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Paid-work/non-work life policies and their relationship to job satisfaction, organizational commitment and paid-work/non-work conflict

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PAID-WORK/NON-WORK LIFE POLICIES AND THEIR RELATIONSHIP TO JOB

SATISFACTION, ORGANIZATIONAL COMMITMENT AND PAID-WORK/NON-WORK

CONFLICT

by

Chantal R. Thorn

A Doctoral Dissertation
Submitted to the Faculty of Graduate Studies
through the Department of Psychology
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Abstract

The nature of work is becoming increasingly stressful and employees are experiencing increased levels of work-life conflict and subsequent decreases in their organizational commitment and satisfaction (Duxbury & Higgins, 2003a; MacBride-King & Bachmann, 1999). The response of several organizations has been to implement a variety of paid-work/non-work life policies and programs to assist their employees in managing their paid-work/non-work life conflicts. While much has been said about the need for such programs and anecdotal evidence exists relating such programs with decreased employee stress and paid work-family conflict, a paucity of research designed specifically to understand employees' use or nonuse of these programs exists. The goals of this study were two fold: 1) to examine how both organizational and individual/psychological factors work to explain the use/planned use of paid-work/non-work life policies and programs, and 2) to examine the implications of these factors in relation to outcome measures such as job satisfaction, organizational commitment and paid-work/non-work life conflict.

Survey data was collected from 154 employees at a mental health and addiction treatment facility which offered a variety of paid-work/non-work life policies and support programs. The results revealed few predictors of use/planned use of paid-work/non-work life policies and programs. The only significant predictor of program use/planned use was how relevant the program was to the individual's situation. Use/planned use was not related to outcome measures. However, level of paid-work/non-work life conflict was related to affective, continuance and normative commitment and job satisfaction.

Managerial support, work importance and obligation scores were related to

organizational commitment. Future research considerations are offered.

Dedication

This dissertation is dedicated to my parents, Carol and Ray Thorn, who taught me that if I believe it, I can achieve it. What a gift! Thanks Mom and Dad!

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Firstly, I would like to thank my dissertation committee. In particular, I'd like to thank my advisor, Dr. Catherine Kwantes for agreeing to work with me and for her support in helping me to accomplish this goal. I'd also like to thank Dr. Kathryn Lafreniere, Dr. Dennis Jackson, Dr. Deborah Kane and Dr. Donna Lero for their valuable observations and contributions to my research.

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Barb Zakoor, Graduate Secretary extraordinaire! From day one, seven years ago, when I walked in, a new graduate student unsure of what I was doing, you were a welcoming smile and a wealth of information. I truly am grateful to have had someone as patient, responsive and positive as you are to turn to during those "I'm never going to graduate" moments! Thank you.

My dear Charlotte, it is no exaggeration to say that I COULD NOT have done this without you. I cannot wait to see what the next stage of our lives will bring!

To my immediate family, Mom, Dad and Chris, it's a blessing to be part of a family who loves and supports me as much as you do. I probably don't tell you all as much as I should, but I adore you guys. Now, let's celebrate! Chris, whip me up an adult beverage!

Finally, to Dale...Thank you for hugging me through my tears of frustration, for giving me space when I needed to work, and for cheering me on when I was convinced I

couldn't do it. I had many moments when I thought I couldn't do this; you had none. I am

blessed.

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Introduction

The research is dramatic: both men and women are working more than ever

before, they are trying to balance a wide variety of competing priorities and interests, the

nature of work has become increasingly stressful and employees are experiencing

increased levels of work-life conflict and subsequent decreases in their organizational

commitment and satisfaction (Duxbury & Higgins, 2003a; MacBride-King & Bachmann,

1999). Not surprisingly, the proliferation of paid-work/non-work research over the last

few decades has been widespread. While initially a landscape with a predominant focus

on how numerous women entering the field of paid employment were going to manage

their paid work responsibilities and their children and family lives, there has been a

growing recognition that both men and women are faced with these challenges.

Furthermore, employee demand for an increased focus not only on family issues, but on

the challenges of managing paid work and a wide variety of non-work life needs has

opened the door to the possibility of a more balanced life for all employees, and not only

those with spouses and/or children.

The work-life field is bursting with a number of similar yet somewhat

conceptually different terminologies. In an effort to ensure a common linguistic

understanding with readers, a number of operationalizations will be offered. The term

paid-work/non-work will be used throughout the paper to refer to what many others have

historically called *work-family* or *work-life*. *Paid work* is specified in order to recognize

that men and women often participate in a variety of forms of work both inside and

outside of the office. The differentiation is to demonstrate the reference to an area of

paid employment. *Non-work life* is used instead of *family* or *life* in order to represent not

only an interest in the nuclear family and/or childcare responsibilities, but a wide variety of priorities including exercising, continuing education, volunteering, etc. Non-work life is preferred over life in order to recognize that paid work is a part of one's overall life. On occasions where the operationalization of paid-work/non-work terminology of referenced material herewith in is not consistent with the above-mentioned operationlization, the original terminology will be utilized.

The proliferation of paid-work/non-work research and the changes in focus that are currently occurring are due, in part, to the ever-changing demographics of the workforce. With widespread and influential changes occurring in the work force, in the family profile and in the structure of work, individual workers, paid-work/non-work researchers and employers have been forced to adapt and adjust accordingly. The predominant response for several organizations has been to implement a variety of what are often termed *family-friendly* or paid-work/non-work policies and programs (e.g. onsite daycare, job sharing, flextime, telecommuting, reduced work schedules, onsite gym, employee assistance program, etc.) in order to assist their employees in managing their paid-work/non-work conflicts. While much has been said about the need for such programs and anecdotal evidence exists relating such programs to decreased employee stress and paid work-family conflict, there have been very few research programs designed specifically to understand employees' use or nonuse of these programs. The most consistent and validated paradigm in the literature suggests that the organizational culture is paramount in understanding the use and success of paid-work/non-work programs. Unfortunately, a scarcity of research examining individual/psychological variables exists. How may the individual employee's values and attitudes towards work

affect their use or nonuse of paid-work/non-work programs? The goals of the proposed study are 1) to examine how both organizational (e.g. supportive paid-work/non-work organizational culture) and individual (e.g. attitudes and values towards paid work and non-work life) factors work to explain the use and/or nonuse of paid-work/non-work policies and programs, and 2) to examine the implications of these factors in relation to outcome measures such as job satisfaction, organizational commitment and paid-work/non-work conflict.

The Changing Demographic Backdrop

Changes in the labour force.

The changing profile of the labour force in more recent years and the organization's growing recognition of the need to care for and participate in a reciprocal relationship with their employees have led to much more awareness and discussion about the challenges that employees may face in balancing the multiple domains of their lives. While there have certainly been a variety of changes in the Canadian population in general and therefore, in the labour force, much of those changes can be represented by two emerging themes: (1) women's increased participation in the labour force (which has resulted in the need to revisit the distribution of home and caregiving responsibilities) and (2) general workforce diversity, which has created challenges with regard to aging workers, immigrants and employees of the sandwich generation. The sandwich generation is a term coined by Carol Abaya to represent individuals who are sandwiched between aging parents and the need to provide care for their own children, and those participating in continuing education (The Sandwich Generation, n.d).

The last half-century has seen a dramatic influx of women into the paid labour force. In 1976, 42% of Canadian women over the age of 15 were participating in the labour force; by 2006, that percentage jumped to 58% (Statistics Canada, 2006). Women with children under the age of 16 represented the greatest increase in women's participation rates between 1976 and 1999, growing from 39% to 71% (Statistics Canada, 2000). In 2006, the vast majority (77%) of women who had jobs were between the ages of 25 to 44 and 45 to 54 compared with only 60% of women aged 15 to 24 and only 49% of those aged 55 to 64 (Statistics Canada, 2006). Despite the continued growth of women participating in the workforce, women between the ages of 25 and 54 continue to be considerably less likely than men to be employed. In 2006, 87% of men between the ages of 25 and 44 had jobs, compared to only 77% of women within the same age group (Statistics Canada, 2006).

A more general shift in labour force diversity has also been occurring. For example, the baby boomer effect and an aging labour force population have had a profound influence with an increased number of retirees expecting to continue until at least 2020 (Lowe, 2000). Similarly, the Canadian labour force has been greatly affected by an increasing immigrant population. According to Denton, Feaver and Spencer (1999), net immigration provided 71% of Canada's labour force growth between 1991 and 1996. During those years, the immigrant population increased by 15.5%, more than three times the 4% of the Canadian-born population.

The changing demographics have also resulted in a growing sandwich generation. In 1999, an employee survey conducted by the Conference Board of Canada indicated

that 15% of employees cared for both elderly family members and children in the home as compared to only 9.5% a decade ago (MacBride-King & Bachmann, 1999).

Many people have the added challenge of balancing both educational and employment opportunities. For example, in 1998, 35% of full-time students between the ages of 15 and 25 also participated in paid employment (Statistics Canada, 1999, December 23). There is also an increasing interest in and awareness of the need for continuing education and upgrading of employment related skills. In 1997, 31% of employed Canadian women (2 million women) and 28% of employed Canadian men (1.9 million) were also enrolled in a job-specific adult education or training activity (Statistics Canada, 2000).

Changes in the family profile.

Dramatic changes in the family profile have also influenced the focus and direction of paid-work/non-work research. There has been a striking decrease in fertility in all of the Western industrialized countries since 1959. The birth rate between 1959 and 1970 fell from 116 births per 1,000 women aged 15 to 49 to 71; by 1997, the rate fell again to only 44 births (Statistics Canada, 2000). This decline in fertility has contributed not only to a decrease in new entrants into the labour force but to the consequent increase in the number of aging Canadians who will have fewer children and adult grandchildren to assist in their care as they age. Changes in the timing of childbearing for Canadian women have also occurred with a noticeable increase in the age at which women are having their first child. While only one in five women was over the age of 30 years at the birth of their first child in 1987, by 1997, that proportion had increased to nearly one in

three (Statistics Canada, 1999, June 16). By 2003, nearly one half of Canadian women giving birth to their first child were over the age of 30 (Statistics Canada, 2005, July 12).

The last two decades have also seen a dramatic decrease in the number of marriages and changes to the structure of the family. While there were nine marriages per 1,000 people in Canada in the early 70s and seven in the late 80s, by 1997, the number fell to only five marriages (Statistics Canada, 2000). In 2001, a record low of 4.7 marriages per 1,000 people in Canada was observed (Statistics Canada, 2004, December 21). By 1997, the traditional Canadian family with a working husband and a stay-at-home wife was represented by only one quarter of two parent families (The Vanier Institute of the Family, 2000). Numbers of more non-traditional families including blended families, lone parent families and common-law families are on the rise. The Vanier Institute of the Family (2000) reports that one in 10 two-parent families are stepfamilies and the number of lone-parent families is also increasing with a dramatic 84% in 1996 being headed by women (Statistics Canada, 2000).

Changes in work structure and work time.

Just as we have seen an erosion of the traditional Canadian family, we have also seen a similar erosion of the standard model of a full-time job. Roughly only half of all Canadian workers in 1998 were represented by the standard model of a full-time job (Lowe, Schellenberg, & Davidson, 1999). More non-standard work arrangements such as temporary and contract work, part-time work, self-employment and multiple job holdings are on the rise (Johnson, Lero, & Rooney, 2001) and are typically over-represented by female workers (Grenon & Chun, 1997; Statistics Canada, 2006). In fact, 57% of women hold non-permanent jobs as compared to 43% of men and 28% of women work part-time

as compared to only 10% of men, and women have represented nearly three quarters of the part-time workforce for the past 20 years (Grenon, & Chun, 1997; Statistics Canada, 2000). Marshall (2000) reports that 44% of women between the ages of 25 and 54 work part-time in order to care for their children, elderly relatives or for other family related reasons. Fewer than 10% of men, however, cite family reasons for working part-time. In 2006, 28% of women who were employed part time reported that they did not want full time work, while 27% explained that the part time work assisted them in finishing school (Statistics Canada, 2006).

The proportion of women holding more than one job is also increasing. Between 1987 and 1999, the proportion increased from 4% to 6% of the labour force. The proportion of men working more than one job in the same time period remained the same at roughly 4% (Statistics Canada, 2000).

While the paid-work/non-work integration issue is seen by most as a partnership between the employees, the organizations they work for and the families and friends who support them, comments from Duxbury and Higgins' (2003b) report on Canadians' voices on work-life balance suggest that responsibilities within this partnership are not perceived to be equally divided. For example, 41% of the comments provided by working Canadians dealt with problems they were facing at the organizational level (as opposed to at the interface of work and family and within the individuals and their family domain) (Duxbury & Higgins, 2003b). Canadians identified heavy workloads, constant change, temporary work and work-related travel among the organizational factors that are making it increasingly difficult to successfully integrate all the domains of one's life.

Paid-work/non-work Conflict and Its Consequences

These numerous labour landscape changes suggest that many workers are in a position of trying to balance and integrate the many facets of their lives. And while there is research to suggest that multiple roles in paid work and non-work life can create life satisfaction (Baruch & Barnett, 1986), they may also generate role conflict and role overload, especially for employees working in organizations that are not particularly responsive to these conflicts or those that require long work hours (Cooper & Lewis, 1993; Lewis & Cooper, 1987). Predominantly, research suggests that (1) many Canadians are experiencing paid-work/non-work conflict, and the extent of the problem appears to be increasing (Duxbury & Higgins, 2003a; MacBride-King & Bachmann, 1999; Statistics Canada, 1999, November 9) and (2) the increase in paid-work/non-work conflict is associated with several negative personal and organizational consequences (Duxbury & Higgins, 2004; Duxbury, Higgins, & Johnson, 1999; MacBride-King & Bachmann, 1999).

Paid-work/non-work conflict is a fact of life for an increasing number of Canadians. In fact, a large Canadian research project surveying 31,571 employees working in 100 private, public and non-profit organizations recently indicated that paid-work/non-work conflict has significantly increased over the past decade (Duxbury & Higgins, 2003a). Whereas 47% of surveyed employees reported high levels of work-family role overload in 1991, the proportion had increased to 58% by the year 2001 (Duxbury & Higgins, 2003a). Role overload is a form of work-life conflict that occurs when "the total demands of time and energy associated with the prescribed activities of multiple roles are too great to perform the roles adequately or comfortably" (Duxbury &

Higgins, 2003a, p. xii). Similarly, nearly half of respondents (46%) from a Conference Board of Canada survey reported moderate to high work-family stress (issues from the workplace causing stress in the family domain) as compared to 27% in 1988 (MacBride-King & Bachmann, 1999). Statistics Canada's 1998 time use survey found that more than half of Canadians between the ages of 25 and 44 (about 5 million individuals) worry about not having enough time to spend with family and friends (Statistics Canada, 1999, November 9).

Increasingly, paid-work/non-work research demonstrates that the experience of paid-work/non-work conflict has numerous negative organizational consequences. For example, employees experiencing difficulties in managing their paid-work/non-work conflicts may be costing their organizations billions of dollars. It is estimated that, in 1997, work absences due to paid-work/non-work conflict cost Canadian organizations roughly $2.7 billion, a conservative estimation as it does not reflect more indirect costs such as employee replacement, overtime costs, reduced productivity or the increased use of employee assistance plans associated with stress (Duxbury, Higgins, & Johnson, 1999). In MacBride-King and Bachmann's (1999) study of 1500 Canadian employees, those who reported a high degree of difficulty in balancing their work and home lives missed more than twice as many work days as those who report moderate or low difficulty. For example, participants who found it very difficult to balance their work and home lives missed an average of 11.8 days per year while those with moderate difficulty missed 5.5 days and those with low difficulty missed only 2.9.

There is also increasing evidence to suggest that the attitudes of employees with more paid-work/non-work conflict differ from those without such conflict. For example,

Duxbury and Higgins (2003a) found that employees experiencing less paid-work/non-work conflict exhibited more positive attitudes toward work and their employers. Employees with high work-family overload were less satisfied with their jobs, less committed to their organizations and less likely to rate their organizations as 'an above average place to work.' Employees having difficulty integrating their work and family lives also appear to have less favourable attitudes towards additional work responsibilities. While several Canadian employees surveyed had turned down or chosen not to apply for a promotion (32%) or a transfer (24%) due to paid-work/non-work conflict, others experienced difficulties attending meetings (17%) or participating in training after business hours (16%) or had already left a job due to paid-work/non-work conflict (14%) (MacBride-King & Bachmann, 1999).

Finally, there are also individual level and social level health care costs to experiencing increased levels of paid-work/non-work conflict. The results of Duxbury and Higgins' (2004) report entitled "Exploring the Link Between Work-Life Conflict and Demands on Canada's Health Care System" are undeniable. Employees with high levels of role overload were in poorer physical and mental health and made greater use of the health care system than did those with lower levels of role overload. Employees with higher levels of role overload were 2.9 times more likely to say that their health was fair/poor, 2.6 times more likely to have sought care for a mental health professional and 1.9 times more likely to have spent more than $300 a year on prescription drugs for personal use than were those who reported lower levels of role overload (Duxbury & Higgins, 2004). Duxbury and Higgins (2004) have estimated the costs of physician visits per year due to high role overload to be approximately $1.8 billion a year and the costs of

inpatient hospital stays due to high role overload to be approximately $3.8 billion a year. Paid-work/non-work conflict is clearly associated with lower levels of perceived health and consequently increases the demands on Canada's health care system. With overall estimated yearly costs associated to high role overload being approximately $6 billion, the need to more thoroughly understand people's nonuse of available paid-work/non-work policies and programs, policies and programs that could assist in decreasing work overload and work-life conflict is more urgent than ever.

Paid-work/non-work Policies and Programs

In an effort to reconcile the recognized changing demographic landscape, the ensuing conflict and individual and organizational consequences, many organizations have begun to offer family-friendly or paid-work/non-work policies and programs. Recent research suggests that employers are much more likely to recognize the potential consequences of employee paid-work/non-work conflict than they were 10 years ago (MacBride-King & Bachmann, 1999). Participants in a recent survey of 220 Canadian organizations believed that employee stress (73%) and absenteeism (61%) were at least partly attributable to challenges in balancing work and family responsibilities, compared to only 58% and 56% respectively, in a similar 1989 study (Bachmann, 2000). Many organizations have responded by developing and offering, either on a formal or informal basis, workplace policies aimed at assisting employees to better integrate paid work with their personal lives (Bachmann, 2000; Lewis, Rapoport, Gambles, 2003). Bachmann's (2000) research also demonstrates the increasing organizational awareness: in 1999, 88% of responding organizations offered flextime, up from 49% in 1989; 63% offered family

responsibility leave, up from 55%; 52% offered job sharing, up from 19%; 50% offered telework, up from 11% and 48% offered a compressed work week, up from 28%.

Offering paid-work/non-work policies and programs has been associated with a number of positive outcomes including increased productivity and morale, reduced absenteeism, truancy and use of overtime (Dalton & Mesch, 1990; Guy, 1993; Mellor, 1986; Rubin 1979; Swart, 1985), lower levels of stress and strain (Bohen & Viveros-Long, 1982; Staines & Pleck, 1984), decreases in paid-work/non-work conflict (Allen, 2001; Thompson, Beauvais, & Lyness, 1999), higher levels of affective commitment (Grover & Crooker, 1995) and increased job satisfaction (Golembiewski, Hilles, & Kagno, 1974; Orpen, 1981) without any negative effects on productivity or performance (Orpen, 1981; Schein, Maurer, & Novak, 1977). In fact, Grover and Crooker (1995) found a positive impact on employee attachment simply by making family-friendly policies available, even if an employee did not individually benefit from the policies. It is postulated that simply having family-friendly policies available suggests to the employee that the organization cares for their wellbeing.

The majority of the research on paid-work/non-work policies has been focused on flextime and childcare availability. Although producing inconsistent results, the research reviewed below provides a rich theoretical and practical starting point for continued and future research.

Flextime.

The results related to flextime policy research have been predominantly positive. A meta-analysis of 31 studies of flexible scheduling policies by Baltes, Briggs, Huff, Wright, and Neumann (1999) found flextime use was associated with decreased

absenteeism and increased productivity, job satisfaction and satisfaction with schedule. The availability of flextime has also been associated with increased organizational commitment and decreased levels of work-family conflict, which occurs when paid work interferes with the ability to carry out family, spousal and childcare responsibilities (Marshall & Barnett, 1994; Thomas & Ganster, 1995). Hill, Hawkins, Ferris, and Weitzman (2001) also found positive outcomes for offering organizational flextime with perceived timing and location of work flexibility being related to an increase in the hours an employee was able to work while still being able to balance their work and family domains.

Despite the predominantly positive associations between flextime and employee outcomes, the research continues to offer the occasional conflicting result. For example, in a review article of the existing research regarding the advantages and disadvantages of flextime, Christensen and Staines (1990) did not find a positive relationship between flextime and increased employee satisfaction with their family lives. Indeed, the positive results found to be associated with decreased turnover, absenteeism and tardiness were modest at best. In one of the few longitudinal studies, the absenteeism rates of employees from one company division who were eligible for flexible scheduling did fall dramatically as compared to employees from a division where flexible scheduling was not offered. However, employee turnover was not affected at all (Dalton & Mesch, 1990).

Childcare.

Although research supporting the benefits of flextime availability appears to be relatively stable, the research on childcare provisions is less conclusive. While one study linked assistance with childcare with employees' increased positive attitudes towards

balancing their work and family life (Kossek & Nichol, 1992), another study by Goff, Mount, and Jamison (1990) found no relationship between work-family conflict and the availability of an onsite childcare center. Others have actually established a relationship between assistance with childcare and increased absenteeism and accident rates (Greenberger, Goldberg, Hamill, O'Neil, & Payne, 1989; Kossek & Nichol, 1992; Thomas & Thomas 1990; Youngblood & Chambers-Cook, 1984). Miller's (1984) 22-year-old argument that no credible research exists relating employer-sponsored childcare to reduced absenteeism or tardiness or increased productivity or job satisfaction may still be worth investigating.

Policy access and use.

The research pertaining to paid-work/non-work benefit utilization is discouraging. The extent to which employees take advantage of the availability of paid-work/non-work policies and programs is surprisingly low, given the previously mentioned research indicating increasing levels of employee paid-work/non-work conflict. Many researchers have found low utilization rates (Blair-Loy & Wharton, 2002; MacDermid, Litchfield, & Pitt-Catsouphes, 1999), even when the policies are particularly well-designed for specific employee situations (Finkel, Olswang, & She, 1994; Han & Waldfogel, 2003). Galinsky, Bond, and Friedman (1993) found that only less than 2% of the employees in their study of 80 major US companies actually participated in work-family programs. The restricted number of policy users has made deepening our understanding of paid-work/non-work policies and programs challenging. Unfortunately, the difficulty associated with low levels of policy use is aggravated by the fact that policy use in general is rarely assessed. As Lambert (1998) noted, "Assessments of preferences for certain programs and policies

are rarely followed by assessment of actual use. This is especially true in the work and family field, in which few data exist as to who actually uses available benefits" (297).

Perhaps due to issues of power, it does appears that managers and professional staff are more likely than other workers to have access to paid-work/non-work policies and to take advantage of them (Glass & Estes, 1997; Glass & Fujimoto, 1995; Jacobs & Gerson, 1997). Most likely due to their historical association with family and children, paid-work/non-work policies are also more often taken advantage of by women rather than men and by parents of young children rather than nonparents (Fried, 1998; Jacobs & Gerson, 1997; Sandberg, 1999; Thompson, et al., 1999).

Another factor related to policy use is the employee's perception of the organization's motive for that policy's implementation. The effect of some organizational policies is weak when employees believe them to be instituted for symbolic reasons only. Organizational policies that can be considered controversial or ambiguous may be particularly at risk for being perceived by employees as having only symbolic organizational effects (Westphal & Zajac, 1994). As they, in comparison to other policies, have not yet become fully ingrained in the organizational culture, paid-work/non-work policies may still be considered by many as controversial or ambiguous (Osterman, 1995). For instance, Blair-Loy and Wharton (2002) investigated whether individual and group level characteristics would impact paid-work/non-work benefit use. They found that individual and group level characteristics did not impact paid-work/non-work benefit use when employees took advantage of flexibility policies but did when employees took advantage of family care policies. These results may be indicative of the less ambiguous nature of family care policies, particularly due to their having been the

target of national legislation and having much more concrete rationale for use (e.g. flextime in order to participate in a child's parent-teacher meeting).

Two other aspects may be particularly important in understanding the under usage of paid-work/non-work policies and programs: employee life stage and bias avoidance. The paid-work/non-work interface is a fluid and ever-changing landscape related specifically to the past, present and future commitments and priorities of the employee (Moen, 2003). In other words, the paid-work/non-work needs of a 23 year old single woman with no dependent care needs and few non-work interests will be very different from the same woman 20 years in the future who may now have a partner, children, aging parents, and continuing education and volunteering interests. This dynamic process of change and modification can greatly impact your paid-work/non-work strategy and ultimately your use or nonuse of paid-work/non-work policies and programs.

Some employees may engage in behaviour designed specifically to hide or eliminate personal or family needs; a construct labeled by Drago and Colbeck (2002) as *bias avoidance*. Bias avoidance can take two forms, narrow and broad. *Narrow bias avoidance* behaviour consists of hiding family or personal life commitments (e.g. calling in sick when you need to stay home to care for a sick child) (Drago & Colbek, 2002). Employee behaviour resulting in limiting family and personal life commitments in order to be more available to the employer (e.g. deciding not to marry, deciding not to have children, deciding to limit the number of children you have or deciding to delay having children) is considered *broad bias avoidance* (Drago & Colbeck, 2002). Employee life stage and bias avoidance are aspects of the paid-work/non-work field that have the potential to explain policy use or nonuse. In other words, there are a number of reasons

why an employee may or may not take advantage of paid-work/non-work policies and programs that do not necessarily preclude their need for such programs.

Theoretical Foundation for Paid-Work/Non-Work Policy Benefit Use

    Organizational culture and the theory of gendered organizations.

One theoretical explanation for the use or nonuse of paid-work/non-work programs and the need to do more than simply make them available that has been widely adopted and demonstrated is the supportive paid-work/non-work organizational culture (Allen, 2001; Blair-Loy & Wharton, 2002; Thompson et al., 1999). The failure to cultivate an organizational culture that supports and encourages employees in their efforts to integrate paid work and non-work life may actually help to undermine paid-work/non-work programs and policies (Thompson, Thomas, & Maier, 1992). The need for organizations to explicitly support these programs is clear; 63% of 1500 Canadian employees surveyed in a nationally representative sample agreed with the statement, "In my organization, you are expected to leave your personal problems at the door" (MacBride-King, 1999).

Research supports the idea that factors within the organization play a major role in the acceptance and use of paid-work/non-work policies and programs. Thomas and Ganster (1995) surveyed a sample of healthcare professionals and did not find support for the hypothesis that providing paid-work/non-work benefits (i.e., flexible schedules, dependent care, information and referral services) was associated with decreased reports of paid-work/non-work conflict. They did, however, find a relationship between reporting to a supportive supervisor and decreases in paid-work/non-work conflict ($r = -.35$). Our understanding of the importance of having a supportive paid-work/non-work

organizational culture was also advanced by Allen's (2001) research. In this study, levels of paid-work/non-work conflict and reports of benefit usage were both associated with organizational support and supervisor support. Thompson, et al. (1999) developed a measure of supportive work-family culture that includes aspects of managerial support, negative career consequences and organizational time demands. Thompson et al. (1999) discovered that all three aspects of organizational culture were related to benefit use with correlations ranging from .17 to .30. These three were also negatively associated with reports of work-family conflict with correlations ranging from -.43 to -.52.

Managerial support and its association with the use of paid-work/non-work policies and decreased paid-work/non-work conflict has been widely studied and supported (Fried, 1998; Glass & Estes, 1997). The need for support of even lower level managers and immediate supervisors has also proven to be critical to the success of paid-work/non-work programs like telecommuting, flextime and part-time work options (Nord, Fox, Pheonix, & Viano, 2002).

Support for the effects of fear of negative career consequences on the use of paid-work/non-work benefits has also been provided. Judiesch and Lyness (1999) report that a fear of suffering negative career consequences for using paid-work/non-work policies keeps many employees from doing so. Judiesch and Lyness used a field setting to investigate the career consequences of employees' use of leaves of absence and found that fewer rewards were provided to employees who took advantage of leaves, whether they were for personal illness or family reasons. Software engineers at a Fortune 500 company studied by Perlow (1998) were enmeshed in an organizational culture of competing demands and shifting deadlines. In order to excel in such an environment,

most employees sacrificed their family lives and ultimately contributed to the supporting

of the stressful organizational culture. Not surprisingly, Perlow found that many of the

engineers were fearful of taking advantage of paid-work/non-work policies because of

the supposed negative career consequences that may follow. Seventy seven percent of

female tenure-track assistant professors at a major public research university believe that

there would be negative career consequences for taking maternity leave and only 30% of

those that had given birth actually took advantage of the university's full leave policy

(Finkel, Olswang, & She, 1994).

Determining the validity of the fear of negative career consequences has proven

difficult and research results are mixed. Female managers' use of family related leaves of

absence was related to poorer performance ratings, fewer promotions and smaller salary

increases in subsequent years (Judiesch & Lyness, 1999). Glass (2004) followed 162

women for seven years after giving birth and researched the wage effects of the mothers'

use of paid-work/non-work policies. In general, use of paid-work/non-work policies did

not benefit employee wages and at times, actually hindered them. In particular, policy

usage that greatly affected the amount of physical time spent at the office (e.g.

telecommuting and reduced work hours) showed the most negative impact on wage

growth. Interestingly, managerial and professional women appeared to suffer the most by

policy utilization. In other words, while mothers in lower status occupations were less

likely to have paid-work/non-work policies available to them, the economic effect for

utilizing them was far less extreme than with professional mothers. Support for the

relationship between working long hours and managerial advancement has also been

offered by others (Fried, 1998; Judge, Cable, Boudreau & Bretz, 1995). However,

Landau and Arthur's (1992) study found no association between pregnancy leave and salary in a sample of managers and professionals. Allen, Russel and Rush's (1994) study had participants evaluating a mock personnel file. The reward recommendations for high performing employees' were not affected by taking parental leave. The overall results regarding the negative career consequences for taking advantage of paid-work/non-work policies and programs are mixed. However, the fear of negative career consequences may be, regardless of its validity, enough to suppress some employees' use of paid-work/non-work policies and programs.

The association between organizational time demands and paid-work/non-work policy and program use has also been supported in the literature. Many organizations continue to define employee commitment and productivity in relation to the amount of hours in a day spent at the office (Lewis & Taylor, 1996) or face time (Berry & Rao, 1997). Employees who do not or cannot work beyond the traditional 9-5 day or who work reduced hours are presumed less committed and productive than other employees (Bailyn, 1993; Lewis & Taylor, 1996). However, it has consistently been reported that the more hours that you work, the more paid-work/non-work conflict you are expected to experience (Frone, 2000; Judge, Boudreau & Bretz, 1994; Netemeyer, Boles & McMurrian, 1996). Research by Frone, Yardley and Markel (1997) and Parasuraman, Purohit, Godshalk & Beutell (1996) suggests that an employee's capacity to manage their family responsibilities is restricted by unrealistic organizational time expectations. The organization's underlying (and perhaps unintended) message is clear. Couple these unrealistic time demands with the fact that gaps in employment may be viewed as a lack

of commitment to the organization (Miller & Tsiantar, 1991) and it is extremely unlikely that an employee will take advantage of paid-work/non-work policies and programs.

Historically, researchers have recommended pursuing workplace supports and organizational changes through a work-family lens (Flectcher & Rapoport, 1996). More recently, Fletcher and Rapoport are reframing the issues in terms of gender equity and fair allocation of resources for both men and women in both paid work and non-work life spheres. This reframing utilizes as a foundation the gendered organizational theory (Acker, 1992), which recognizes that gender is present in all processes, practices and distributions of power in the various sectors of social life, including environments of paid employment. These underlying gendered assumptions create difficulties for both organizations and employees to put into acceptable practice the many paid-work/non-work policies and programs that may be available. For instance, the modern occupational divide between men and women which can be traced back and identified as a differentiation between production and reproduction poses a particular threat to paid-work/non-work policy construction, integration and acceptance. The assumption that this divide is natural and that reproduction and family support takes place "somewhere else" contributes to and allows for the development of differing practices and processes that are present, whether covert or overt, in the functioning of organizations and their members.

According to Acker (1992) there are three pervading elements of all theories of gendered organizations: (1) the *gendered substructure* is the location of the development of gender differences, (2) *gendered processes*, or the covert and overt practices through which organizational values and expectations are disseminated throughout the organization and (3) the *de-sexualization and de-humanization* of individuals for the

ultimate goal of capital gain. These three elements work together to create a culture where long workdays demonstrate commitment, putting paid work before your non-work life demonstrates caring for the client and non-work life is devalued thereby making the case for paid-work/non-work integration challenging (Lewis & Smithson, 2001).

The traditional model of work, which suggests that the ideal employee will work full-time, without interruption, with paid employment as the priority over family or personal needs until retirement does not lead to the success of paid-work/non-work policies (Lewis, 1996). When workplace structures and cultures prioritize face time and assume that the ultimate worker is a male who has a wife at home ready, willing and able to take care of the family responsibilities, paid-work/non-work policies and programs fail (Lewis, Rapoport & Gambles, 2003). When those who use paid-work/non-work programs are marginalized, it is only natural that most men and many women fail to take advantage of them and in turn fail to change the ways in which paid work is accomplished (Hochschild, 1997; Perlow, 1998).

Unfortunately, a 'quick fix' policy does not have the strength to fundamentally change deeply entrenched and persistent organizational and gendered practices that are rampant throughout many organizational environments (Lewis, Rapoport, & Gambles, 2003). Institutional theory may provide a framework for deepening our understanding of how the implementation of paid-work/non-work policy and programs does not necessarily translate easily into policy and program use. According to Scott (1994), institutional theory focuses on the processes through which rules and norms are developed and become established as behavioral guidelines and how these processes may eventually, over time, fall into disuse. In other words, what are the processes by which an

organization responds to professional norms or employee demands regarding the availability of paid-work/non-work policies and programs? Such policies and programs may be adopted for a variety of reasons, among which to improve the quality of life of the employee may not be one of them. When paid-work/non-work policies fail to produce deeper organizational changes in behaviour, it may be because they have been or are perceived to have been adopted for symbolic rather than substantive reasons (Edelman, Uggen & Erlanger, 1999; Meyer & Rowan 1977; Scott, 1995).

While offering employees paid-work/non-work policies and programs has gained organizational popularity, until they cease to be incompatible with organizational norms like overtime culture (Fried, 1998), work devotion (Blair-Loy, 2001) and face time (Perlow, 1998) their usage and supposed benefits will be limited.

Individual/psychological factors.

As noted, much of the research on paid-work/non-work benefit use has focused on environmental predictors such as supportive paid-work/non-work organizational cultures and the gendered nature of many organizational environments. While the research supporting these theories is compelling, researchers seem to have lost sight of the fact that organizations consist of varied employees. As such, very little is understood about individual and psychological factors, such as work values related to the employee, which may also predict benefit use.

Life role values appear to be an area of individual psychology that plays an important role in the acceptance and use of paid-work/non-work benefits. It has been suggested that the more value and importance an individual places on a particular role, the more that individual will invest time and energy in it, leaving less time and energy for

other roles (Greenhaus & Beutell, 1985). The incorporation of life role values in paid-work/non-work research is important because values assist individuals who balance paid work and personal lives in organizing and planning (Carlson & Kacmar, 2000). In addition to motivating planning and action, individual values have also been found to play an important role in the defining of roles (England & Harpaz, 1983; Schwartz, 1994). Carlson and Kacmar (2000) examined the role of life role values in strengthening our understanding of paid-work/non-work conflict. They hypothesized that the values that an individual holds regarding different domains such as work and family would play an important role in understanding the amount of paid-work/non-work conflict that an individual may experience. A significant relationship between whether or not a certain life domain was believed to be important to, central to or a priority in an individual's life and levels of conflict was revealed. In other words, the sources, levels and outcomes of conflict differed depending on the individual's life role values in terms of work centrality and importance. When individuals valued work over family, they experienced greater family centered negative outcomes such as higher family interference with work conflict and less family satisfaction. Interestingly, when individuals placed a high importance on both work and life domains, they also experienced increased levels of conflict. These results may partially be explained with the concept of ambivalence (Smelser, 1998). An individual experiences conflict when two seemingly opposing but equally important domains divide their attention. When there is not one domain that takes priority, ambivalence may occur, making decision making and coping challenging (Carlson & Kacmar, 2000). In one of the few studies utilizing a social-cognitive framework to advance the area of paid-work/non-work benefit use, Butler, Gasser and Smart (2004)

found that higher rates of benefit use were related to more positive work outcome expectancies. They also found that stronger intentions to use paid-work/non-work benefits were also related to more positive family outcome expectancies and higher work-family self-efficacy.

A similar line of research has investigated differences in an individual's orientation toward work or family by examining role identification and salience (Honeycutt & Rosen, 1997; Matsui, Tsuzuki, & Onglatco, 1999). Social identity theory (Stryker & Serpe, 1982) states that people subsume a variety of social roles that are classified according to salience. Lobel (1991) defines identity salience as "the probability that a given identity will be invoked in a variety of situations" (p. 512). Level of investment and commitment to a particular individual role increases as identity salience and identification increases (Bielby, 1992; Lobel, 1991; Stryker & Serpe, 1982). Such increases in commitment and investment have been established in previous research with work-family identity salience being related to increases in time commitment to work and work effort (Lobel & St. Clair, 1992; Wallace, 1997). Theoretically, if an individual is motivated to invest resources to a particular role due to its salience, that investment should assist the individual to cope with the stressors that may be related to that particular role.

Historically, salience in the paid-work/non-work field has been determined by examining work and family role commitment and values (Nevill & Super, 1986). In a study to more thoroughly understand paid-work/non-work conflict, Cinamon and Rich (2002) examined the relative salience of work and family roles. They were able to represent their study participants in three distinct salience groups: (1) individuals who

highly value both work and family roles (dual profile), (2) individuals who highly value work roles and ascribe low importance to family roles (work profile), and (3) individuals who highly value family and ascribe low importance to work roles (family profile). One's profile did affect one's level of work-family conflict. Generally, levels of work to family conflict were found to be higher than levels of family to work conflict, even among dual profile members. Interestingly, spousal support was correlated with work-family conflict among individuals in the work profile, but was not for individuals in the family profile. In other words, an individual's interpretation of their level of paid-work/non-work conflict is related to one's values regarding family and work.

Finally, there is research to suggest that an individual's sense of entitlement; a "sense that employees are entitled to voice their needs to modify traditional working practices for family reasons and to have these needs met" (Lewis, 1997, p.15) may also be related to the acceptance and utilization of paid-work/non-work policies. In other words, a worker who believes an employer-employee relationship to be reciprocal in nature, with both parties investing time and energy in the other, may feel more entitled to paid-work/non-work policies and programs than a worker who sees their participation in paid work as more of a one-sided obligation. Social exchange theory (Sinclair, Hannigan, & Tetrick, 1995) helps to explain this particular way of looking at paid work and provides a framework for understanding the relationship between the availability of paid-work/non-work policies and programs, their use or nonuse and job related outcomes such as job satisfaction and organizational commitment. This theory describes the exchange of commitments that exists between the organization and the employee. The employer's commitment to the employee is, in part, demonstrated by offering paid-

work/non-work policies and programs; the employee's commitment to the employer will consequently be demonstrated, in part, by an increased commitment to the organization.

A similar theory which suggests that organizational exchange may result in increased job-related outcomes such as organizational commitment or job satisfaction is the psychological contract theory (Argyris, 1960; Rousseau, 1995). The term "psychological contract" was originally utilized by Argyris (1960) to refer to the mutual expectations and obligations in the employee/employer relationship. More recent developments in the theory have largely been attributed to Rousseau. Since the psychological contract has primarily been conceptualized as one-way (in that it focuses primarily on the employee's side of the contract), disagreement and disappointment regarding what the employee's expectations of the employer were can lead to employee disappointment and potentially, decreased levels of organizational commitment.

Despite this theory's usefulness in understanding what employees may expect of a workplace in terms of paid-work/non-work support, the theory has rarely been used in the paid-work/non-work field. Lewis and Smithson (2001), however, utilized the concept to explain sense of entitlement to work and family life support in a sample of 312 young European men and women. Interestingly, and speaking directly to the need for paid-work/non-work research involving such individual/psychological concepts as sense of entitlement, employees who expected less work and family life support from their employers exhibited patterns suggesting feeling less entitled to taking advantage of such policies and programs when they are made available (Lewis & Smithson).

It is interesting to note, however, that in relation to the sense of entitlement and psychological contract framework noted above, MacBride-King and Bachmann (1999)

found that over half of Canadian workers (55%) believed that it was the employee's (and not the organization's) responsibility to solve child and eldercare challenges. Although the area of investigation is still relatively new, there is growing evidence for the utility of an individual/psychological framework for improving our understanding of paid-work/non-work benefit use.

Goals of the Present Research

The need for additional research in the paid-work/non-work field should now be clear. The current research project will increase our understanding of the paid-work/non-work field and particularly impact the following underdeveloped areas. Firstly, the impact of paid-work/non-work policies has to date been limited and remains contradictory (Brandth & Kvande, 2002; Lewis, 1997, 2001; Rapoport, Bailyn, Fletcher, & Pruitt, 2002). Continued research of this kind, therefore, is critical to help further disentangle the paid-work/non-work field and add another perspective to the literature.

Secondly, while research exists relating the availability of paid-work/non-work programs to outcomes like increased organizational commitment and decreased levels of work-family conflict (Allen, 2001; Marshall & Barnett, 1994; Thomas & Ganster, 1995; Thompson, et al., 1999), research regarding the factors that promote the use and the outcomes of the actual use of these policies is surprisingly limited. While we have an increasing understanding of how and why employers decide to provide paid-work/non-work programs to their employees (Guthrie & Roth, 1999; Ingram & Simons, 1995; Kelly, 1999; Kelly & Dobbin, 1999), we remain largely in the dark about the policies' actual use. Unfortunately, the reason why so few data exist as to who actually uses paid-work/non-work programs is most likely due to the fact that very few people appear to be

taking advantage of these programs. Considering the time, effort and financial resources that go into researching, developing and offering paid-work/non-work policies and programs, it would seem imperative for organizations to have a better understanding of why people may or may not be using them. Without this information, organizations run the risk of missing out on the many advantages that these research programs are supposed to offer them (Nord, Fox, Pheonix, & Viano, 2002).

Thirdly, a conceptual shift is occurring, opening our eyes to the broader paid-work/non-work framework. Historically, the paid-work/non-work life field focused heavily on special population research. For example, research concentrated on working mothers with school aged children, or workers caring for the elderly (Lambert & Haley, 2004). From a more global and social justice perspective, it is difficult to have an understanding of how to develop fair and equitable paid-work/non-work policies and programs when utilizing a special population approach. Doing so has, at times, created an environment of competition for balance which has lead to undesired and opposite backlash effects (Hegtvedt, Clay-Warner, & Feffigno, 2002; Rothausen, Gonzalez, Clarke & O'Dell, 1998). Within the new broader discourse, paid-work/non-work conflict is increasingly recognized as an experience that affects both men and women, with or without children (Johnson, Lero, & Rooney, 2001) and that an employee's personal life includes not only the possibility of a partner and children, but also volunteering, elder care, continuing education and other personal development activities. With this understanding, paid-work/non-work conflict becomes everybody's issue with the potential to affect all workers within the organization.

Finally, there is a consistent but unfilled call in the paid-work/non-work literature to sharpen our understanding of individual/psychological factors and characteristics of the employee that may influence an employee's use or nonuse of paid-work/non-work policies and programs. "It seems as though work–family conflict research, for the most part, has not focused on individual differences in success at handling work–family conflict" (Baltes & Dickson, 2001, p. 53). Several researchers (Butler, et al., 2004; Byron, 2005; Carlson, 1999; Carlson & Kaemar, 2000; Thompson, et al., 1999; Wayne, Musisca, & Fleeson, 2004) have identified and discussed this need but few (Butler, et al., 2004; Carlson & Kacmar, 2000; Greenhaus & Beutell, 1985) have undertaken the work. Individual/psychological factors predicting benefit use or nonuse remain largely unknown. It appears that in an effort to more fully understand the relationship between the deeper, structural issues of organizational culture and paid-work/non-work policies, the individual employee and his or her own accountability and decision-making has been lost. This oversight of organizational researchers may result in omitting a particularly useful theoretical piece of the paid-work/non-work and benefit program picture. In particular, Butler, Gasser and Smart (2004) have suggested that future research integrate both the individual/psychological perspective with the historical organizational culture perspective in order to investigate if the individual/psychological factors may in fact mediate the relationships found for supportive organizational culture.

Research Questions and Hypotheses

Research Question 1: What are the significant predictors of utilization of paid-work/non-work integration policies and programs?

The current study will explore how individual/psychological factors, organizational culture and demographic criteria are related to the use/planned use of paid-work/non-work policies and programs.

Individual/psychological factors.

Hypothesis 1: There will be a significant positive relationship between individual/psychological factors (e.g. family centrality, societal norms, policy relevance) and use/planned use of paid-work/non-work policies and programs with individuals exhibiting higher family centrality, higher entitlement norms and greater policy relevance reporting greater use/planned use.

Organizational culture.

Hypothesis 2: There will be a significant positive relationship between organizational culture and use/planned use of paid-work/non-work policies and programs with a greater supportive paid-work/non-work organizational culture (e.g. higher scores on the Work-Family Culture scale) being related to greater paid-work/non-work policy and individual program use/planned use.

Demographic criteria.

Hypothesis 3: There will be a significant relationship between demographic criteria and use/planned use of paid-work/non-work policies and programs with women, younger participants, participants with more children living in the home, participants who have worked at the organization for one to five years and participants reporting higher levels of formal education reporting greater individual program use/planned use.

Research Question 2: Is the utilization use/planned use of paid-work/non-work policies and programs related to job satisfaction, organizational commitment and paid-work/non-work conflict?

Job satisfaction.

Hypothesis 4: There will be a significant positive relationship between use/planned use of paid-work/non-work policies and programs and job satisfaction with individuals reporting greater program use/planned use reporting higher job satisfaction scores.

Organizational commitment.

Hypothesis 5: There will be a significant positive relationship between use/planned use of paid-work/non-work policies and programs and affective and normative commitment and a significant negative relationship between use/planned use of paid-work/non-work policies and programs and continuance commitment with individuals reporting greater program use/planned use reporting lower organizational commitment scores.

Paid-work/non-work conflict.

Hypothesis 6: There will be a significant negative relationship between use/planned use of work/non-work life policies and programs and paid-work/non-work conflict with individuals reporting greater program use reporting lower paid-work/non-work conflict scores.

Research Question 3: Is organizational culture related to job satisfaction, organizational commitment and paid-work/non-work conflict?

Job satisfaction.

Hypothesis 7: There will be a significant positive relationship between supportive paid-work/non-work organizational culture and job satisfaction with a more supportive paid-work/non-work organizational culture being related to greater job satisfaction.

Organizational commitment.

Hypothesis 8: There will be a significant positive relationship between supportive paid-work/non-work organizational culture and affective, normative and continuance commitment with a more supportive paid-work/non-work organizational culture being related to increases in organizational commitment.

Paid-work/non-work conflict.

Hypothesis 9: There will be a significant negative relationship between supportive paid-work/non-work organizational culture and paid-work/non-work conflict with a more supportive paid-work/non-work organizational culture being related to decreased paid-work/non-work conflict.

Research Question 4: Are individual/psychological factors related to job satisfaction, organizational commitment and paid-work/non-work conflict?

Because of the limited research available in this area, the question of the relationship between individual/psychological factors and job satisfaction, organizational commitment and paid-work/non-work conflict remains exploratory.

This study will examine how both organizational and individual factors work to explain the use and/or nonuse of paid-work/non-work policies and programs and the implications of these factors in relation to job satisfaction, organizational commitment

Figure 1: Hypotheses 1-6

Hypothesis 1

<u>Individual/Psychological Factors</u>
- \> Family centrality
- \> Obligation norm
- \> Policy Relevance

Hypothesis 2

<u>Work-Family Culture</u>
- \> Career consequences
- \> Time demands
- \> Managerial support

> Use/Planned Use of Paid-work/non-work Policies and Programs

Hypothesis 3

<u>Demographic Variables</u>
- Women
- Younger participants
- Participants with more than 1 child living in the home
- Participants who have worked at the organization for 1-5 years
- Participant reporting higher levels of formal education

Hypothesis 4

> Job Satisfaction

Hypothesis 5

> Normative Commitment

> Affective Commitment

> Continuance Commitment

Hypothesis 6

< Work-Life Conflict

Figure 2: Hypotheses 7-9

and paid-work/non-work conflict. For an illustrative depiction of Hypotheses 1 through 6, see Figure 1; Hypotheses 7 through 9 are depicted in Figure 2.

Method

Pilot Testing

A pilot study was conducted in order to determine the appropriate terminology for two of the study measures. While previous studies have focused heavily on paid-work/non-work conflict as an experience that affects primarily women with children, this study's focus is on the paid-work/non-work experience of all employees. In order to better capture this wider definition of paid-work/non-work, a pilot study was conducted replacing the word *family* with *non-work* and *personal life* in both the Work-Family Conflict and Work-Family Culture scales. Twenty five employees at a mid-sized hospital participated in the pilot study. Participants were presented with a description of the more general concept of paid-work/non-work that would be the focus of this study. Keeping this description in mind, participants were asked to complete the two surveys and then choose the terminology they felt best represented the description provided by the researcher. Half of the participants received Version 1 of the survey which included the use of *non-work* in the Work-Family Conflict scale and *personal life* in the Work-Family Culture scale (see Appendix A). The other half of the participants received Version 2 of the survey which included the use of *personal life* in the Work-Family Conflict scale and *non-work* in the Work-Family Culture scale (see Appendix B). Ninety three percent of the participants chose *non-work* as more representative of a holistic perspective of paid-work/non-work.

Participants

One-hundred-and-sixty-three male and female employees from a large mental health and addiction treatment facility served as participants. In an effort to keep in line with the conceptual shift to the broader paid-work/non-work framework, participants who were at least 18 years of age or older and worked at least 17.5 hours per week met the criteria for the study. A self-selected sample was drawn from a possible study population of approximately 450 employees. After nine questionnaires were deleted due to missing data, the sample consisted of 154 participants (for a 34% response rate) with women representing 89.6% (n = 138) and men representing 10.4% (n = 16). The mean number of hours per week worked was 34.29.

Procedure

Several methods of maximizing survey response rates were utilized. Two weeks prior to the initiation of the study, an e-mail informing employees of the upcoming research opportunity was sent organization-wide. A brief article in the organization's biweekly newsletter informed potential participants of the researcher's upcoming visit. A week before the official initiation of the study, the researcher hosted a well attended hour-long lunch and learn session, providing a guest speaker on balancing paid work and non-work life activities and sharing the upcoming opportunity to participate in a work-non-work life research study. After the lunch and learn, the survey package containing a consent form (see Appendix C), a letter of support from the organization's CEO (see Appendix D), the survey and a debriefing letter (see Appendix E) was offered both as a hard copy and online through an organization-wide email with the online location attached. The letter of support from the organization's CEO informed potential

participants that they could take 30 minutes of their workday to complete the survey. Drop off boxes for hard copy surveys were strategically placed in high traffic areas throughout the organization where participants could place completed questionnaires. A reminder notice was sent out by email to all employees at two and four weeks after study initiation (See Appendix F).

Participants who completed a survey were also eligible for three draws: two $100 gift certificates to the local mall and one $200 gift certificate to a popular grocery chain. Participants who completed a hard copy survey were informed to rip off the draw index card attached to their survey, fill it out and place it in a box located beside the survey drop-off boxes (see Appendix G).

This study was reviewed and received ethics clearance from both the University of Windsor Research Ethics Board as well as the organization's research ethics board.

Measures

Meaning of work survey.

Individual/psychological factors were measured using two subscales from the Meaning of Working Survey (MOW International Research Team, 1987) including the Work Centrality and Societal Norms subscales (see Appendix H). The Work Centrality subscale identifies (1) how central or important the role of working is in one's life as compared to other life roles by the number of points (out of 100) an individual assigns to a particular role and (2) the centrality of work in absolute terms by measuring on a 7-point scale the importance of work in one's life from 1 (*one of the least important things in my life*) to 7 (*one of the most important things in my life.*). The Societal Norms subscale is a set of normative statements about work and working in terms of what should

be expected from working (entitlements) and what should be expected from one in working (obligations). Participants rated their agreement to such statements as, "When a change in work methods must be made, a supervisor should be required to ask workers for their suggestions before deciding what to do" on a 4-point scale from 1 (*strongly disagree*) to 4 (*strongly agree*).

Organizational commitment questionnaire.

Affective, continuance and normative commitment were measured using the Organizational Commitment Questionnaire developed by Allen and Meyer (1990) (see Appendix I). Employees with high affective commitment tend to stay with the organization because they want to, those with high normative commitment because they ought to and those with high continuance commitment because they need to. Each subscale contains eight items. Responses are made on a 7-point Likert scale ranging from 1 (*strongly disagree*) to 7 (*strongly agree*). An example item is "I would be very happy to spend the rest of my career in this organization." High scores are indicative of higher levels of commitment.

Work-family culture scale.

Paid-work/non-work culture was assessed using a modified version of the Thompson, Beauvais & Lyness's (1999) scale (see Appendix J). This 20-item scale consists of three dimensions of work-non-work culture: (1) managerial support (e.g. Senior management in this organization encourages supervisors/managers to be sensitive to employees' family and personal concerns), (2) career consequences (e.g. Many employees are resentful when men in this organization take extended leave to care for children), and (3) organizational time expectations (e.g. To get ahead in this

organization, employees are expected to work more than 50 hours a week, whether at the workplace or at home). Participants rated their agreement to such statements on a 7-point Likert scale, ranging from 1 (*strongly disagree*) to 7 (*strongly agree*).

Feedback was provided by the participating organization indicating that some respondents may very well not know the answer to some of the Work-Family Culture Scale questions. Concern was raised over the validity of the results if the participants were forced to choose a response that may in fact be incorrect or invalid. The concern over the response bias that may be produced when response alternatives a participant may normally have chosen are not available was discussed. Although the original survey did not include an *unsure* option, it was included in the present research study in an attempt to alleviate possible item bias.

Overall job satisfaction scale.

Job satisfaction was assessed using the 6-item version of the Overall Job Satisfaction scale developed and standardized by Brayfield and Roth (1951) (see Appendix K). Participants must indicate the extent to which they agree or disagree on a scale from 1 (*strongly disagree*) to 5 (*strongly agree*). The scale measures the individuals' overall job satisfaction as compared to that of their colleagues, enthusiasm and difficulty towards the job along with enjoyment and disappointment that they derive from their jobs. Higher scores on the scale indicate higher job satisfaction while lower scores indicate lower job satisfaction.

Work-family conflict scale.

A modified version of the 5-item Work-Family Conflict Scale (Netemeyer et al., 1996) was used to assess paid work interference with non-work life (see Appendix L).

The scale is comprised of five items representing work to non-work conflict. Participants must indicate the extent to which they agree or disagree on a scale from 1 (*strongly disagree*) to 7 (*strongly agree*). Netemeyer's et al. (1996) scale is widely used in the paid-work/non-work field as a measure of paid-work/non-work conflict.

Paid-work/non-work balance policy and program use.

A list of available paid-work/non-work policies and programs was compiled and provided by the organization, in cooperation with the researcher (see Appendix M). Participants were asked to indicate whether or not they had utilized, in the past year, any of the nine policies and programs that were available to them. Because intentions are considered to be proximal predictions in the theory of planned behaviour (Aizen, 1991) and because actual benefit usage has consistently been found to be quite low in previous studies (e.g. Blair-Loy & Wharton, 2002; Finkel, Olswang, & She, 1994; Judiesch & Lyness, 1991; Thompson et al., 1999), intentions to use were also measured and added to the use score to create a composite benefit utilization score. Intentions are also relevant because the need for paid-work/non-work policies and programs are dependent upon circumstances which are fluid. Although there may not currently be a need for paid-work/non-work policies and programs, the individual may anticipate such a need in the future. As such, participants were asked about their intentions to use the policies and programs in the near future by indicating whether or not they planned to do so. Because of the interest in paid-work/non-work policy relevance, combining both use/planned use in the final composite score allowed for greater relevance to a larger number of employees. Finally, because intentions are considered to be good predictors of future behavior, it was hypothesized that those who planned to use paid-work/non-work policies

and programs would be relatively similar to those who had already used in terms of their

feeling allowed to take advantage of these policies and their likelihood of responding to

use with improved organizational commitment, job satisfaction and paid-work/non-work

life conflict scores. The composite benefit utilization score was therefore created by

summing responses across the used and planned items for a total score out of 18.

Cronbach's alpha for the scale was .70.

Finally, participants were asked to rate how relevant a particular policy or

program was to their individual situation in an effort to differentiate between policies and

programs that are not used because they are not in fact needed or relevant to the

employee's situation and those that are not being used for other reasons.

Demographics.

Several demographic questions were also included in the survey (see Appendix

N).

<div align="center">Results</div>

Descriptive Statistics and Scoring of the Measures

Demographic information for the entire sample is presented in Table 1.

Descriptive statistics and measure scoring are displayed in Table 2.

Some of the demographic variables were recoded for analysis purposes. In the

questionnaire, participants were asked to identify their marital status as never married,

married or living with a partner, separated or divorced or widowed. Since the married

group represented 76% of the population and the other categories combined represented

24%, the variable was collapsed into two categories: married or living with a partner and

single. Level of education was also recoded for analysis purposes. In the questionnaire,

participants were asked to identify their level of education with responses including primary school, some high school, high school diploma or equivalent, some college (without degree), college degree, some university (without degree), university degree and graduate or professional education in excess of university degree. Because there were only six participants identified as having primary school and zero participants identified as having some high school or high school diploma or equivalent, the responses were recoded into four categories, namely, less than college, college degree, university degree, and graduate degree.

Three continuous variables: number of children living in the home, years employed at the organization and age were recoded into categorical variables for analysis purposes. Number of children living in the home was recoded into the following categories: one child, two to three children, four or more children and no children. The years employed at the organization was recoded in the following categories: less than a year, between one and five years, between six and 10 years, between 11 and 20 years and 21 years or more. Age was recoded into the following categories: 23-35 years, 36-46 years, 47-57 years, and 58-66 years.

Utilization of Support

A list of available paid-work/non-work policies and programs was compiled and provided by the organization, in cooperation with the researcher. Participants were asked to indicate whether or not they had utilized the particular policy or program in the last year, whether or not they planned to use any of the policies or programs available to them in the near future and whether or not the individual policies or programs were relevant to their individual situation. The Cronbach alpha in the current study was .70.

Table 1

Frequencies and Descriptives for Demographic Information

Variables	Frequency	Percent
Education		
Less than college	21	13.6
At least college	74	48.1
University	28	18.2
Graduate	31	20.1
Total	154	100.00
Gender		
Male	16	10.4
Female	138	89.6
Total	154	100.0
Marital Status		
Not married	37	24.0
Married	117	76.0
Total	154	100.0
Children		
Yes	121	78.6
No	33	21.4
Total	154	100.0
Number of Children Living in the Home		
One child	34	22.1
Two to three children	46	29.9
Four or more children	6	3.9
No children	68	44.2
Total	154	100.0
Elder Care		
Yes	26	16.9
No	128	83.1
Total	154	100.0
Opportunity Turned Down		
Yes	73	47.4
No	81	52.6
Total	154	100.0
Employed at the Organization		
Less than a year	10	6.5
1-5 years	38	24.7
6-10 years	30	19.5
11-20 years	44	28.6
21 + years	32	20.8
Total	154	100.0
Age		
23-35 years	30	19.5
36-46 years	51	33.1
47-57 years	59	38.3
58-66 years	14	9.1
Total	154	100.0

Table 1 (cont)

Variables	Frequency	Percent
Management Status		
Yes	30	19.5
No	122	79.2
Total	152	98.7
Missing	2	1.3
Total	154	100.0
Work Division		
Community	44	28.6
Addiction	29	18.8
Specialized Psych	39	25.3
Finance/HR/Clerical	12	7.8
Administration	12	7.8
ES/Switch/IT/Rad/Other	11	7.1
Employee Health	7	4.5
Total	154	100.0
Union		
OHA	1	.6
ONA	27	17.5
CUPE	1	.6
UFCW	27	17.5
Other	2	1.3
Total	58	37.7
Missing	96	62.3
Total	154	100.0
Total Income		
Less than $20,000	1	.6
$20-39,999	17	11.0
$40-59,999	19	12.3
$60-79,999	23	14.9
$80-99,999	37	24.0
$100-149,999	35	22.7
$150-199,999	17	11.9
Over $200,000	3	1.9
Total	152	98.7
Missing	2	1.3
Total	154	100.0

Variables	N	Min	Max	Mean	SD
Hours per week	154	18	75	34.29	8.4

Table 2

Range, Means, Standard Deviations and Cronbach Alphas for Study Variables

	Min	Max	Mean	SD	Alpha
Family Role	0	100	50.73	19.11	
Work Role	0	60	20.26	12.81	
Leisure Role	0	70	16.58	10.81	
Work Centrality	7	7	4.97	1.23	
Entitlement	7	16	11.42	1.740	.51[1]
Obligation	6	16	11.42	1.785	.63[2]
Affective	13	51	37.07	8.146	.82
Continuance	17	56	36.18	9.426	.81
Normative	11	52	28.97	7.906	.79
Managerial Support	12	74	51.94	11.368	.88
Career Consequences	12	35	25.45	5.027	.70
Time Demands	9	28	20.88	4.449	.67
Job Satisfaction	6	25	19.87	3.518	.85[3]
Work-Non-work Conflict	5	35	15.93	7.608	.94

Valid N (154)

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[1] Item 5 deleted from final analysis
[2] Item 10 deleted from final analysis
[3] Item 5 deleted from final analysis

Table 3 represents the nine organizational supports listed in the survey along with the number of employees who utilized the supports in the last year, the number of employees who felt the support was relevant to their situation and the number of employees who planned on using the support in the following year. Flexible work schedule, time off instead of overtime and the fitness and recreation centre were the most commonly utilized supports with 75 (48.7%), 73 (47.4%) and 55 (35.7%) participants indicating they have utilized these supports in the last year, respectively.

Cross tabulations and chi-square analyses were performed to examine for differences in utilization of organizational supports by education, age, marital status, number of children at living in the home, years employed at the organization and management status. Flexible work schedule, time off instead of overtime, fitness and recreation centre, family emergency days off, employee assistance program, reduced work hours/job sharing, unpaid leave of absence, short term personal/family leave and onsite daycare were the organizational supports included in the analysis.

Flexible work schedule use.

Flexible work schedule use was the organizational support most frequently used by the participants with 75 (48.7%) employees indicating they had made use of this support in the last year. Two of the demographic variables were found to show significant differences in the utilization of flexible work schedule use: education and management status. There was a significant difference in the use of flexible work schedule by education X^2 (3, N = 89) = 11.657, p = .009, with a larger proportion of those with at least a college degree or more reporting they had used the flexible work schedule in the last

year than those with less than college, 89.3% versus 10.6%. There was also a significant difference in the use of flexible work schedule by management status, $p = .014$, (Fisher's exact test) with a larger proportion of those not in a management position reporting greater flexible work schedule use in the last year, than those in management positions, 28.4% versus 71.5%.

Time off instead of overtime use.

Time off instead of overtime use was the second most frequently utilized support with 73 (47.4%) participants indicating they had used this support in the last year. There was a significant difference in the use of time off instead of overtime by years employed at the organization, X^2 (4, $N = 89$) = 19.898, $p = .001$, with a larger proportion of those having worked at the organization for over six years being more likely to use time off instead of overtime than those having worked at the organization for five years or less, 84.9% versus 15.1%.

Fitness and recreation centre use.

Fitness and recreation centre use was the third most frequently utilized support with 55 (35.7%) participants indicating they had used this support in the last year. There was a significant difference in the use of fitness and recreation centre by age category, X^2 (3, $N = 89$) = 15.2888, $p = .002$ with a larger proportion of those between the ages of 23 and 57 (83.6%) being more likely to use than those between the ages of 58 and 66 (16.4%).

Employee assistance program use.

Approximately a quarter of the participants, 36 (23.4%), had utilized the employee assistance program in the last year. There was a significant difference in employee

Table 3

Utilization of Paid-Work/Non-Work Policies and Programs

Policy/Program	Use	Planned Use	Relevance
Flexible work schedule	75 (48.7%)	76 (49.3%)	95 (61.7%)
Time off instead of overtime	73 (47.4%)	75 (48.7%)	93 (60.4%)
Fitness and recreation centre	55 (35.7%)	70 (45.5%)	96 (62.3%)
Family emergency days off	40 (26.0%)	49 (31.8%)	98 (63.6%)
EAP	36 (23.3%)	27 (17.5%)	67 (43.5%)
Reduced work hours/Job share	26 (16.8%)	28 (18.2%)	48 (31.2%)
Unpaid LOA	17 (11.0%)	17 (11.0%)	59 (38.3%)
Short Term Leave	15 (9.7%)	12 (7.8%)	61 (40.0%)
Onsite daycare	15 (9.7%)	14 (9.1%)	25 (15.2%)

assistance program use by marital status, $p = .025$ (Fisher's exact test) with married participants (61%) being more likely to have used the employee assistance program than non married participants (39%) and by number of children living in the home, X^2 (2, $N = 89$) = 5.926, $p = .052$ with participants with one child being most likely to take advantage of the employee assistance program as opposed to those with 2 or more, 61.1% versus 38.8%.

Onsite daycare use.

Onsite daycare was one of the least utilized organizational support with 15 (9.7%) participants having taken advantage of it in the last year. There were, however, significant differences in utilization by number of children living in the home and age category. Number of children living in the home was significant, X^2 (2, $N = 89$) = 9.479, $p = .009$ with those with one child being more likely to use the onsite daycare than those with two or more, 73.3% versus 26.6%. Age category was also significant, X^2 (3, $N = 89$) = 16.882, $p = .001$ with those between the ages of 36 and 46 representing 80% of the usage as opposed to the others age categories, representing 20%.

Research Question 1

Hierarchical multiple regression was used to test hypotheses 1, 2 and 3 with control variable relevance entered in the first step, followed by the demographic variables (gender, age, number of children living at home, education and years employed at the organization) in Step 2, organizational culture variables (management support, career consequences, time demands and overall work-non-work culture score) in Step 3 and individual/psychological variables (entitlement, obligation, family role and work importance) in the final step using simultaneous entry of all variables within a step. Due

to the high correlation between managerial support and overall work-non-work culture score (r = .91), the overall work-non-work culture score was left out of the final analyses. Table 4 provides means and standard deviations. The results did not fully support the hypotheses. The final model (see Table 5) was significant, predicting 4.7% of the variance in the total use/planned use of paid-work/non-work policies and programs, $F($ 13, 153) = 11.526, p < .000.

The beta coefficients are reported in Table 6. Hypothesis 1 predicted a significant relationship between individual/psychological factors (e.g. work centrality, societal norms, policy relevance) and individual use/planned use of paid-work/non-work policies and programs with individuals exhibiting higher entitlement scores, lower obligation scores, lower work importance scores and higher relevance scores reporting greater use. As predicted, a significant relationship between relevance and use/planned use of paid-work/non-work policies and programs was obtained with individuals exhibiting higher relevance scores reporting greater use at β = .634, p < 000. However, entitlement, obligation, family centrality and work importance did not reach significant levels.

Hypothesis 2 predicted a significant relationship between organizational factors and use/planned use of paid-work/non-work policies and programs with a greater work-non-work life culture (e.g. higher scores on the Work-Family Culture subscales) being related to greater paid-work/non-work policy and program use/planned use. This hypothesis was not supported. Neither management support, career consequences, nor time demands, reached significant levels.

Hypothesis 3 predicted a significant relationship between demographic criteria and use/planned use of paid-work/non-work policies and programs with women, younger

participants, participants with more children living in the home, participants who had worked at the organization for one to five years and participants reporting higher levels of education reporting greater individual program use/planned use. This hypothesis was not supported as none of the demographic variables reached significant levels.

Research Question 2

In order to test the hypothesis that those who use more paid-work/non-work policies and programs will differ from those who use fewer policies in their levels of job satisfaction, commitment and work-non-work conflict, the five organizational outcomes were subjected to a multivariate analysis of variance (MANOVA) with level of work life policy use/planned use as the independent variable. A median split was performed to divide participants into those who made/planned to make use of few of the paid-work/non-work policies and programs (*light users*) and those who made/planned to make use of many of the paid-work/non-work balance policies and programs (*heavy users*).

The MANOVA results did not indicate a significant effect for level of work life policy use, Wilks' $\lambda = .970$; $F(5, 148) = .906, p = .479$. The Box's test of equality of variance/covariance matrix was not significant, $F(15, 88264) = 1.529, p = 0.086$, indicating the population variances and covariances among the dependent variables don't differ significantly across the two conditions. However, Levene's test for equality of error variances was significant for total satisfaction, $F(1, 152) = 6.912, p = .009$ and continuance commitment, $F(1, 152) = 7.547, p = .007$, indicating that we must reject the assumption of homogeneity of variance.

Table 4

Means and Standard Deviations from Regression Analyses

	Mean	SD	N
Policy use	4.67	2.96	154
Relevance	4.17	2.21	154
Gender	.10	.31	154
Age	44.83	9.84	154
Children in the home	2.70	1.24	154
Employed at the organization	3.32	1.24	154
Education	2.45	.96	154
Management support	51.94	11.37	154
Career consequences	25.45	5.03	154
Time demands	20.88	4.45	154
Work importance	4.97	1.27	154
Entitlement	11.42	1.74	154
Obligation	11.42	1.79	154
Family role	50.73	19.11	154

Table 5

Regression Analysis Model

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
	R^2					
1	Regression .433	581.762	1	581.762	115.994	.000[a]
	Residual	762.349	152	5.015		
	Total	1344.110	153			
2	Regression .441	622.426	6	103.738	21.130	.000[b]
	Residual	721.684	147	4.909		
	Total	1344.110	153			
3	Regression .468	670.883	9	74.543	15.944	.000[c]
	Residual	673.227	144	4.674		
	Total	1344.110	153			
4	Regression .472	694.859	13	53.451	11.526	.000[d]
	Residual	649.252	140	4.638		
	Total	1344.110	153			

a. Predictors: (Constant), relevance
b. Predictors: (Constant), relevance, employed at the organization, gender, number of children living in the home, education, age
c. Predictors: (constant), relevance, employed at the organization, gender, number of children living in the home, education, age, time demands, career consequences, managerial support
d. Predictors: (constant), relevance, employed at the organization, gender, number of children living in the home, education, age, time demands, career consequences, managerial support, work importance, entitlement, obligation, family centrality
e. Dependent Variable: total policy use/planned use

Table 6

Multiple Regression Beta Coefficients

	Unstardardized Coefficients		Standardized Coefficients			95 % Confidence Interval	
	B	SE	β	t	p	Lower Bound	Upper Bound
Relevance	.852	.084	.634	10.092	.000	.685	1.019
Age	.011	.021	.038	.538	.592	-.030	.053
Children in the home	-.268	.149	-.112	-1.805	.073	-.562	.026
Employed at the organization	-.176	.173	-.073	-1.019	.310	-.517	.165
Education	.360	.208	.117	1.729	.086	-.052	.771
Management support	.033	.020	.126	1.620	.107	-.007	.073
Career consequences	-.030	.046	-.051	-.653	.515	-.120	.061
Time demands	.059	.055	.088	1.060	.291	-.051	.168
Work importance	.149	.146	.064	1.021	.309	-.140	.438
Entitlement	-.184	.109	-.108	-1.688	.094	-.400	.032
Obligation	.141	.109	.085	1.297	.197	-.074	.356
Family role	.005	.010	.031	.470	.639	-.015	.025

There are also issues regarding dichotomizing a continuous variable in this manner. It has been suggested that doing so may result in the loss of 1/5 to 2/3 of the variance accounted for by the original variable (Cohen, 1983). Such a loss in power is of course a great concern. As such, the bivariate correlations were examined to look for relationships amongst the variables (see Table 7). The MANOVA results were supported as none of the expected relationships reached significant levels. While use of paid-work/non-work policies was not significantly correlated with an individual's level of job satisfaction, affective, continuance or normative commitment or work-non-work conflict, other interesting relationships were unearthed. Level of paid-work/non-work conflict, while not related to how many policies were used, was significantly negatively correlated with affective commitment ($r = -.464, p < .01$), positively correlated with continuance commitment ($r = .202, p < .05$), negatively correlated with normative commitment ($r = -.289, p < .01$) and positively correlated with job satisfaction ($r = .287, p < .01$).

In order to further investigate the relationship between work-non-work conflict and continuance commitment, a one-way Analysis of Variance (ANOVA) was performed using continuance commitment as the dependent variable and years employed at the organization as the independent variable. The ANOVA results indicated that continuance commitment differed significantly as a function of years employed at the organization, $F(4, 153) = 4.574, p = .002$. The Tukey post-hoc test revealed that those having worked at the organization for less than a year and between one and five years had significantly lower continuance commitment scores (M = 29.20 and M = 33.55, respectively) than those having worked at the organization for 21 or more years (M = 40.63).

Research Question 3

Canonical correlation analysis was used to examine the relationship between work-non-work culture variables (managerial support, career consequences and time demands) and employee outcome variables (total satisfaction, affective commitment, normative commitment, continuance commitment and work-non-work conflict). The analysis resulted in two significant canonical correlations, Wilks' $\lambda = .475$, $F(15)$, $p = .000$, yielding a canonical correlation of .657 (43% overlapping variance) and Wilks' $\lambda = .836$, $F(8)$, $p = .001$, yielding a canonical correlation of .378 (14% overlapping variance). These values represent the highest possible correlation between any linear combination of the organizational culture variables and any linear combination of the outcome variables (See Table 8). For the first variate, the root was characterized by strong negative loadings on managerial support ($r = -.973$), career consequences ($r = -.635$) and time demands ($r = -.685$) and affective commitment ($r = -.869$), total satisfaction ($r = -.598$) and work-non-work conflict ($r = -.746$). For the second variate, the root was characterized by positive loadings on time demands ($r = .505$) and normative commitment ($r = .425$) and negative loadings on career consequences ($r = -.394$), total satisfaction ($r = -.524$), and work/non-work conflict ($r = -.529$).

In order to simplify the matrices, the variables were rotated using the SAS PROCFACTOR procedure (Varimax rotation). After rotation, the most highly correlated variates resulted in a canonical correlation score of $r = .469$. The structure and therefore interpretability was improved with managerial support representing the strongest X-variate correlation ($r = .932$) and affective commitment ($r = .879$) and continuance

Table 7

Research Question 2 Bivariate Correlations

Variable	1	2	3	4	5	6
1 Affective	1					
2 Continuance	-.115	1				
3 Normative	.548**	.016	1			
4 Job satisfaction	.521**	-.179*	.232**	1		
5 Work-non-work conflict	-.464**	.202*	-.289**	-.300**	1	
6 Policy Use	.064	-.060	-.013	.065	-.082	1

** Correlation significant at the .01 level (2-tailed)
* Correlation significant at the .05 level (2-tailed)

commitment (r = -.470) representing the strongest Y-variate correlations. In other words,

managerial support is associated positively with affective commitment and negatively

with continuance commitment, accounting for 34% of the variation.

Research Question 4

Canonical correlation analysis was used to examine the relationship between

individual/psychological variables (work importance, obligation, entitlement, family role

identification) and employee outcome variables (total satisfaction, affective commitment,

normative commitment, continuance commitment and work-non-work conflict). The

analysis resulted in one significant canonical correlation, Wilks' λ = .582, $F(40)$, p =

.000, which yielded a correlation of .500 (25% overlapping variance). These values

represent the highest possible correlation between any linear combination of the

organizational culture variables and any linear combination of the outcome variables (See

Table 9). The root was characterized by strong negative loadings on affective

commitment (r = -.772) and normative commitment (r = -.905) and on work importance

(r = -.792), obligation (r = -.517) and work role identification (r = -.587).

In order to further investigate these relationships, two linear regressions were

conducted to predict affective commitment and normative commitment. The first overall

model, conducted to predict affective commitment, was significant. The model predicted

14% of the variance, $F(3, 153)$ = 7.799, p < .000. Investigation of the beta coefficients

revealed that only work importance was significant, β = .241, p = .007. The second

overall model, conducted to predict normative commitment, was also significant. The

model predicted 15% of the variance, $F(3, 153)$ = 9.023, p < 000. Investigation of the

beta coefficients revealed that both work importance, β = .231, p = .009 and obligation,

Table 8

Canonical Correlations Research Question 3

Canonical Structure Coefficients for Set-1

	1	2
Managerial support	-.973	.044
Career consequences	-.635	-.394
Time demands	-.685	.505

Canonical Structure Coefficients for Set-2

	1	2
Affective commitment	-.869	-.042
Continuance commitment	.335	.052
Normative commitment	-.275	.425
Total satisfaction	-.598	-.524
Work/non-work conflict	.746	-.529

Table 9

Canonical Correlations Research Question 4

Canonical Structure Coefficients for Set-1

	1
Affective commitment	-.772
Normative commitment	-.905
Continuance commitment	-.155
Total satisfaction	-.454

Canonical Structure Coefficients for Set-2

	1
Work importance	-.792
Obligation	-.517
Entitlement	-.076
Family role identification	-.587

$\beta = .193$, $p = .014$ were significant.

Responses to Open Ended Questions

Seventy six percent of the participants provided answers to the open-ended questions. The first open ended question asked participants about which barriers exist to their utilization of the paid-work/non-work policies and programs that are currently available to them. Two main themes were identified as barriers: shift work/workload and managerial support. Nineteen participants spoke of their inability to take advantage of the paid-work/non-work policies and programs that are theoretically available to them due to the nature and magnitude of their work. For example, one participant noted, "Many of the opportunities that are available are set up for the Monday to Friday, 9-5 worker, not the shift worker." This theme of the paid-work/non-work supports really only being available to a certain subset of the employees at the organization was central to the responses to the first question. Managerial support was noted as a barrier by 11 participants. Comments such as, "I find the executive extremely supportive of all hospital initiatives, but often find too much inconsistency between middle managers.....too many on a power trip and senior management ALWAYS support middle managers......", "The policies get confusing because it depends on what service you are in on how THEY interpret that policy. They, being the management on that service. It doesn't seem worth the hassle, if I can work it out with my co-workers I will." or "At times management's inability to be flexible, treat everyone as having the same needs, inconsistencies in flex time, fear of asking for specific needs, fear of voicing opinions has lead to repercussions, we are rewarded for staying well and judged when we try to take advantage of the programs that are supposedly available." were the norm. It appears that even some in managerial

positions may feel the strain of supporting paid-work/non-work programs: "I feel that there are many policies and initiatives but that ultimately they are shunned. I feel as though I need to micromanage my staff's hours and schedules as I get questioned and challenged around any deviations and why they were approved."

The second open ended question asked participants what could be done to improve their paid-work/non-work balance. It is interesting to note that the number one request of what could be done to improve paid-work/non-work balance was a suggestion that is theoretically already available to them, flexibility. Twenty three participants provided feedback to suggest that their paid-work/non-work balance would be improved if they were allowed more flexibility in their scheduling, in job sharing and in part-time opportunities. Responses like, "More flexibility around the usage of flex time, i.e. not being required to use flex time in two week pay period, maybe over the month instead," "Reduced work week, i.e. able to work four instead of five days and maintain fulltime status," "Work through lunches and be able to leave one hour early," and "Make more part-time positions (or job share) so that workers have greater choice" were certainly the norm. Related to this final suggestion, however, would be the need to offer similar paid-work/non-work programs to those in part-time positions, as this was the second most reported suggestion from the first open ended question.

Question 3 asked participants which other services/programs that are currently not offered would be helpful in supporting their paid-work/non-work balance. Similar themes from question two were repeated. Suggestions, however, became slightly more specific in nature. For example, "Vacation time increases at more regular intervals. I will get another week added on to my vacation time in 5 more years, and last got an extra week 7

years ago," "Increase EAP sessions to 10 instead of 6-8, make it easier for employees to be able to access own educational needs by being flexible, allow us a paid day off to celebrate our anniversary employment date," "Offer services to staff who work part-time, on nights and on the weekends. Everything happens through the day. We miss out on a lot" are some of the suggestions offered.

Question 4 asked participants if there was anything else that they would like to mention. Comments were mixed and included many positive remarks such as, "To [the organization's] credit, they acknowledge and validate their employees like: annual family picnics, strawberry social, quarter century dinner, excel awards and reduced tickets for families for ballgames, wonderland, trips to the U.S." "I thoroughly enjoy working here. I am able to use my skills and abilities to the maximum. I feel valued and do get recognized for the work I do. I find a great deal of satisfaction at what I do," to more mixed feedback like "A great place to work with exceptional flexibility compared to many other institutions. However, some weakness in the decision making process, i.e. management has made several decisions that make sense on paper but don't work that well on the frontline." Finally, it is important to note some fairly negative feedback was also reported including, "The organization tends to say one thing and do another. Rarely seriously incorporates input from staff-very demoralizing," and "For an organization that is seen as a place of excellence, [the organization] really needs to work on treating its employees with great dignity and respect."

Discussion

This study examined how both organizational and individual factors work to explain the use and/or nonuse of paid-work/non-work policies and the implications of

these factors in relation to job satisfaction, organizational commitment and paid-work/non-work conflict. Based on the results, see Figure 3 for a revised depiction of Hypotheses 1 through 6; Hypotheses 7 through 9 are depicted in Figure 4.

Utilization of Support

To examine for differences in utilization of individual organizational supports by education, age, marital status, number of children living in the home, years employed at the organization and management status, cross tabulations and chi-square analyses were performed. Flexible work schedule, time off instead of overtime, fitness and recreation centre, family emergency days off, employee assistance program, reduced work hours/job sharing, unpaid leave of absence, short term personal/family leave and onsite daycare were the organizational supports included in the analysis. Flexible work schedule, time off instead of overtime and the fitness and recreation centre were the most commonly utilized supports with 75 (48.7%), 73 (47.4%) and 55 (35.7%) participants indicating they had utilized these supports in the last year, respectively.

Five of the supports revealed significant differences by demographic characteristics: flexible work schedule, time off instead of overtime, fitness and recreation centre, employee assistance program and onsite daycare. The significant differences in use of flexible work schedule are not surprising. It is far from unusual for those with more education to be working in positions that allow for more flexibility in scheduling. Also, managers worked significantly more hours per week than those not in managerial positions. It would seem that there is little time available for flexibility in scheduling as managers are already working so many hours per week. The difficulties that managers have in accessing flexible work schedules were recently noted by Higgins and Duxbury

Figure 3: Hypotheses 1-6 Post Analysis
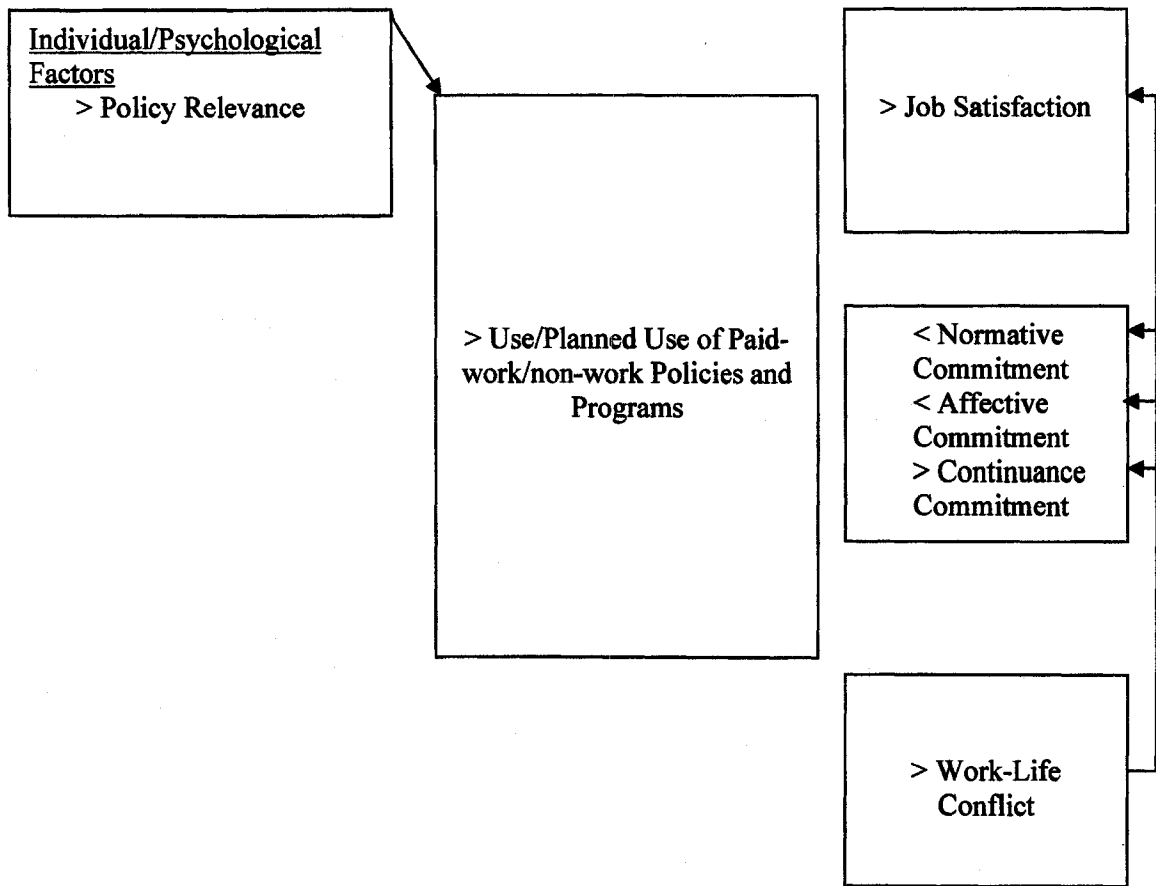
Figure 4: Hypotheses 7-9 Post Analysis

```
┌─────────────────────────┐                    ┌──────────────────────┐
│                         │                    │ > Affective          │
│                         │                    │ Commitment           │
│  > Managerial Support   │ ─────────────────► │                      │
│                         │                    │ < Continuance        │
│                         │                    │ Commitment           │
└─────────────────────────┘                    └──────────────────────┘
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(2002). These results provide further credence to the concerns raised in the open ended questions that some of the supports are only available to certain employees and may also assist the organization in establishing other options for workplace health for those in managerial positions.

The longer a participant has worked at the organization, the more likely they are to take advantage of the time off instead of overtime option. More than likely, the longer someone has been working, the more established they are, the less they are in need of financial incentives and for this group, the more likely they are to be seeking opportunities for time away from the workplace. Younger employees and those not having been at the organization for very long are presumably less financially established and are, as such, probably more interested in overtime pay than time off.

The fitness and recreation centre is used most often by those between the ages of 23 and 57. Reasons for non-use included lack of motivation and not wanting to work out with clients. The participating organization may want to look into other fitness and recreation options for their youngest and most mature employees.

Married participants are more likely to take advantage of the employee assistance program than single participants. Also, and interestingly, the more children you have, the less likely you are to take advantage of the employee assistance program. Because which of the various types of employee assistance program services being accessed was not identified in this study, it is difficult to adequately assess this situation. The large number of married individuals who participated in this study (76%) could account for the significant differences seen in marital status and employee assistance program use. However, participants with only one child accounted for only 22.1% of the research

population. Also of interest and currently unknown is the age of the one child in question. The participating organization would benefit from further investigating this issue.

Finally, while the onsite daycare was the least utilized support (9.7%), there were significant differences in utilization by number of children living in the home and age. Similar to the employee assistance program, those with one child are more likely to take advantage of the onsite daycare than those with more children. Because the organization's onsite daycare is only available to children between the ages of 18 months and 6 years, we can continue to theorize that support systems for first time parents and for parents of younger children may be an area of interest to the participating organization. Related to being a first time parent is the significant difference in those between the ages of 36 and 46 representing 80% of those who have accessed the onsite daycare.

Historically, the literature showed clear distinctions in the use of paid-work/non-work policies and programs with those with more formal power (Glass & Estes, 1997; Glass & Fujimoto, 1995; Jacobs & Gerson, 1997) and women and parents (Fried, 1998; Jacobs & Gerson, 1997; Sandberg, 1999; Thompson, et al., 1999) being more likely to take advantage of them, probably due in part to their historical association with family and children. While some differences in use were evident when examining individual paid-work/non-work policies and programs, the differences are less general and stereotypical in nature and seem to have to do more with individual need or circumstance.

Research Question 1

Examining which variables would significantly predict the use/planned use of paid-work/non-work policies and programs was the focus of this study's first research question. Only one aspect from the first research question was supported. Relevance was significantly related to paid-work/non-work policy and program use/planned use. In other words, employees are most likely to take advantage of the policies and programs offered to them if they are relevant to their personal situation. Although not a surprising result, it should lend itself as a reminder to the organization for the need to have a feedback process firmly in place whereby employees have the opportunity to voice their suggestions, opinions and evaluations of the paid-work/non-work policies and programs that are available to them. Whether or not a policy or program is relevant will depend on a wide variety of ever-changing variables. In particular, an employee's paid-work/non-work needs will vary as a function of life stage. This aspect of relevance is critical for the organization to keep in mind when planning for, delivering and evaluating paid-work/non-work policies and programs. What is considered relevant for an unmarried woman in her forties with no children who values work over family life will most likely be markedly different from that of a single father with two toddlers who is continuing his education part time in the evenings.

Furthermore, the concept of relevance may not be as obvious as one might think at first glance. The leaders of an organization can make assumptions about what their employees might need based on a variety of demographic variables (e.g. age, gender, number and age of children living in the home, etc.). However, these assumptions might be based on faulty logic. For instance, leaders of an organization might assume that their

workforce of primarily women with children under the age of 6 might benefit tremendously from an onsite daycare, and then be surprised when use is relatively low. Upon further investigation, the organization might find out that the women in their organization have family members looking after their children and that what they could really benefit from is some flexibility in their work schedules. Ferrer and Gagne (2006), in their study looking at factors that influence the use of paid-work/non-work benefits, found that with some paid-work/non-work benefits, their availability is biased toward employees who are not particularly in need of them. We cannot be surprised, then, when the outcomes that we hope for (e.g. increased organizational commitment, decreased paid-work/non-work conflict) are not achieved.

The importance of relevance is also echoed in Rosin and Korabik's (2002) research examining the extent to which satisfaction with and importance of family-friendly policies impact work-family conflict and a variety of outcome variables including job satisfaction and organizational commitment. Their results provide further support that what predicts reduced work-family conflict and positive personal (e.g. decreased work interference with family and family interference with work) and work outcomes is satisfaction with family-friendly policies, rather than importance, availability or use. Decreased work interference with family predicted significantly lower perceived stress and turnover intentions and higher job satisfaction and family satisfaction for female participants. Again, if both employees and employers are to benefit from paid-work/non-work policies and programs, the programs need to meet the needs of the employees in question. The aspect of relevance in the paid-work/non-work field has the potential to greatly explain policy use or nonuse. Again, there are a number of reasons

why an employee may or may not take advantage of paid-work/non-work policies and programs that do not necessarily preclude their need for such programs.

All other hypothesized relationships including the relationship between individual/psychological factors, organizational culture, and a variety of demographic variables and the use/planned use of paid-work/non-work policies and programs were not supported by the results. Of the employees who are taking advantage of or plan to take advantage of the paid-work/non-work policies and programs that are made available to them, they do not appear to feel restricted by any of the typical use constraints that are often listed in the literature including variables such as gender (Fried, 1998, Thompson, et al., 1999), marital status (Jacobs & Gerson, 1997; Sandberg, 1999), management status (Glass & Estes, 1997; Glass & Fujimoto, 1995; Jacobs & Gerson, 1997) and higher perceived work-non-work organizational culture (Allen, 2001; Blair-Loy & Wharton, 2002; Thompson et al., 1999). Even the significant use differences noted in the investigation of individual policy/program use are of a nature that are expected based on the policy/program itself. For example, the finding that those having worked at the organization for over 6 years were more likely to use time off instead of overtime than those having worked at the organization for 5 years or less is very likely a consequence of personal choice and situation. The longer someone has worked at an organization, the more financially established they probably are and the more likely these employees are seeking opportunities for time away from the workplace instead of the financial incentive found in overtime pay.

The nonsignificant result may be partially explained by the very strong paid-work/non-work balance philosophy of the participating organization. It has received

awards and recognition for its focus on quality and providing a healthy work environment and has a healthy workplace committee dedicated to paid-work/non-work efforts. The result of all of this work can partially be accounted for in the favourable average scores for all three subscales of the work-non-work culture scale as well as the overall scale. There is a paucity of research related to variables predicting program/policy use. Others have argued the need to perform research in an organizational setting where the paid-work/non-work policies and programs are actually taken advantage of (e.g. Butler, et al., 2004) in order to further understand paid-work/non-work policies. Although additional research is needed, the results of this study may indicate that when there is a supportive work-non-work culture, the typical relationship between certain variables and use cease to exist.

While difficult to assess with case study research, the nonsignificant findings may also be indicative of the use of paid-work/non-work policies and programs becoming more normalized and acceptable across a wider range of demographics. This would show support for the broader paid-work/non-work framework and discourse where paid-work/non-work is increasingly recognized as an experience that affects both men and women, with or without children (Johnson, Lero, & Rooney, 2001) and those whose lives include not only the possibility of a partner and children, but also volunteering, elder care, continuing education and other personal development activities.

Although not statistically significant, an unexpected result was found in regards to an individual's sense of entitlement that requires additional research. An individual's sense of entitlement was inversely related to an individual's use/planned use of paid-work/non-work policies and programs. A plausible explanation for this unexpected result

may be found in Eaton's (2003) perceived usability research. Perceived usability may assist us in understanding these results in that it applies to an individual's own comfort level in taking advantage of paid-work/non-work policies and programs, and not to whether they would like to use them, they feel entitled to use them, others use them or whether or not they are simply made available. For example, in her 2003 study, outcome measures such as organizational commitment and self-reported productivity were significantly higher for employees who felt free to use policies that were made available to them as opposed to others who also had access to the policies, but who did not feel that they were actually usable. Comparatively, some participants in the current study may have felt entitled to the policies but unsure about their perceived usability. Furthermore, participants in this study were both highly entitled and highly obligated. The cognitive dissonance that may arise from feeling both entitled to paid-work/non-work policies and programs and obligated to the employer may result in some employees failing to take advantage of the policies offered.

Research Question 2

Question 2 looked at whether or not the use/planned use of paid-work/non-work policies and programs was related to job satisfaction, organizational commitment and paid-work/non-work conflict.

Three hypotheses were developed. Hypothesis 4 predicted a significant positive relationship between individual use/planned use of paid-work/non-work policies and programs and job satisfaction with individuals reporting greater program use/planned use reporting higher job satisfaction scores. Hypothesis 5 predicted a significant positive relationship between individual use/planned use of paid-work/non-work policies and

programs and all three domains of organizational commitment including affective, normative and continuance commitment with individuals reporting greater program use/planned use reporting higher organizational commitment scores. Hypothesis 6 predicted a significant negative relationship between individual use/planned use of paid-work/non-work policies and programs and paid-work/non-work conflict with individuals reporting greater program use/planned use reporting lower paid-work/non-work conflict scores.

While none of the above-mentioned hypotheses were supported, an interesting relationship was found. Significant correlations between paid-work/non-work conflict and affective commitment, continuance commitment, normative commitment, and job satisfaction were found. Some of these relationships make inherent sense. For example, it seems reasonable that the more paid-work/non-work conflict an individual has, the less they might want to stay (affective commitment) or the less they might feel obliged to stay (normative commitment) with an organization. In addition to these inherent relationships is the finding that the family role was the most central or important role in the lives of the study participants. As such, those experiencing higher paid-work/non-work conflict would be more likely to sacrifice in the area of their work lives as opposed to their family lives. The positive relationship between paid-work/non-work conflict and job satisfaction was unexpected and is due to a number of participants with low paid-work/non-work conflict scores and low job satisfaction scores. It is possible that despite having greater paid-work/non-work conflict, some participants are satisfied with their jobs because they are able to take advantage of the paid-work/non-work resources that are made available to them.

The positive relationship between paid-work/non-work conflict and continuance commitment (the need to stay) may be explained using the theory of resource dependence. The role of personal control in organizational psychology has been well researched in such areas as stress and well-being (Ozer, 1995), employee empowerment (Ryan & Ployhart, 2003) and performance (Vancouver, Thompson, Tischner & Putka, 2002). Eisenberger and Cameron (1996) demonstrated the negative effects of a decreased sense of individual control on task interest and helped to make clear the theory that individuals are most effective and happy when they actively participate in controlling their own work experience. In theory, paid-work/non-work policies and programs assist individuals in accomplishing just that. And, as stated in Pfeffer and Salancik's (1978) resource dependence theory, the need to rely on others for support and resources in the organizational realm is a regular organizational occurrence. The concern arises, however, when such resources are scarce and unavailable in comparable organizations. Such dependence on only one of few sources reduces one's personal sense of control and decision autonomy. In other words, while the availability of paid-work/non-work policies and programs may initially provide the employee with increased decision-making control, over time, dependence on those resources may develop. In fact, participants in this study who had worked for the organization for five years or less showed significantly lower continuance commitment scores than those having worked at the organization for 21 or more years. This provides further support and clarification regarding how continuance commitment works. As one's dependence on paid-work/non-work policies and programs increase (their use or simply their availability), and those resources cannot be found in other comparable organizational settings, an employee's decision autonomy

decreases and their continuance commitment may increase. Couple this with the evidence that continuance commitment increases the longer an employee is employed at the organization and the fact that there is a negative correlation between continuance commitment and job satisfaction and the result may be an unhappy employee who won't leave.

The lack of significant results between usage of paid-work/non-work life policies and programs and outcome variables such as job satisfaction, commitment and lower levels of paid-work/non-work conflict may partially be explained by person-organization fit theory (P-O). P-O fit may be an important antecedent which plays a role in understanding what leads to desired organizational outcomes such as job satisfaction and organizational commitment. When the characteristics, values and needs of the employee are aligned with the organization's and both are able to meet each others' needs, there is said to be P-O fit (Kristof, 1996).

Correlations among P-O fit and job satisfaction and organizational commitment have been found in previous research (Bretz & Judge, 1994; O'Reilly, Chatman & Caldwell, 1991; Vancouver & Schmitt, 1991). It is reasonable to believe that individuals with shared healthy workplace values are self-selecting themselves into the participating organization which is known to be work-non-work life supportive. Knowledge of this fit, and the understanding that policies and programs are available to them should they be needed, may be leading to a relatively satisfied and committed work force, regardless of policy use. In other words, the use of the policies is not what creates the satisfaction and commitment so much as does working for an organization that is aligned with their own personal values and beliefs.

Research Question 3

Question 3 looked at whether or not the organizational culture was related to job satisfaction, organizational commitment and paid-work/non-work conflict. It was hypothesized that organizational culture would be positively related to job satisfaction and organizational commitment and negatively related to paid-work/non-work conflict. Canonical correlation analysis, which was used to test these hypotheses, provided partial support. Consistent with previous research (Fried, 1998; Glass & Estes, 1997; Nord, Fox, Phoenix & Viano, 2002; Thompson et al., 1999), the role of managerial support played an important role. In this case, it was positively related to an employee's affective commitment (their desire to stay with the organization). The conceptual framework for understanding why employees who feel that their organizations support and care about them will demonstrate greater affective commitment is evidenced in social exchange theory (Sinclair, Hannigan, & Tetrick, 1995). The employer commits to the employee, in part, by providing a supportive and understanding manager who facilitates their paid-work/non-work balance; the employee commits to the employer by demonstrating, in part, commitment to the organization that supports him/her. The relatively consistent findings in the literature linking the manager to a variety of outcomes provide strong support for the need for organizations to invest not only in healthy workplace supports, but in managerial and leadership training. If an organization wants their work-non-work support systems to be deemed *usable* by their employees, there needs to be a supportive manager facilitating that process. If an organization wants their employees to want to stay with them (which, at a time in health care where finding and keeping dedicated employees is an increasingly difficult challenge, should be a key organizational priority),

the employee needs to be led by a supportive and effective manager. The role of the manager is fundamental to organizational and employee success.

The negative relationship between managerial support and continuance commitment only provides continued support for leadership and managerial training. These results suggest that the more support an individual feels that they have from their manager, the less they feel they need to stay with the organization. At first, these results may appear counter intuitive and even grim. However, research suggests that the value of the employee's commitment to the organization may depend on the nature of that commitment. Meyer's et al. (1989) found a relationship between continuance commitment and decreased performance levels. While affective commitment may be related to reduced turnover and superior performance, continuance commitment may offer reduced turnover at the expense of quality performance. While it seems obvious why managerial support would increase an individual's affective commitment, it is more difficult to know what it may be about managerial support that decreases an individual's continuance commitment. Regardless, the connection between managerial support and increased affective commitment and decreased continuance commitment provides important information for the participating organization and a fruitful developmental area for future research directions.

Research Question 4

Question 4 asked if individual/psychological factors were related to job satisfaction, organizational commitment and paid-work/non-work conflict. Because of the limited research available in this area, the question of the relationship between individual/psychological factors and job satisfaction, organizational commitment and

paid-work/non-work conflict remained exploratory. A positive relationship between work importance and affective commitment (want to stay) was found. As an individual priority, the more important work is in an individual's overall life, the more likely they are to want to stay with the organization, a result that has been supported in previous research (Lobel & St. Clair, 1992; Wallace, 1997). Leaders of the organization may put great time and effort into paid-work/non-work policies and programs and other organizational perks. However, if an organization's workforce is made up of those who identify primarily with their family or social roles and those who do not rate work as a highly important aspect of their life, the expected outcomes (e.g. greater organizational commitment) may not materialize.

Not surprisingly and similarly, an individual's normative commitment (obligated to stay) was related to work importance and obligation scores. Again, if an employee enters the organization with a social norm or individual belief that they are more obligated to the organization than the organization is to them, and that work is a highly valued part of their world, external perks like paid-work/non-work policies and programs may not be of interest or may not have the intended individual and organizational benefits.

Open-Ended Questions

The open-ended questions add to the overall picture of the paid-work/non-work policies and programs and their perceived usability at the participating organization. The organization would certainly benefit from further investigation into the two most popular themes: shift work/workload and managerial support. What strategies can be put in place to be more responsive, not only to the 9-5 employee, but the part-time employee as well?

The current set up for paid-work/non-work policies and programs may in fact be alienating a subsection of the organization's work force and could potentially lead to employee backlash if perceived injustices around program availability, support and use are present (Hegtvedt, Clay-Warner, & Feffigno, 2002; Rothausen, Gonzalez, Clarke & O'Dell, 1998). The concern for wider organizational availability of these programs was also supported in the relevance results. For all of the paid-work/non-work policies and programs, there was a noteworthy discrepancy between whether or not the policy was relevant to the participant's situation and whether or not the participant had utilized the policy in the last year with more people stating relevance than use in every situation. Unfortunately, for many of the policies/programs (in particular for the flexible work schedule, time off instead of overtime and reduced work hours/job share) reasons for this discrepancy consistently revolved around lack of availability of these programs for certain workers in certain situations. Previous researchers have also found that discrepancies in employees' use of paid-work/non-work life supports that are made available to employees within a company cannot fully be accounted for by differences specifically related to need (Blair-Loy & Wharton, 2002; Lambert, 1998). Similarly, employees from the participating organization, an organization that prides itself on being a leader in the work, life and wellness field, seem to echo a similar refrain: paid-work/non-work life supports are not equally accessible to all employees.

Lambert and Haley (2004) describe an ongoing, multi year project using an organizational stratification perspective to investigate the extent to which lower-level jobs are positioned to provide workers with access to paid-work/non-work policies and programs. They have, in fact, unearthed several inequities, both within and across

companies, which indicate the usefulness of utilizing the organizational stratification approach for paid-work/non-work life research. For instance, high turnover rates and 90-day benefit waiting periods means that only a very small proportion of workers in some jobs are ever really eligible for what is often deemed by the company as universal coverage. Other advantages of full time status are not necessarily distributed equally for workers that are hourly, as compared to salaried, who are often regularly shorted hours.

Limitations of the Present Research

It is important to note the limitations to the present research. While studying a particular organization in depth can lead to a deeper understanding of organizational practices, case study designs create limitations as far as the generalizability of the results is concerned. The use of a self-report survey methodology collected at a single point in time lends itself to the possibility of common method variance. Furthermore, the participating organization has often used employee surveys to assess and address organizational issues and challenges. It is plausible, keeping this in mind, that participants answered the survey questions with their future desired outcomes in mind, instead of using their current perspectives. This theory may help to reconcile the relatively high job satisfaction and organizational commitment scores with the somewhat critical responses from the open-ended questions. A 33% response rate also begs the question of how the other 67% of the organization's employees would have responded to the survey. Finally, despite the pilot study, and providing participants with examples of what was meant by non-work life, it is certainly conceivable that the subjective nature of paid-work/non-work and participants' individual interpretation of the questions may have affected the final results.

Implications for Practice

Both the financial and personnel costs of running and maintaining a paid-work/non-work supportive environment can be great. The rewards, however, can be equally as great. Organizational practitioners, managers, and organizational leaders can draw from the implications inherent in the results of the present research.

The only variable that significantly predicted use of paid-work/non-work policies was relevance. If the policy or program that is being offered is not in some way relevant to an individual's personal situation, if it does not meet the employees' needs, then it is less likely to be utilized. As has been previously mentioned, the paid-work/non-work life balance of an employee is not static. People's needs will change depending on where they are at at a particular point in time. Furthermore, organizations will experience at least some degree of turnover. Keeping this information in mind, the need for a continuous feedback process is clear. Continuous processes including a multitude of methods (e.g. focus groups, surveys, etc.) must be implemented to ensure that employees' specific needs are being met.

The need to ask for employee feedback is further echoed in the organizational commitment results. In this study, affective and normative commitment decreased and continuance commitment increased as levels of paid-work/non-work life conflict increased. Knowing this, it is in the organization's best interest to find ways to alleviate that conflict. One of the most meaningful ways for organizational leaders to engage their employees, to show that they care and to find out what supports their employees need is to ask.

A consistent message about the perceived injustices and inequitable access to the paid-work/non-work policies was provided in the open ended questions. In implementing such programs, organizations *must* find alternative ways to support the paid-work/non-work life balance of nontraditional employees (e.g. shift workers, part time employees, etc.). Not building innovative options into an organization's paid-work/non-work life philosophy may actually create an opposite and unintended backlash towards the organization from a large subsection of the working community.

Finally, the impact of managerial support on both organizational commitment and creating a paid-work/non-work supportive environment was evident. Managerial support was related to increased affective commitment and decreased continuance commitment. The need for consistent managerial support and for managers to walk the paid-work/non-work life balance talk was also mentioned several times in the open-ended questions. For paid-work/non-work life initiatives to be successful, the leaders need to be on the same page. A consistent and clear mandatory leadership development program, training and workshops and clear managerial accountabilities as it relates to supporting a paid-work/non-work supportive environment are critical to ensuring success.

Future Research Suggestions and Conclusion

The findings in this research suggest a number of recommendations for future research. For example, the consistent role that managerial support plays in the literature with respect to program and policy usage, organizational commitment and paid-work/non-work conflict necessitates further investigation. A longitudinal study, from needs assessment to the implementation of work-non-work supports, would help to further clarify the impact that managerial support has on the success of the paid-

work/non-work programs and a healthy work environment. Again, there appears to be mounting evidence to suggest that an organization's efforts to provide its employees with a healthy workplace may have less to do with the number of policies available and more to do with the organization's leadership and support.

The use of paid-work/non-work policies and programs did not lead to decreases in paid-work/non-work conflict. The question remains as to whether the policies and programs are failing to decrease paid-work/non-work conflict, or whether the policies and programs (regardless of use) are acting as a buffer to paid-work/non-work conflict and keeping its levels relatively consistent.

Individual/psychological variables, while not related to policy and program use, were related to organizational commitment. The role that work importance, sense of obligation and entitlement and work/family roles/values play in the organizational environment needs to be better understood, particularly in the area of paid-work/non-work supports. It may also be helpful to further investigate an individual's perspective about justice and perceived usability in relation to policy and program availability and how this may lead to employee backlash and negative work attitudes.

The concern about the response bias that may be obtained when response alternatives a participant may have wanted to choose are not available prompted the researcher to include an *unsure* option in one of this study's measures. While valid concerns about participants overwhelmingly choosing the unsure option exist, paid-work/non-work life researchers should definitely consider this option. Naturally, the ultimate decision is best made in consultation with the participating organization. However, the information that can be obtained when a survey item receives an

overwhelmingly *unsure* response can be particularly eye-opening for the organization. In this case, learning about what an organization's employees *don't* know or are unsure about provided the researcher with valid information for the participating organization that forcing an employee to choose an inappropriate response item would not have.

Finally, this study was one of the few studies to be conduced in an organization that prides itself on providing a healthy workplace. Much more research conducted in model healthy workplace organizations is needed to further understand the complexities of paid-work/non-work and organizational/employee outcomes.

Although the findings in the current study did not fully support the hypotheses that were advanced, many interesting and useful relationships were found. While this research extends the work of others, additional investigation of the complex relationship between paid-work/non-work policies and programs, organizational variables, individual/psychological variables and outcome measures is needed. Paid-work/non-work balance and paid-work/non-work conflict will only continue if not increase in its importance to employees and employers alike. Given the much talked about shortage of skilled health care workers and the current difficulty in recruitment and retention of quality employees, it seems critical to review these results and utilize them to the best of the organization's ability and for there to be continuation of similar lines of research in the future.

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Appendix A

PILOT SURVEY INSTRUCTIONS VERSION 1

Thank you for agreeing to participate in my pilot test of 2 surveys to be utilized in my PhD research. I am pilot testing primarily for two reasons: 1) to check understanding of key terminology and 2) to check for any concerns or suggestions for improvement.

Because of the evaluative nature of this procedure, your anonymity will not be protected. However, your comments and suggestions will remain confidential. I will be the only person to know your individual responses and no individual responses will be reported in any way.

As you fill out the surveys, please take note of anything that is unclear, questions that you may have or suggestions for improvement. You may write these comments on the survey itself, on the back of the survey, in an email or on a separate piece of paper.

After you have completed the survey, let me know. I will take your comments and read through them. Finally, at a time that is convenient for you, I will ask you a few questions about what you thought the survey was about. After that, you're off the hook!!!!

Thanks again! I appreciate your assistance with this.

Listed below is a series of statements that represent feelings about employees balancing their paid work and personal life activities. Please mark how you currently feel by placing an (X) in the circle that applies to you.

1. In this organization employees can easily balance their work and personal lives.

1	2	3	4	5	6	7
O	O	O	O	O	O	O
Strongly disagree	Disagree	Somewhat disagree	Neutral	Somewhat agree	Agree	Strongly Agree

2. In the event of a conflict, managers are understanding when employees have to put their personal life first.

1	2	3	4	5	6	7
O	O	O	O	O	O	O
Strongly disagree	Disagree	Somewhat disagree	Neutral	Somewhat agree	Agree	Strongly Agree

3. In this organization it is generally okay to talk about one's personal life at work.

1	2	3	4	5	6	7
O	O	O	O	O	O	O
Strongly disagree	Disagree	Somewhat disagree	Neutral	Somewhat agree	Agree	Strongly Agree

4. Employees are often expected to take work home at night and/or on weekends.

1	2	3	4	5	6	7
O	O	O	O	O	O	O
Strongly disagree	Disagree	Somewhat disagree	Neutral	Somewhat agree	Agree	Strongly Agree

5. Higher management in this organization encourages supervisors to be sensitive to employees' personal concerns.

1	2	3	4	5	6	7
O	O	O	O	O	O	O
Strongly disagree	Disagree	Somewhat disagree	Neutral	Somewhat agree	Agree	Strongly Agree

6. Employees are regularly expected to put their jobs before their personal lives.

1	2	3	4	5	6	7
O	O	O	O	O	O	O
Strongly disagree	Disagree	Somewhat disagree	Neutral	Somewhat agree	Agree	Strongly Agree

7. **To turn down a promotion or transfer for personal-related reasons will seriously hurt one's career progress in this organization.**

1	2	3	4	5	6	7
O	O	O	O	O	O	O
Strongly disagree	Disagree	Somewhat disagree	Neutral	Somewhat agree	Agree	Strongly Agree

8. **In general, managers in this organization are quite accommodating of personal-related needs.**

1	2	3	4	5	6	7
O	O	O	O	O	O	O
Strongly disagree	Disagree	Somewhat disagree	Neutral	Somewhat agree	Agree	Strongly Agree

9. **Many employees are resentful when women in this organization take extended leaves to care for newborn or adopted children.**

1	2	3	4	5	6	7
O	O	O	O	O	O	O
Strongly disagree	Disagree	Somewhat disagree	Neutral	Somewhat agree	Agree	Strongly Agree

10. **To get ahead at this organization, employees are expected to work for more than 50 hours a week, whether at the workplace or at home.**

1	2	3	4	5	6	7
O	O	O	O	O	O	O
Strongly disagree	Disagree	Somewhat disagree	Neutral	Somewhat agree	Agree	Strongly Agree

11. **To be viewed favourably at top management, employees in this organization must constantly put their jobs ahead of their personal lives.**

1	2	3	4	5	6	7
O	O	O	O	O	O	O
Strongly disagree	Disagree	Somewhat disagree	Neutral	Somewhat agree	Agree	Strongly Agree

12. In this organization employees who participate in available work-life programs (e.g. job sharing, part-time work) are viewed as less serious about their careers than those who do not participate in these programs.

1	2	3	4	5	6	7
O	O	O	O	O	O	O
Strongly disagree	Disagree	Somewhat disagree	Neutral	Somewhat agree	Agree	Strongly Agree

13. Many employees are resentful when men in this organization take extended leaves to care for newborn or adopted children.

1	2	3	4	5	6	7
O	O	O	O	O	O	O
Strongly disagree	Disagree	Somewhat disagree	Neutral	Somewhat agree	Agree	Strongly Agree

14. In this organization it is very hard to leave during the workday to take care of personal matters.

1	2	3	4	5	6	7
O	O	O	O	O	O	O
Strongly disagree	Disagree	Somewhat disagree	Neutral	Somewhat agree	Agree	Strongly Agree

15. This organization encourages employees to set limits on where work stops and personal life begins.

1	2	3	4	5	6	7
O	O	O	O	O	O	O
Strongly disagree	Disagree	Somewhat disagree	Neutral	Somewhat agree	Agree	Strongly Agree

16. Middle managers and executives in this organization are sympathetic towards employees' personal life responsibilities.

1	2	3	4	5	6	7
O	O	O	O	O	O	O
Strongly disagree	Disagree	Somewhat disagree	Neutral	Somewhat agree	Agree	Strongly Agree

17. This organization is supportive of employees who want to switch to less demanding jobs for personal reasons.

1	2	3	4	5	6	7
O	O	O	O	O	O	O
Strongly disagree	Disagree	Somewhat disagree	Neutral	Somewhat agree	Agree	Strongly Agree

18. Middle managers and executives in this organization are sympathetic toward employees' elder care responsibilities.

1	2	3	4	5	6	7
O	O	O	O	O	O	O
Strongly disagree	Disagree	Somewhat disagree	Neutral	Somewhat agree	Agree	Strongly Agree

19. In this organization employees who use flextime are less likely to advance their careers than those who do not use flextime.

1	2	3	4	5	6	7
O	O	O	O	O	O	O
Strongly disagree	Disagree	Somewhat disagree	Neutral	Somewhat agree	Agree	Strongly Agree

20. In this organization employees are encouraged to strike a balance between their work and personal lives.

1	2	3	4	5	6	7
O	O	O	O	O	O	O
Strongly disagree	Disagree	Somewhat disagree	Neutral	Somewhat agree	Agree	Strongly Agree

Listed below is a series of statements that represent your feelings about balancing paid work and personal life activities. Please mark how you currently feel by placing an (X) in the circle that applies to you.

1. The demands of my work interfere with my non-work life.

1	2	3	4	5	6	7
O	O	O	O	O	O	O
Disagree Strongly	Disagree	Disagree Slightly	Neutral	Agree Slightly	Agree	Agree Strongly

2. The amount of time my job takes up makes it difficult to fulfill non-work responsibilities.

1	2	3	4	5	6	7
O	O	O	O	O	O	O
Disagree Strongly	Disagree	Disagree Slightly	Neutral	Agree Slightly	Agree	Agree Strongly

3. Things I want to do in my non-work life do not get done because of the demands my job puts on me.

1	2	3	4	5	6	7
O	O	O	O	O	O	O
Disagree Strongly	Disagree	Disagree Slightly	Neutral	Agree Slightly	Agree	Agree Strongly

4. My job produces strain that makes it difficult to make changes to my plans for non-work life activities.

1	2	3	4	5	6	7
O	O	O	O	O	O	O
Disagree Strongly	Disagree	Disagree Slightly	Neutral	Agree Slightly	Agree	Agree Strongly

5. Due to work-related duties, I have to make changes to my plans for non-work life activities.

1	2	3	4	5	6	7
O	O	O	O	O	O	O
Disagree Strongly	Disagree	Disagree Slightly	Neutral	Agree Slightly	Agree	Agree Strongly

Appendix B

PILOT SURVEY INSTRUCTIONS VERSION 2

Thank you for agreeing to participate in my pilot test of 2 surveys to be utilized in my PhD research. I am pilot testing primarily for two reasons: 1) to check understanding of key terminology and 2) to check for any concerns or suggestions for improvement.

Because of the evaluative nature of this procedure, your anonymity will not be protected. However, your comments and suggestions will remain confidential. I will be the only person to know your individual responses and no individual responses will be reported in any way.

As you fill out the surveys, please take note of anything that is unclear, questions that you may have or suggestions for improvement. You may write these comments on the survey itself, on the back of the survey, in an email or on a separate piece of paper.

After you have completed the survey, let me know. I will take your comments and read through them. Finally, at a time that is convenient for you, I will ask you a few questions about what you thought the survey was about. After that, you're off the hook!!!!

Thanks again! I appreciate your assistance with this.

Listed below is a series of statements that represent feelings about employees balancing their paid work and personal life activities. Please mark how you currently feel by placing an (X) in the circle that applies to you.

1. In this organization employees can easily balance their work and non-work lives.

1	2	3	4	5	6	7
O	O	O	O	O	O	O
Strongly disagree	Disagree	Somewhat disagree	Neutral	Somewhat agree	Agree	Strongly Agree

2. In the event of a conflict, managers are understanding when employees have to put their non-work life first.

1	2	3	4	5	6	7
O	O	O	O	O	O	O
Strongly disagree	Disagree	Somewhat disagree	Neutral	Somewhat agree	Agree	Strongly Agree

3. In this organization it is generally okay to talk about one's non-work life at work.

1	2	3	4	5	6	7
O	O	O	O	O	O	O
Strongly disagree	Disagree	Somewhat disagree	Neutral	Somewhat agree	Agree	Strongly Agree

4. Employees are often expected to take work home at night and/or on weekends.

1	2	3	4	5	6	7
O	O	O	O	O	O	O
Strongly disagree	Disagree	Somewhat disagree	Neutral	Somewhat agree	Agree	Strongly Agree

5. Higher management in this organization encourages supervisors to be sensitive to employees' non-work concerns.

1	2	3	4	5	6	7
O	O	O	O	O	O	O
Strongly disagree	Disagree	Somewhat disagree	Neutral	Somewhat agree	Agree	Strongly Agree

12. **In this organization employees who participate in available work-life programs (e.g. job sharing, part-time work) are viewed as less serious about their careers than those who do not participate in these programs.**

1	2	3	4	5	6	7
O	O	O	O	O	O	O
Strongly disagree	Disagree	Somewhat disagree	Neutral	Somewhat agree	Agree	Strongly Agree

13. **Many employees are resentful when men in this organization take extended leaves to care for newborn or adopted children.**

1	2	3	4	5	6	7
O	O	O	O	O	O	O
Strongly disagree	Disagree	Somewhat disagree	Neutral	Somewhat agree	Agree	Strongly Agree

14. **In this organization it is very hard to leave during the workday to take care of non-work matters.**

1	2	3	4	5	6	7
O	O	O	O	O	O	O
Strongly disagree	Disagree	Somewhat disagree	Neutral	Somewhat agree	Agree	Strongly Agree

15. **This organization encourages employees to set limits on where work stops and non-work life begins.**

1	2	3	4	5	6	7
O	O	O	O	O	O	O
Strongly disagree	Disagree	Somewhat disagree	Neutral	Somewhat agree	Agree	Strongly Agree

16. **Middle managers and executives in this organization are sympathetic towards employees' non-work life responsibilities.**

1	2	3	4	5	6	7
O	O	O	O	O	O	O
Strongly disagree	Disagree	Somewhat disagree	Neutral	Somewhat agree	Agree	Strongly Agree

17. This organization is supportive of employees who want to switch to less demanding jobs for non-work reasons.

1	2	3	4	5	6	7
O	O	O	O	O	O	O
Strongly disagree	Disagree	Somewhat disagree	Neutral	Somewhat agree	Agree	Strongly Agree

18. Middle managers and executives in this organization are sympathetic toward employees' elder care responsibilities.

1	2	3	4	5	6	7
O	O	O	O	O	O	O
Strongly disagree	Disagree	Somewhat disagree	Neutral	Somewhat agree	Agree	Strongly Agree

19. In this organization employees who use flextime are less likely to advance their careers than those who do not use flextime.

1	2	3	4	5	6	7
O	O	O	O	O	O	O
Strongly disagree	Disagree	Somewhat disagree	Neutral	Somewhat agree	Agree	Strongly Agree

20. In this organization employees are encouraged to strike a balance between their work and non-work lives.

1	2	3	4	5	6	7
O	O	O	O	O	O	O
Strongly disagree	Disagree	Somewhat disagree	Neutral	Somewhat agree	Agree	Strongly Agree

Listed below is a series of statements that represent your feelings about balancing paid work and personal life activities. Please mark how you currently feel by placing an (X) in the circle that applies to you.

1. The demands of my work interfere with my personal life.

1	2	3	4	5	6	7
O	O	O	O	O	O	O
Disagree Strongly	Disagree	Disagree Slightly	Neutral	Agree Slightly	Agree	Agree Strongly

2. The amount of time my job takes up makes it difficult to fulfill personal responsibilities.

1	2	3	4	5	6	7
O	O	O	O	O	O	O
Disagree Strongly	Disagree	Disagree Slightly	Neutral	Agree Slightly	Agree	Agree Strongly

3. Things I want to do in my personal life do not get done because of the demands my job puts on me.

1	2	3	4	5	6	7
O	O	O	O	O	O	O
Disagree Strongly	Disagree	Disagree Slightly	Neutral	Agree Slightly	Agree	Agree Strongly

4. My job produces strain that makes it difficult to make changes to my plans for personal life activities.

1	2	3	4	5	6	7
O	O	O	O	O	O	O
Disagree Strongly	Disagree	Disagree Slightly	Neutral	Agree Slightly	Agree	Agree Strongly

5. Due to work-related duties, I have to make changes to my plans for personal life activities.

1	2	3	4	5	6	7
O	O	O	O	O	O	O
Disagree Strongly	Disagree	Disagree Slightly	Neutral	Agree Slightly	Agree	Agree Strongly

Appendix C

CONSENT FORM

Paid-work/non-work Policies and Their Relationship to Job Satisfaction, Organizational Commitment Paid-work/non-work Conflict

You are asked to participate in a research study conducted by Chantal Thorn from the Department of Psychology at the University of Windsor. The results of the present study will contribute to the fulfilment of Chantal Thorn's dissertation and PhD degree.

If you have any questions or concerns about the research, please feel free to contact Chantal Thorn at XXXX@XXXX.ca or Dr. Catherine Kwantes at (519) 253-3000 ext. 2242 or ckwantes@uwindsor.ca.

PURPOSE OF THE STUDY

The purpose of the present study is to 1) examine how both organizational and individual factors work to explain the use and/or nonuse of paid-work/non-work policies and programs, and 2) examine the implications of these factors in relation to job satisfaction, organizational commitment and paid-work/non-work conflict.

PROCEDURES

If you volunteer to participate in this study, we would ask you to do the following things:
- You may use 30 minutes of your workday to complete this survey.
- You may complete this survey from any computer/laptop that is equipped with the Internet.
- You may complete this survey in one of three ways: (1) online, (2) you may print it out and either leave it in strategically placed boxes throughout the organization (or mail it in directly to the researcher with the stamped envelope provided) or (3) you may request a paper-based questionnaire be sent directly to you from the researcher and leave it in strategically placed boxes throughout the organization (or mail it in directly to the researcher).
- You will be presented with a number of questions regarding yourself, your organization and your work life.
- We ask that you read all the questions carefully and answer questions honestly.
- There are no right or wrong answers.

POTENTIAL RISKS AND DISCOMFORTS

There is the possibility that you may feel emotional or overwhelmed by survey questions that prompt you to think about how well you are balancing your work and non-work life.

POTENTIAL BENEFITS TO SUBJECTS AND/OR TO SOCIETY

1. Getting a chance to voice your opinion and improve your workplace.
2. Those who are interested may enter their name into a draw for 2 $100 gift certificates to Stone Road Mall.
3. The proposed study deals with a number of gaps in the work-life literature. As such, participation in this study will greatly increase our understanding of work-life policy and program use. Consequently, the academic community will benefit by having better access to information (i.e., journal publications and conference presentations) about this important and timely issue.
4. The participating organization, their staff and consequently the community benefits from participating in this study. The results will assist the centre in improving their work-life programs which will benefit both present and future staff and the consequent services that they are able to provide to the community

PAYMENT FOR PARTICIPATION

You will not receive payment for participation in this study.

CONFIDENTIALITY

Any information that is obtained in connection with this study and that can be identified with you will remain confidential and will be disclosed only with your permission.

You will be assigned a code number which will protect your identity. All data will be kept in secured files in accord with the standards at the University of Windsor, Federal regulations, the organization's Ethics Review Board and the Canadian Psychology Association. No identifying information will be requested. No one will be able to know which are your questionnaire responses. Finally, remember that it is no one person's individual responses that we are interested in.

PARTICIPATION AND WITHDRAWAL

You can choose whether to be in this study or not. If you volunteer to be in this study, you may withdraw at any time without consequence of any kind. You may also refuse to answer any question you don't want to answer and still remain in the study. The investigator may withdraw you from this research if circumstances arise which warrant doing so.

FEEDBACK OF THE RESULTS OF THIS STUDY TO THE SUBJECTS

In all likelihood, the results of this study will be made available by April, 2007. Final results will be posted on Dr. Kwantes' homepage: http://www.uwindsor.ca/users/c/ckwantes/main.nsf/. Chantal Thorn will prepare a final report for the organization and will also be available for on-site presentations. Survey

results will also be published in the organization's in-house newsletter. Please contact Chantal Thorn at XXXXX@XXXXX.ca for further information regarding the results.

SUBSEQUENT USE OF DATA

This data obtained from this study may be used in subsequent studies.

RIGHTS OF RESEARCH SUBJECTS

You may withdraw your consent at any time and discontinue participation without penalty. If you have questions regarding your rights as a research subject, contact: Research Ethics Coordinator, University of Windsor, Windsor, Ontario, N9B 3P4; telephone: 519-253-3000 ext. 3916; e-mail: lbunn@uwindsor.ca.

SIGNATURE OF RESEARCH SUBJECT/LEGAL REPRESENTATIVE

I understand the information provided for the study "Paid-work/non-work Policies and Their Relationship to Job Satisfaction, Organizational Commitment and Paid-work/non-work Conflict" as described herein. My questions have been answered to my satisfaction, and I agree to participate in this study. I have received a copy of this consent form for my records.

_____

Name of Subject

_____   _____

Signature of Subject   Date

SIGNATURE OF INVESTIGATOR

These are the terms under which I will conduct research.

_____   _____

Signature of Investigator   Date

Appendix D

LETTER OF SUPPORT FROM ORGANIZATION CEO

2006.08.02

Dear Colleagues,

I am writing to inform you of a research opportunity that we all have been invited to participate in. Chantal Thorn, from the Organizational Development Department at Guelph General Hospital is completing a research study for her doctoral dissertation through the University of Windsor, Applied Social Psychology Department. The goal of the study is to examine how organizational and individual factors work to explain the use of work-life programs and how this impacts employees' satisfaction, commitment and work-life balance.

Every employee is being directed to a <u>webpage</u> containing the study survey along with an introductory letter that further explains the purpose of the study and steps to be taken to ensure confidentiality and anonymity of respondents. <u>Our participation in the study is completely voluntary and there will be no identifying information that could be used to identify individual respondents.</u> The study has received ethical approval from both the University of Windsor's and our organization's ethics review boards.

I endorse this study for two reasons. First, I hope that it will provide our Healthy Workplace Committee with greater insight into if and how work-life programs are being utilized and what impact this may have on employee's satisfaction, commitment and work-life balance. Secondly, we support students when possible to achieve their educational goals. I invite each of you who volunteers to participate to take 30 minutes of your workday in order to support this research.

<u>Click to go to survey</u>

Sincerely,

First name, Last name
CEO and President, Organization

Appendix E

DEBRIEFING LETTER

THANK YOU

Thank you so much for completing the survey and participating in this research entitled Paid-work/non-work Policies and Their Relationship to Job Satisfaction, Organizational Commitment and Paid-work/non-work Conflict.

The proliferation of paid-work/non-work research and the changes in focus that are currently occurring are due, in part, to the very-changing demographics of the workforce. With widespread and influential changes occurring in the workforce, in the family profile and in the structure of work, individual workers, paid-work/non-work researchers and employers have been forced to adapt and adjust accordingly. This research has as its goal to 1) examine how both organizational (i.e. attitudes and values towards paid work and non-work life) factors work to explain the use and/or nonuse of paid-work/non-work policies and programs, and 2) examine the implications of these factors in relation to job satisfaction, organizational commitment and paid-work/non-work conflict.

There is the possibility that you may feel emotional or overwhelmed by survey questions which prompt you to think about how well you are balancing your work and non-work life. If you would like someone to talk to about these issues, please call your Employee Assistance Program, available 24 hours a day, 7 days a week at 1-800-123-4567.

This research study is being conducted by Chantal Thorn, MA from the Department of Psychology at the University of Windsor in partial fulfillment of her PhD degree. If you have any questions or concerns about the research, please feel free to contact Chantal at XXXX@XXXX.ca

In all likelihood, the results of this study will be made available by April 2007. Results will be made available to those who are interested. Chantal will prepare a written final report for the organization and will also be available for on-site presentations. Survey results will also be published in the organization's in-house newsletter. Please contact Chantal for further information regarding the results.

KEEP THIS PAGE FOR YOUR RECORDS

Appendix F

REMINDER EMAIL

Paid Work-Non Work Life Policies and Their Relationship to Job Satisfaction,
Organizational Commitment and Paid Work-Non Work Life Conflict

Dear Colleague

Approximately one month ago, you received information regarding an opportunity to
participate in a research study on the work-life programs available here at our
organization. If you have already completed the survey, thank you, and please disregard
this notice. To assist with confidentiality, this reminder notice is being sent to everyone.

The impact of the results of this study are largely dependent on a good response rate from
our employees so please consider completing the survey if you have not already done so
The survey is available at the following link SURVEY or you may contact me at
XXXX@XXXX.ca to receive a copy with a postage paid envelope.

Thank you again for your time and participation. Please don't forget to enter for your
chance to win 2 $100 gift certificates from Wal-Mart! The draw will take place on
November 1st.

Sincerely,

Chantal Thorn, MA

Appendix G

DRAW FORM

Thank you so much for participating in my study. For a chance to win one of two $100 gift certificates to Stone Road Mall and one $200 gift certificate to Zehrs, simply enter your details below:

First name:_____
Way to reach you (email address or phone number):_____

Appendix H

MEANING OF WORK SURVEY

For the following section, we are interested in knowing what beliefs and values you personally have regarding working as a result of your total working life.

1. To help explain what *working* means *to you,* please assign a total of 100 points, in any combination you desire, to the following six statements. The more a statement expresses your thinking, the more points you should assign to it. Please read all the statements before assigning points.

_____Working gives you status and prestige.
_____Working provides you with an income that is needed.
_____Working keeps you occupied.
_____Working permits you to have interested contacts with other people.
_____Working is a useful way for you to serve society.
_____Working itself is basically interesting and satisfying to you.
(100 total)

2. Assign a total of 100 points to indicate how important the following areas are in your life at the present time.

_____My leisure (like hobbies, sports, recreation and contact with friends)
_____My community (like voluntary organizations, union and political organizations)
_____My work
_____My religion
_____My family
(100 total)

3. How important and significant is working in your total life?

1	2	3	4	5	6	7
O	O	O	O	O	O	O

One of the least important things in my life

Of medium importance in my life

One of the most important things in my life

4. Imagine that you won a lottery or inherited a large sum of money and could live comfortably for the rest of your life without working. Realistically, what would you do concerning working?

_____I would stop working
_____I would continue to work at the same job
_____I would continue to work but with changed conditions

Here are some work related statements that people might make. Decide whether you agree or disagree with each of these statements depending on your personal opinions.

1. If a worker's skills become outdated, his employer should be responsible for retraining and reemployment

1	2	3	4
O	O	O	O
Strongly Disagree	Disagree	Agree	Strongly Agree

2. It is the duty of every able-bodied citizen to contribute to society by working

1	2	3	4
O	O	O	O
Strongly Disagree	Disagree	Agree	Strongly Agree

3. The educational system in our society should prepare every person for a good job if they exert a reasonable amount of effort.

1	2	3	4
O	O	O	O
Strongly Disagree	Disagree	Agree	Strongly Agree

4. Persons in our society should allocate a large portion of their regular income toward savings for their future.

1	2	3	4
O	O	O	O
Strongly Disagree	Disagree	Agree	Strongly Agree

5. When a change in work methods must be made, a supervisor should be required to ask workers for their suggestions before deciding what to do.

1	2	3	4
O	O	O	O
Strongly Disagree	Disagree	Agree	Strongly Agree

6. A worker should be expected to think up better ways to do his or her job.

1	2	3	4
O	O	O	O
Strongly Disagree	Disagree	Agree	Strongly Agree

7. Every person in our society should be entitled to interesting and meaningful work.

1	2	3	4
O	O	O	O
Strongly Disagree	Disagree	Agree	Strongly Agree

8. Monotonous, simplistic work is acceptable as long as the pay compensates fairly for it.

1	2	3	4
O	O	O	O
Strongly Disagree	Disagree	Agree	Strongly Agree

9. A job should be provided to every individual who desires to work.

1	2	3	4
O	O	O	O
Strongly Disagree	Disagree	Agree	Strongly Agree

10. A worker should value the work he or she does even if it is boring, dirty or unskilled.

1	2	3	4
O	O	O	O
Strongly Disagree	Disagree	Agree	Strongly Agree

Appendix I

ORGANIZATIONAL COMMITMENT QUESTIONNAIRE

Listed below is a series of statements that represent possible feelings that you may have about our organization. Please mark how you currently feel by selecting the circle that applies to you.

1. I would be very happy to spend the rest of my career with this organization.

1	2	3	4	5	6	7
O	O	O	O	O	O	O
Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Agree Strongly

2. I do not feel a strong sense of belonging to my organization.

1	2	3	4	5	6	7
O	O	O	O	O	O	O
Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Agree Strongly

3. Jumping from organization to organization does not seem at all unethical to me.

1	2	3	4	5	6	7
O	O	O	O	O	O	O
Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Agree Strongly

4. Right now, staying with my organization is a matter of necessity as much as desire.

1	2	3	4	5	6	7
O	O	O	O	O	O	O
Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Agree Strongly

5. I do not think that wanting to be a 'company man' or 'company woman' is sensible anymore.

1	2	3	4	5	6	7
O	O	O	O	O	O	O
Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Agree Strongly

6. I enjoy discussing my organization with people outside it.

1	2	3	4	5	6	7
O	O	O	O	O	O	O
Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Agree Strongly

7. I am not afraid of what might happen if I quit my job without having another one lined up.

1	2	3	4	5	6	7
O	O	O	O	O	O	O
Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Agree Strongly

8. I think that people these days move from company to company too often.

1	2	3	4	5	6	7
O	O	O	O	O	O	O
Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Agree Strongly

9. It wouldn't be too costly for me to leave my organization now.

1	2	3	4	5	6	7
O	O	O	O	O	O	O
Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Agree Strongly

10. Too much in my life would be disrupted if I decided I wanted to leave my organization now.

1	2	3	4	5	6	7
O	O	O	O	O	O	O
Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Agree Strongly

11. I do not feel like 'part of the family' at my organization.

1	2	3	4	5	6	7
O	O	O	O	O	O	O
Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Agree Strongly

12. I do not feel 'emotionally attached' to this organization.

1	2	3	4	5	6	7
O	O	O	O	O	O	O
Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Agree Strongly

13. I feel that I have too few options to consider leaving this organization.

1	2	3	4	5	6	7
O	O	O	O	O	O	O
Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Agree Strongly

14. If I got another offer for a better job elsewhere I would not feel it was right to leave my organization.

1	2	3	4	5	6	7
O	O	O	O	O	O	O
Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Agree Strongly

15. I was taught to believe in the value of remaining loyal to one organization.

1	2	3	4	5	6	7
O	O	O	O	O	O	O
Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Agree Strongly

16. I really feel as if this organization's problems are my own.

1	2	3	4	5	6	7
O	O	O	O	O	O	O
Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Agree Strongly

17. It would be very hard for me to leave my organization right now, even if I wanted to.

1	2	3	4	5	6	7
O	O	O	O	O	O	O
Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Agree Strongly

18. One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice—another organization may not match the overall benefits I have here.

1	2	3	4	5	6	7
O	O	O	O	O	O	O
Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Agree Strongly

19. I do not believe that a person must always be loyal to his or her organization.

1	2	3	4	5	6	7
O	O	O	O	O	O	O
Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Agree Strongly

20. I think that I could easily become as attached to another organization as I am to this one.

1	2	3	4	5	6	7
O	O	O	O	O	O	O
Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Agree Strongly

21. One of the few serious consequences of leaving this organization would be the scarcity of available alternatives.

1	2	3	4	5	6	7
O	O	O	O	O	O	O
Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Agree Strongly

22. One of the major reasons I continue to work for this organization is that I believe
that loyalty is important and therefore feel a sense of moral obligation to remain.

1	2	3	4	5	6	7
O	O	O	O	O	O	O
Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Agree Strongly

23. This organization has a great deal of personal meaning for me.

1	2	3	4	5	6	7
O	O	O	O	O	O	O
Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Agree Strongly

24. Things were better in the days when people stayed with one organization for most of their careers.

1	2	3	4	5	6	7
O	O	O	O	O	O	O
Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Agree Strongly

Appendix J

WORK-FAMILY CULTURE SCALE

We are interested in your perspective and what you believe would happen, even if you are not 100% sure. Please answer the following questions based on your experiences and/or your overall impressions of balancing paid work and non-work life at your organization.

Non-work life, for example, can mean a variety of non-work activities such as (but not limited to) volunteering, continuing education, sports, family, children, social life, spiritual life, etc.

1. In this organization employees can easily balance their work and non-work lives.

1	2	3	4	5	6	7
O	O	O	O	O	O	O
Unsure	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Agree Strongly

2. In the event of a conflict, managers are understanding when employees have to put their non-work life first.

1	2	3	4	5	6	7
O	O	O	O	O	O	O
Unsure	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Agree Strongly

3. In this organization it is generally okay to talk about one's non-work life at work.

1	2	3	4	5	6	7
O	O	O	O	O	O	O
Unsure	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Agree Strongly

4. Employees are often expected to take work home at night and/or on weekends.

1	2	3	4	5	6	7
O	O	O	O	O	O	O
Unsure	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Agree Strongly

5. Higher management in this organization encourages supervisors to be sensitive to employees' non-work life concerns.

1	2	3	4	5	6	7
O	O	O	O	O	O	O
Unsure	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Agree Strongly

6. Employees are regularly expected to put their jobs before their non-work lives.

1	2	3	4	5	6	7
O	O	O	O	O	O	O
Unsure	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Agree Strongly

7. To turn down a promotion or transfer for non-work-related reasons will seriously hurt one's career progress in this organization.

1	2	3	4	5	6	7
O	O	O	O	O	O	O
Unsure	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Agree Strongly

8. In general, managers in this organization are quite accommodating of non-work-related needs.

1	2	3	4	5	6	7
O	O	O	O	O	O	O
Unsure	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Agree Strongly

9. Many employees are resentful when women in this organization take extended leaves to care for newborn or adopted children.

1	2	3	4	5	6	7
O	O	O	O	O	O	O
Unsure	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Agree Strongly

10. To get ahead at this organization, employees are expected to work more than 50 hours a week, whether at the workplace or at home.

1	2	3	4	5	6	7
O	O	O	O	O	O	O
Unsure	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Agree Strongly

11. To be viewed favorably by top management, employees in this organization must constantly put their jobs ahead of their non-work lives.

1	2	3	4	5	6	7
O	O	O	O	O	O	O
Unsure	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Agree Strongly

12. In this organization employees who participate in available paid work-non-work programs (e.g. job sharing part-time work) are viewed as less serious about their careers than those who do not participate in these programs.

1	2	3	4	5	6	7
O	O	O	O	O	O	O
Unsure	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Agree Strongly

13. Many employees are resentful when men in this organization take extended leaves to care for newborn or adopted children.

1	2	3	4	5	6	7
O	O	O	O	O	O	O
Unsure	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Agree Strongly

14. In this organization it is very hard to leave during the workday to take care of non-work-related matters.

1	2	3	4	5	6	7
O	O	O	O	O	O	O
Unsure	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Agree Strongly

15. This organization encourages employees to set limits on where work stops and non-work life begins.

1	2	3	4	5	6	7
O	O	O	O	O	O	O
Unsure	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Agree Strongly

16. Middle managers and executives in this organization are sympathetic towards employees' childcare responsibilities.

1	2	3	4	5	6	7
O	O	O	O	O	O	O
Unsure	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Agree Strongly

17. This organization is supportive of employees who want to switch to less demanding jobs for non-work-related reasons.

1	2	3	4	5	6	7
O	O	O	O	O	O	O
Unsure	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Agree Strongly

18. Middle managers and executives in this organization are sympathetic toward employee's elder care responsibilities.

1	2	3	4	5	6	7
O	O	O	O	O	O	O
Unsure	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Agree Strongly

19. In this organization employees who use flextime are less likely to advance their careers than those who do not use flextime.

1	2	3	4	5	6	7
O	O	O	O	O	O	O
Unsure	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Agree Strongly

20. In this organization employees are encouraged to strike a balance between their work and non-work lives.

1	2	3	4	5	6	7
O	O	O	O	O	O	O
Unsure	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Agree Strongly

Appendix K

OVERALL JOB SATISFACTION SCALE

Listed below is a series of statements that represent possible feelings related to your satisfaction with your job. Please mark how you currently feel by selecting the circle that applies to you.

1. I am often bored with my job.

1	2	3	4	5
O	O	O	O	O
Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree

2. I feel fairly well satisfied with my present job.

1	2	3	4	5
O	O	O	O	O
Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree

3. I am satisfied with my job for the time being.

1	2	3	4	5
O	O	O	O	O
Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree

4. Most days I am enthusiastic about my work.

1	2	3	4	5
O	O	O	O	O
Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree

5. I find real enjoyment in my work.

1	2	3	4	5
O	O	O	O	O
Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree

6. In general, I am very satisfied with my job.

1	2	3	4	5
O	O	O	O	O
Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree

Appendix L

WORK-FAMILY CONFLICT SCALE

Listed below is a series of statements that represent your feelings about balancing paid work and non-work life activities. Please mark how you currently feel by selecting the circle that applies to you.

Non-work life, for example, can mean a variety of non-work activities such as (but not limited to) volunteering, continuing education, sports, family, children, social life, spiritual life, etc.

1. The demands of my work interfere with my non-work life.

1	2	3	4	5	6	7
O	O	O	O	O	O	O
Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Agree Strongly

2. The amount of time my job takes up makes it difficult to fulfill non-work life responsibilities.

1	2	3	4	5	6	7
O	O	O	O	O	O	O
Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Agree Strongly

3. Things I want to do in my non-work life do not get done because of the demands my job puts on me.

1	2	3	4	5	6	7
O	O	O	O	O	O	O
Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Agree Strongly

4. My job produces strain that makes it difficult to make changes to my plans for non-work life activities.

1	2	3	4	5	6	7
O	O	O	O	O	O	O
Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Agree Strongly

5. Due to work-related duties, I have to make changes to my plans for non-work life activities.

1	2	3	4	5	6	7
O	O	O	O	O	O	O
Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Agree Strongly

Appendix M

PAID-WORK/NON-WORK BALANCE POLICY AND PROGRAM USE

Below is a list of services currently offered at our organization. Please specify whether you have taken advantage of the following services in the last year and if you plan to take advantage of them in the next year by checking the applicable boxes.

On-site daycare

Is this service relevant to you and your current life situation?

O   O
Yes   No

Have you taken advantage of this service in the last year?

O   O
Yes   No

Do you plan on taking advantage of this service in the next year?

O   O
Yes   No

If no, why not?

Flexible Work Schedule

Is this service relevant to you and your current life situation?

O   O
Yes   No

Have you taken advantage of this service in the last year?

O   O
Yes   No

Do you plan on taking advantage of this service in the next year?

O   O
Yes   No

If no, why not?

Family Emergency Days Off

Is this service relevant to you and your current life situation?

O   O
Yes   No

Have you taken advantage of this service in the last year?

O   O
Yes   No

Do you plan on taking advantage of this service in the next year?

O   O
Yes   No

If no, why not?

Unpaid Leave of Absence

Is this service relevant to you and your current life situation?

O   O
Yes   No

Have you taken advantage of this service in the last year?

O   O
Yes   No

Do you plan on taking advantage of this service in the next year?

O   O
Yes   No

If no, why not?

Time off Instead of Overtime

Is this service relevant to you and your current life situation?

O   O
Yes   No

Have you taken advantage of this service in the last year?

O   O
Yes   No

Do you plan on taking advantage of this service in the next year?

O   O
Yes   No

If no, why not?

Short Term Personal/Family Leave

Is this service relevant to you and your current life situation?

O   O
Yes   No

Have you taken advantage of this service in the last year?

O   O
Yes   No

Do you plan on taking advantage of this service in the next year?

O   O
Yes   No

If no, why not?

Reduced Work Hours/Job Sharing

Is this service relevant to you and your current life situation?

O   O
Yes   No

Have you taken advantage of this service in the last year?

O   O
Yes   No

Do you plan on taking advantage of this service in the next year?

O   O
Yes   No

If no, why not?

Employee Assistance Program

Is this service relevant to you and your current life situation?

O   O
Yes   No

Have you taken advantage of this service in the last year?

O   O
Yes   No

Do you plan on taking advantage of this service in the next year?

O   O
Yes   No

If no, why not?

Fitness and Recreation Centre

Is this service relevant to you and your current life situation?

O   O
Yes   No

Have you taken advantage of this service in the last year?

O   O
Yes   No

Do you plan on taking advantage of this service in the next year?

O   O
Yes   No

If no, why not?

Appendix N

DEMOGRAPHICS

Please answer some questions about you, your personal background and your working history...

1. How much formal education have you had? (Indicate the highest level)
   O grades 1-8 (primary school)
   O grades 9-11 (some high school)
   O grade 12-13 (high school diploma or equivalent)
   O some college (without degree)
   O college (college degree)
   O some university (without degree)
   O university (university degree)
   O graduate or professional education in excess of university degree

2. Are you . . .
   O male
   O female

3. How old are you?
   _____ years old

4. Please describe your race/ethnicity in your own words:

_____

_____

5. What is your marital status?
   O Never married
   O Married or living with a partner
   O Separated or divorced
   O Widowed

6. Do you have any children?
   O Yes
   O No

If yes, please specify their age and if they are living at home

	Age	Living with you?
Child 1	____	yes or no
Child 2	____	yes or no
Child 3	____	yes or no
Child 4	____	yes or no
Child 5	____	yes or no

7. Do you provide care for any elderly, ill or disabled family members?

O Yes

O No (continue to question 8)

Approximately how many hours per week do you spend providing care for your elderly, ill or disabled family member(s)?

_____ hours per week

8. Have you ever turned down an opportunity in a workplace (e.g. attending a conference or a job promotion) because of how it may interfere with your paid-work/non-work balance?

O Yes

O No

9. How many years have you worked in total? (not counting student jobs)

_____ years

_____ months

10. How long have you been working in your present organization?

_____ years

_____ months

11. How long have you been working in your present position (held your present job title)?

_____ years

_____ months

12. Approximately how many hours per week do you work?

_____ hours per week

13. Are you in a supervisor or management position?

O Yes

O No

14. What work division do you work for? (e.g. addiction, eating disorders, trauma, older adults, etc.)

_____

_____

15. Are you a member of a union? If yes, please specific.

O Ontario Hospital Association

O Ontario Public Service Employee Union

O Ontario Nurses Association

O Canadian Union of Public Employees

O Other

16. Please identify your total household income before taxes

O Less than $20,000

O $20,000 to $39,999

O $40,000 to $59,999

O $60,000 to $79,999

O $80,000 to $99,999

O $100,000 to $149,999

O $150,000 to $199,999

O over $200,000

VITA AUCTORIS

Chantal Renee Thorn was born on January 25, 1976 in North Bay, Ontario. In June, 1995 she graduated from Ecole Secondaire Algonquin in North Bay. In July, 1995, she left North Bay to tour for a year with the musical/community service group, Up with People. In September of 1996, she enrolled at Nipissing University in North Bay, Ontario. She graduated with a Bachelor of Arts Honours degree in Psychology. In September, 2000, Chantal enrolled in the Graduate Program for Applied Social Psychology at the University of Windsor. She completed her Master's Degree in December of 2002. In June, 2007, Chantal successful completed her doctorate.