Family Responsible Practices: a Multilevel Study

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Where is this research coming from?

The main model and its parts:

- Organizational practices
- Supervisor family-friendliness
- Coping strategies
- Boundary preference: integration – segmentation

How to gather the data
Where is this Research Coming From?

The need to understand the effects of work and family

- organizational practices
- supervisor support
- personal strategies

– on outcomes, both on
  ✓ the company (e.g., performance)
  ✓ the person (e.g., work to family conflict)
The Main Model

Organizational Policies
Organizational Culture
Supervisor Family-friendliness
Coping techniques
Transition styles

Boundary preference for **Segmentation – Integration**

Absenteeism --- HEALTH
Supervisor ratings
OCB
Intention of turnover
Motivation Affective Responses
Work to family conflict/enrichment

Main care-giver
Main house-keeper
Organizational Policies

This refers to policies *formally* offered by the employer – such as flexible arrangements or compressed workweeks.

Those arrangements

- are **successful** at retaining employees: even individuals who do not use them (Grover and Crooker 1995)
- are an antecedent of **productivity** ((Bailyn 1993; Eaton 2003)
- an antecedent to **affective commitment**, **intention to leave**, and **work-to-family** conflict (Thompson, Beauvais et al. 1999)
- are **successful** as **attraction tools** (Bailyn 1993)

  - specifically flex-time
    - decreases work-family conflict –(Thomas and Ganster 1995)
    - decreases intention of parents to quit - (Rothausen 1994)
Supervisor Family-Friendliness

Supervisor can facilitate work-family balance by facilitating:

- Emotional Support
- Instrumental Support
- Role Modeling
- Creative work-family management

Instrument: “Family Supportive Supervisory Behavior” (Hammer, Kossek, Yragui, Bodner, Hanson, 2008): 14-item validated scale (reliability estimate for the total FSSB score was .94)
  - Has not yet been used in the literature, so there is little formal evidence that it is related to organizational and individual outcomes
Coping Strategies

Different perspectives on individual practices

- **Psychological coping** strategies (Folkmans & Lazarus, 1985, Hall 1972)

- **Informal tactics** (Benson, 2002)

- **Life management strategy** that helps individuals (Baltes & Heydens, 2003)
Boundary Preference: Integration - Segmentation

Erosion of work and non-work spheres as separate worlds (Hall, D. T. and J. Richter, 1988).

Boundary management falls into a continuum from integration to segmentation (Nippert-Eng 1995)
- Organizational policies facilitate either integration or segmentation (Kossek, Noe et al. 1999)

Boundary preference falls into a continuum from integration to segmentation (Rothbard, Phillips et al. 2005)
- Boundary preference interacts with organizational practices (Rothbard, Phillips et al. 2005)
How to Gather the Data

Organizational culture (by the supervisor and individual)
Organizational Policies (by the supervisor and individual)
Supervisor Family-friendliness (by the supervisor and individual)
Coping techniques (by the individual)
Transition Stiles (by the individual)

Boundary preference for Segmentation – Integration (by the individual)

Absenteeism – HEALTH – by the supervisor
Supervisor ratings – by the supervisor
OCB – by the supervisor
Intention of turnover – by the individual
Motivation Affective Responses – by the individual
Work to family and family to work conflict/enrichment – by the individual

(by the individual)
Main care-giver
Main house-keeper

(by the individual)
Logistics

1. Researcher contacts company to get access

2. Researcher contacts managers

3. Supervisor fills a questionnaire:
   - the company
   - the subordinate
   - himself and contact info of subordinate

4. Researcher contacts the subordinate

5. Employee fills a questionnaire:
   - the company
   - The manager
   - himself

6. Researcher gives report company with more than 50 responses
Researcher Contacts Company to Get Access

Human resources, Work Family officer, diversity officer or anyone in the company who could move ahead the project.

Sign the “Letter of agreement with participating companies”
– need to add the role of Adecco

The company provide the contact information of the managers who will participate in the project

– We will give the company a letter they can send to all participants informing them that IESE researchers will contact them to participate
– To have the right to receive a research report we need to at least have 40 managers participating with at least 80 subordinates total – it means they need to give us, at least the contact of 80 managers. Need: e-mail and postal address
– From the ICWF we will send the invitation to all the participants
Researcher (IESE) Contacts
Managers

We send an e-mail of invitation to all managers, that includes the link to the online survey. We follow the e-mail with a letter of invitation, that again includes the link to the online survey.
Supervisor Fills a Questionnaire

Managers answer the questionnaire:

– General
  • Regarding the organizational practices and culture
  • Regarding their own work-family friendliness

– For each of his subordinates
  • His-or-her e-mail and postal contact address
  • Absenteeism
  • Supervisor ratings
  • Organizational Citizenship Behavior – OCB
Data Gathered from the Manager

For as many subordinates as they want (at least ONE):

Organizational culture
Organizational Policies
Supervisor Family-friendliness (they rate themselves in these dimensions)

Absenteeism
Supervisor ratings
Organizational Citizenship Behavior - OCB

For each of those subordinates they give us: the e-mail and the postal address
Researcher Contacts the Subordinate

We send a e-mail of invitation to the subordinate, that includes the link to the on-line survey.

We follow the e-mail with a letter of invitation, that again includes the link to the on-line survey.
Employee Fills a Questionnaire

Info about the company

Demographic data

Outcomes
How to Gather the Data

Organizational culture
Organizational Policies
Supervisor Family-friendliness
Coping techniques
Transition Stiles

Boundary preference for Segmentation – Integration

Main care-giver
Main house-keeper

Health
Supervisor ratings
OCB
Intention of turnover
Motivation Affective Responses
Work to family and family to work conflict/enrichment
Thanks a lot!
References


