2008).

High level of work-to-family conflict is also linked to lower levels of job and family satisfaction, which contributes to poor job performance input (Crompton & Lyonette, 2006; Frye & Breugh, 2004), also, the productivity level of a company would most likely decline if employees' job performances were to decrease

(Crompton & Lyonette, 2006). Hypothesis H2c was also supported; this suggests that work-to-family conflict does relate to how satisfied employees are with their jobs, and in this case, work-to-family conflict would decrease their level of job satisfaction. Therefore, the result for this current study supports the findings of Frye and Breugh (2004).

Individuals with affective commitment to their organisation indicate that they have an emotional attachment to their organisation. Having an affective commitment to one's organisation has shown that employees provide great dedication to their work and work environment, which would contribute to an improved organisational outcome. Work-to-family conflict is one of the main factors which tend to reduce an employee's possibility of developing affective commitment to his/her organisation (Brough, Holt, Bauld, Biggs & Ryan, 2008). Hypothesis H2d was supported, which provided evidence that work-to-family conflict, as predicted, may modify individuals' attitude on how committed they are to their organisation, which supports the findings of Brough, Holt, Bauld, Biggs and Ryan (2008).

The significant findings focusing on the availability versus use of benefits was surprising. The results turned out to favour the predictions of this present research, which predicted that the availability of benefits would have a significant influence on the attitudes and perceptions of employees. These results contradict the findings of Allen (2001), who stated that the availability of benefits, solely, has little effect on employees' attitudes towards their organisation. Keeping in mind, that there were fairly low numbers of benefit users compared to the existence of

benefits, which could have effected the outcomes. However, there are further limitations that require demand attention regarding the findings; this will be discussed later in this chapter.

FSOP

Family supportive organisational perception was one of the key variables in this research and was investigated as a criterion variable. Employees' perception of their organisations was measured using FSOP (family supportive organisational perception) to find out to what level employees perceive their organisations to be family supportive. As mentioned in Chapter 1, FSOP refers to individuals' perception that the organisation is supportive and understanding of employees' challenges in attempting to keep the balance between work and family commitments and responsibilities (O'Driscoll, Poelmans, Spector, Kalliath, Allen, Cooper & Sanchez, 2003).

Cook (2009) investigated the mediating effect of FSOP between work-family policies and burnout. Cook's (2009) findings suggest that the stronger family-supportive perception employees had of their organisations the stronger the mediating influence on the relationship between work-family policies provided to them and burnout the perception had. In other words, the level of burnout would not have decreased without employees' perception that their organisations are supportive of their non-work matters. Due to the scarcity of research focusing on the relationship between FSOP and psychological strain, and individuals' intention to leave their organisation; this current research took the next step in investigating the relationship between these variables.

This present research investigated the correlations between individuals' perception (FSOP) and two other predictor variables: psychological strain and turnover intention, and was supported. This demonstrates that employees, who perceive their organisations as supportive, in terms of showing consideration to their daily family/personal matters, are more likely to experience a lower level of psychological strain. These results also indicate that such organisations may have a decreased number of staff with turnover intentions.

There are number of ways to measure an individual's perception of their organisations as supportive. This research was not exclusively examining employees' FSOP in order to determine how they perceived their organisations as family supportive, but also considered the number of existing work-life benefits and how many staff was using benefits available to them. The number of benefits available could be one of the reasons for why respondents perceive their organisation as family supportive. This may have an influence on their attitude towards their job and the organisation. The correlation between FSOP and available benefits was significant and positive ($r = .24$), which suggests that the more benefits available the more employees perceive their organisation as family supportive. This supports the findings of O'Driscoll and Randall (1999) that perceived support is when an organisation makes work-life balance benefits available to their employees in order for them to facilitate and find balance between work and non-work matters. This means is that the more benefits are available, suggests that the more respondents perceive their organisations as being supportive compared to if there were no benefits available. According to Allen

and Russell (1999), taking the initiative to implement work-life balance policies will assist employees with the challenges in reaching for a balance between several work and non-work responsibilities, which could be the initial reason for employees developing the view of the organisation as family supportive.

FSOP as a moderator

The reason this present research investigated FSOP relations as a moderator was due to the limited studies focusing on the moderating link of FSOP between other variables. The majority of literature on FSOP pays attention to the direct and mediating effects of FSOP on other variables. Allen (2001) focused her study on finding FSOP mediating effects on a number of variables. This research investigated whether FSOP had a moderating link between work-to-family conflict and; psychological strain, turnover intention, job satisfaction and affective commitment, which vary from Allen's (2001) prediction of FSOP acting as a mediating variable. This research predicted that FSOP would moderate the relationships between psychological strain, turnover intention, job satisfaction and affective commitment. However, this research showed that FSOP does not have an indirect link to the relationship between work-to-family conflict and the other variables. Nevertheless, the results also demonstrated that the direct relation between work-to-family conflict and FSOP were significant. These results indicated that FSOP has an influence on individuals' level of work-to-family conflict, suggesting that individuals with high levels of FSOP may experience lower levels of work-to-family conflict. Reduced levels of work-to-family conflict would mean that individuals might have their existing levels of psychological

strain reduced and this would prevent employees developing intentions to leave the company.

As previously mentioned, increased psychological strain may trigger the development of physical and psychological disorders (Kyoung-Ok & Wilson, 2003). This may lead to high costs for the organisation; for example the cost of time (employees taking sick leaves due to physical and psychological illness caused by higher levels of psychological strain), the risk of higher accident levels, and a reduction in productivity level (Thomas & Ganster, 1995). Furthermore, organisations which have a high number of employees with intention to leave the company may suffer from increased costs for hiring and training new employees who are most likely to end up leaving their company also (Lam, Lo, & Chan, 2002). To reduce this issue the introduction of work-life balance policies has shown a positive effect in assisting organisations to retain their valuable employees (Abbott, De Cieri & Iverson, 1996).

Limitations of the research

The number of respondents was fairly low (112), which may have decreased the statistical power of this research and influenced the results significantly. For instant, when conducting regression analysis a larger sample size is expected in order to provide more reliable results (Shieh, 2009). In order to achieve sufficient numbers of participants for this research was an unexpected challenge. The reason could be that the majority of organisations had already undergone or were on their way to completing an internal survey focusing on work-life balance. Due to the existing internal investigation of their own staff with the purpose of looking at

their work-life balance, most of these organisations were reluctant to have their employees involved in additional research focusing on work-life balance.

Additionally, if this research were to include questions focusing on how respondents perceive their general work-life balance, it could have been compared with the outcome of FSOP. This would have allowed this research to conclude whether or not FSOP would solely have an influence on respondents' general well-being, which in turn would strengthen the predictions that FSOP would have a direct link to individuals' level of psychological strain.

Strengths of the research

By focusing on benefits availability and benefit users, made it possible to identify purely the existence of work-life benefits (without using the benefits) and their influence on employees attitudes and perceptions of their organisation. To improve the reliability of the total number of existing benefits provided by the organisations, the human resource manager (the main contact person for each participating organisation) was given a list of all the benefits being focused on and was asked to confirm which of the benefits were accessible to their employees. This enabled the research to report a fairly accurate number of benefits available.

Consequently, investigating FSOP direct relations, the hypotheses bring about new ideas for research. The results investigations should be seen as new knowledge that could be used and be of benefit to the employee as well as the employer. Employers' knowledge about how the organisation's most important assets (their employees) perceive their organisation is crucial, whether their perception of their organisation as family supportive takes place directly or

indirectly, effects their wellbeing and work attitude; psychological strain, turnover intention, job satisfaction and organisational commitment. This is due to some of the findings that shows positive relationships between individual perceptions of work-life balance support provided by their organisations and their level of; job satisfaction, organisational commitment, family satisfaction, work-family conflict and turnover intentions (Allen, 2001; O'Driscoll et al., 2003). Gaining this information may assist employers to find ways to improve work-life balance among their employees in order to increase their positive work attitudes.

Practical implications

This research has a number of practical implications for the workplace of organisations across the country. Both employers and employees may benefit from using the outcomes of this research.

Firstly, employers ought to encourage investigation into what type of benefits would facilitate employees' solving the challenges of balancing work and non-work responsibilities. Comparing the benefits used for this research and the results, may provide employers with suggestions of what benefits need more emphasis (whether these policies currently exists or not). This would improve employees' physical and psychological wellbeing (Poelmans & Caligiuri, 2008).

It is therefore crucial that employers recognise their employees not only as workers but also as an active member in the community (parents and spouse).

Secondly, organisations who indirectly suffer from high turnover intentions may benefit from the results of hypotheses H2b, H6a, and H8b. These results represent

some of the variables that may have a significant influence on individuals' intention to leave their organisation. Considering that hypotheses; H2b (work-to-family conflict predicted to positively correlate with turnover intention), H6a (benefits availability predicted to negatively correlate with turnover intention) and H8b (FSOP predicted to negatively correlate with turnover intention) were supported which highlights the fact that the existence of benefits available, the level of work-family conflict and the level of FSOP, all had a link to employees' turnover intentions. Employers should embrace these results and attempt finding solutions to improve these factors in order to reduce the number of valued employees developing thoughts of leaving the company. This would save a number of organisations from the tremendous costs of hiring new potential employees due to loss of talented staff members (Lam, Lo, & Chan, 2002).

Acknowledging that employees have the potential to develop substantial levels of organisational commitment (affecting and continuance) to their organisation should attract employers' attention. Individuals who sustain organisational commitment, in particular those with high levels of affective commitment, have manifested increased job satisfaction (O'Driscoll & Randall, 1999). Table 3.2 shows that there is a significant relationship between affective commitment and job satisfaction ($r = .60$), which indicated that a higher level of affective commitment is related to increased job satisfaction. This research demonstrates that work-to-family conflict is negatively related to affective commitment. In other words, employees with a high level of work-to-family conflict may have little or no chance of developing affective commitment towards their organisation. In order to encourage the potential development of affective commitment among

employees, the results for hypothesis H4a, which was supported, suggested that the more available benefits provided to their employees the stronger were their attachment (affective commitment) to their organisation.

Future research

Further research investigating the role of supervisors would be beneficial, paying more attention to how their role may promote the use of work-life balance benefits provided by the organisation, and how they can manipulate policies to make adjustments that would improve employees' level of job satisfaction, organisational commitment and reduce their level of work-to-family conflict and turnover intention.

Another consideration for future studies would be to include additional variables to this current research such as; absenteeism, family-to-work conflict and work-to-family conflict, actual turnover. This would add to the possible factors causing organisations to spend considerable amounts of money to replace the loss of valuable staff members. For instant, the likelihood of the job being perceived as more 'attractive' to those applying for the job would increase when offering really suitable family-friendly benefits, as well as improving the ability to retain valuable employees.

Investigating a longitudinal study on the potential influences FSOP may have on other variables including those used for this research, would increase the possible results and perception of FSOP as the moderator. This is because perceived organisational support (the perception that organisation cares for its employees) is

known to serve two purposes. The first is that it improves positive attitudes and secondly, it reduces commitment with underlying feelings of entrapment (O'Driscoll & Randall, 1999). This present research only obtained a fairly small sample size of 112 respondents despite efforts, and this may have led to hypotheses H9a, b, c and d (FSOP moderating the relationship between psychological strain, turnover intention, job satisfaction and affective commitment) not being supported. Therefore, obtaining a larger sample size may support the predictions of hypotheses H9a, b, c and d.

Research that examines the influences of work-life balance benefits on the behaviour of individuals' in terms of promoting facilitation between their behaviour and work may be beneficial to both the employee and the employer. This study has demonstrated that the presence of available benefits, solely, facilitates individuals challenge to reach a 'sufficient' balance between work and non-work responsibilities. This is because the key variable, benefits availability, is suggested to increase employees' well being and improves their work attitude.

4.2 Conclusions

The overall findings of this present research indicate that the *availability* of work-family balance benefits alone and the *use* of benefits did have important relationships to variety of variables. According to the recorded results, individuals using the benefits tend to show fewer positive work attitudes and level of well being than individuals who did not use these benefits. Therefore, this study demonstrated that the presence of work-life balance benefits solely, may affect the

way employees perceive their organisations as being family supportive of their private responsibilities as well as work.

These research findings also emphasize the importance to organisations in determining the perceived values employees have of benefits, when undergoing decision making on what work-life balance benefits ought to be considered as part of their policy. Availability of 'desirable' benefits can provide positive impressions to employees that the organisation is caring for their well being, which may have positive results for both the employees and employers in the workplace.

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Appendices

Appendix A – Letter to the participants

The importance of perceived versus used workplace balance by employees in New Zealand Organisation

I am a post graduate student at the University of Waikato. For my Masters thesis I am undertaking research on the importance of Work-Life Balance (WLB) policies. The aim of my research is to explore employees' perception of existing Work-Life Balance policies. I will be looking at the relationship between the occurrence of some of the policies provided by organisations and a range of possible outcomes, including employees' level of psychological well-being, job satisfaction and organisational commitment.

Questionnaire

For this research I have developed a structured questionnaire, which takes approximately twenty minutes to complete. Your participation is highly valued and important to my research. I invite you to participate in my research by completing this questionnaire.

Your rights as participants:

You have the right to decline to answer any particular question(s) and ask any questions concerning the research at any time during your participation.

Confidentiality:

You will not be asked for your name, therefore your identity will remain confidential and you will stay anonymous at all time. Only I will have access to the completed questionnaires. This research has been approved by the Research Ethical Committee at University of Waikato Department of Psychology.

The results of this research:

The results of this research will be published in to my Masters thesis. The findings of this research may also be used in journal publications and presentations. The results of this research will be provided to the company and will be accessible to you if you wish to retain a copy, however, only aggregated results will be presented and no individual responses will be revealed. If you would like to take part in this research, it would be highly appreciated if you could fill in the questionnaire by pressing on the link below. If you have any enquiries about the research please feel free to contact me at:

Paula Herlin

Ph: 078592589

Mob: 021 0760 513

ph51@students.waikato.ac.nz

Appendix B – List of work-life balance benefits

The Importance of Work-Life Balance Policies

Please indicate next to each benefit (*presented below*)(by adding an **X** in each appropriate box) whether it is: available or not available to your employees, once finished please save and forward this doc. to me at paula.herlin@gmail.com:

		Available	Not Available
A1	Flexitime – e.g. part-time work, rostered hrs, night/day shifts		
A2	Compressed work week – the ability to work more hours in fewer days		
A3	Telecommuting – e.g. having the flexibility to work from home using a computer		
A4	Part-time work – e.g. have the ability to work fewer hrs than a full-time worker		
A5	On site child-care center – e.g. child-care is available at company location		
A6	Subsidized local child-care – e.g. company contribution to child-care costs		
A7	Child-care information/referral services – e.g. company offers assistance in locating a child-care center when needed		
A8	Paid maternity/paternity leave		
A9	Elder care – e.g. company provides financial support for elderly care		

Once the research has been completed a copy of it will be sent to your company.

Thank you for your participation it is highly appreciated!

Kind Regards,
Paula.

Appendix C – Questionnaire

Work-Life Balance Questionnaire

Section A – Benefit Availability and Use

This section presents a number of Work-Life Balance policies that may or may not be provided to you by your organisation. Here 9 different policies will be looked at.

Please indicate next to each benefit (*presented below*) whether it is: available and whether you currently are using the benefit or not using the benefit. If its not available by your organisation click on the not available by your organisation and whether the benefit is not available but you would need it or you wouldn't need it, e.g.:

Available, Use: This benefit is made available to me by my organisation and I am currently using it

Available, Do not use: This benefit is made available to me by my organisation, but I am not using it

Not available, But needed: This benefit is not available to me by my organisation, even though I need it

Not available, Do not need: This benefit is not available to me by my organisation; however, I do not need this benefit

		Available		Not available	
		Use	Do not use	But needed	Do not need
A1	Flexitime – e.g. part-time work, rostered hrs, night/day shifts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A2	Compressed work week – e.g. working approx. 40 hrs in fewer than 5 days	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A3	Telecommuting – e.g. having the flexibility to work from home using a computer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A4	Part-time work – e.g. working fewer hours than a full-time worker	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A5	On site child-care center – e.g. child-care available at the location of the company by the employer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A6	Subsidized local child-care – e.g. The company's contribution to the needed child-care costs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A7	Child-care information/referral services – e.g. when the company offers assistance in locating a child-care center when needed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A8	Paid maternity leave / paternity leave	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A9	Elder care – e.g. The company provide financial support for elder care	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section B – Supervisor behaviour

For the following sections, along side each item click the option which best reflects your opinion.

Please rate how much you feel your supervisor (someone you report to at work), is committed to the behaviours below, in the **past three months**.

		1	2	3	4	5	6	7	8
		Strongly disagree	Moderately disagree	Slightly disagree	Neither agree nor disagree	Slightly agree	Moderately agree	Strongly agree	Not relevant
B1	My supervisor really cares about my well-being	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B2	Help is available from my supervisor when I have a problem	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B3	My supervisor takes pride in my accomplishments at work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B4	Even if I did the best job possible, my supervisor would fail to notice	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section C – Feelings about the job

Click on the option, which best reflects your feelings about your job:

		1	2	3	4	5	6	7
		Strongly disagree	Moderately disagree	Slightly disagree	Neither agree nor disagree	Slightly agree	Moderately agree	Strongly agree
C1	I definitely dislike my job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C2	I like my job better than the average worker	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C3	Most days I am enthusiastic about my job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C4	I find real enjoyment in my job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C5	I feel fairly well satisfied with my job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C6	In the last 6 months I have thought about quitting my job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C7	I am currently looking for another job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C8	I am often thinking of quitting my job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section D– Organisation Values

To what extent is each of the following issues below perceived as important by your organisation? In other words, how much emphasis is given to each factor, by your organisation?

		1	2	3	4	5	6	7
		Strongly disagree	Moderately disagree	Slightly disagree	Neither agree nor disagree	Slightly agree	Moderately agree	Strongly agree
D1	Work should be the primary priority in a person's life	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D2	Long hours inside the office are the way to achieve advancement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D3	It is best to keep family matters separate from work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D4	It is considered taboo to talk about life outside of work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D5	Expressing involvement and interest in non work matters is viewed as healthy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D6	Employees who are highly committed to their personal lives cannot be highly committed to their work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D7	Attending to personal needs, such as taking time off for sick children, is frowned upon in this organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D8	Employees should keep their personal problems at home	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D9	The way to advance in this company is to keep non-work matters out of the work place	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D10	Individuals who take time off to attend to personal matters are not committed to their	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	work							
D11	It is assumed that the most productive employees are those who put their work before their family life	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D12	Employees are given ample opportunities to perform both their job and personal responsibilities well	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D13	Offering employees flexibility in completing their work is viewed as a strategic way of doing business	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D14	The ideal employee is one who is available 24 hours a day	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section E – Feelings about your organisation

Click on the option which best reflects your feelings about your organisation.

		1	2	3	4	5	6	7
		Strongly disagree	Moderately disagree	Slightly disagree	Neither agree nor disagree	Slightly agree	Moderately agree	Strongly agree
E1	I would be very happy to spend the rest of my career in this organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E2	I really feel as if this organization's problems are my own.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E3	I do not feel like "part of the family" in this organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E4	I do not feel "emotionally attached" to this organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E5	This organization has a great deal of personal meaning to me.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E6	I do not feel a strong sense of belonging to this organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E7	It would be very hard for me to leave this organization right now, even if I wanted to.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E8	Too much of my life would be disrupted if I decided I wanted to leave this organization right now.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E9	Right now, staying with this organization is a matter of necessity as much as desire.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E10	I believe that I have too few options to consider leaving this organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E11	One of the few negative consequences of	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	leaving this organization would be the scarcity of available alternatives.							
E12	One of the major reasons I work for this organization is that leaving would require considerable personal sacrifice; another organization may not match the overall benefits I have here.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section F – Family situation

		1	2	3	4	5	6	7
		Strongly disagree	Moderately disagree	Slightly disagree	Neither agree nor disagree	Slightly agree	Moderately agree	Strongly agree
F 1	My work keeps me from my family activities more than I would like.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F 2	The time I must devote to my job keeps me from participating equally in household responsibilities and activities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F 3	I have to miss family activities due to the amount of time I must spend on work responsibilities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F 4	When I get home from work I am often too frazzled to participate in family activities/responsibilities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F 5	I am often so emotionally drained when I get home from work that it prevents me from contributing to my family.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F 6	Due to all the pressures at work, sometimes when I come home I am too stressed to do the things I enjoy.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		None at all	Very little	Little	Average	More than average	Very much	Exstensive amount
F 7	How much responsibility do you have for other people?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section G – Feelings about your family life

		1	2	3	4	5	6	7
		Strongly disagree	Moderately disagree	Slightly disagree	Neither agree nor disagree	Slightly agree	Moderately agree	Strongly agree
G1	In most ways my family-life is close to my ideal.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
G2	The conditions of my family-life are excellent.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
G3	I am satisfied with my family-life.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
G4	So far I have got the important things I want in my family-life.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
G5	If I could live my family-life over, I would change almost nothing.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section H – Personal well-being

		1	2	3	4	5	6	7
		Never	Seldom	Sometime	Often	Very often	All the time	Not relevant
H1	Been able to concentrate on what you are doing?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
H2	Lost much sleep over worry?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
H3	Felt you are playing a useful part in things?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
H4	Felt capable of making decisions about things?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
H5	Felt constantly under strain?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
H6	Felt you couldn't overcome your difficulties?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
H7	Been able to enjoy your normal day-to-day activities?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
H8	Been able to face up to your problems?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
H9	Been feeling unhappy or depressed?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
H10	Been losing confidence in yourself?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
H11	Been thinking of yourself as a worthless person?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
H12	Been feeling reasonably happy, all things considered?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section I– Background Information

- What is your gender? **Female**.....
Male.....
- What is your age? (Please type in your age) years

3. What is your marital status?

Never Married	Married	De Facto (living with a partner)	Widow/Widower	Divorced
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. How would you describe your ethnicity?

Pakeha	Maori	European	Other European	Asian	Pacifika	Other
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

If other, please specify:

5. What is your highest educational qualification?

No formal qualification	High school certificate/ NCEA	Trade Certificate or equivalent	University degree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6. On average how many hours per week do you work? hrs

7. Approximately how long have you been working for this organisation?

(Please specify in years or months) years months

8. What is your position in your organisation?

CEO/Senior manager	Middle manager	Supervisor	Non-managerial employee
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

9. How long have you been working in your present job? (Please specify in years or months) year(s) month(s)

Thank you for participating and completing the questionnaire!

Please click the 'Submit' button below to send your data to the researcher