LEADERSHIP INITIATIVES FOR EFFECTIVE WORK-LIFE INTEGRATION

THE BENEFITS OF SUPPORTIVE PERSONNEL PRACTICES

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WOMEN’S LEADERSHIP INITIATIVE
Our research seeks to determine:

- **How** organizations can improve employee outcomes in regards to quality of work-life and career outcomes?
- **Why** organizations should improve employee outcomes?

Work-life effectiveness has been largely regarded as a “woman’s problem.”

- **Do differences exist** between men and women on work-life conflict, its antecedents, and its consequences?
How do employee outcomes impact organizations?

Organizational Factors:
- Work-Life Supportive Supervisor & Organization
- Organizational Structure
- Transformational Leadership
- Access to alternative Work Arrangements

Employee Outcomes:
- Satisfaction
- Career Outcomes
- Work-Life Conflict

Organizational Outcomes:
- Organizational Citizenship
- Organizational Commitment
- Employee Turnover Intentions

How can organizations improve outcomes for employees?
• **Work-Life Supportive Organization & Supervisor** (Allen, 2001; Hammer, et al., 2009)
  - “Employees are given ample opportunity to perform both their job and personal responsibilities well”
  - “My supervisor and I can talk effectively to solve conflicts between work and non-work issues”

• **Organizational Structure** (Khandwalla, 1976/77)
  - “Allowing manager’s operating styles to range from the very formal to the very informal”

• **Transformational Leadership** (Podsakoff et al., 1990)
  - “My supervisor inspires others with his/her plans for the future”

• **Access to Alternative Work Arrangements**
  - “Indicate the alternative work arrangement(s) offered by your organization”
• **EMPLOYEE SATISFACTION** *(Diener et al., 1985; Bacharach et al., 1991)*
  
  - “In most ways, my life is close to ideal”
  - “How satisfied are you in making progress toward the goals you set for yourself in your position”

• **WORK-LIFE CONFLICT**
  
  - **Work/Non-Work Conflict** *(Carlson, Kacmar, & Williams, 2006)*
    - “My work keeps me from social activities more than I would like.”
  
  - **Conflict of Home & Leisure Activities** *(Small & Riley, 1990)*
    - “The amount of time I spend working interferes in how much free time I have.”

• **CAREER OUTCOMES**
  
  - **Professional Developmental Opportunities**
    - “To what extent has your supervisor given you “stretch” assignments or opportunities for your professional development?”
  
  - **Opportunities for Career Advancement**
    - “To what extent has your supervisor encouraged you to apply for promotion?”
• **Organizational Citizenship Behaviors** (Organ, 1988)
  • “I help others who have a heavy workload”

• **Organizational Commitment** (Balfour & Wechsler, 1996)
  • “I feel a strong sense of belonging to this organization”

• **Employee Turnover Intentions** (Spector et al., 2007)
  • “How often have you seriously considered quitting your job in the past six months?”
Methods
**Participants**
- 127 Women, 47 Men
- **Average of 46.9 years old**
- 84% Caucasian
- 70% Management

**Method**
- Online Survey

**Sampling**
- IRB Approval
- **Multiple Recruitment Methods**
  - Surveyed database of 11,000 Human Resource Professionals
  - Newsletters
  - Via E-Mail

**Job Function**
- Human Resources 34%
- Management or Consulting 20%
- Education or Library 10%
- Administrative Support 7%
- Sales or Marketing 8%
- Other 21%
Analytical Strategy

Organizational Factors

- Work-Life Supportive Supervisor & Organization
- Organizational Structure
- Transformational Leadership
- Access to alternative Work Arrangements

Employee Outcomes

- Satisfaction
- Career Outcomes
- Work-Life Conflict

Organizational Outcomes

- Organizational Citizenship
- Organizational Commitment
- Employee Turnover Intentions

How can organizations improve outcomes for employees?
Results
How can organizations improve employee outcomes?

Organizational Factors:
- **Work-Life Supportive Supervisor & Organization**
- **Organizational Structure**
- **Transformational Leadership**
- **Access to alternative work arrangements**

Employee Outcomes:
- **Employee Satisfaction**
- **Career Outcomes**
- **Work-Life Conflict**
How can organizations improve employee outcomes?

**Organizational Factors**
- Work-Life Supportive Supervisor & Organization
- Organizational Structure
- Transformational Leadership
- Access to alternative Work Arrangements

**Employee Outcomes**
- Increased Satisfaction $r = .39$
- Better Career Outcomes $r = .62$
- Decreased Work-Life Conflict $r = -.37$

Note: All correlation coefficients were significant at $p < .05$
How can organizations improve employee outcomes?

**Organizational Factors**

- Work-Life Supportive Supervisor & Organization
- Organizational Structure
- Transformational Leadership
- Access to alternative Work Arrangements

**Employee Outcomes**

- Increased Satisfaction: $r = .27$
- Better Career Outcomes: $r = .28$
- Decreased Work-Life Conflict: $r = -.30$

Note: All correlation coefficients were significant at $p < .05$
**How can organizations improve employee outcomes?**

**Organizational Factors**
- **Work-Life Supportive Supervisor & Organization**
- **Organizational Structure**
- **Transformational Leadership**
- **Access to Alternative Work Arrangements**

**Employee Outcomes**
- **Increased Satisfaction** $r = .45$
- **Better Career Outcomes** $r = .65$
- **Decreased Work-Life Conflict** $r = -.21$

Note: All correlation coefficients were significant at $p < .05$
How can organizations improve employee outcomes?

Organizational Factors:
- Work-Life Supportive Supervisor & Organization
- Organizational Structure
- Transformational Leadership
- Access to Alternative Work Arrangements

Employee Outcomes:
- Increased Satisfaction $r = .27$
- Better Career Outcomes $r = .24$
- No Effect on Work-Life Conflict $r = -.12$

Note: All correlation coefficients were significant at $p < .05$, except:
   - Access to Alternative Work arrangements did not significantly predict Work-Life Conflict
Access to alternative work arrangements did not significantly reduce participants’ work-life conflict.

However, all other organizational factors did.

Note: Between group comparisons of those with and without access to alternative work-life arrangements revealed significant differences on employee satisfaction and career opportunities but not on work-life conflict.
**Research Framework**

**How do employee outcomes impact organizations?**

- **Organizational Factors**
  - Work-Life Supportive Supervisor & Organization
  - Organizational Structure
  - Transformational Leadership
  - Access to alternative Work Arrangements

- **Employee Outcomes**
  - Satisfaction
  - Career Outcomes
  - Work-Life Conflict

- **Organizational Outcomes**
  - Organizational Citizenship
  - Organizational Commitment
  - Employee Turnover Intentions

**How can organizations improve outcomes for employees?**
Why should organizations improve employee outcomes?

**Employee Outcomes**

- Employee Satisfaction
- Career Outcomes
- Work-Life Conflict

**Organizational Outcomes**

- Organizational Citizenship
- Organizational Commitment
- Employee Turnover Intentions
Why should organizations improve employee outcomes?

**Employee Outcomes**
- Employee Satisfaction
- Career Outcomes
- Work-Life Conflict

**Organizational Outcomes**
- Increased Organizational Citizenship $r = .35$
- Increased Organizational Commitment $r = .57$
- Decreased Employee Turnover Intentions $r = -.56$

Note: All correlation coefficients were significant at $p < .05$
Why should organizations improve employee outcomes?

**Employee Outcomes**
- Employee Satisfaction
- Career Outcomes
- Work-Life Conflict

**Organizational Outcomes**
- Increased Organizational Citizenship $r = 0.46$
- Increased Organizational Commitment $r = 0.61$
- Decreased Employee Turnover Intentions $r = -0.46$

Note: All correlation coefficients were significant at $p < 0.05$
Why should organizations improve employee outcomes?

**Employee Outcomes**
- Employee Satisfaction
- Career Outcomes
- Work-Life Conflict

**Organizational Outcomes**
- Decreased Organizational Citizenship
  \[ r = -0.38 \]
- Decreased Organizational Commitment
  \[ r = -0.43 \]
- Increased Employee Turnover Intentions
  \[ r = 0.29 \]

Note: All correlation coefficients were significant at \( p < 0.05 \)
Advice for Action

- Providing alternative work arrangements is not enough to decrease work-life conflict.
- Other organizational factors are critical.

Organizational Structure with:
- Open Communication Channels
- Flexible Policies & Programs
- Negotiated Work-Processes

Transformational Leaders who:
- Support their Employees
- Foster Facilitative Teamwork
- Model & Articulate a Vision

Organizations that Support & Value:
- Employees’ personal needs
- Resolving Conflicts
- A Healthy & Integrative Work-Life Culture
EMPLOYEES
Are more satisfied in their jobs and lives
Less conflicted at home and work
Have better career opportunities
Reduced role conflict

ORGANIZATIONS
More committed employees
Employees will “go above and beyond,” for the company and each other
Are better equipped to retain top-talent
Reduced recruitment & training costs
What about Gender?
What about Gender?

- Not according to our study:
  - Results indicate that there were no significant differences between men and women on employee or organizational outcomes.
  - Relationships between variables were the same for both men and women.

- The implications of this research are equally important to both women and men.

*Except, men and women differed intentions to quit their job:*

(Men $N=72$, $M=2.10$, $SD=1.37$; Women, $N=168$, $M=2.55$ $SD=1.37$; $t(1,238)=-2.14$, $p<.05$)
Work-life effectiveness is an issue for all employees, both women and men alike.

- It is not only a “woman’s problem.”

Organizations can make a difference in the work-life effectiveness and satisfaction of employees.

Providing evidence-based work-life policies, programs and management practices can result in positive outcomes for both employees and organizations.
Thank You
Appendix
Methods

- Breakdown of Organizations
  - Human Resources
  - Education/Library
  - Management
  - Bank/Financial
  - Healthcare
  - Sales/Marketing
  - Technology
  - Other
Which Organizational Factors are most important?

Organizational Factors:
- Work-Life Supportive Supervisor & Organization
- Organizational Structure
- Transformational Leadership
- Access to alternative Work Arrangements

Employee Outcomes:
- Increased Satisfaction
- Better Career Outcomes
- Decreased Work-Life Conflict
  - Home & Leisure
  - Work/Non-Work Conflict

Note: Importance was determined through stepwise regression analyses. All regression coefficients were significant at $p < .05$
Which Employee Outcomes are most important to Organizations?

**Employee Outcomes**
- Employee Satisfaction
- Career Outcomes
- Decreased Work-Life Conflict
- Home & Leisure
- Work/Non-Work Conflict

**Organizational Outcomes**
- Increased Organizational Citizenship
- Increased Organizational Commitment
- Decreased Employee Turnover Intentions

Note: Importance was determined through stepwise regression analyses. All regression coefficients were significant at $p < .05$. 