

Work Cultures and Work/Family Balance

Sue Campbell Clark

Department of Business, University of Idaho

This study examined the relations between three aspects of work culture (flexibility of working hours, flexibility of the work itself, and supportive supervision) and work/family balance in the context of selected characteristics that can put individuals at risk for work/family imbalance (dual career partnerships, number of children, and hours worked per week). The data came from 179 individuals in a wide variety of family situations and workplaces. Results of the study indicated that the flexibility of the work itself was associated with increased work satisfaction and increased family well-being. Flexibility of work times was unassociated with any work or personal outcome. Supportive supervision was associated only with increased employee citizenship. An examination of interactive effects between aspects of culture and individuals' characteristics showed that work/family balance was lower when employees had a large number of children and supportive supervision. © 2001 Academic Press

Work organizations and families are the two institutions most central to individuals (Mortimer, Lorence, & Kumka, 1986). Because work and family activities frequently occur at different times and places, and because men were assumed to have primary responsibility at work and women primary responsibility at home, researchers and employers often treated work and family as separate, independent systems (e.g., Parsons & Bales, 1955). However, the past two decades have brought a dramatic increase in the number of individuals with significant responsibilities *both* at work and with family. For example, there are a growing number of single parents, working women, dual-career couples, and fathers heavily involved in parenting (Brief & Nord, 1990; Fullerton, 1995). For these individuals and for others interested in both work and family, balancing between these two spheres has become a major life issue (Kemske, 1998).

In response to employees' need for balance, employers have instituted a number of programmatic changes in the workplace, such as assistance with child care and elder care, telecommuting, flex-time, and job-sharing (Caudron, 1997; Flynn, 1997). However, Galinsky and Stein (1990) noted that the most progressive organizations go beyond instituting programs, and change the culture of the organization to become more "family-friendly." Bailyn (1997) has identified three characteristics

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Address correspondence and reprint requests to Sue Campbell Clark, Department of Business, University of Idaho, Moscow, ID 83844-3178. Fax: (208) 885-5347. E-mail: sueclark@uidaho.edu.

of family-friendly work cultures: temporal flexibility (flexible work scheduling), operational flexibility (flexible work processes), and an understanding by organization leadership that family needs are important. Experts claim that cultural changes, like these, will ensure that employees can make choices that accommodate their families, without detriment to their career and advancement in the organization (Regan, 1994).

This article examines the effect that Bailyn's (1997) three cultural aspects—temporal flexibility, operational flexibility, and supervisors' support for employees' family activities—have on individuals' ability to balance work and family, and to examine this in the context of three employee characteristics (dual career partnerships, number of children, and hours worked per week) that are commonly believed to predispose individuals to imbalance. Previous research on family-friendly cultures has primarily been done inductively using data from single large organizations, or on single cultural dimensions (e.g., temporal flexibility only). This research makes a unique contribution as an empirical study on a cross-section of individuals who work in a wide variety of work cultures in organizations of differing sizes, and because it examines three aspects of culture simultaneously.

This research is also unique because it treats work/family balance as a multifaceted construct. Work/family balance is defined here as *satisfaction and good functioning at work and at home with a minimum of role conflict*. Previous research has generally examined only individual facets of this construct, often measuring only work outcomes, only home outcomes, or only role conflict and stress (Zedeck, 1992). Limiting research to just one facet, for example, using "role conflict" as a surrogate for "work/family balance," presupposes that work and family necessarily clash and that balance simply means the absence of conflict. Consideration of satisfaction and good functioning at work and home adds a more positive look at the interaction between work and family, allowing for the possibility of synergy between work and home (Zedeck, 1992). Therefore, this research examined the effect of workplace culture on five aspects of work/family balance: work satisfaction, home satisfaction, work functioning, family functioning, and role conflict.

Temporal Flexibility and Work/Family Balance

Temporal flexibility is the ability to have discretion in one's work schedule. In many cases, employers report that flexible scheduling increases productivity (Solomon, 1996). Kingston (1990) stated that gains in productivity may be due to lowered employee stress, absenteeism, and turnover. For example, one study found that mothers working for companies with generous leave policies and flexible scheduling had higher job satisfaction, worked more on their own time, worked later into their pregnancies, and were more likely to return to work after childbirth (Galinsky & Stein, 1990). Ronen's (1984) review of the impact of flextime on employers showed that productivity may occasionally be enhanced, and employee job satisfaction nearly always increases. Rothausen's (1994) findings also supported the positive association between satisfaction and temporal flexibility. Bohen and Viveros-Long (1981) suggested that the increased employee satisfaction that

accompanies flexible scheduling may result from enhanced perceptions of autonomy as well as from resolving work/family issues.

A review of literature on families shows that flexible scheduling may decrease individuals' perceptions of work/family interference, due to increased time with family members (Christensen & Staines, 1990). Although one may suppose that increased family time and decreased conflict would increase satisfaction with family and family functioning, there is little or no evidence which shows that temporal flexibility directly impacts either (Christensen & Staines, 1990). This literature leads to the following hypothesis:

HYPOTHESIS 1. The more that individuals' work schedules are flexible . . .

- (a) the less role conflict they report.
- (b) the more they express satisfaction with working life.
- (c) the better they function at work.

Operational Flexibility and Work/Family Balance

Operational flexibility has been defined by Bailyn (1997) as control over the conditions of work. This includes having the autonomy to decide how the work is to be done without unnecessary monitoring or restrictions. A wide variety of research on job design claims that employees with autonomy will be more satisfied with their work and more involved in work processes (Parker, Wall, & Jackson, 1997), although some claim that this relationship depends on the aptitude and attitude of the individual (Schneider, Reichers, & Mitchell, 1982). Other research claims that there will also be positive effects on family life and general well-being. For example, Bailyn (1993) claimed that organizations which allow operational flexibility will not only have more satisfied and productive employees, but also these employees will have the freedom to manage their family lives in ways that will lead to higher family functioning and satisfaction with family life. These claims are backed by several research studies which show that individuals who are in jobs with choices over work process, are more satisfied and better adjusted at work and at home (Burke, 1988; Loscocco, 1997; Repetti, 1987, Voydanoff, 1988). This literature leads to the following hypothesis:

HYPOTHESIS 2. The more that individuals have operational flexibility in their work . . .

- (a) the less role conflict they report.
- (b) the more they express satisfaction with working life.
- (c) the better they function at work.
- (d) the more they express satisfaction with home life.
- (e) the greater family functioning they report.

Supportive Supervision and Work/Family Balance

Another crucial element of family-friendly corporate cultures is an organization's support for individuals with family responsibilities. This value is reinforced throughout the company in many ways. From the top down, family-friendly corporate cultures can be reinforced by powerful champions within the company (i.e., a high ranking executive or CEO) and by stating their responsibility toward

employees' families in a corporate mission statement. However, many believe that some of the most effective means of spreading this cultural value is by supervisors learning to be supportive of individuals with significant family responsibilities (Galinsky & Stein, 1990). Without supervisors to encourage employees to use leave policies and flexible work policies, and to judge employee performance on the basis of output and not just "face time," a policy-based strategy to reinforce a family-friendly culture will have limited effect. In fact, Rodgers and Rodgers (1989) claim that the well-being of American families lies largely in the hands of first-line supervisors.

Despite the traditional notion that employees prefer supervisors to not get involved in their private lives, a study of working parents indicated that the second most common workplace change suggested by study participants to improve their quality of family life (second only to a suggestion for increased pay) was that organizations train supervisors to be more accommodating during family crises (Galinsky & Hughes, 1987). The literature overwhelmingly showed that support from supervisors reduces stress and role conflict and can even improve family functioning (Burke, 1988; Galinsky & Stein, 1990; Greenhaus, Bedeian, & Mossholder, 1987; Merton, 1957; Repetti, 1987). Proponents of more supportive supervision claimed that positive results will also occur on the job in the form of higher job satisfaction and work productivity (Repetti, 1987). This literature leads to the following hypothesis:

HYPOTHESIS 3. The more support from supervisors that individuals report . . .

- (a) the less role conflict they report.
- (b) the more they express satisfaction with working life.
- (c) the better they function at work.
- (d) the more they express satisfaction with home life.
- (e) the greater family functioning they report.

Moderating Work and Family Characteristics

Work and family characteristics may moderate the relationship between cultural factors and work/family balance. Dual career situations, several dependent children and adults (i.e., an elderly parent), and long working hours are commonly believed to increase work/family conflict. The previous literature suggests that individuals with these characteristics are prone to high stress, and therefore may not thrive until they have an accommodating workplace (Carlson, 1999; Cooke & Rousseau, 1984; Galinski & Stein, 1990; Greenhaus *et al.*, 1987; Higgins, Duxbury, & Irving, 1992). Therefore, those with high risk characteristics will be more dependent on workplace cultural conditions in order to attain work/family balance, than those without those risk characteristics. The following ordinal interaction effects are hypothesized:

HYPOTHESIS 4. The relationship between workplace cultures and work/family balance will be moderated by the presence of a risk characteristic, such that:

- (a) for individuals in dual-career partnerships, the relationship between supportive cultures and work/family balance is more strongly positive than for those in single-career partnerships.

(b) for individuals with several dependents, the relationship between supportive cultures and work/family balance is more strongly positive than for those who have no or few dependents.

(c) for individuals who work long hours, the relationship between supportive cultures and work/family balance is more strongly positive than for those with low or moderate work hours.

METHODS

Study Participants

Students from five upper-division classes in two universities located in the north-west United States were asked to supply names and addresses of people who were employed at least 30 h per week, and had significant family responsibilities (i.e., had a spouse or live-in partner or children or the care of another family member such as a parent). Students were also asked to seek for diversity among those whose names they submitted in terms of family status, gender, working conditions, income, and age. Students were rewarded with extra credit points if persons whose names they submitted returned a questionnaire. In some cases, students contacted those whose names they submitted to encourage them to respond. Because the initial data collection yielded a disproportionate number of women, and individuals with high education over age 45 years (i.e., the typical student's mother), another data collection was done in which students were rewarded with additional extra credit points if they could find male participants under age 45 who were not college educated. This yielded a final sample that was more representative of employees with families.

To assure participants of confidentiality, we informed both the students and potential respondents that the questionnaires would be handled only by the researcher and not the students, and that students would only see aggregate results and never individual responses. Questionnaires were mailed, a follow-up postcard was sent, and study participants were supplied with a postage-paid envelope to mail their completed questionnaire back to the researcher.

The results of the data collection yielded 179 usable responses (55% of those contacted), consisting of 83 women and 96 men. Approximately half of respondents (52%) had a bachelor's or graduate degree. Most respondents were married (91%), were parents (88%), and had one or two children living with them ($X = 1.43$). About half of respondents (56%) spent 20 hours or less per week on home responsibilities (i.e., child care, house cleaning, yard work, car maintenance), while the remainder (44%) spent more than 20 hours. The median annual income bracket for the family was \$45,000–\$60,000, with 47% receiving salaried wages and 53% receiving hourly pay or commissions. Typical of the inland northwest United States, 49% of respondents worked in organizations employing 50 or fewer employees, 19% in organizations with 50–200 employees, 7% in organizations with 200–500 employees, and 25% in organizations with 500 or more employees. Respondents worked an average of 44 hours per week.

Measures

All culture and work/family balance measures were in Likert-form, and on a scale from one to five. Individuals were asked to rate the extent to which they agreed or disagreed with each item.

Work culture. Study participants reported on the extent of temporal flexibility, operational flexibility, and supportive supervision in their own workplace. Cronbach's alphas showed good interitem reliability and are reported for each scale. Temporal flexibility was assessed with five items ($\alpha = .84$) regarding whether respondents were able to arrive and depart from work when they desired, if they were free to work the hours that were best for them, whether they had flexibility in their work schedule, whether they could work at home, and if they could easily take a day off. Supportive supervision was measured with three items ($\alpha = .86$) in which respondents were asked whether their supervisor understands their family demands, listens when they talk about family, and acknowledges that they have obligations as a family member. Operational flexibility was assessed with a five-item scale in which respondents were asked the extent to which they were in charge of their own activities at work, and had a say in what goes on ($\alpha = .83$). Because these three variables were significantly correlated, exploratory factor analyses were performed to discover whether the scale items measured three distinct factors. Principal component analysis with a varimax rotation yielded three factors with items grouped with each scale as anticipated (see Table 1). Confirmatory factor analysis using AMOS confirmed the discriminant validity of these three scales. Fit indices show that the X^2/df ratio ($86.09/62 = 1.34$) is acceptable (Wheaton, Muthen, Alwin, & Summers, 1977); the goodness of fit index (GFI = .93) and adjusted goodness of fit index (AGFI = .89) and comparative fit index (CFI = .98) are close to Jöreskog and Sörbom's (1984) recommended levels of .9 and above; and the root mean square residual is within Browne and Cudeck's (1993) recommended range of .05 or less (RMSEA = .05). The standardized regression weights for the scale items are also reported in Table 1.

Work/family balance measures. Five scales (role conflict, work satisfaction, home satisfaction, family functioning, and employee citizenship) were used to measure different facets of work/family balance. Cronbach's alpha was used to confirm the reliability of each scale. Exploratory factor analysis was performed on each scale separately to determine whether the items were measuring a single latent construct (DeVillis, 1991). Using Carmines and Zeller's (1979) criteria to ensure that each set of items measured a single construct, unrotated factor matrices were examined to ensure that a single component emerged which explained more than 40% of the total variance, and that all items had substantial factor loadings ($> .3$). After dropping one item in one of the scales, all five of the work/family balance scales met this criteria. Since the factor analytic solutions confirmed prior groupings of these variables for four of the five scales, four of the scales have factorial validity (DeVillis, 1991). The sample size is too small to carry out confirmatory factor analysis on the 33 items used to measure the five facets of work/family balance, so construct validity can not be proven at this time. A detailed explanation of each scale follows.

TABLE 1
Exploratory and Confirmatory Factor Analyses for Work Culture Variables

Item	Component			Standardized regression weights for items scale
	1	2	3	
Temporal Flexibility				
1. I am able to arrive and depart from work when I want.	.84	−.02	.29	.92
2. I am free to work the hours that are best for my schedule.	.86	−.04	.21	.86
3. There is no flexibility in my schedule. (reverse coded)	.67	.17	.12	.54
4. It is O.K. with my employer if I work at home.	.61	−.01	.40	.62
5. I would easily take a day off or work, if I wanted to.	.69	.23	.06	.55
Supportive Supervision				
1. My supervisor understands my family demands.	.02	.88	.22	.81
2. My supervisor listens when I talk about my family.	.07	.83	.21	.91
3. My supervisor acknowledges that I have obligations as a family member.	.14	.87	.06	.76
Operational Flexibility				
1. Others direct my activities at work. (reverse-coded)	.32	.17	.70	.51
2. I can choose what I do at work.	.18	.33	.70	.75
3. I am in charge of my activities at work.	.30	.18	.75	.82
4. I determine where I place my time and energies at work.	.29	.10	.75	.77
5. I have a say in what goes on at work.	.01	.05	.75	.71
Exploratory Factor Analysis Statistics				
Eigenvalues	5.21	1.34	2.09	—
Percentage of variance explained	40.07	10.30	16.05	
Confirmatory Factor Analysis Fit Indices				$\chi^2 = 86.09, df = 62,$ GFI = .93. AGFI = .89. CFI = .98. RMSEA = .05

First, role conflict was measured using the following seven items: my job keeps me away from my family too much, I feel I have more to do than I can handle comfortably, I wish I had more time to do things for the family, I feel physically drained when I get home from work, I feel I have to rush to get everything done each day, I feel I don't have enough time for myself, and I feel emotionally drained when I get home from work ($\alpha = .86$) (Bohen & Viveros-Long, 1981). Exploratory factor analysis on the seven items yielded a single component explaining 55% of the variance, with factor loadings on all items greater than .67.

Second, satisfaction with work was measured with seven items. Four of these items were original to this research, and are as follows: my activities at work are rewarding in and of themselves, I get a lot of satisfaction from carrying out my responsibilities at work, I find my activities at work to be personally meaningful, and I love what I do at work. Three items from traditional work satisfaction research (Hackman & Oldham, 1975) were also included: generally speaking, I am very satisfied with this job; I frequently think of quitting this job (reverse-coded); and I am generally satisfied with the kind of work I do in this job. The reliability of this seven-item scale was good ($\alpha = .91$). Exploratory factor analysis on the seven items yielded a single component explaining 67% of the variance, with factor loadings on all items at least .73.

Third, employee citizenship was measured using the altruism subscale of Smith, Organ, and Near's (1983) Employee Citizenship scale. Individuals indicated whether others would agree or disagree that they: help others who have been absent, volunteer for things that are not required, orient new people even though it is not required, help others who have heavy work loads, assist the supervisor with his or her work, and make innovative suggestions to improve the department ($\alpha = .78$). An exploratory factor analysis on these six items indicated a single component, with 48% of the total variance explained, and factor loadings of at least .60 on all items.

Fourth, satisfaction with home life was assessed with the following four items: my activities at home are rewarding in and of themselves, I get a lot of satisfaction from carrying out my responsibilities at home, I find my activities at home to be personally meaningful, and I love what I do at home ($\alpha = .85$). Exploratory factor analyses identified a single factor, with 69% of the total variance explained, and with factor loadings on all items at least .82.

Fifth, the Family Cohesion Scale was used to measure family functioning (Fischer & Cocoran, 1994). The original scale had 10 items such as the following: family members ask each other for help, family togetherness is important, family members feel very close to each other ($\alpha = .89$). Exploratory factor analysis on these items indicated two components. After one item was dropped, the remaining nine items formed a single component, with 56% of the total variance explained, and with factor loadings on all items at least .65.

Demographic variables. Three demographic variables measured factors commonly associated with work/family conflict. First, participants reported the number of hours they worked a week. The minimum number of hours reported was 30, the maximum was 80, and the average was 44. Second, participants reported the number of children they had under age 18 and dependent adults they cared for (i.e., an elderly parent). Thirty-six percent had no children or dependent adults living with them, 21% had one, 22% had two, and the remaining 21% had three or more. Third, a dummy variable was created that indicated whether participants were in a dual-career situation. Participants who worked 40 or more hours per week and had a spouse work who worked 40 or more hours per week, were categorized as "dual-career" (49%). All those who did not meet this requirement were categorized as "not dual-career" (51%).

RESULTS

Correlations

Table 2 shows means, standard deviations, and a correlation matrix for demographic, culture, and work/family balance variables. Examination of the demographic variables showed that younger individuals had more dependents, and that women were more likely to be in a dual career situation than men, and that women worked fewer hours per week than men. Significant correlations between the three culture variables showed that these cultural aspects vary together, such that individuals who worked in organizations with high operational flexibility also reported high temporal flexibility and high support from supervisors, conversely, individuals working in conditions of low operational flexibility also tended to have low temporal flexibility and low supervisory support. None of the culture variables were associated with the size of the work organization. There are several correlation patterns among the work/family balance variables. Work satisfaction, employee citizenship, home satisfaction, and family functioning were all positively correlated. Role conflict was not correlated with any of the other balance measures.

Regression Analyses

Hypotheses were tested using multiple regression to see the effect of culture on each of the five dimensions of work/family balance. The three culture variables were entered first, followed by the three demographic variables. Because previous bivariate correlations between any of these six variables were not .8 or larger, it can be assumed that multicollinearity is not a problem (Lewis-Beck, 1980). Next, nine interaction terms were created from the three culture variables and three demographic variables. Because interaction terms created from interval scales can often cause multicollinearity, the culture variables were first centered (i.e., transformed into deviation score form with means equal to zero) and then multiplied with the demographic variables to create workable interaction terms (Jaccard, Turrisi, & Wan, 1990). These interaction terms were added in three at a time (by culture variable), and all at once. Since the significance of the interaction terms did not vary between these two methods, I simply report the results of adding all interaction terms at once. Standardized beta weights are reported in Table 3, along with statistics about the total equation significance for each model. Results will be summarized by hypothesis.

Temporal flexibility. Hypothesis 1 posited that temporal flexibility would be associated with (a) less role conflict, (b) higher satisfaction with work, and (c) better functioning at work. No hypotheses were made about the effect of temporal flexibility on home satisfaction and family functioning. Examination of the correlation matrix shows that individuals reporting temporal flexibility had higher work satisfaction and lower role conflict (see Table 2). However, when temporal flexibility was entered into the regression equation with operational flexibility and supervisor support (see Model 1 for each of the five dependent variables), operational flexibility explained nearly all of the variance in work satisfaction by itself.

TABLE 2
Means, Standard Deviations, Correlations, and Scale Reliabilities

Variables	Mean	SD	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Misc. demographics																		
1. Age	2.98	1.10																
2. Education	4.30	1.34	.10															
3. Gender (1 = M, 2 = F)	1.46	.50	.00	-.19*														
4. Income	4.15	1.94	.27*	.20*	.02													
5. Organizational size	2.70	1.62	-.03	.17*	-.17*	.12												
At-risk demographics																		
6. Dual career (0 = N, 1 = Y)	.49	.50	.06	-.07	.36*	.10	-.05											
7. Hours/wk worked	44.36	8.68	.07	.09	-.40*	.03	.11	.12										
8. Number of dependents	1.46	1.54	-.23*	.10	-.12	-.04	.01	-.21*	-.08									
Culture variables																		
9. Operational flexibility	3.65	.89	.25*	.32*	.02	.28*	-.02	-.07	.13	-.14	(.83)							
10. Temporal flexibility	3.07	1.04	.10	.22*	-.02	.30*	-.07	-.06	-.04	-.04	.55*	(.84)						
11. Supervisor support	3.59	.96	.08	.11	.09	.07	-.02	-.15	-.21*	-.13	.40*	.23*	(.86)					
Work/family balance																		
12. Role conflict	3.39	.80	-.12	.07	.10	-.03	-.01	.10	.24*	.21*	-.21*	-.18*	-.18*	(.86)				
13. Work satisfaction	3.77	.83	.14	.21*	.09	.25*	-.02	-.02	.14	-.11	.64*	.33*	.32*	-.10	(.91)			
14. Employee citizenship	3.84	.64	-.06	-.08	.14	-.01	-.14	.03	.01	-.04	.18*	-.01	.26*	.05	.31*	(.78)		
15. Home satisfaction	4.31	.64	-.01	.03	.09	.02	-.12	-.01	.01	-.03	.11	.04	.12	-.15	.22*	.27*	(.85)	
16. Family functioning	4.10	.68	-.04	.15	.05	.10	-.01	-.08	.09	-.04	.24*	.05	.18*	.03	.28*	.31*	.44*	(.89)

Note. The miscellaneous demographics are in ordered categorical form. Age (1 = 18–25, 2 = 26–35, 3 = 36–45, 4 = 46–55, 5 = 56–65, 6 = 65+); education (1 = grade school, 2 = high school, 3 = post-high school, 4 = some college, 5 = college degree, 6 = graduate degree); income in U.S. dollars (1 = less than \$15,000, 2 = \$15–30,000, 3 = \$30–50,000, 4 = \$45–60,000, 5 = \$60–85,000, 6 = \$85,000+); organizational size (1 = 1–25 employees, 2 = 25–50 employees, 3 = 50–200 employees, 4 = 200–500 employees, 5 = 500+ employees). The work culture scales and work/family balance scales were measured on a scale from 1 to 5, “1” indicating low values and “5” indicating high values. Cronbach’s alpha’s for work culture and work/family balance scales are reported in parentheses on the diagonal.

* $p < .05$.

TABLE 3
Results of Hierarchical Regression Analysis

Independent variables	Dependent variable											
	Role Conflict			Work Satisfaction			Employee Citizenship			Home Satisfaction		
	Model 1	Model 2	Model 3	Model 1	Model 2	Model 3	Model 1	Model 2	Model 3	Model 1	Model 2	Model 3
Step 1												
Operational flexibility	-.13	-.19*	-1.20*	.61*	.58*	.36	.16	.17	-.24	.09	.09	-.24
Temporal flexibility	-.08	-.05	1.17*	.00	.02	-.54	-.14	-.14	.45	.00	.01	-.71
Supportive supervision	-.11	.01	-.28	.08	.10	.30	.24*	.24*	.50	.09	.09	-.16
Step 2												
Dual career		.11	.14		.04	.01		.05	.04		.02	-.07
Number of dependents		.22*	.25*		-.03	-.03		.02	-.05		-.02	-.17
Work hours per week		.30*	.26*		.07	.07		.00	.01		.01	.07
Step 3												
Operational flexibility												
x Dual career			.27			-.22			-.18			-.19
x Number dependents			.14			.28*			.07			.09
x Work hours			.67			.24			.53			.43
Temporal Flexibility												
x Dual career			-.22			.30			.27			.43
x Number dependents			-.07			-.15			-.19			-.09
x Work hours			-.97*			.35			-.70			.42
Supportive supervision												
x Dual career			.10			.21			-.05			.43
x Number dependents			.08			-.13			-.29*			-.54*
x Work hours			.14			-.32			-.11			.45
ΔR^2		.12	.05	—	.01	.03	—	.00	.07	—	.00	.17
ΔF		7.69*	1.15	—	.69	.90	—	.14	1.42	—	.04	3.34*
R^2	.06	.18	.20	.41	.42	.45	.09	.10	.17	.02	.02	.19
Adjusted R^2	.04	.15	.16	.40	.40	.39	.08	.06	.08	.00	-.01	.11
Total F	3.43*	5.77*	3.02*	37.07*	18.77*	8.00*	5.51*	2.78*	1.99*	1.24	.63	2.29*
Degrees of freedom	3, 160	6, 157	15, 148	3, 159	6, 156	15, 147	3, 160	6, 157	15, 148	3, 160	6, 157	15, 148

Note. Model 1 includes only the variables listed in Step 1, Model 2 includes the variables listed in Steps 1 and 2, and Model 3 includes variables listed in Steps 1, 2, and 3.

* $p < .05$.

Operational flexibility. Operational flexibility was hypothesized to have a positive effect on (a) role conflict, (b) work satisfaction, (c) work functioning, (d) home activity satisfaction, and (e) family functioning. Simple correlations showed that individuals reporting high operational flexibility also had less role conflict, higher work satisfaction, higher employee citizenship, and greater family functioning. More stringent regression analyses (see models numbered "1") showed that operational flexibility only had significant effects on work satisfaction ($\beta = .61, t = 8.00, p < .001$) and family functioning ($\beta = .31, t = 3.32, p < .001$). In other words, employees who reported that they had high flexibility in how they did their work were more satisfied with work, and reported having more functional families.

Supportive supervision. Supportive supervision was also hypothesized to have a positive effect on (a) role conflict, (b) work satisfaction, (c) work functioning, (d) home activity satisfaction, and (e) family functioning. Examination of the correlations between supportive supervision and the five work/family balance measures showed significant positive relationships, except with home satisfaction (see Table 2). However, regression results only supported Hypothesis 3c, which posited that supportive supervision would enhance employee citizenship ($\beta = .24, t = 2.89, p < .01$). No significant effects were found on the remaining four aspects of work/family balance.

Work and family characteristics. Hypothesis 4 stated that the relationship between workplace cultures and work/family balance will be moderated by the presence of risk characteristics. The results of the moderated regression are shown in Model 3 for each of the five dependent variables (see Table 3). I noted the significance of the change in R^2 as the set of variables was added to the equation, and examined the significance of the beta weights to determine whether the added variables explained a significant amount of variance (Peters, O'Connor, & Wise, 1984). Support was found for the interaction between supportive supervision and number of dependents for both home satisfaction ($\beta = -.54, t = -4.45, p < .001; \Delta R^2 = .17, \Delta F = 3.34, p < .001$) and family well-being ($\beta = -.37, t = -3.18, p < .01; \Delta R^2 = .14, \Delta F = 3.10, p < .001$), and for dual career and supportive supervision for family well-being ($\beta = .72, t = 2.88, p < .01; \Delta R^2 = .14, \Delta F = 3.10, p < .001$). Although standardized beta weights were significant for a few other interactions, these interactions did not explain enough of the variance beyond the main effects for role conflict ($\Delta R^2 = .05, \Delta F = 1.15, ns$), for work satisfaction ($\Delta R^2 = .03, \Delta F = .90, ns$), and for employee citizenship ($\Delta R^2 = .07, \Delta F = 1.42, ns$).

Significant interaction terms were further analyzed using the following procedure recommended by Peters, *et al.* (1984). The sample was split in two or more groups based on the demographic characteristic, and simple regressions were performed on each group, using the relevant cultural characteristic as the only independent variable, and using the relevant outcome variable. The regression lines for the groups were graphed, giving a visual representation of the interaction. Figures 1, 2, and 3 show a visual representation of the interaction with graphed regression lines.

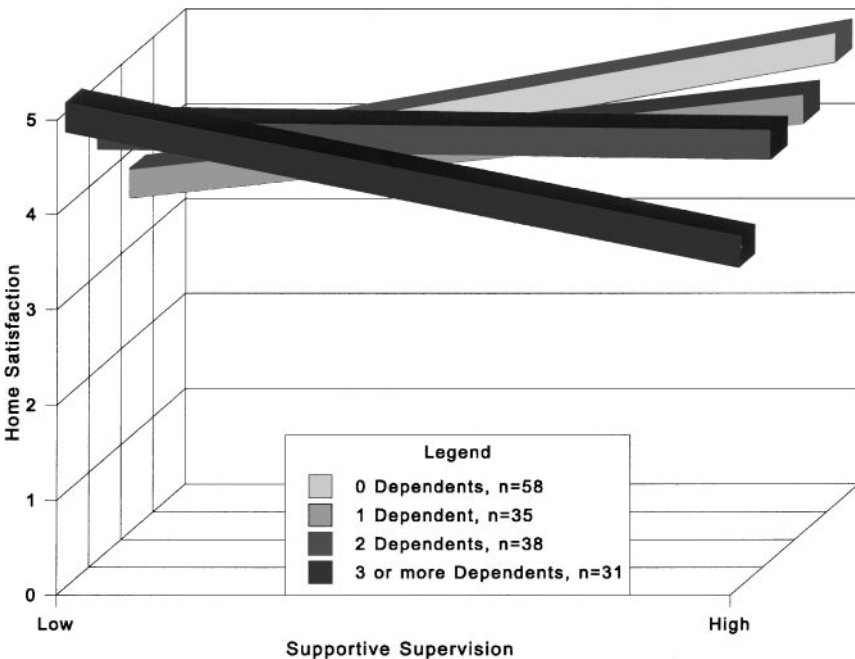


FIG. 1. Interactive effects of supportive supervision and number of dependents on home satisfaction.

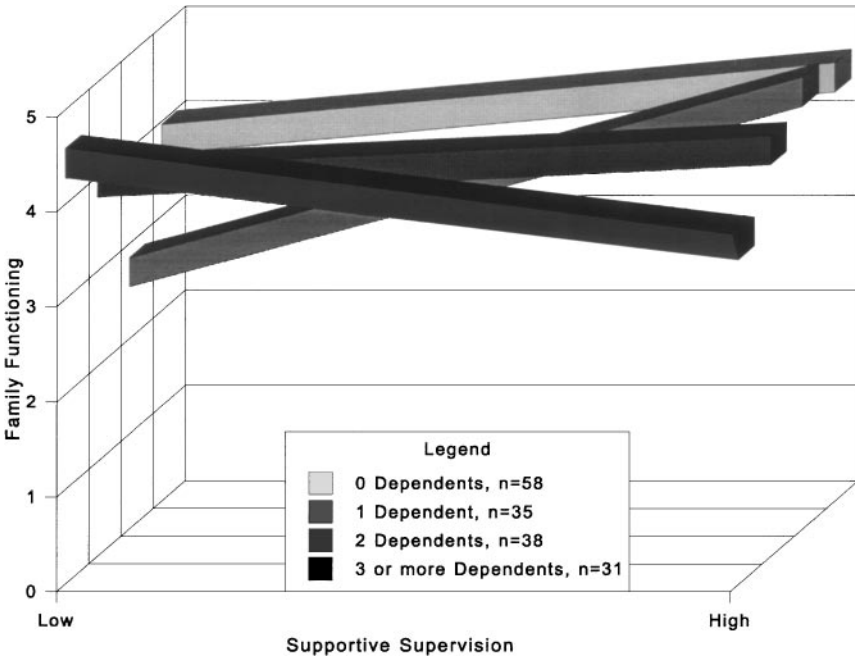


FIG. 2. Interactive effects of supportive supervision and number of dependents on family functioning.

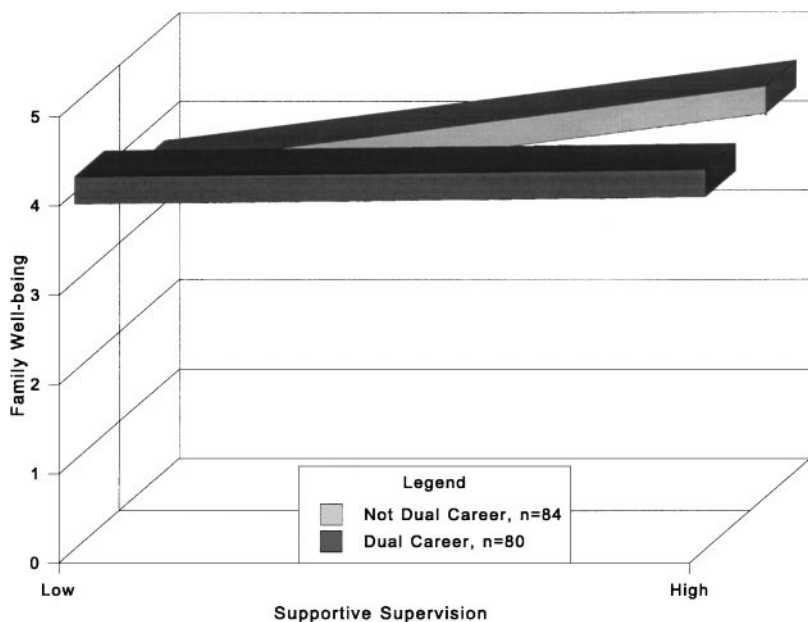


FIG. 3. Interactive effects of supportive supervision and dual career status on family functioning.

Figure 1 shows the effect of the interaction between the number of dependents and supportive supervision on home satisfaction. Contrary to what was hypothesized, those with two and three or more dependents reported a negative association between supportive supervision and home satisfaction. Those with one dependent or no dependents reported a positive association between supportive supervision and home satisfaction.

Figure 2 shows a similar pattern, again contrary to the hypothesis. Individuals with three or more dependents have a negative association between supportive supervision and family functioning, while those with no dependents or one dependent show a positive association, and those with two dependents show little or no association. In other words, for employees with three or more dependents, the more supportive the supervision, the less functional the family.

Figure 3 also shows an effect opposite of what was hypothesized. Supportive supervision and family well-being are not related for those in a dual-career situation. However, there is a positive relationship between family well-being and supportive supervision for those who are not in a dual-career situation.

DISCUSSION

The Construct of "Balance"

This research is unique because of its use of a multifaceted measure of work/family balance. Balance was defined as satisfaction and good functioning at work

and at home with a minimum of role conflict. Although the use of this type of measure is unique, this definition of balance is common. By examining the patterns of association between the five facets of balance, it is instructive to note that balance, as currently defined, may be illusive. Although work satisfaction, employee citizenship, home satisfaction, and family functioning do vary together, role conflict does not. In other words, it is likely that a person can be satisfied at both work and home and function well in each, but not without some role conflict. The synergistic relationship between work and home that balance implies may be, at most, a rare occurrence. Future research should continue to examine whether "balance" is a single construct, or even a plausible multifaceted one.

Relationships between Culture and Balance

This study shows that operational flexibility (the flexibility to alter one's work) is the cultural dimension most often associated with aspects of work/family balance. It is associated not only with work satisfaction, but also with family well-being. In addition, supportive supervision is associated with increased employee citizenship.

Interestingly enough, temporal flexibility (the flexibility to set one's own working hours) is unassociated with any work/family balance measure in this study. Although simple correlations reveal positive associations between temporal flexibility and work/family balance measures, regression analyses show that when temporal flexibility and operational flexibility are entered into the equation together, that operational flexibility explains the bulk of the variance in work/family balance. This effect most likely occurs because the impact of temporal flexibility lies primarily in the choices and autonomy it gives employees (which is explained by operational flexibility), and not simply because employees can set their own hours. This is similar to Bohlen and Viveros-Long's (1981) conclusion that the association between employee satisfaction and flexible scheduling may be primarily due to enhanced perceptions of autonomy. It is also likely that the relationship between temporal flexibility and work/family balance is moderated by additional work and family characteristics that determine when flexibility is functional. Possible work and family characteristics that moderate this relationship should be studied further.

It is also interesting to note that none of the work culture variables significantly affected respondents' home activity satisfaction or amount of role conflict. Although operational and temporal flexibility and supportive supervision are designed to give employees more freedom to pursue rewarding activities at home and to work out role conflicts, these cultural characteristics do not determine whether individuals will actually do so.

Interactions between Individual Characteristics and Workplace Culture

Examination of the pattern of nonassociations between interaction terms and work/family balance shows that the presence of family-friendly cultural characteristics does not help individuals in dual-career partnerships, individuals with many dependents, or individuals working long hours any more than they help individuals

without these characteristics. In fact, the interaction patterns shown in Figs. 1, 2, and 3 indicate that supportive cultures are associated with low family well-being and less home satisfaction for individuals with several dependents and individuals in dual-career partnerships. Given that causal patterns cannot be proven, there are several alternative explanations for these counterintuitive findings. If we assume that cultures affect home satisfaction and family well-being, then we would conclude that, for those who have several dependents or a dual-career partnership, supportive supervision breeds family dysfunction. A more plausible explanation is that home satisfaction and family well-being may actually be the *independent* variables, and supportive supervision the *dependent* variable. Therefore, when an employee has many dependents or a dual-career situation *and* is having difficulty balancing, they are more likely to elicit support from the supervisor. This latter explanation fits with the idea that the relationship between work culture and work/family balance may be a reciprocal one, such that individuals with challenging situations can elicit support and working conditions which enable them to eventually attain balance. In either case, these results about supportive supervision and challenging family situations show that supportive supervision is not increasing the work/family balance of those who are at-risk to the level enjoyed by those who are not at-risk, and that family-friendly work cultures do not benefit one group of workers over another in terms of work/family balance outcomes.

Possible Causal Relationships between Cultures and Balance

Because this study is cross-sectional, causal relationships underlying the relationship between culture and balance are not clear; nevertheless, there are several possible patterns to consider. First, it is possible that, as many assume, family-friendly cultures at work can help employees increase their work/family balance. It is also possible that opposite causal forces are present, that employees who have high work/family balance cause workplaces to have profamily cultures, or that they are more likely to join organizations that have these cultures. There is also the possibility for reciprocal causation; for example, employees who want work/family balance create workplace situations in which they have the necessary support and flexibility they need, and in turn, these supportive cultures increase employees' capability for balance. Further research should be done on the relationship between work cultures and work/family balance, especially exploring the possibility of a reciprocal relationship and investigating the process individuals engage in when they negotiate and change work and family situations to create greater balance.

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