

**ORGANIZATIONAL WORK LIFE BALANCE PRACTICES:
SOCIALIZATION, PERCEIVED FIT AND
ORGANIZATIONAL OUTCOMES**

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Abstract

Organizational Work Life Balance Practices: Socialization, Perceived Fit and Organizational Outcomes

Stéphanie Amram

The concept of work-life balance is an especially important issue because it affects all members of society. In particular, it is a critical matter for organizations, one that they cannot afford to overlook. The work-life balance policies organizations have in place assist employees by helping them to meet their work-life balance needs. The quality of these policies, in addition to the sincerity of the efforts with which they are implemented and supported, plays a crucial role in employees' subsequent awareness and use of them.

Three Montreal area companies participated in this study, which looked at the work-life balance issue by examining employees' perceptions of fit with their organization's work-life balance efforts and the role of socialization. Employees' awareness and use of the policies in place, and how their gender, job type and number of dependants affected this, was also investigated. Finally, how perceived fit, perceived work-life balance and socialization efforts, as well as policy awareness and use, affected employees' commitment to the organization, their perceptions of organizational support, and their turnover intentions was explored. This study found that perceptions of fit and perceived work-life balance were related to one another, that socialization practices were associated with greater awareness of policies, which in turn was linked to lower turnover intentions.

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This thesis is dedicated:

In memory of my mother Ginette Amram.

You always thought that I could accomplish anything I set my mind to. I inherited my strength, my perseverance and my determination from you. You continually believed in me and you were always proud of me. I know you would be so proud of me now...I wish you were here to share it all with me.

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Organizational Work Life Balance Practices: Socialization, Perceived Fit and Organizational Outcomes

In the last decade or so, our society's workforce has seen an increase in dual income families, single-parent families (frequently made up of single mothers), and working individuals with either child or elder dependents to care for, or, increasingly often, both (Duxbury & Higgins, 2001; Lee & Duxbury, 1998). The 1990s were marred by waves of downsizing and restructuring, therefore resulting in declining job security and increasing job stress. The many technological advances of the past decade (for example, cellular phones, home internet access and Blackberries) ultimately resulted in blurring the line between work and non-work life, and hence increasing work loads instead of alleviating them. The average number of hours worked per week (including both regular and overtime hours) has also increased in the last ten years (Duxbury & Higgins, 2001). Together these factors have resulted in individuals spending more and more time working, all the while attempting to fulfill their other multiple responsibilities, with less and less time spent living life in a meaningful way.

Paradoxically, the beginning of the new millennium now sees employers faced with impending labour shortages, and consequently preoccupied with recruiting and retaining precious knowledge workers. As a result of both this shift in the workforce and employees' growing needs and demands, organizations are beginning to realize the direct, positive relationship between focusing on their employees and increasing their productivity (Duxbury & Higgins, 2003). A positive outgrowth of this is an increasing openness and effort on the part of organizations to help employees achieve a better work-life balance.

Work-life balance is a term used in both the research and the popular literature to conceptualize this idea of balance in individuals' lives. The popular press could almost be called fixated on this topic if one looks at the sheer number of articles written every month. But this fixation is, in large part, a reflection of our society's interest in this topic. The concept of work-life balance does not imply achieving some impossible definition of the perfect life. Instead, it means perceiving that you have achieved a realistic, personally satisfying balance among the different main factors in your life, namely family, work, and leisure. It is increasingly becoming an important and unavoidable issue for all of society across North America. This includes, but is not limited to, governments, public, private, for profit and non-profit organizations (of all sizes), the individuals they employ, their families and the communities they belong to. There are potentially high costs if appropriate attention is not paid to the work-life balance issue. One way organizations can help employees deal with the issues surrounding work-life balance, and thus help themselves in the process, is either by having work-life balance policies in place, or by implementing them, and encouraging their use. These policies range from broad things such as providing employees with increased schedule flexibility, to specific things such as childcare assistance (Duxbury & Higgins, 2003; Duxbury & Higgins, 2001; Thompson, Beauvais & Lyness, 1999; Lee & Duxbury, 1998).

These policies represent the work-life balance component of an organization's overall culture (Thompson, Beauvais & Lyness, 1999). An organization's overall values are partially defined by these policies and each organization has a unique set of values that represents them. Likewise, individuals have distinctive value sets and hence distinctive organizational value preferences. Based on these preferences, individuals

make choices derived from their perceptions of overall fit with the organization (O'Reilly, Chatman & Caldwell, 1991; Chatman, 1989). When individuals choose to work in and stay with a particular organization they are, among other things, choosing that organization's organizational culture. Therefore, by extension, they are choosing its set of work life balance values and hence policies, based on how they perceive they fit with them. Perceptions, however, are not fixed entities. They can be influenced because they are malleable, particularly early on in an individual's membership with an organization.

Organizations and individuals can both influence perceptions of fit through the use of socialization techniques (Cable & Parsons, 2001; Van Vianen, 2000; Chatman, 1991). Broadly explained, organizational socialization is the process by which employees learn about their organization and its culture. This process can potentially influence individuals' values such that they better match the organization's values and hence increase the potential for fit between the two parties (Chatman, 1991). It is both in the individuals' and the organizations' best interests to achieve an optimal level of fit (Schneider, 1987). Fit can either be subjective or objective. However, it is the subjective or perceived levels of fit between employees and their organizations that seem to be more important, in terms of related outcomes, rather than objective or actual fit (Kristof, 1996). Good fit can improve organizational performance in a number of ways, including greater employee commitment, satisfaction and perceived support. Misfit, on the other hand, can have dire consequences for both individuals and organizations. These include, but are not limited to, recruitment problems, commitment issues, knowledge retention problems, health and well-being issues, productivity problems and high turnover or turnover

intention rates (Edwards & Rothbard, 1999; Cable & Judge, 1996; Kristof, 1996; Sheridan, 1992; Schneider, 1987).

This study aims to look at the work-life balance issue by examining employees' perceptions of fit with their organization's work-life balance efforts and their ensuing perceptions of their own work-life balance level. The role of organizational socialization tactics in employees' awareness of, satisfaction with and use of these policies will be looked at as well. Finally, how perceived fit, perceived work-life balance and socialization efforts affect employees' commitment to the organization, their perceptions of organizational support, and their turnover intentions will be explored.

Work Life Balance

Defining work-life balance

When examining employees' perceptions of fit with organizational work-life balance efforts, it is important to first understand what is meant by work-life balance. There are many ways in which we define ourselves, from employee to friend to parent to athlete to caregiver to community member. Each definition imposes demands on our time, energy and commitment levels to be accomplished (Duxbury & Higgins, 2001). Work-life balance is a question of being able to integrate these various roles, thus finding a personally satisfying and meaningful balance. Work-life balance is both a practical and a psychological experience. The practical component is associated with such day-to-day realities as scheduling difficulties and work deadlines. The psychological component is implied through the fact that a person's sense of striving for balance is shaped by the meaning they attach to their participation in each of their many roles. This amount of meaning will be translated into the degree of pressure individuals put on themselves to

best carry out each of their important roles. This component is experienced through feelings of being overwhelmed and stressed (Duxbury & Higgins, 2001; Higgins, Duxbury & Johnson, 2000). The psychological component of work-life balance also implies that individuals' perception come into play. How individuals perceive that they are able to manage their individual, work and family time, and with what degree of conflict, influences their overall perceptions of the degree of work-life balance they've attained (Higgins, Duxbury & Johnson, 2000).

In the research literature, work-life balance often tends to be defined in terms of work-life conflict. More specifically, it is conflict with the participation in multiple roles, also labeled interrole conflict or role interference (Duxbury & Higgins, 2001; Greenhaus & Beutell, 1985). Greenhaus and Beutell (1985) define work-life conflict as "a form of interrole conflict in which the pressures from the work and family domains are mutually incompatible in some respect. That is, participation in the work (family) role is made more difficult by virtue of participation in the family (work) role (p.77)." Duxbury and Higgins (2001) similarly define work-life conflict. They state that "work-life conflict occurs when the cumulative demands of [the] many work and non-work life roles are incompatible in some respect so that participation in one role is made more difficult by participation in the other role (p.03)."

Duxbury and Higgins (2001) conceptualize work-life conflict to include role overload and role interference, which they then divide into two components, i.e. family to work interference and work to family interference. Role overload is succinctly defined as "having too much to do and too little time to do it (Duxbury & Higgins, 2001, p.03)." More specifically, overload exists when performing individual roles comfortably is

compromised by the total time and energy demanded to perform multiple roles (Higgins, Duxbury & Johnson, 2000). In other words, individuals can experience role overload when they simply cannot find enough time to be the parent, spouse, friend and employee they want to be and therefore feel that they are poorly performing each important role.

Role interference occurs when “incompatible demands make it difficult, if not impossible, for [people] to perform all their roles well (Duxbury & Higgins, 2001; p.03).” Family to work interference arises when the family-role responsibilities impede performance at work. For example, an individual may experience family to work interference when she is repeatedly forced to leave work to take care of a dependent. Work to family interference happens when the demands of work make it more difficult for an employee to fulfill their family responsibilities. For example, work to family interference can occur when an individual must repeatedly sacrifice time with his family because of work obligations.

Likewise, Greenhaus and Beutell (1985) also go on to define work-life conflict more thoroughly by identifying three main types of work-family conflict, namely time-based conflict, strain-based conflict, and behaviour-based conflict. The authors’ conceptualization of time-based conflict is, like role overload, based on the simple fact that time is a finite resource. Furthermore, like role interference, time-based conflict recognizes that sources of conflict emanate from both the work and family domains of life. According to Greenhaus and Beutell (1985), time-based conflict can take two forms. First, “time pressures associated with membership in one role may make it physically impossible to comply with expectations arising from another role (p.78).” Second, these time pressures may result in a preoccupation with one role even when physically

attempting to comply with the demands of a different role. In other words, an individual may be forced to miss a family event he was expected to attend due to a work related obligation, but he is nevertheless preoccupied with the event while attempting to fulfill his work responsibility. Time-based conflict therefore results in the experience of strain, stressfulness and anxiety due to a lack of personal control over certain work and family situations (Parasuraman & Simmers, 2001).

Greenhaus and Beutell's second form of work-life conflict, strain-based conflict, involves role-produced strain. It occurs when one's performance in a role is affected by the strain present in another. Sources of conflict with regard to strain-based conflict also come from both the work and family domains of life. For example, the strain of being a new parent and therefore experiencing a drastically reduced average amount of sleep per night can affect the individual's work performance.

Finally, Greenhaus and Beutell's (1985) third major form of work-life conflict, behaviour-based conflict, happens when fulfilling the expected behaviour for one role is made more difficult by the behaviour required in another one (Greenhaus & Beutell, 1985). For example, if an individual's work requires him to be unemotional or impassive in his interactions with others, he may experience a degree of conflict if he carries this behaviour over to the non-work relationships in his life.

Work-life conflict can also be understood using a resources view. Because "time, psychological energy and physical energy are fixed resources...whatever is devoted to work is not available for meeting family demands or vice versa (Mellor, Mathieu, Barnes-Farrell & Rogelberg, 2001; p. 172)." A key part of understanding work-life conflict is knowing that it is a matter that affects all members of society in some way.

Individuals, however, do not necessarily experience the conflicts and stresses associated with attempting to achieve work-life balance in the same way (Edwards & Rothbard, 1999).

Factors affecting work-life balance

Employees' abilities to balance their work and non-work demands are affected by a number of factors. These include, but are not limited to, gender, job type, and parental and/or elder care responsibilities (Duxbury & Higgins, 2001).

Gender

In terms of gender, research has consistently shown that women experience greater levels of work-life conflict than men do (Burke, 2002; Martins, Eddleston & Veiga, 2002; Duxbury & Higgins, 2001; Parasuraman & Simmers, 2001; Higgins, Duxbury & Johnson, 2000; Thompson, Beauvais & Lyness, 1999; Lee & Duxbury, 1998; Greenhaus & Beutell, 1985). The reasons behind this, however, remain a source of debate. In the nature versus nurture argument, some believe women are simply biologically built to respond to stressors in the manner in which they do. While others believe it is society's socialization of women, and the resulting role expectations, that expose them to a greater level of stressors (Duxbury & Higgins, 2001).

Regardless of the arguments put forth in this debate however, one thing is for certain: Women, irrespective of their work responsibilities, take on a greater responsibility for all household chores as well as childcare and eldercare duties. This results in women being exposed to different (and arguably more) stressors than men, which, at least partially, explains women's higher work-life conflict levels (Burke, 2002; Duxbury & Higgins, 2001; Mellor et al., 2001; Parasuraman & Simmers, 2001; Higgins,

Duxbury & Johnson, 2000; Thompson, Beauvais & Lyness, 1999; Lee & Duxbury, 1998; Greenhaus & Beutell, 1985).

Women's greater responsibility for home management, childcare and eldercare is reflected in the greater importance they give to work-life balance policies, programs and benefits versus men. In other words, women tend to be more aware of the work-life balance efforts made by their organizations, and to value them more, than men do. In addition, this greater concern with work-life balance tends to translate into women using the available benefits more frequently than men. (Thompson, Beauvais & Lyness, 1999). That being said, men as a whole do seem to be slowly shifting towards taking on more home and childcare responsibilities. Furthermore, their concern for attaining balance is growing. Men, however, still seem reluctant to make the necessary modifications to their work schedules to achieve this balance (Burke, 2002; Thompson, Beauvais & Lyness, 1999). Men still seem to enact their roles in a sequential manner, meaning work first, then family responsibilities. Women on the other hand, take on simultaneous family and work demands (Greenhaus & Beutell, 1985). This may be related in part to the different ways women and men's worth are judged in society. Despite all the advances that women have made in the world of work, they are still largely judged on their performance in their family-related roles (i.e. homemaker, wife, mother, etc.), whereas, men's merit is still largely based on their abilities as breadwinners. Men's gender role expectation of 'work comes first' still seems to be at the forefront of society's thinking. This is irrespective of the reality of the increased number of women in the work force, and the new family forms emerging (Duxbury & Higgins, 2001; Parasuraman & Simmers, 2001).

Job type

Duxbury and Higgins (2001) break job type down into two broad categories: professional and non-professional jobs. Professional jobs, such as Engineer, Accountant and Human Resources manager, tend to allow for more flexibility and personal control over the carrying out of the work. On the other hand, non-professional employees more probably work in jobs with little flexibility and low control, such as receptionist, administrative assistant and production worker. The greater flexibility and control of professional jobs can facilitate the carrying out of commitments associated with parenting and other non-work activities. In other words, “professionals may have an advantage in balancing work and home life as their jobs offer greater extrinsic rewards (e.g. salary) that can offset some of the ‘costs’ that demanding jobs entail (i.e., allow those with higher incomes to purchase goods and services to help them cope)”, (Duxbury & Higgins, 2002, p.22). This reasoning may at least partially explain why professionals are less frequent users of work-life balance benefits. They may have other resources at their disposal. Professionals may be less frequent users of work-life balance policies however, but a greater awareness of the policies is likely inherent to their position. In other words, professionals are more likely to be involved in the decision making processes in their organization, therefore putting them in a position to be better aware of the work-life balance efforts being made around them.

Higgins et al. (2000), go on to give two possible reasons why job type differences may differently affect the ability of employees to balance work and family. The first, in favor of professional jobs, is that work seems to play a more fundamental role in the lives of career-track employees, than it does for non-career track employees. Career track employees are largely made up of professionals, whereas non-professionals tend to make

up the non-career track group (Higgins, Duxbury & Johnson, 2000). Professionals tend to be “more highly educated, to receive greater remuneration, to spend more time and energy in the work role, to have greater job mobility and to be more highly committed to and involved in their work (Duxbury & Higgins, 2001,p.22)” than their non-professional counterparts. This suggests these two groups may have very different reasons for going to work every day, and it is related to a more positive work attitude and a greater overall satisfaction with life for professionals. This greater involvement in work may also translate into a greater awareness and knowledge of the work-life balance benefits available to them, which can also positively affect satisfaction. Furthermore, even though professionals tend to spend more time working, the flexibility and control of these positions seems to offset their greater demands, and hence allow this group to achieve a good degree of work-life balance.

The second reason suggested by Higgins et al. (2000) as to the difference in the ability to achieve work-life balance between these two groups favors the non-professional group and it relates to job specific differences in the demands of their work. Professional (career track) employees tend to have a higher level of responsibility in their work and more supervisory responsibilities. Professional type work may make it more difficult to leave the job behind when the workday is over. This may translate into more work to family related conflict, whereas the reverse tends to be true for non-professionals. Therefore, this may negatively affect professionals’ ability to achieve their desired degree of work-life balance (Higgins, Duxbury & Johnson, 2000). Overall however, professionals fare better than non-professionals due to their better socio-economic situations. Professionals tend to make more money, have a better social status and a more

extensive and varied social network. Still, there are positive and negative consequences associated with both types of jobs, in relation to work-life balance. The outcome is likely affected by the cumulative effect of different factors that affect work-life balance in an individual's life.

Work type can also be categorized by its full-time versus part-time status. According to 1997 data from Statistics Canada, "growth in part-time employment over the past 20 years has outpaced growth in the full-time workforce by a ratio of three to one" in Canada (Higgins, Duxbury & Johnson, 2000; p17). This proliferation raises concerns about the advantages and the disadvantages associated with this work arrangement. It is also important to note that the large majority of part-time employees are women. As previously stated, women, irrespective of their employment status, tend to have the majority of the responsibilities associated with home and childcare. It has therefore been suggested that part-time employment offers "the best of both worlds, enabling women to pursue career interests while still affording time to spend with their families" (Higgins, Duxbury & Johnson, 2000; p19).

A downside to part-time employment however, is that it tends to be made up of low paying, routine jobs, with limited advancement opportunities. Furthermore, the lower number of hours inherent in part-time work can result in a reduced knowledge of and acceptance into the organizational culture (including the work-life balance component). The opportunities to pursue work-related interests may also be lower. This may therefore hinder, instead of help, women and men's attempts at balancing their work and family demands because of the negative influences on the work component. Work demands are

only part of the demands that affect work-life balance. Non-work demands also play an important part in using individuals' time and energy resources.

Dependant care

The non-work demands of child and/or eldercare are a time consuming factor that highly affect individuals' attempts to achieve work-life balance. Even with all other factors taken into consideration (e.g. gender and job type), employees with these responsibilities still experience greater work-life conflict and job stress than do those without them (Duxbury & Higgins, 2001; Goff, Mount & Jamison, 1990). What's more, the greater the amount of time employees spend taking care of a dependant child or adult, the higher the occurrence of job stress. This seems to be due to stress spilling over from the home to the work setting.

Again, most likely because of their greater responsibilities for childcare, women (i.e. mothers) experience higher work-family conflict than men (i.e. fathers). The age of children plays a key role in the ability to reduce work-life conflict. The younger the children, the greater the necessary amount of involvement with their care. This is due mostly to the fact that young children are not self-sufficient and they are therefore in need of constant care and attention. Eldercare will be affected in the same way in that the degree of self-sufficiency of the older dependant will largely determine the amount of close care required (Duxbury & Higgins, 2001; Greenhaus & Beutell, 1985). This translates into a lower amount of control over their time for parents and elder caregivers and therefore a higher resulting amount of anxiety, stress and hence work-life conflict (Duxbury & Higgins, 2001; Goff, Mount & Jamison, 1990). Age of children or elder dependants, however, does not play as direct a role as is intuitively expected. Instead, the

actual time spent taking care of a dependant, irrespective of their age, seems to be more important. Hence, the more time spent in dependant care, the greater the work-life balance conflict. Overall, things are more difficult for parents and care giver versus non-parents and non-caregivers. Parents experience higher levels of role overload, work to family interference and family to work interference (Duxbury & Higgins, 2001; Greenhaus & Beutell, 1985).

The work-life conflict situation seems to be at its worst for what has been coined the “sandwich generation.” This is a generation of individuals who are faced with the dual responsibility of caring for young children as well as aging and/or sick parents (Duxbury & Higgins, 2003). They suffer from having perhaps the most difficult circumstances to deal with, and the least amount of control over them. It would follow that these individuals with greater dependant care responsibilities would allocate more importance to the work-life balance benefits available in their organization than those without the greater responsibility. Employees with greater dependant care responsibilities would therefore be more aware of the available policies in their organization, as well as make greater use of them (Thompson, Beauvais, & Lyness, 1999).

Support

The concept of control is an important one in relation to work-life balance. Control can be defined, in this context, as the belief that some influence can be exerted, either directly or indirectly, over the environment by the individual so that it becomes less threatening and more rewarding. It is therefore clear to see how parents in general, and the “sandwich generation” in particular, may be the most vulnerable to work-life conflict (Duxbury & Higgins, 2003; Thomas & Ganster, 1995). Gaining control over

situations, and the carrying out of the roles associated with them, can directly reduce work-life conflict. In fact, even perceived control over a family or work situation can have a positive effect (Thomas & Ganster, 1995). Benefiting from sources of support helps increase the control individuals can have over situations.

Given women's greater exposure to stressors, from both family and work sources, and hence their higher time demands, it is reasonable to suppose that as a result they require more support (Duxbury & Higgins, 2001). Support, like control, is directly related to work-life conflict for both women and men. How well individuals cope with work-life conflict is positively influenced by support. Support can mitigate the negative effects of work-life conflict on individuals' lives by acting as a sort of buffer (Martins, Eddleston & Veiga, 2002). The greater the support from the more sources, the lower the work-life conflict (Lee & Duxbury, 1998). Moreover, research sustains the notion that using "social support as a coping mechanism is an important way to manage various life stressors" (Thompson, Beauvais & Lyness, 1999; p.395).

Support can either be socioemotional or resource-based. Socioemotional support helps individuals cope emotionally with work-life conflict. Resource-based support provides individuals with resources to help them cope with work-life conflict (Martins, Eddleston & Veiga, 2002). Support can come from, among other sources, spouses/partners, friends, coworkers and employers (Martins, Eddleston & Veiga, 2002; Lee & Duxbury, 1998; Thomas & Ganster, 1995). How individuals perceive the support that they receive from whatever source seems to be as important, if not more important, in helping them achieve a degree of work-life balance than the actual support they are getting (Grover & Crooker, 1995; Thomas & Ganster, 1995).

Organizations can provide a supportive work environment for their employees through a generally supportive organizational culture or, more specifically, through the implementation of work-life balance policies when none exist and the encouragement of their use (Thomas & Ganster, 1995). How employees perceive these efforts made by their organization will greatly influence their degree of work-life balance and therefore their performance in the organization. In other words, if employees perceive their organization as supportive of them, they will feel more positive about their work-life balance and the organization will then reap these benefits.

Work can literally be seen as the purchase of employees' time by employers, and their attendance at an assigned time and place. "The times and spaces purchased in the labour market can be conceptualized, in the life of the worker, as attention and presence (Felstead, Jewson, Phizacklea & Walters, 2002; p.56)." Based on this thinking, work-life balance policies can be defined as the practices that enhance the autonomy of workers in the process of coordinating, synchronizing and integrating the work and non-work aspects of their lives. In other words, "work-life balance policies are those which, whether intentionally or not, increase the flexibility and autonomy of the worker in negotiating attention and presence in employment (Felstead, 2002; p.56)." These policies are vital to employees and they are equally important for employers. Work-life balance policies can help employees reduce their work-life conflict level, hence making them better performing resources for the organizations they work for (Lee & Duxbury, 1998). Organizations that realize and act on this idea will surely benefit.

Altering the Thinking About Work-Life Balance Policies

As it stands there is a great deal of talk about implementing work-life balance policies, but very little action to back it up. There may also be the presence of work-life balance policies in an organization, but the discouragement of their use. This lack of action or this contradictory attitude may unfortunately be due, to a certain backlash against work-life balance initiatives, especially when they are seen as favoring a particular group of employees. This may be why they are sometimes doomed to fail from the start (Burke, 2002). Work-life balance is usually synonymous with family-friendly. This can be interpreted as favoring employees with children and perhaps also those with eldercare responsibilities. Employees without these dependant responsibilities sometimes feel inequitably treated. They feel as if their needs are being ignored and that the favored employees are getting away with doing less work. It is imperative, for both employers and the employees that make up their organizations, to understand that work-life balance is a matter that affects everyone, not just those with family responsibilities. The problem sometimes lies with the notion held by some that work and non-work exist on separate and parallel planes that do not intersect. In reality, one cannot be teased apart from the other (Duxbury & Higgins, 2001; Higgins Duxbury & Johnson, 2000; Thomas & Ganster, 1995).

Another important idea with respect to work-life balance is that it is not uniquely a woman's issue. Women may in fact be more concerned with this issue, but it remains an issue that affects both men and women. Furthermore, work-life balance does not only affect people with dependant responsibilities. It affects all employees, irrespective of gender, family responsibilities, job type, or job status (Duxbury & Higgins, 2001;

Higgins Duxbury & Johnson, 2000; Grover & Crooker, 1995; Thomas and Ganster, 1995). Making organizational work-life balance programs and policies an integral part of organizational culture is a vital part of making them effective.

Organizational Culture

Defining Culture

To better understand the importance of cultivating the work-life balance component of organizational culture, the broader topic of culture must first be described. Schein (1990) explains that the need for the concept of organizational culture grew out of the field of organizational psychology. As focus grew from individuals to larger groups and whole organizations, there “came a greater need for concepts such as ‘system’ that could describe what could be thought of as a *pattern* of norms and attitudes that cut across a whole social unit (Schein, 1990; p.109-110).” An important note regarding systems relates to the theoretical premise that “systems tend towards some kind of equilibrium, attempt to reduce dissonance, and thus bring basic categories or assumptions into alignment with each other (p.111).” Because systems contain sub-systems however, this assumption is complicated since it is unclear to what extent this tendency will hold true in a more complex total system. As organizational psychology progressed, the concept of culture was needed to explain “(a) variations in patterns of organizational behaviour, and (b) levels of stability in group and organizational behaviour...(Schein, 1990; p.110).” Culture allows for differentiation between various organizations within a society, in particular in terms of different levels of effectiveness (Schein, 1990).

Pettigrew (1979) defines culture as a “system of publicly and collectively accepted meanings operating for a given group at a given time: This system of terms,

forms, categories and images interprets a people's own situation to themselves (p.574).”

A significant consequence of culture is that it gives meaning to the tasks carried out by its members. Another fundamental aspect of culture is that the culture in an organization evolves over time. It is in an ever-fluctuating state. In addition, there is a vital interaction between culture and the individuals that function within it. Individuals influence their culture and the culture influences individuals (Schein, 1996; Pettigrew, 1979). This holds true at the different stages of culture formation. It seems to be dependent on employee characteristics and circumstances at that point and time (Schein, 1990). Pettigrew (1979) goes on to highlight the importance of not regarding culture as a unitary concept, but instead as “the source of a family of concepts (p.574).”

These interrelated concepts include symbols, language, ideology, belief, ritual and myth. Using a definition based in anthropology, Pettigrew (1979) defines symbols as “objects, acts, relationships, or linguistic formations that stand ambiguously for a multiplicity of meanings, evoke emotions and impel [individuals] to action (p.574).”

Symbols help make culture more tangible for the individuals functioning within it. Language plays an important role in organizational culture because words and actions are closely interrelated. Understanding the language of an organization allows one to also understand the ways of that organization and the implications of those ways. This is so due to the immense complexity and variety of language. “Language can typify and stabilize experience and integrate those experiences into a meaningful whole (Pettigrew, 1979; p.575).” Language, like symbols, also compels individuals to act. Ideologies are also linked to actions because they relate attitudes and actions. An ideology is defined as “a set of beliefs about the social world and how it operates, containing statements about

the rightness of certain social arrangements and what actions would be undertaken in light of those statements (Pettigrew, 1979; p575).” Ideologies help individuals better understand how their organization functions and how to act within that context.

Rituals and myths are the final two components that Pettigrew (1979) describes as essential parts to understanding culture. In this context, rituals can be described as expressions and articulations of meaning in social situations through the use of bodily movement, gestures and actions. Rituals are crucial to understanding culture because of the messages they contain. One purpose of culture is to establish and maintain what is acceptable and what is not legitimate in an organization. Myths help in this process by “anchoring the present in the past (Pettigrew, 1979; p.576)” and offering explanations for behaviours. Myths contain levels of significance within these explanations that deal with both the socially and psychologically meaningful aspects of a culture (Pettigrew, 1979). Together these different concepts help make the overall concept of culture clearer both to the individuals functioning within it and to those observing and measuring it in relation to research.

Schein’s (1990) defining of organizational culture is based on the idea that this process is hindered by the fact that the definition of organization is itself ambiguous. He states that to properly understand and define organizational culture, one must first establish the existence of the organizational group and then infer cultural related phenomena, not the reverse. For a culture to form, a group of people has to have had enough common history and stability over a period of time. Furthermore, it is important to understand that simply observing surface cultural phenomena is not enough if one truly

wants to understand culture. The strength and the content of a culture need to be empirically determined for that understanding to happen (Schein, 1990).

Essentially, culture is what a group of individuals learns over a certain period of time. This learning occurs through the group's collective solving of problems related to its internal integration and its survival in an external environment. This learning is at once a behavioural, cognitive and emotional process. It is at the cognitive level however, that culture will be at its deepest because "the perceptions, language, and thought processes that a group comes to share will be the ultimate causal determinants of feelings, attitudes, espoused values and overt behaviour (Schein, 1990; p.111)."

With this in mind, Schein (1990) defines culture as follows: "(a) a pattern of basic assumptions, (b) invented, discovered, or developed by a given group, (c) as it learns to cope with its problems of external adaptation and internal integration, (d) that has worked well enough to be considered valid and therefore (e) is to be taught to new members as the (f) correct way to perceive, think, and feel in relation to those problems (p.111)."

There are a number of factors that help determine the strength of a culture as well as its degree of internal consistency. These include how stable the groups is, the amount of time that it has existed, the intensity of the group's learning experiences, the actual learning mechanisms, and how clear and strong the assumptions held by the founders of the group and its leaders are.

Organizational culture can help reduce anxiety in organizational members by helping them to understand and/or predict events happening around them, which then provides them with meaning, stability and comfort. This is accomplished through the shared learning of common assumptions that result in automatic patterns of behaviour,

perceptions, thinking and feeling (Schein, 1990). Schein (1996) emphasizes that organizational culture, with its “taken for granted, shared and tacit ways of perceiving, thinking and reacting (p.231)”, is one of the most powerful and stable forces that operate in organizations. Moreover, the members of an organizational culture are often unaware of their own culture until they are faced with a different one from their own (Schein, 1996). O’Reilly, Chatman and Caldwell (1991) summarize the definition of organizational culture as a shared set of cognitions by members of a social unit. Rousseau (1990) describes the common elements in these cognitive sets and suggests a framework that, similar to Schein’s (1990) definition of culture includes “fundamental assumptions, values, behavioural norms and expectations, and larger patterns of behaviour (O’Reilly, Chatman & Caldwell, 1991; p.491)”.

Levels of Culture

Organizational culture is central in the study of organizational behaviour (O’Reilly, Chatman & Caldwell, 1991). When analyzing culture, whether it is that of a group or an organization, it is necessary to distinguish between the “three fundamental levels at which culture manifests itself: (a) observable artifacts, (b) values and (c) basic underlying assumptions (Schein, 1990; p.111).”

Upon entering an organization, you can both observe and get a feel of its artifacts. These range from such things as the physical layout of the organization and the way its members dress, to the records of the organization and its statements of philosophy. Although artifacts are essentially tangible, they can be difficult to decipher accurately, especially by those new to the organization or by outsiders looking in. This is because the underlying assumptions they are related to must first be understood (Schein, 1990).

The manifestation of culture through its values is important because values can help people understand why certain phenomena that are observed happen the way that they do. Values are intrinsically linked to the basic underlying assumptions that make up organizational culture. These assumptions are inherently taken for granted and unconscious on the part of the organizational members. This further explains why members of a culture are usually not consciously aware of their own culture until they are faced with a change of some sort (either internal or external), or when they are faced with a culture other than their own. These basic underlying assumptions are key however, because they determine “perceptions, thought processes, feelings and behaviour (Schein, 1990; p. 112).” Underlying assumptions can be tangibly observed through behavioural and artifactual phenomena. Once these assumptions are understood, deciphering their implicit meaning becomes much simpler to do (Schein, 1990).

Values and assumptions are intrinsically related in that deeply held assumptions in an organizational culture often start out as values. As they stand the test of time and are gradually taken for granted, they become less open to discussion and they are no longer questioned. With this process, values become assumptions. Norms can also become assumptions over time. Norms tend to form around responses to critical incidents. The immediate set of behaviours that follow such an incident will tend to create a norm. If the same pattern reoccurs, the norm may become a belief and then eventually an assumption. Norms and values are closely related in that norms make explicit the behaviour forms that are suitable for members of that system (Schein, 1990; Chatman, 1989). Both values and norms are considered an organizational group product. Although not all the members of an organization hold identical values, typically a majority of active members are aware of

the support for a given value. When a number of key values are shared across units and levels of the organization, concerning the way things are in an organization and its behaviours, a central value system is said to exist (Chatman, 1991).

As stated earlier, values are an integral part of understanding organizational culture. The study of organizational culture typically begins with a set of values and assumptions. These values generally act as “the defining elements around which norms, symbols, rituals and other cultural activities revolve (O’Reilly, Chatman & Caldwell, 1991; p.491),” regardless of whether they are conscious or unconscious. Furthermore, according to Chatman (1989), values are “a fundamental and enduring aspect of both organizations and people (p.339).” To better understand individuals’ values and their importance, Rokeach (1973) offers the following definition: “a value is an enduring belief that a specific mode of conduct or end-state of existence is personally or socially preferable to an opposite or converse mode of conduct or end-state of existence (p.5).” In other words, values tell us what is fundamentally right or wrong because they are intrinsic and stable perspectives (Rokeach, 1973). Nevertheless, values are subjective judgments and they are learned (Cable & Judge, 1997). “Values are a type of social cognitions that facilitate a person’s adaptation to his or her environment, and values have implications for his or her behaviour (Chatman, 1989; p.339)”. Basic values can guide behaviour because they are internalized normative beliefs (O’Reilly, Chatman & Caldwell, 1991). On the organizational side, “value systems provide an elaborate and generalized justification both for appropriate behaviours of members and for the activities and functions of the system (Chatman, 1989; p.339).”

Values are key because individuals' work values emerge as preferences for organizational culture (Cable & Judge, 1997). Therefore, individuals with different values will prefer different organizational cultures. Moreover, becoming a member of a particular organization is a public and concrete demonstration of one's values. Preferences and values are very similar to one another. Preferences, however, are situation-specific. Values are manifested in preferences, although they are rather broader and more ingrained. "Thus, preferences represent the transition from the person to the situation (Cable & Judge, 1997; p.361)." In other words, "values are translated into behaviours by preference (Cable & Judge, 1997; p.361)."

Work-life balance component of organizational culture

An organization's overall culture is made up of various components. These components deal with a variety of issues, each of which is part of the daily organizational life. These issues range from such things as dealing with gender equality, communication guidelines and work hour norms. With the previous definitions of organizational culture in mind, Thompson, Beauvais and Lyness (1999) define the work-life balance component of culture as "the shared assumptions, beliefs and values regarding the extent to which an organization supports and values the integration of employees' work and family lives." The authors go on to suggest that there are at least three possible sub-components to the work-life balance culture.

The first sub-component proposed by Thompson, Beauvais and Lyness (1999) has to do with the time demands made by organizations that expect employees to prioritize work above family. In some organizational cultures the amount of time spent at work as opposed to an individual's actual output is interpreted as an indication of employees'

career dedication and their contribution to the organization. 'Face-time', however, in no way translates into productivity, yet organizations continue to use it as a measure of commitment and devotion (Duxbury & Higgins, 2001; Thompson, Beauvais & Lyness, 1999). The organizational norms about employees' use of their work time and the number of hours they are expected to work are important aspects of the culture that can influence their resulting behaviour. Similarly, Duxbury and Higgins (2001) suggest two interrelated ways in which employers can help their employees to reduce their work-life conflict. The first is by providing employees with flexibility in their work time and location. The second is by allowing them to refuse overtime, without jeopardizing their careers. Both of these practices give employees some measure of control over their work practices, which, as previously stated/explained, helps to reduce work-life conflict in individuals. An interesting finding from both the Duxbury and Higgins (2001) and Thomas and Ganster (1995) research showed that employees with greater flexibility, either real or perceived, in their work practices can work longer hours without feeling the strains associated with work-life conflict (i.e. role overload, work to family interference and family to work interference). Employees with less flexibility, on the other hand, will be more likely to suffer work-life conflict even if the actual number of hours they work is less. Remembering Greenhaus & Beutell's (1985) conceptualization of time-based conflict as an element of work-life conflict, it is clear to see how the inflexible time demands of long hours made by employers can hinder employees' abilities to achieve a positive level of work-life balance.

The second sub-component of the work-life balance culture suggested by Thompson, Beauvais and Lyness (1999) concerns employees' perceptions of negative

career consequences associated with using work-life balance policies or dedicating time to family responsibilities. Work-life balance policies are expressly created because people cannot simply turn themselves off from their role as a family member when they step into the office. These policies and practices can create new and more flexible ways of working, which in turn can help employees better balance their work and family demands. To be effective, however, these policies need to be accepted and integrated into the culture. If an organizational culture continues to reward the old styles of working, then employees will be hesitant to use the new ways for fear of jeopardizing their careers (Thompson, Beauvais & Lyness, 1999).

The third sub-component of work-life balance culture proposed by Thompson, Beauvais and Lyness (1999) deals with the support and sensitivity employees receive from their managers with regards to their work-life balance issues and needs. In agreement with these authors, Duxbury and Higgins (2001) also suggest, as a third way in which employers can help their employees reduce their work-life conflict level, that providing supportive management is very important. Thomas and Ganster (1995) make the same contention as well. As explained earlier, individuals who receive support from those around them, including their managers, show lower work-life conflict levels. Duxbury and Higgins (2001) define a supportive manager as one who “is a good communicator, focuses on output rather than hours, demonstrates respect for employees and supports their career development (p.55).”

Managers in an organization play a crucial role when it comes to transmitting the organizational culture. They are the ones, in particular, to whom other employees turn to figure out how to act in a given situation. Therefore, when it comes to work-life balance

policies and practices, managers play a vital role in their effectiveness because they may either encourage or discourage employees from participating in these programs.

Employees with supportive managers are more likely to feel comfortable using an available work-life balance policy than employees with unsupportive managers.

Furthermore, managers can either reinforce the preexisting cultural norms or instead strengthen the new ways of working, therefore allowing employees to better integrate their work and family lives (Burke, 2002; Duxbury & Higgins, 2001; Thompson, Beauvais & Lyness, 1999).

As suggested by Pettigrew (1979), organizational culture is made up of a family of interrelated concepts, including language and beliefs. These concepts also help us to better understand the work-life balance component of culture. As noted previously, language plays an important role in organizational culture because words and actions are closely related. This can clearly be seen when it comes to the principal role managers play in encouraging or discouraging their employees to take advantage of the work-life balance policies available in their organization. What they say to their subordinates will have a direct impact on the actions of these individuals. So, for example, if managers criticize the work-life balance practices of the organization, then individuals will not be inclined to use them. Organizational cultural beliefs, which are also central in understanding culture, help individuals know how to act within their organization's context. For example, if the way the organization functions is to encourage and reward employees who use schedule flexibility and who are productive without spending longer than necessary hours at work (i.e. discouraging face-time), then the employees who observe this behaviour will understand that they are encouraged to emulate it.

Perceptions and the Work-Life Balance Aspect of Culture

Perceptions play a decisive role when it comes to interpreting organizational culture and acting upon those interpretations. Employees' attitudes about their organization will be influenced by their perceptions about the work-life balance culture in their organization. Their perceptions will also influence their decision whether or not to use the work-life balance policies put forth by their organization, based on the consequences that they perceive associated with their actions. Employees who perceive that their employers, and especially their managers, do not encourage the use of work-life balance policies will very likely not use these policies (Duxbury & Higgins, 2001; Thompson, Beauvais & Lyness, 1999). For example, if an organization offers such work-life balance policies as flextime or job sharing but simultaneously demands and rewards long hours spent at the office, employees will not likely feel comfortable using these policies. Moreover, these employees may negatively perceive their organization due to this inconsistency. Then again, perceptions can also have a positive influence on the organization. When employees perceive that their employer is sponsoring supportive work-life balance initiatives, this can symbolize a positive corporate concern. Furthermore, employees may positively construe these efforts regardless of whether or not they personally benefit from them. The simple fact that they are being made can be enough to have a positive effect (Grover & Crooker, 1995).

Burke (2002) suggests that one of the major barriers in the way of significant changes in the workplace culture with respect to work-life balance is the organization's tendency to view work and personal/family life as either-or concepts. Organizations see themselves as either having an employee committed to work or one committed to their

personal/family life, but not one committed to both work and family. Viewing the presence of and commitment to a family as a career liability only hinders the work-life balance effort. When the work-life balance issue is framed in this way, policies may be implemented grudgingly and will likely fall short. Personal life needs and job performance are strongly linked and both are related to the bottom line, and it must be viewed as such to allow for progress to be made in the establishment of lasting work-life balance changes.

When positive work-life balance values are an integral part of an organization's culture, this will in turn result in positive work-life balance values being inherently held by its members and it will then be seen in the positive work-life balance behaviours of these organizational members. Moreover, although culture is to some extent an implied concept within an organization, it must be made explicit at some point and in certain circumstances so as to take hold. This is particularly true when integrating new organizational members (Thomas & Ganster, 1995). Organizational work-life balance policies are at best useless, or at worst, counter-productive, if the organizational culture into which they are introduced does not promote them and give them the necessary support and acceptance (Burke, 2002; Grover & Crooker, 1995). Without this vital support, employees will not accept these policies as an integral part of their culture and they will therefore not feel comfortable using them (Duxbury & Higgins, 2001). Steps need to be taken so as to change the work culture and to make changes in the organization of work to therefore make work-life balance an integrated part of the organizational culture (Burke, 2002).

Policies will never go from espoused values to internalized values and then ultimately become part of the basic underlying assumption that make up an organization's culture if the above mentioned efforts are not made. As previously stated, it is these basic underlying assumptions (that started out as values) that determine behaviour in a culture. Without sustained efforts, the work-life balance policies will therefore go unused, no matter how positive their potential use is for both the employees that need them, their families that can benefit from them, their colleagues and the organization as a whole.

The Attraction-Selection-Attrition Framework

The ASA framework and Organizational Behaviour

Organizational culture plays a crucial role in determining how people will behave in a certain environment. Work-life balance culture therefore, is important for determining how people will act with respect to the work-life balance issues and practices in their organization. An important point that must be emphasized is that a culture is made up of both its individuals and the environment in which they find themselves. Together these factors determine the resulting behaviour in the organization. Schneider (1987) proposes a theory about organizational behaviour that closely resembles the previously explained organizational culture theories of Schein and Pettigrew. He postulates that the key component to focus on when thinking about how entire organizations look, feel and behave is the people behaving within them. The people make the organization what it is. Moreover, the key people who fulfill this role are the organization's founder and the top management (Schneider, Goldstein & Smith, 1995).

Organizations should be viewed as “situations containing patterned behaviours [and] as environments that are characterized by the coordinated activities of interdependent parts, including interdependent people (Schneider, 1987; p.438).” Schneider (1987) emphasizes that people and the situations in which they find themselves are inseparable. In other words, “persons cause human environments at least as much as environments cause persons (Schneider, 1987; p.439).” Schein (1990) and Pettigrew (1979) made the similar statements when they said that individuals affect their culture and culture affects the individuals that act within it. This is because environments really only exist through the individuals that behave in them knowing these environments. Therefore, the type of people in an environment will determine the type of human environment that it is. Furthermore, people do not tend to be randomly assigned to situations, more often than not individuals “select themselves into and out of settings (Schneider, 1987; p.439).” It follows that it is the people who are attracted to, selected by and who remain in a setting that then determine that setting. Based on these propositions, Schneider (1987) puts forward the following: the Attraction-Selection-Attrition (ASA) framework.

The focus of the Attraction-Selection-Attrition framework is on the organization as a whole. With the premise that people are not separable from their environment, Schneider (1987) argues for the emphasis to be on the differences between diverse organizations through a focus on the attributes of its people. Schneider (1987) is unconcerned with the individual differences within an organization. As with Schein’s (1990) explanation of organizational culture, the focus is on explaining the differences (in effectiveness and behaviours) between organizations. Schneider (1987) states that, when

an organization has been around for a while it can seem that the people within it are behaving in a certain way because of the organization's apparently non-personal attributes. In reality, the way an organization looks is in fact a result of its employees behaving in the way that they do. What is more, they behave in this way because they were attracted to, selected by and they stayed within this environment.

Different environments, hence different organizations, attract, select and retain different kinds of people. The outcome of this ASA cycle determines why different organizations look and feel different from one another (Schneider, 1987). It would follow that different organizations have different work-life balance focuses, determined and affected by their members. Therefore, individuals with different values, needs and goals will be differentially attracted to these organizations, such that individuals with similar requirements will tend to migrate towards organizations that best fit those said values, needs and goals.

Organizations are systems that are activated and directed by their goals. At the center of the ASA model are the goals of the organization as they were originally articulated, either explicitly or implicitly, by its founder and his/her early colleagues. The behaviours of the people within the organizations facilitate the pursuit of these goals and then determine the processes, structures and general culture of the organization that emerge and evolve (Schneider, Goldstein & Smith, 1995). Logically, in any organization the "structures and processes emerge out of a day-to-day necessity, but [their] form and content...are ultimately traceable to the founder (Schein, 1987; p.443)." This implies that if the original members of an organization did not make work-life balance a central issue,

it will therefore not be a real and integral part of the culture of that organization, at least until something happens to change that.

The Components of the ASA Framework

Schneider (1987) goes on to explain each component of the ASA framework in greater detail. In terms of attraction, he contends that people's attraction to a career is a function of their own interests and personality. Differences in these aspects will differentially affect career choice. Quoting Holland (1976), the author goes on to state that "vocational choice is assumed to be the result of a person's [career] type, or patterning of types, and the environment, [and that] the character of an environment emanates from the types [of people] which dominate that environment (Schneider, 1987; p.533-534)." This lends support to the idea that individuals and environments are inseparable, because it suggests that the career environments that people join are in fact similar to the people who join them in the first place. This premise is further supported by the idea of it being important for there to be a match between people and their environments. "People find organizations differently attractive as a function of the congruence between [the] organization's goals (and structures, processes, and culture as manifestations of those goals) (Schneider, Goldstein & Smith. 1995; p.749)" and their own characteristics. People tend to prefer environments that they feel they match with in terms of personality, attitudes and values, among other attributes. Schneider's (1987) conclusion is that "similar kinds of people are likely to have similar kinds of personalities, are likely to choose to do similar kinds of things, and are likely to behave in similar kinds of ways (p.441)."

Organizations restrict the range of types of persons that they are made up of through their formal and informal selection processes. Schneider (1987) advocates typing people by their personal attributes and not by their competencies. Therefore, organizations can recruit and hire individuals who share many common attributes but who differ in terms of specific competencies, therefore fulfilling the diverse requirements for the various positions. This remains in line with the overall ASA framework. Finally, in terms of attrition, the ASA framework contends that attrition will occur when there is a lack of congruence between the individuals and their organization.

The ASA framework and hiring for the Organization

Along these lines, Bowen, Ledford and Nathan (1991) examine a selection model that is geared towards hiring whole persons that will fit well into the overall organizational culture. This type of selection advocates looking beyond potential employees' knowledge, skills and abilities, and instead looking at the entire person. Bowen, Ledford and Nathan (1991) summarize this selection model as "hiring for the organization, not the job (p.35)." The authors also emphasize the importance of fit between the person and their organization. Furthermore, they state that when there is a lack of fit, those individuals will be encouraged to leave the organization. This is in line with the theory behind by Schneider's (1987) ASA model.

As emphasized by Schneider's (1987) ASA framework, as well as suggested by Bowen, Ledford and Nathan (1991), when there is a lack of fit, individuals will exit that environment. However, if the people who leave are the ones who do not fit, then as a result the ones who remain within that environment will be more similar to each other. Moreover, "they will constitute a more homogenous group than those who were initially

attracted to the setting (p.442)” in the first place. This further supports Schneider’s (1987) theory that it is not the environment per se that is responsible for causing behaviour. Instead it is the people who are attracted to that environment and are who act within it that are responsible for its outcome (i.e. the processes, structures and the general culture). In other words, people behave similarly not because of particular external factors, but because they are in fact similar to one another (Schneider, Goldstein & Smith, 1995; Schneider, 1987).

Implications of ASA Framework

The ASA framework has a number of implications. One of its more important ones concerns organizational survival. The ASA cycle contends that, over time, an organization will be left with a homogeneous group of individuals who are not only similar in kind, but in their behaviours, experiences, orientations, feelings, and reactions. The positive outcomes associated with a great level of homogeneity include increased feelings of membership to the organization, greater feelings of competency, greater levels of communication and cooperation, an increased likelihood of the occurrence of pro-social behaviours and less interpersonal conflicts. There is, however, a significantly negative side effect to the homogeneity outcome. The organization’s people, structures and processes may become appropriate only for a certain segment of the environment. When the environment in which they are operating changes they may not be aware that a change has taken place and they will likely not be capable of adapting to that change. The resulting behaviours will be ineffective for both individuals and organizations. Furthermore, the individuals in this situation may be quite resistant to change therefore not very inclined to make the necessary efforts to successfully change. This resulting

inability to react quickly and effectively to change can prove to be very damaging for an organization's long-term health and survival. (Schneider, Goldstein & Smith, 1995; Chatman, 1989; Schneider, 1987).

When such organizations find themselves in this situation, their reaction may be to “seek new ‘right-types’ (Schneider, 1987; p.446)” to turn around the organization. It is crucial, however, that the new “right-types” brought into the organization share some key attributes and inclinations with the old “right-types” from the organization that they are expected to change. If not, the change will not effectively happen (Schneider, Goldstein & Smith, 1995). Ideally, there will be an optimal level of homogeneity in the organization. In fact, a certain degree of heterogeneity is desirable because it can cause people to grow and learn. In the same way, this can counter the ineffective inertia that can be brought on by too high levels of homogeneity, thus allowing organizations that are faced with a new opportunity to either adapt or take advantage of it (Chatman, 1989).

These issues surrounding homogeneity may at least partially explain why it can be so difficult to implement new structures and processes into an organization. The ASA framework states that structures and processes are the “outcomes of the behaviour of the kinds of people in the organization rather than the determinants of their behaviour (Schneider, 1987; p.446).” As was previously stated, great difficulty can often surround the introduction and implementation of work-life balance policies and practices into an organization that did not initially include them as part of their culture. Using the theory put forth in the ASA framework, it thus follows that greater levels of homogeneity within an organization will hinder these work-life balance efforts. Furthermore, the implementation of new work-life balance practices and policies, which translate into a

change in processes and structures and thus the culture, will only really occur when the behaviours of people change. And that will only occur when different kinds of people are attracted to the organization, selected by it and choose to remain with it. But these new people must still share some important basic attributes with the current people in the organization or else there will be a clash between the two groups and no change will occur. The individuals in an organization are essential to its development because “the people make the place (Schneider, 1987; p. 437).”

The Interactional Perspective

The Interaction between Individuals and Situations

As was established previously (though explanations of organizational culture and the ASA framework) when it comes to the organizational version of the nature versus nurture debate (i.e. who has more of an influence on behaviour, individuals or environments), the answer is that both have an important influence on organizational behaviour. When studying organizations, the focus may be on the organization as a whole, or on its individuals. Which one to concentrate on will depend on what the research is trying to uncover. The premise behind the interactional perspective is that the behaviour of individuals is a function of the interaction between a set of personal attributes and a set of situational attributes. Whereas the ASA framework looks specifically at predicting and understanding overall organizational behaviour, interactional research focuses on understanding and predicting individual differences in the workplace. Different from the ASA framework, with the interactional perspective the behaviour of individuals is the criterion of interest, not that of the whole organization. Furthermore, while the ASA framework suggests that individuals make environments,

interactional models view situations as either something persons must fit into so as to be effective or something that moderates the relationship between an individual characteristic and individual effectiveness (Schneider, Goldstein & Smith, 1995).

The interactional perspective not only aims to determine if person and situation variables validly predict behaviour, but also to determine when and to what extent they do so (Chatman, 1989). According to Chatman (1989), to properly conduct interactional research in organizations, researchers must “(a) accurately conceptualize [in forms that are mutually relevant and comparative] and measure persons and situations, (b) document the reciprocal effect of persons on situations and situations on persons, and (c) be comprehensive and externally valid (p.335).”

As was stated in the ASA framework, people actively choose their situations. The interactional perspective also puts forth this notion. Moreover, it is said that a tendency exists for people to choose situations that they are most compatible with, and that they tend to perform best in those situations. Furthermore, also in line with the ASA framework and the previous definition of organizational culture, the interactional perspective maintains that people can influence and change situations. In other words, persons have pervasive and enduring effects on the situations in which they find themselves.

Socialization

As was explained earlier, organizational culture is a central component for understanding organizational behaviour. Organizational behaviour is as much affected by the individuals that make up the organization as it is by the environment in which they act, as put forth by the interactional perspective. Moreover, different individuals are

differently attracted to, selected by and choose whether to stay within different organizations, as described by the ASA framework. Another key component to understanding organizational culture along with organizational as well as individual behaviour is the concept of socialization. According to Jones (1986), socialization is necessary for understanding how “both individual and organizational factors combine to influence (1) newcomers’ subsequent adjustments to organizations and (2) their role behaviours (p.262).”

Socialization and its Tactics

“Organizational socialization is the process through which an individual comes to understand the values, abilities, expected behaviours, and social knowledge that are essential for assuming an organizational role and for participating as an organizational member (Chatman, 1989; p.345).” In other words, the purpose of socialization is to facilitate the learning of a variety of aspects of the organizational environment, including its organizational culture. These aspects include the establishment of working relationships, the learning of organizational politics, organization-specific language, organizational history and, perhaps most importantly, the values and goals of the organization, including the ones relating to work-life balance (Kristof, 1996).

Organizational socialization practices are important because they can influence individuals’ values (Chatman, 1991). Socialization is a fundamental aspect of organizational behaviour because “it ensures the continuity of central values and norms, providing new employees with a framework for responding to events in their work environment and coordinating with other employees (Cable & Parsons, 2001).” Socialization activities are, in essence, opportunities for organizational members,

particularly newcomers, to make sense of out of their experiences in the organization. Socialization is an ongoing process. Socialization particularly influences newcomers however, because it is at the early stages of organizational membership that individuals are more susceptible to its influence (Chatman, 1991; Chatman, 1989). The socialization of new members entering an organization is primarily how organizational culture perpetuates and reproduces itself (Cable & Parsons, 2001; Schein, 1990). Therefore, it is through the socialization process that individuals will learn and internalize the work-life balance aspect of their organizational culture.

There are different methods that organizations can use to socialize their members. Jones (1986) proposes six socialization tactics. These tactics are based on those originally proposed by Schein and Van Maanen (1979). The first two types of socialization tactics, collective versus individual and formal versus informal tactics, differ in terms of the contexts in which information is provided to newcomers by the organization. “With collective tactics, new recruits go through common learning experiences designed to produce standardized responses to situations (Jones, 1986; p.264).” Conversely, individual socialization tactics “give each newcomer a unique set of learning experiences that allows for heterogeneity in their responses (Jones, 1986; p.264).” As a result, collective practices will tend to result in newcomers who accept the status quo and passively take on the actual requirements of their tasks or roles. By contrast, individual socialization practices “provide newcomers with opportunities to develop differentiated responses and to adopt innovative orientations towards roles (Jones, 1986; p.264).”

The second type of socialization tactics that differ in context, are formal versus informal tactics. Formal socialization practices call for the segregation of newcomers

from the other members of the organization while they are learning the responsibilities of their roles. When informal practices are used however, the newcomers' learning takes place on the job as they become part of work groups straight away. When formal socialization practices are coupled with collective ones, the tendency of newcomers to accept the definitions of situations put forth by significant others in the organization increases. This, in turn, increases the degree to which the new individuals in the organization will come to share the common norms, values and attitudes of the organization. It may also therefore result in more passive individuals. On the other hand, when informal and individual socialization practices are used together, newcomers are provided with a lot of latitude to make differentiated responses. Therefore, it is likely that innovative responses will result.

The next two types of socialization tactics, sequential versus random and fixed versus variable tactics, differ in terms of the content of the information provided to newcomers by the organization. Sequential socialization tactics provide newcomers with explicit information explaining "the sequences of activities or experiences they will go through in their organizations (Jones, 1986; p.264)." In contrast, random socialization tactics results in individuals having little to no idea with regard to the sequence of the stages of these processes. While fixed practices provide newcomers with "precise knowledge of the timetables associated with completing each stage in these processes, [variable tactics] provide no information about when newcomers may reach a certain stage in a learning process (Jones, 1986; p.264)." When random and variable socialization practices are coupled, newcomers are resultantly more uncertain since they do not have the necessary information to be able to predict their organizational futures.

However, this may also encourage individuals to act more innovatively. On the other hand, when sequential and fixed socialization tactics are used together, they may encourage newcomers not to be innovative since the pathways for their future status is clear from the beginning.

The last two categories of socialization tactics are serial versus disjunctive and investiture versus divestiture tactics. These two types of practices reflect the social or interpersonal aspects of the socialization process. When serial socialization practices are used, “experienced organizational members act as role models for new recruits (Jones, 1986; p.265).” With disjunctive practices, “newcomers must develop their own definitions of situations because no other or prior role incumbents are available (Jones, 1986; p.265).” Because of this, disjunctive tactics will likely produce more innovative individuals, whereas serial practices will result in the contrary. When looked at in terms of the work-life balance aspect of organizational culture, serial socialization practices will mean that new members of an organization will be taught the work-life balance policies and practices of their organization directly by their colleagues. With disjunctive practices however, individuals will be forced to learn about work-life balance issues on their own. This may result in these individuals being unaware of what their organization has to offer them.

Investiture versus divestiture socialization practices have to do with “the degree to which newcomers receive positive or negative social support after entry from experienced organizational members (Jones, 1986; p.265).” That support may be related to their self-expectations. If newcomers’ expectations about themselves are disconfirmed through negative social experiences, then divestiture may encourage these individuals to

do very well in their roles. On the other hand, “confirming newcomers’ definition of their own competency at an early stage [through investiture] may paradoxically cause them to believe in self-fulfilling prophecies of their own worth that will lead to [passive behaviours] (Jones, 1986; p.265).” The support new employees receive from their co-workers may also be in terms of their values and preferences for work-life balance. For example, if new employees find that their co-workers are supportive of them when they are forced to leave work to take care of a dependant, then these newcomers will go on to believe that they share similar values and preferences with their co-workers. In this social, interpersonal categorization of socialization tactics, the interpretations of contexts by other organizational members may have a greater influence on newcomers’ perceptions of the contexts than the objective characteristics of these contexts. This may be due to the fact that when new individuals start in an organization they are unsure of how to interpret what they see around them. Therefore, they will turn to the interpretations of this context by their colleagues.

Lastly, Jones (1986) refers to socialization practices that are “individual, informal, variable, random, disjunctive, that involve divestiture [and that] will produce innovative [behaviours] (Jones, 1986; p.265)” as individualized socialization tactics. Whereas socialization tactics that are collective, formal, sequential, fixed, serial, that involve investiture, and that result in passive behaviours are referred to as institutionalized socialization tactics.

Socialization and Attraction, Selection and Attrition

Socialization is intrinsically linked to all three aspects of the Attraction Selection Attrition framework. The socialization process really starts with recruitment (i.e.

attraction) and selection, given that the organization will likely try to find new members who already have the established set of values, beliefs and assumptions. If an organization is highly selective when they are hiring individuals, such that the individuals with the best fit are hired, then it would follow that their ensuing socialization efforts will be smaller (Chatman, 1991; Schein, 1990). Nevertheless, no matter how well new individuals fit with the organization that they are joining, they still need to be educated and acculturated (Schein, 1990). Ideally, as the tenure of organizational members increases however, people learn and come to accept the values and the goals of the organization they work for (Kristof, 1996). This is likely because “interactions with members facilitates sense making, situational identification and acculturation among (Chatman, 1991; p.462)” the newer members of the organization. If over time this does not occur however, these individuals will likely leave the organization in search of a better match elsewhere.

When newcomers find themselves in their new place of work, it is probable that they will experience high levels of stress and anxiety. Most likely, newcomers’ assumptions of such things as how the people around them interpret and respond to events or individual actions do not conform to the assumptions that exist in their new contexts. Since newcomers initially lack identification with the activities going on around them and they do not possess any routines they are comfortable with to handle the inevitable interactions with their colleagues or to predict their responses, they may find themselves at a loss of what to do (Cable & Parsons, 2001; Jones, 1986). This is where socialization plays a crucial role. Socialization tactics used by an organization shape the information that individuals receive. If properly and thoroughly done, it can teach

individuals what they need to know about their organization, thereby reducing their levels of stress and anxiety (Jones, 1986). In term of work-life balance, socialization practices can increase awareness and help employees learn about the policies available to them. Perhaps even more importantly, they can learn about their organization's attitudes towards these policies (i.e. are they truly supportive of them, or are the policies there just for show). This will in turn influence their subsequent use of these policies.

Organizational Socialization and Outcomes

The more thoroughly an organization tries to influence its members through socialization tactics, the more similar these individuals' values become to those of the organization. This is so since effective socialization encourages individuals to conform to organizational interests (Chatman, 1991). According to Chatman (1991), organizations that are the most successful at socializing their employees use a common set of strategies. These strategies fall into the following three categories: "(1) rigorous recruitment and selection processes, (2) clear rewards and career paths, and (3) a strong, clear, visible organizational value system manifested through role models and management actions (Chatman, 1991; p.463)." As was seen earlier, organizational managers play a crucial role when it comes to implementing and encouraging the use of work-life balance policies. They need to be involved in the socialization of newcomers, and they also need to act as role models with regard to work-life balance.

Although the goal or purpose of socialization is to facilitate the learning of a variety of aspects of the organizational environment and to perpetuate the organizational culture, the process will not have uniform effects. Since different individuals respond differently to the different socialization tactics, it can be assumed that different

organizational outcomes will follow (Schein, 1990; Jones, 1986). Schein (1990) proposes that, from the point of view of the organization, there can be three kinds of outcomes: “(a) total conformity to all norms and complete learning of all assumptions [by the individual]; (b) [a learning of] all of the central and pivotal assumptions of the culture but [a rejection of] all peripheral ones, thus permitting the individual to be creative both with respect to the organization’s tasks and in how the organization performs them (role innovation); and (c) the total rejection of all assumptions [by the individual] (p.116).” As previously stated, theoretically individuals who reject all of the organizational assumptions will eventually self-select themselves out of the organization. If the individual who rejects all of the assumptions is constrained by external factors from leaving the organization, he or she will likely “subvert, sabotage, and ultimately foment revolution (Schein, 1990; p.116).”

Person-organization fit

The notion of person-organization fit builds on both the theory behind the ASA framework as well as that of interactional models, and it is directly related to organizational culture. In addition, person-organization fit is strongly linked to socialization. Schneider’s (1987) ASA framework raises the important issue of having a good level of fit between persons and their organizations. As was seen, within this theory the notion of organizational culture is implied, hence person-organization (P-O) fit and person-culture fit are used as interchangeable and equivalent terms (Kristof, 1996; O’Reilly, Chatman & Caldwell, 1991). In addition, person-environment fit is another term used interchangeably with P-O fit (Edwards and Rothbard, 1999).

Chatman (1989) describes person-organization fit as an illustration of an interactional model. “Research on P-O fit concerns the antecedents and consequences of compatibility between people and the organizations in which they work (Kristof, 1996; p.1).” When assessing the impact of organizational membership on people, and vice versa, it is necessary to gather information about both people and organizations. However, the question is raised as to what specific information to gather. To answer this question Chatman (1989) suggest that values be used, as well as norms which are closely related to values, since, as previously mentioned, values are “a fundamental and enduring aspect of both organizations and people (Chatman, 1989; p.339)”. Furthermore, because values and organizational culture are so intrinsically linked, this further supports their use when studying fit. When P-O fit is studied, it is most often operationalized using either the congruence between the values of the individuals and their organization, or the congruence between the goals of the organizational leaders and their peers, or as a match between the preferences or needs of the individuals and the systems and structures of the organization, or finally as a match between the individual and organizational personality (Kristof, 1996).

Defining P-O fit

Chatman (1989) defines person-organization fit as “the congruence between the norms and values of organizations and the values of persons (p.339).” According to Kristof (1996), “most researchers broadly define P-O fit as the compatibility between individuals and organizations (p.3).” The conceptualization of compatibility, however, can be done in a variety of ways. To help clarify these multiple conceptualizations, Kristof (1996) suggests two distinctions. The first is between supplementary and

complementary fit. Supplementary fit “occurs when a person supplements, embellishes, or possesses characteristics which are similar to other individuals in an environment (Kristof, 1996; p.3).” Supplementary fit involves a “relationship between the fundamental characteristics of an organization and a person. For the organization, these characteristics traditionally include the culture, climate, values, goals, and norms (p.3).” In terms of the person, the characteristics usually studied are “values, goals, personality, and attitudes (p. 3-4).” When there is a match on these characteristics between the organization and the person, supplementary fit exists. On the other hand, complementary fit occurs when the characteristics of a person add to an environment what is missing or make it whole.

The second distinction for the conceptualization of compatibility is between the needs-supplies perspective and the demands-abilities perspective. The needs-supplies perspective says that P-O fit occurs when “an organization satisfies individuals’ needs, desires, or preferences (Kristof, 1996; p.3).” In contrast, according to the demands-abilities perspective “fit occurs when an individual has the abilities required to meet organizational demands (Kristof, 1996; p.3).” The demands and supplies of employment agreements will likely be influenced by the underlying characteristics of both the organization and the individuals. Specifically, “organizations supply financial, physical, and psychological resources as well as the task-related, interpersonal, and growth opportunities that are demanded by employees (p.4).” Needs-supplies fit is said to occur when these organizational supplies meet the demands of employees. Likewise, “organizations demand contributions from their employees in terms of time, effort, commitment, knowledge, skills, and abilities (p.4).” When these employees’ supplies

meet the organizational demands, demands-abilities fit is achieved. The definition for complementary fit encompasses both of these demand-supply relationships.

To integrate the various conceptualizations of P-O fit a comprehensive definition is needed. Kristof (1996) proposes the following definition for P-O fit: “the compatibility between people and organizations that occurs when (a) at least one entity provides what the other needs, or (b) they share similar fundamental characteristics, or (c) both. This definition recognizes the multiple conceptualizations of P-O fit and allows for both the supplementary and complementary perspectives to be considered concurrently (p.4-5).” It is important to note that the various perspectives of fit are not contradictory, they are in fact complementary to one another. The above definition suggests that an optimal level of P-O fit can be “achieved when each entity’s needs are fulfilled by the other *and* they share similar fundamental characteristics (Kristof, 1996; p.6).”

The optimal level of fit suggested by Kristof in her definition of person-organization fit is very similar to the idea of homogeneity versus heterogeneity discussed earlier in the context of the ASA framework, where an ideal amount of similarity and dissimilarity is needed for the most favorable (behavioural) outcomes. Too great a degree of fit and the same problems as too high a level of homogeneity will occur (e.g. a lack of awareness of as well as a resistance to change). Comparably, too little fit can also be a problem. According to Chatman (1989), when there is a lack of P-O fit (in terms of values) at least three outcomes are possible. The first is that an individual’s values can change and become comparable to the organization’s value system. The second is that the organization’s values could change. The third possible outcome when there is a lack of P-O fit is that the person could end up leaving the organization.

To optimize the organizational benefits of P-O fit, it may be best to have different degrees of fit at different levels of the organization. For employees at the lower levels of the organization, strong P-O fit should be a goal to strive for, whereas, top managers should pursue a diversity of perspectives and competencies. A similarity in values at the level of top managers may be useful however, if it indicates a strong vision for the future. Nevertheless, steps need to be taken to promote diversity in strategic perspectives. High versus lower levels of fit are also affected by the organization's development stage. In the early stages of an organization's life cycle, high levels of fit should be pursued. During this early time, cohesiveness and cooperation are imperative. Once the organization has achieved its initial success however, attempts should be made to encourage innovative perspectives. Finally, the optimal level of P-O fit is dependent on the type of fit (i.e. supplementary, complementary, needs-supplies or demands-abilities fit) and the type of organizational outcome being considered (i.e. what the organization wants to achieve) (Kristof, 1996).

Person-Organization fit and Perceptions

Person-organization fit can further be divided into subjective fit and objective fit. Subjective, or perceived fit, is conceptualized as a person's judgment as to whether they fit well in their organization (based on their values, preferences and/or characteristics). Employing this conceptualization, a good degree of fit is said to exist as long as the individual perceives it to exist. This is so regardless of whether or not the person actually complements or is complemented by the organization, or whether they have similar characteristics to the organization. Objective or actual fit, on the other hand, is a verifiable assessment of similarity or complementarity (in terms of values, preferences

and/or characteristics) that does not involve the implicit judgments of individuals (Judge & Cable, 1997; Kristof, 1996). Based on Schneider's ASA framework, the conceptual prediction can be made that an individual's subjective fit should then lead to actual fit if they join and stay with the organization. Moreover, according to the interactional models, employees' objective fit with their organization should predict their perceptions of fit (Edwards & Rothbard, 1999; Judge & Cable, 1997; Chatman, 1989).

According to Cable and DeRue (2002), subjective fit, like actual fit tends to be conceptualized as the congruence between personal values and organizational culture. They note that needs-supplies fit perceptions must also be taken into account when looking at subjective fit so as to better comprehend overall person-organization fit. Based on the earlier definition of the needs-supplies component of person-organization fit, needs-supplies fit perceptions can be defined as "judgments of congruence between employees' needs and the rewards they receive in return for their service and contribution (Cable & DeRue, 1997; p.875)." in an organization. From an employee perspective, need-supplies fit may be the most important type of fit since part of the essential motivation for people to become part of the workforce and accept jobs is to benefit from the rewards that the organizations present as inducements. Employees ought to feel more involved with the larger mission of the organization when they believe that their values match those of both their organization and of other employees. Furthermore, employees who perceive that they have a good level of fit with their organization will more probably define themselves in terms of their organization (Saks & Ashforth, 1997).

All three components of the attraction, selection and attrition framework are affected by perceptions of fit. People are attracted to an organization based on how they

perceive that they fit with it. Organizations hire employees based on how they perceive the employees will fit with them. Finally, people leave an organization when they perceive that they do not fit with it. Thus, people develop and use fit perceptions as they make their way through organizational life. In fact, individuals' perceptions of fit are better predictors of the choices people make than is the actual congruence between individuals and their environments, because perceptions of fit are more immediate determinants of behaviour (Cable & DeRue, 2002; Cable & Judge, 1997). "People's perceptions of reality drive their cognitive appraisals of and reactions to specific situations; therefore the perception of organizational characteristics may have a stronger influence on individual outcome variables...than would fit with organization's actual characteristics (Kristof, 1996; p.14)". Furthermore, this may particularly hold true for characteristics such as values or goals.

Person-Organization Fit and Socialization

How employees perceive their organization's socialization practices can have an influence on person-organization fit. When members of an organization perceive that their organization has intensive socialization practices, they tend to become more committed to the inherent values of the organization, hence improving their fit (Chatman, 1991). Cable and Parsons (2001) also propose that socialization and perceptions are related. The authors suggest that certain types of socialization tactics will influence newcomers' subjective P-O fit. They further propose that socialization practices influence person-organization fit by changing newcomers' values. The goal of socialization practices with respect to person-organization fit is to increase P-O fit. This increase in person-organization fit will be demonstrated in an increase in the congruency between the

personal values of newcomers and their perceptions of the organization's values (Cable & Parsons, 2001; Chatman, 1991). Furthermore, according to Chatman (1991), it can also be seen in changes in the attitudes and behaviours of the individuals. For example, socialization tactics can influence the values of an individual who does not appreciate the importance in having work-life balance policies in an organization. These tactics can ultimately result in the individual showing supportive behaviour towards his/her colleagues (and subordinates if it is the case) who use these policies.

Cable & Parsons (2001) proposed that different socialization tactics would differently affect employees' perceptions of fit. They found that newcomers who were presented with sequential and fixed socialization practices reported greater P-O fit perceptions than those who experienced random and variable tactics. Furthermore, when newcomers experienced sequential and fixed socialization tactics (versus random and variable tactics), their values were more likely to shift towards their perceptions of their organizations' values. These authors also found that the extent to which organizations socialize newcomers with serial and disjunctive tactics (versus investiture and divestiture practices) was positively related to the newcomers' perceptions of person-organization fit. Lastly, Cable & Parsons (2001) found that when organizations used serial and disjunctive socialization practices (versus investiture and divestiture tactics) they were "positively related to changes in the congruence between newcomers' values and their perceptions of their organizations' values (p.8)." Socialization together with employee selection can be additive or complementary determinants of person-organization fit (Chatman, 1991). In addition, socialization practices can not only influence the overall fit between the individual and the culture in his/her organization, but it can also influence

the work-life balance component of the culture. Improving the perceptions of fit with this component can in turn positively influence individuals' perceptions of their degree of work-life balance.

Person-Organization Fit and Work-Life Balance

Very similar to the person-organization model presented above, Edwards and Rothbard (1999) present a person-environment fit theory. This model specifically looks at the role of perceptions in fit. Furthermore, it goes beyond looking at predicting behaviours based on the interaction between people and their organizations, by encompassing both individuals' work and family environments. This P-O fit theory is one of many theories of psychological stress, and perhaps the most versatile one. Central to the theories of psychological stress is cognitive appraisal. Cognitive appraisal "refers to the subjective evaluation of perceptions relative to internal standards, such as desires, values, or goals (Edwards & Rothbard, 1999; p.86)." Cognitive appraisal is of particular importance because it can assist in answering the following question: "Why do different people experience the same situation as [either] stressful or benign? (Edwards & Rothbard, 1999; p.86)" In other words, when put into a work-life balance context, why do two people with seemingly comparable situations (e.g. they are of the same gender, they have the same number of dependents to care for, they work for the same organization and hold the same position) experience different levels of work-life conflict (i.e. stress)?

According to the authors, P-O fit theory defines stress, such as work-life conflict, as a "perceived mismatch between the environment and the person's values, desires or goals (Edwards & Rothbard, 1999; p.86). This is in-line with the previous definitions of person-organization fit. Person-organization fit theory predicts that an individual

perceiving a match between his/her environment has beneficial effects on that person's mental health and physical well-being. Perceiving a mismatch between a person and their environment on the other hand, indicates stress, results in physical and mental strain, and fuels efforts to resolve the P-O misfit (Edwards & Rothbard, 1999).

One way to resolve this misfit between the person and his/her environment is by changing something in that environment to alleviate the stress. What to change will depend on the source of the stress. As evidenced in the previous explanations of P-O fit, most fit research tends to focus on work stress, thereby ignoring the crucial role of family stress. In reality, both work and family are potent sources of stress, given that most adults dedicate the large majority of their time, energy and attention to these two domains in their lives. Fit theory has great potential for understanding stress from non-work sources, like family (Edwards & Rothbard, 1999). Therefore, by combining these two topics of research, we can learn more than by looking at fit theory and work-life balance theory separately.

In summary, different organizations will have different organizational cultures. The people who run and make up the organizations will determine these different cultures. In addition, the environments in which the organizations and its individuals are functioning will also have an effect on culture. Furthermore, both the individuals and the culture will interact to influence one another. The work-life balance aspect of organizational culture will be determined and influenced by these same factors.

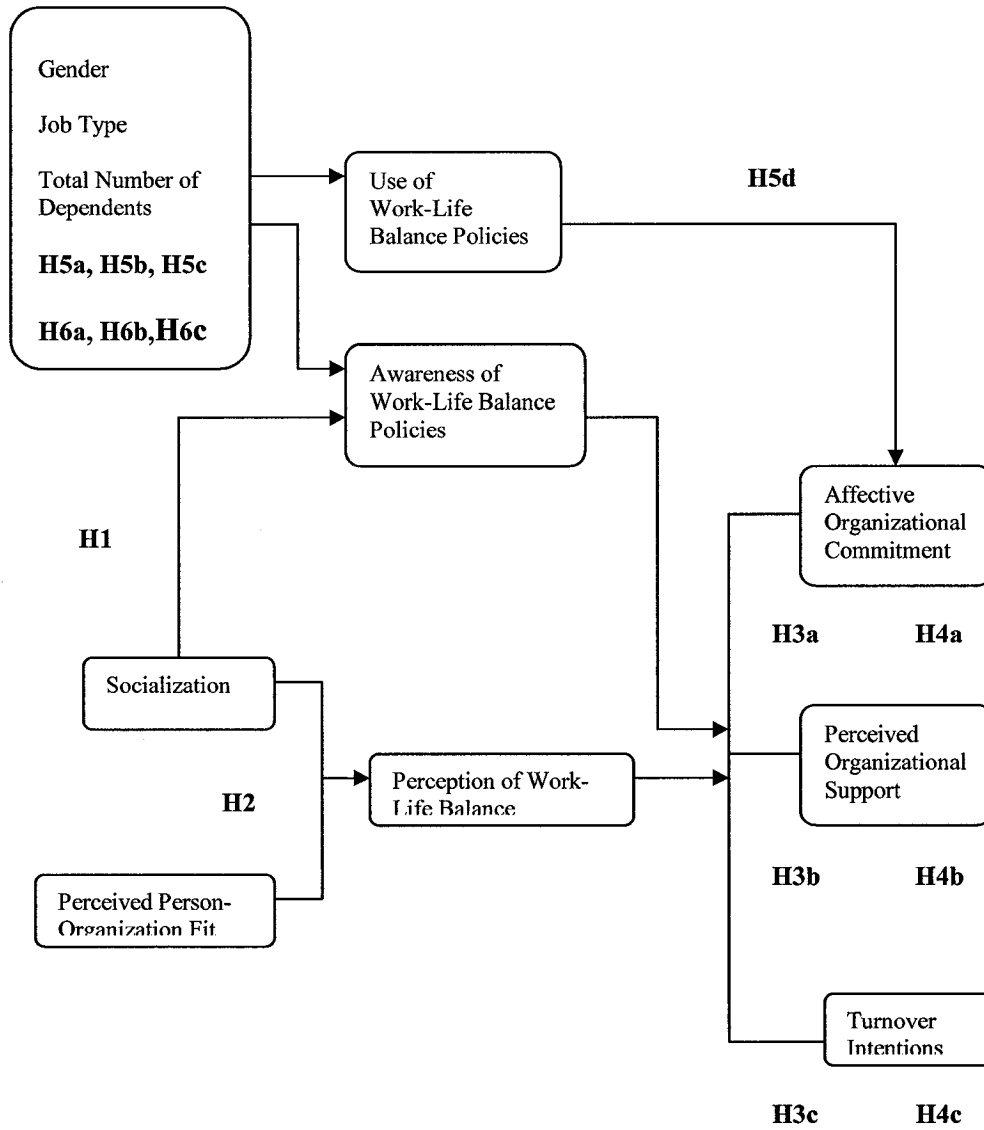
From a work-life balance point of view, different people will be attracted to different organizations depending on the work-life balance culture present in the organization. The attraction will be influenced simultaneously by the individuals'

characteristics, such as their gender, the number of dependents they have in their care and the type of job they hold, and by their work-life balance values, goals, preferences, needs, and so on, and how these match the organization in question. More specifically, individuals will tend to make their decision based on how they perceive that they fit with the work-life balance culture of the organization. Once employees are selected to join an organization, they will likely be subjected to socialization tactics by the organization. With these, the organization will attempt to increase the match between the individual and their culture, or at least the perceived match. Once individuals have entered the organization, they are in a better position to judge their degree of fit. Depending on this judgment, individuals may choose to stay with the organization, or they may choose to leave in search of a better fit elsewhere (see Figure 1).

The ultimate goal for individuals is to find an organization with which they feel that they fit in terms of their work-life balance values, goals and needs. The ultimate goal for organizations is to reach an optimal level of homogeneity among their employees (not too much, but not too little either), so as to get the most favorable behaviour and performance from these employees. As an illustration, if everyone is too similar, the organizational development may become stagnant. If this occurs, the organization will have greater difficulty meeting the work-life balance needs of its employees as these needs change over time. In the best of situations for organizations, employees will perceive that their work-life balance is high, they will be highly committed to their organization, they will perceive that their organization is supportive of them, and finally, their intention to leave their organization will be low.

Figure 1

Relationships Between the Research Variables



Outcomes related to Work-Life Balance Perceptions, Perceptions of Person-Organization Fit and Socialization

Organizational commitment

Individuals' commitment to an organization can be defined as their willingness to give their energy and loyalty to the organization. To be committed to an organization, in effect, is to be attached to its values and goals and "thereby to the organization for its own sake (Pettigrew, 1979; 577)." In part, the role of commitment mechanisms is to disengage individuals from their preexisting attachments and to then redirect them towards their current organization's values, goals, needs and purposes. This will result in a group of disparate individuals being shaped into a collective whole. An important aspect to note about organizational commitment is that it is not something that is generated automatically from interactions between individuals. Instead, it is something that must be earned over time (Pettigrew, 1979).

One of the most established models of organizational commitment is Meyer and Allen's (1991) three-component model of commitment. Meyer and Allen (1991) propose that there are three components to commitment that can be distinguished from one another, namely affective commitment, continuance commitment and normative commitment.

Affective commitment denotes "an emotional attachment to, identification with, and involvement in the organization (Meyer, Stanley, Herscovitch & Topolnytsky, 2002; p. 21)." Affective commitment can also be described as the alignment felt between employees' personal value systems and desires and those of the organization. In other words, individuals feel that they are psychologically synchronized with what the

organization stands for, its culture and so on (Mellor, Mathieu, Barnes-Farrell & Rogelberg, 2001).

Continuance commitment represents “the perceived costs associated with leaving the organization (Meyer, Stanley, Herscovitch & Topolnytsky, 2002; p. 21).”

Continuance commitment can be further broken down in terms of low perceived alternatives and high personal sacrifice. Low perceived alternatives mean that an individual perceives that if they chose to leave their organization there would be few alternative jobs available to them. High personal sacrifice denotes that an individual perceives that leaving their organization would result in financial hardship or other forms of suffering (Mellor, Mathieu, Barnes-Farrell & Rogelberg, 2001).

Finally, normative commitment “reflects a perceived obligation to remain in the organization (Meyer, Stanley, Herscovitch & Topolnytsky, 2002; p. 21).” This obligation may be due to internalized social values (i.e. I was taught the value of loyalty to one’s organization), or it may be due to a sense of obligation to their organization for reasons such as receiving benefits that necessitate reciprocity (Meyer, Stanley, Herscovitch & Topolnytsky, 2002).

Most of the previous research on organizational commitment has focused principally on outcomes that were of relevance to employers, such as turnover intentions, job performance and absenteeism. There is now a growing research interest to examine the relationships between commitment and outcomes that are relevant to employees, such as work-life conflict and individual stress – in other words, employees’ health and well-being (Meyer, Stanley, Herscovitch & Topolnytsky, 2002).

Out of the three components of commitment, affective commitment has the strongest positive relationship to perceived person-organization fit (Meyer, Stanley, Herscovitch & Topolnytsky, 2002; Saks & Ashforth, 2002; Cable & Judge, 1996). Affective commitment also has the strongest negative relationship with turnover intention, meaning that the more affectively committed individuals are to their organization, the less likely they are to leave it. Affective commitment is also negatively related to work-life conflict and individuals' experiences of stress (Meyer, Stanley, Herscovitch & Topolnytsky, 2002). In other words, when employees perceive that their work-life conflict related stress is low, thanks to efforts made by the organization, they in turn will perceive that they fit better with their organization, and therefore be more affectively committed to it (Kristof, 1996).

Furthermore, work-life balance policies can have a symbolic impact on affective commitment. The organization's sponsorship of work-life balance policies may symbolize a concern for employees' well being on their part. Employees may interpret this as the organization treating them well and fairly. What's more, regardless of whether or not they benefit from them directly, these positive perceptions will affect employees' commitment to the organization. The greatest effect on affective commitment however, will be for employees who do use the work-life balance policies (Grover & Crooker, 1995). Those who are more likely to use the policies are the people who need them the most. As discussed earlier, these individuals tend to be women with a greater number of dependants to care for. In addition, those most likely to use the work-life balance policies are individuals working for organizations with supportive work-life balance culture, and more specifically, for supportive managers (Thompson, Beauvais & Lyness, 1999).

Perceived organizational support

Individuals' commitment to their organizations is an important outcome from the point of view of these organizations. Commitment however, is also important to the individuals. It is essential that they perceive that their organization supports them and is thereby committed to them (Eisenberger, Huntington, Hutchinson & Sowa, 1986). This idea is based on the social exchange theory, which is derived from the idea that "when one person treats another well, the reciprocity norm obliges the return of favorable treatment (Rhoades & Eisenberger, 2002; p.698)." Employees' beliefs in either their organization's support of them or resistance towards them may be cultivated by "employees' anthropomorphic ascription of dispositional traits to the organization (Eisenberger et al., 1986; p. 500)." In other words, employees tend to personify their organization. They tend to view the actions of the representatives in the organization as actions of the organization itself.

Eisenberger et al. (1986) suggest that employees form global beliefs about the extent to which their organization cares about their well-being and values their contributions in order to determine the organization's willingness to reward greater work efforts and to meet their desires for approval and praise. "Perceived organizational support would be influenced by various aspects of an employee's treatment by the organization and would, in turn, influence the employee's interpretation of organizational motives underlying that treatment (Eisenberger et al., 1986; p. 501)." The implication is that there is an agreement between employees and their organizations to the degree of support expected from the organization in a variety of situations. These situations range from employee's superior work performance to a potential future illness and the resulting

reactions from organizations. Furthermore, employees' perceived organizational support will increase upon the reception of praise and approval, but this increase is dependent on the perceived sincerity on the part of the giver. Overall, perceived organizational support can be said to increase when the efforts made by the organization are viewed as evidence that the organization cares about the well-being of its employees and that it can be counted on for future aid (Eisenberger et al., 1986).

Perceived organizational support tends to lead to employees developing a positive emotional bond (an affective attachment) to their organization (Eisenberger et al., 1986). Affective attachment entails the incorporation of organizational membership and role status into an individuals' self-identity. In fact, perceived organizational support has a strong positive relationship with affective commitment (Meyer, Stanley, Herscovitch & Topolnytsky, 2002). "An effort-outcome expectancy and affective attachment would increase an employee's efforts to meet the organization's goals through greater attendance and performance (Eisenberger et al., 1986; p. 501)." In other words, affective attachment would increase the value of employees' greater participation by "(a) increasing the tendency to interpret the organization's gains and losses as one's own, (b) creating positive evaluation biases in judging the organization's actions and characteristics, and (c) increasing the internalization of the organization's values and norms (Eisenberger et al., 1986; p.501)."

The internalization of an organization's values and norms relates to the acceptance and internalization of the organization's overall culture. If the organization uses appropriate and successful socialization tactics, the employees will learn about the said culture, thereby increasing the chances of a better match between the values and

goals, and so forth. Employees' perceptions of person-organization fit are therefore also positively related to perceived organizational support (Cable & DeRue, 2002). In other words, when employees perceive that their own values, goals, preferences and so on are also important for their organization, they will perceive a better overall fit. For example, if having the flexibility to arrange work hours around peak traffic times is important to an employee and the organization gives them the freedom to do so, they will then perceive that their values match those of the organization and that the organization cares about their well being. Their perceived P-O fit will increase as will their perceived organizational support. In addition, their perceptions of their degree of work-life balance will also improve.

Employees' perceptions of the work-life balance culture of their organization will also impact their perceptions of organizational support. If they perceive their culture to be supportive of them and their work-life balance needs, then they in turn will view their organization in a more positive fashion (Thompson, Beauvais & Lyness, 1999; Grover & Crooker, 1995). It is likely that the more aware employees are of the work-life balance policies put forth by their organization, the more positive the influence this awareness will have on the perceptions of organizational support. Employees' perceptions of their own work-life balance are also related to perceived organizational support. If employees interpret the actions of the organization as beneficial to their health and well being, then they will be more committed to working for the organization since they can expect to reap the work-life balance benefits that they value (Eisenberger et al., 1986). For example, employees will be more at ease working long hours when necessary if they know that they can reduce their hours if they need to do so due to a family obligation (i.e.

taking care of a dependent). If organizations want affectively committed employees then they need to provide their employees with a supportive environment that demonstrates the organization's commitment to its employees. They can demonstrate their support by doing such things as treating employees fairly and providing strong leadership examples (Meyer et al, 2002). Moreover, making efforts to meet employees' work-life balance needs is another way organizations can show support of their employees.

Turnover Intentions

Simply put, an employee's turnover intention is the intention to leave the organization, most likely in the near future. Employees' turnover intentions are usually demonstrated in their search for other possible work opportunities.

Work-life balance practices have a strong influence on employees' turnover intentions. People tend to be more attached to their organization when work-life balance policies are present, regardless of whether they benefit from them directly or not (Thompson, Beauvais & Lyness, 1999; Grover & Crooker, 1995). This indicates the symbolic impact of these policies, as discussed previously. Furthermore, when employees view their organizational culture as supportive of work-life balance in general, this also strengthens their attachment to the organization (Burke, 2002; Thompson, Beauvais & Lyness, 1999). In other words, when employees are aware of the work-life balance efforts made by the organization, they will likely be more attached to the organization and thus less likely to leave it. In addition, if these work-life balance efforts meet the needs of the employees then their perceptions of their degree of work-life balance will also likely be greater, which will then result in weaker turnover intentions. Therefore, when individuals perceive that their values are reflected in those of their organization, a strong bond to the

organization will be felt. This bond should make leaving the organization more difficult, even if there are better tangible rewards to be found elsewhere. Furthermore, when there are shared values between the organization's employees, individuals should find it easier to work as well as communicate with others. This too will strengthen their bond to the organization, and more specifically, to the people in their organization, thereby again making it more difficult to leave. The organization's socialization efforts will directly influence the strength of these bonds (Cable & DeRue, 2002).

Employee's turnover intentions may also be due to a lack of perceived fit with the values of their current organization. This lack of fit, which invokes a lack of commitment, can lead to wanting to leave the organization (Kristof, 1996). Turnover due to a lack of fit is in line with both Schneider's attraction-selection-attrition framework, and the interactional models presented earlier, both of which state that when there is a mismatch in terms of values, goals, and so on, the lack of fit will result in individuals leaving the organization (Cable & DeRue, 2002; Cable and Judge, 1996; Schneider, 1987).

Different individuals will be satisfied with different efforts on the part of their organization with respect to work-life balance and with different degrees with regard to their own work-life balance. The desired levels will likely be influenced by certain demographic characteristics such as their gender, the number of dependents they have to care for, and the type of work that they do. When employees working for an organization cannot achieve the level of work-life balance that they want and need, and if the organization does nothing to improve the situation, they may then choose to leave their organization. Of they are obliged to remain with the organization by external factors

however, then they will be poorly attached to the organization. Furthermore, they will view the organization as poorly committed to them and their values and needs.

Research Hypotheses

Based on the literature reviewed on work-life balance, person-organization fit theory, socialization practices and their respective effects on affective organizational commitment, perceived organizational support and turnover intentions, the following hypotheses are proposed:

H1: The better the socialization efforts by the organization, the more aware employees will be of the organization's work-life balance policies.

H2: The better the socialization efforts by the organization, as well as the greater the perceptions of fit with the organization by the employees, the higher the level of perceived work-life balance experienced by the employees

H3(a): The greater the awareness of the organization's work-life balance policies, the greater the level of affective commitment felt by the employees

H3(b): The greater the awareness of the organization's work-life balance policies, the greater the level of perceived organizational support by the employees

H3(c): The greater the awareness of the organization's work-life balance policies, the lower the turnover intentions of the employees

H4(a): The greater the perceived work-life balance by the employees, the greater the affective commitment felt by the employees

H4(b): The greater the perceived work-life balance by the employees, the greater the perceived organizational support by the employees

H4(c): The greater the perceived work-life balance by the employees, the lower the turnover intentions by the employees

H5(a): There will be a greater use of the work-life balance policies available in the organization by women versus men

H5(b): There will be a greater use of the work-life balance policies available in the organization by non-professional employees versus professionals

H5(c): Employees with a higher total number of dependants will have a greater use of the work-life balance policies

H5(d): The greater the use of the organization's work-life balance policies, the greater the affective commitment felt by the employees

H6(a): There will be a greater awareness of the work-life balance policies available in the organization by women versus men

H6(b): There will be a greater awareness of the work-life balance policies available in the organization by professional employees versus non-professionals

H6(c): Awareness for work-life balance policies will be greater with the higher the number of total dependants

Methodology

Sample

The Montreal offices of three Canadian companies participated in this web-based research. Two out of the three companies chose to remain anonymous. The third company, AdHoc Research, is a Marketing research firm. The other two companies will be referred to by these invented names chosen by the researcher: Pharma Distribution and Beta Investments. AdHoc Research employs 42 employees. 36 of those employees were solicited to participate in the research. 18 responded to the questionnaire, thus resulting in a participation rate of 50%. Pharma Distribution is a pharmaceutical distribution company. Its Montreal office employs 200 employees. All 200 were solicited to participate in the research and 50 responded to the survey, resulting in a response rate of 25%. Beta Investments is a Canadian Financial Institution and one firm from the Investment branch participated in this research. This firm employs 52 employees. All 52 were solicited to participate in this research and 12 responded, resulting in a response rate of 23%.

The total number of participants in this research was 80. For fourteen of these subjects most of the demographic information is missing due to a problem early on with the website. The fourteen subjects for whom this information is missing were all from Pharma Distribution. The problem was rectified before data collection began with the other two companies. Out of the remaining participants for whom demographic data was available, 38 were female and 28 were male. The majority of participants (68 of them) were in their 30s. Thirteen participants were between 20 and 29, 34 were between the ages of 30 and 34 years old, 34 were between 35 and 39, 14 were between 40 and 49 and

6 were above 50 years old. In terms of their marital status, 11 of the participants were single, 29 were married, 19 were common-law, 6 were divorced and 1 was widowed. On average, participants had 1 or 2 children. Eighteen participants had children between the ages of 0 and 5, 18 had children between the ages of 6 and 10, 13 had children between the ages of 11 and 15, and 20 had children over the age of 16. Ten participants had a dependant adult in their care. For those with this responsibility, the average number of adults they had in their care was 1.

In terms of highest education level, 5 of the subjects had a high school degree, 19 had a Cegep degree, 29 had a Bachelor's degree, 12 had a Master's degree and 2 had a doctorate. Job type was broken down in the following manner for subjects: 36 held a professional position, 15 held an administrative position, 9 held a technical position, 4 held a clerical position, and 3 fell into the "other" category. Sixty-three participants worked full-time, whereas 4 worked part-time. For full-timers, the average number of hours worked per week was 45 and for part-timers it was 28.

Measures

The questionnaire used in this study was made up of three parts. The first part comprised broad organizational questions. The second focused on work-life balance questions and the third part asked subjects general demographic questions. The scales used in the first part of the questionnaire measured perceived organizational fit, organizational socialization, perceived organizational support, affective organizational commitment, and turnover intentions. All of these scales have previously been used in published research studies.

For the purposes of this research, the perceived organizational support scale, the affective organizational commitment scale and the turnover intention scale were used verbatim. The wording of the questions in the perceived organizational fit scale and the socialization scale were altered, however, to focus on the work-life balance aspect of the research at hand. In the work-life balance part of the questionnaire, two scales were used to measure different work-life balance aspects. The first scale is a previously published scale that measures individuals' perceived work-life balance level by asking them questions about their work and family lifestyle with regard to work-life balance. The second scale was created by the principal researcher to assess employees' awareness and use of the actual work-life balance policies in their organization. Finally, for the third part of the questionnaire, the demographic questions used were based on such questions being common in similar research. A complete version of the English questionnaire is available in Appendix A and the French questionnaire is available in Appendix B.

The following describes each of the scales used in the questionnaire in greater detail:

Perceived Fit. The four item scale (i.e. My organization's work-life balance values are similar to my own work-life balance values; My personality matches the personality or image of this organization; My organization fulfills my work-life balance needs; My organization is a good match for me in terms of my work-life balance values and needs) used to assess employees perceived fit with their organization's work-life balance policies and practices was based on the items used by Saks and Ashforth (2002) to assess perceived organizational fit. The wording of the questions was altered to reflect

the work-life balance focus of the research. The original internal consistency reliability was .90. In this research it was found to be .84.

Socialization. To measure the effects of the organization's work-life balance related socialization efforts on employees, two of the six subscales from Jones (1986) Socialization Tactics scale were used. There were a total of 10 items used, with 5 in each subscale. The decision to use only two of the six subscales was based in part on the need to keep the length of the questionnaire manageable, and in part on the relevance of the scales to the research at hand. Furthermore, as previously stated, the questions were altered to reflect the topic under investigation. The two subscales chosen were the *Investiture vs. Divestiture* dimension (e.g. I have had to change my attitudes and values with regard to work-life balance to be accepted in this organization, reverse coded; My colleagues have gone out of their way to help me learn and adjust to my organization's work-life balance policies), with an original internal consistency reliability of .79 and one of .64 in this research, and the *Serial vs. Disjunctive* dimension (e.g. I am gaining a clear understanding of the work-life balance policies and their defined use in this organization from observing my senior colleagues; I have little or no access to people who have previously used a work-life balance policy that I plan to use, reverse coded) with an original internal consistency reliability of .78 and of .74 in this research. For the analyses of the results the two individual socialization scales were combined into one variable with an alpha level of .795. This was done because first of all the two dimensions of socialization were strongly correlated ($r=.577$, $p=.000$) and second of all, the separate internal consistency reliability levels for the scales were not as high as when the two were combined.

Perceived Organizational Support. The eight item short version of Eisenberger et al's (1986) Perceived Organizational Support scale (e.g. My organization values my contribution to its well-being; My organization really cares about my well-being) was used. The original internal consistency reliability was .89 and in this research it was .91.

Affective Organizational Commitment. Meyer and Allen's (1993) six item Affective Organizational Commitment scale (e.g. I really feel as if this organization's problems are my own; I do not feel "emotionally attached" to this organization, reverse coded) was used to measure employees' affective organizational commitment. The original internal consistency reliability was .82 and in this research it was calculated to be .84.

Turnover Intention. Colarelli's (1984) three item scale (i.e. I frequently think of quitting my job; I am planning to search for a new job during the next twelve months; If I have my own way, I will still be working for this company one year from now, reverse coded) was used to measure employee's turnover intentions. The original internal consistency reliability was .75 and in this research it was .88.

For this first part of the survey, which comprises a total of 53 items, the following question was asked: "To what extent do you agree with the following statement or find it to be true with regard to your situation in your organization?" For all scales in this part, the various items were followed by a 7-point Likert-type answer choice that ranged from "Strongly Disagree" to "Strongly Agree." The higher the score, the greater the perceived fit, the better the organizational socialization tactics, the greater the perceived organizational support, the stronger the affective commitment, and the greater the turnover intention.

Perceived Work-Life Balance. Bohlen and Viveros-Long's (1981) Job-Family Management scale, which tells us the respondents' perceptions of their work-life balance level, was reduced from its original 21 items down to 15 items by collapsing redundant items. This also served the additional purpose of shortening the overall length of the questionnaire. For example, the following three items "To make alternative child care arrangements when necessary (e.g. school snow days); To stay home with a sick child; To make arrangements for children during summer vacations" were collapsed into "To make arrangements for children either when they are sick, when they spend a day home from school, or during summer vacations." Other items in this scale include "To go shopping or to run errands (e.g. groceries, car service, dry cleaner, etc.); To adjust your work hours to the needs of other family members." The question "How easy do you find it to do the following?" had an original 5-point Likert-type answer choice that ranged from "Very easy" to "Very difficult." A sixth item "Not Applicable" was added to allow for individuals for whom certain items were not relevant. The lower the score the better the perceived work-life balance level of the individual. To be able to compare it with the other variables, it was reverse coded during the analysis therefore making a higher score indicate a better work-life balance and a lower score indicating the contrary. The original internal consistency reliability was .93 and in the current research it was found to be .89.

Awareness and Use of Work-Life Balance Policies A list of work life balance policies was compiled based on the items enumerated as most common by a number of Human Resources persons the researcher spoke to from various organizations (not necessarily those from which data was collected). When filling out the research questionnaire, each employee from each organization was asked about the following 10

work-life balance policies: (1) Assistance with daycare (e.g. costs, resources, etc.); (2) Assistance with eldercare (e.g. costs, resources, etc.); (3) Parental leave (maternal and/or paternal) beyond that provided by law; (4) Re-employment options after parental leave (e.g. gradual re-integration into a full work week); (5) Schedule Flexibility (e.g. variable work hours, shorter summer hours, being able to accommodate work hours to other activities like school or volunteer work, etc.); (6) Job sharing (i.e. one position being held by two employees whose combined hours equal a full-time position); (7) On-site sports facilities or physical fitness vouchers; (8) Employee assistance programs (i.e. helping employees with personal issues that affect their work); (9) Telecommuting (working from home options); (10) Cafeteria and/or food counter facilities

The purpose of this scale was to measure employees' awareness of the work-life balance policies and their use of these policies. The answer scale was developed by the researcher and is the following: (1) Are you aware of this work life balance policy in your organization? (A1) Yes I am aware that my organization has this policy; (B1) I am unsure whether or not my organization has this policy; (C1) My organization does not have this policy; (D1) My organization does not have this policy, but I think it should be instituted. (2) How frequently do you use this work life balance policy? (A2) I use this policy very often; (B2) I only use this policy once in a while; (C2) I have never used this policy; (D2) I have not had the opportunity to use this policy yet, but I plan to in the future; (E2) Not Applicable.

In terms of awareness, subjects were given a score of one for each organizational work-life balance policy they were aware of. The minimum score participants could receive was 0 if they were aware of no policies in their organization and 10 if they were

aware of all of them. In terms of use, participants were given a score of 2 if they used the policy (either frequently or once in a while), they were given a score of one if they planned to use the policy in the future, and a score of 0 if they had never used the policy or if they answered not applicable. The minimum score subjects could get was 0 if they had never used any of the policies, or 20 if they had used all 10 of them.

Demographic characteristics. Demographic information was measured with the following specific items in the questionnaire. The items were chosen based on items used in similar published research and in terms of the predictions made in this research. Participants were asked their gender, age, marital status, number of dependents in terms of both children and adults, education level, job type, job status, average number of hours worked per week, years of relevant work experience, years with their current organization and time in their current position.

Procedure

Once the questionnaire was built and translated into French, the order of the questions was randomized and it was then programmed into a bilingual website. The web-version of the questionnaire was pilot tested with twelve people. They were asked for their feedback regarding both the presentation and the content of the questionnaire. Certain minor changes were made to the format of the questionnaire. A paper-version of the questionnaire was also created. This version was identical to the web-version, however, the computer related instructions (e.g. Click here to continue) were deleted when irrelevant or replaced by more appropriate instructions (e.g. Please circle the answer of your choice) when necessary.

Over a dozen different companies were approached to participate in this research, but in the end, only the three aforementioned ones agreed. Once companies gave their permission to carry out the research, the data collection process began. The data collection in Pharma Distribution differed from that in Beta Investments and Ad Hoc Research. In Pharma Distribution employees were sent a bilingual e-mail requesting their participation in this research (see Appendix C). This e-mail was sent by someone from within the company using an internal mailing list. However, the management of Pharma Distribution was adamant that their employees not participate in this research during company time. Therefore, in the first e-mail sent out to these employees they were asked to contact the principal researcher if they were interested in participating. Once they showed their interest, they were given the option to either fill-out the web-version of the questionnaire or the paper-version. If they chose the web-version, they were obliged to provide a non-Pharma Distribution e-mail address to which the web-link could be sent. If they did not have such an address then the paper-version of the questionnaire, along with an addressed and stamped return envelope, was sent to them via internal mail. One week after the initial e-mail was sent out, a bilingual follow-up e-mail was sent using the same person and the same mailing list (see Appendix D).

Data collection in both Beta Investments and Ad Hoc Research comprised fewer steps. A bilingual e-mail requesting employees' participation in the research was sent out to by someone from within the company using the internal mailing list (see Appendix E). A follow-up bilingual e-mail was sent out the same way one week later (see Appendix D).

Once employees went onto the website they were presented with the choice of completing the questionnaire in either English or French. To be able to classify employees by company, they were asked to provide the name of their company once they had completed Part Two of the questionnaire, before moving onto the demographic portion. It was emphasized to employees that providing this information did not compromise their individual anonymity and they were reminded that the results of the study would be kept confidential. Within each e-mail sent to employees, as well as within the questionnaire itself (both the web and paper versions), employees were encouraged to contact the principal researcher at any time with any questions or concerns.

Results

Before reporting the tests of the research hypotheses, employees’ awareness of each policy as well as their use of the policies will be briefly described for each company (see Table 1). Participants were classified as “aware” if they answered: (A1) Yes I am aware that my organization has this policy when asked (1) Are you aware of this work life balance policy in your organization? (as long as the individuals perceived that the policy was in place, regardless of whether or not it actually was). As for use of policies, participants who either answered: (A2) I use this policy very often, or (B2) I only use this policy once in a while to the question (2) How frequently do you use this work life balance policy? were counted as users of the policies (as long as the individuals perceived that the policy was in place, regardless of whether or not it actually was). Awareness and use were calculated as percentages, even though this is not the typical practice for such small samples, to be better able to compare the different sample sizes.

Table 1									
Employee Awareness and Use (%) of Existing Policies									
	Pharma Distribution			Beta Investments			AdHoc Research		
Work-Life Balance Policies	Existence	Awareness %	Use %	Existence	Awareness %	Use%	Existence	Awareness %	Use %
Daycare Assistance	No	2%	0%	Yes	0%	0%	No	6%	6%
Eldercare Assistance	No	4%	0%	Yes	0%	0%	No	0	0
Parental leave	Yes	28%	4%	Yes	17%	8%	Yes	44%	6%
Re-employment	Yes	18%	4%	No	17%	8%	Yes	56%	6%
Schedule Flexibility	Yes	24%	12%	Yes	17%	17%	Yes	78%	56%
Job sharing	Yes	16%	2%	Yes	8%	0%	No	0%	0%
Sports facilities or vouchers	No	10%	4%	No	8%	8%	Yes	6%	6%
Employee assistance	Yes	84%	14%	Yes	75%	25%	Yes	11%	6%
Telecommuting	Yes	10%	10%	Yes	33%	17%	Yes	94%	61%
Cafeteria and/or food counter	Yes	92%	52%	No	42%	42%	Yes	28%	28%

Pharma Distribution

Out of the 10 work-life balance policies enumerated above, Pharma Distribution had the following seven: Parental leave beyond that provided by law; Re-employment options after parental leave; Schedule Flexibility; Job sharing; Employee assistance programs; Telecommuting; Cafeteria and/or food counter facilities (see Table 1). Pharma Distribution had a total of 50 participants.

Pharma Distribution's employees' awareness and use of all 10 policies are detailed below:

(1) Assistance with daycare: Despite not having an assistance with daycare policy in place, one employee from Pharma Distribution answered that they were aware that their organization had this policy, 18 people were unsure as to whether or not their company had this policy, 20 people answered that the company did not have this policy in place, and 10 employees answered that while the organization did not have this policy in place, they thought that it should be instituted. In terms of use, no employees answered that they use this policy either often or once in a while, 10 employees answered that they had never used this policy, one person answered that they had not yet had the opportunity to use this policy but that they planned to in the future, and finally, 39 people answered "not applicable".

(2) Assistance with eldercare: Despite not having an assistance with eldercare policy in place, 2 employees from Pharma Distribution answered that they were aware that their organization had this policy, 21 people were unsure as to whether or not their company had this policy, 18 people answered that the company did not have this policy in place, and 8 employees answered that while the organization did not have this policy in

place, they thought that it should be instituted. In terms of use, no employees answered that they use this policy either often or once in a while, 12 employees answered that they had never used this policy, one person answered that they had not yet had the opportunity to use this policy but that they planned to in the future, and finally, 37 people answered “not applicable”.

(3) Parental leave (maternal and/or paternal) beyond that provided by law:

Fourteen employees from Pharma Distribution were aware that their organization had this policy in place, 25 people were unsure as to whether or not their company had this policy, 3 people answered that the company did not have this policy in place, and in spite of its presence 7 employees answered that while the organization did not have this policy in place, they thought that it should be instituted. In terms of use, one employee answered that they use this policy often and one answered that they use it once in a while, 14 employees answered that they had never used this policy, one person answered that they had not yet had the opportunity to use this policy but that they planned to in the future, and finally, 33 people answered “not applicable”.

(4) Re-employment options after parental leave: Nine employees from Pharma Distribution were aware that their organization had this policy in place, 30 people were unsure as to whether or not their company had this policy, 5 people answered that the company did not have this policy in place, and in spite of its presence 5 employees answered that while the organization did not have this policy in place, they thought that it should be instituted. In terms of use, one employee answered that they use this policy often and one answered that they use it once in a while, 13 employees answered that they had never used this policy, one person answered that they had not yet had the opportunity

to use this policy but that they planned to in the future, and finally, 34 people answered “not applicable”.

(5) Schedule Flexibility: Twelve employees from Pharma Distribution were aware that their organization had this policy in place, 11 people were unsure as to whether or not their company had this policy, 11 people answered that the company did not have this policy in place, and in spite of its presence 16 employees answered that while the organization did not have this policy in place, they thought that it should be instituted. In terms of use, 6 employees answered that they use this policy often and 7 answered that they use it once in a while, 12 employees answered that they had never used this policy, no one answered that they had not yet had the opportunity to use this policy but that they planned to in the future, and finally, 25 people answered “not applicable”.

(6) Job sharing: Eight employees from Pharma Distribution were aware that their organization had this policy in place, 24 people were unsure as to whether or not their company had this policy, 8 people answered that the company did not have this policy in place, and in spite of its presence 9 employees answered that while the organization did not have this policy in place, they thought that it should be instituted. In terms of use, one employee answered that they use this policy often and no employees answered that they use it once in a while, one employee answered that they had never used this policy, no one answered that they had not yet had the opportunity to use this policy but that they planned to in the future, and finally, 31 people answered “not applicable”.

(7) On-site sports facilities or physical fitness vouchers: Despite not having a policy in place with regard to sports facilities or physical fitness vouchers, 5 employees from Pharma Distribution answered that they were aware that their organization had this

policy, 4 people were unsure as to whether or not their company had this policy, 20 people answered that the company did not have this policy in place, and 21 employees answered that while the organization did not have this policy in place, they thought that it should be instituted. In terms of use, 2 employees answered that they use this policy often and no one answered that they use it once in a while, 13 employees answered that they had never used this policy, no one answered that they had not yet had the opportunity to use this policy but that they planned to in the future, and finally, 35 people answered “not applicable”.

(8) Employee assistance programs: Forty-two employees from Pharma Distribution were aware that their organization had this policy in place, 6 people were unsure as to whether or not their company had this policy, no one answered that the company did not have this policy in place, and in spite of its presence one employee answered that while the organization did not have this policy in place, they thought that it should be instituted. In terms of use, no one answered that they use this policy often and 7 employees answered that they use it once in a while, 32 employees answered that they had never used this policy, 5 people answered that they had not yet had the opportunity to use this policy but that they planned to in the future, and finally, 6 people answered “not applicable”.

(9) Telecommuting: Five employees from Pharma Distribution were aware that their organization had this policy in place, 17 people were unsure as to whether or not their company had this policy, 17 people answered that the company did not have this policy in place, and in spite of its presence 11 employees answered that while the organization did not have this policy in place, they thought that it should be instituted. In

terms of use, one employee answered that they use this policy often and 4 people answered that they use it once in a while, 14 employees answered that they had never used this policy, one person answered that they had not yet had the opportunity to use this policy but that they planned to in the future, and finally, 30 people answered “not applicable”.

(10) Cafeteria and/or food counter facilities: Forty-six employees from Pharma Distribution were aware that their organization had this policy in place, one person was unsure as to whether or not their company had this policy, 2 people answered that the company did not have this policy in place, and in spite of its presence one employee answered that while the organization did not have this policy in place, they thought that it should be instituted. In terms of use, 13 employees answered that they use this policy often and 13 answered that they use it once in a while, one employee answered that they had never used this policy, no one answered that they had not yet had the opportunity to use this policy but that they planned to in the future, and finally, 3 people answered “not applicable”.

Beta Investments

Out of the 10 work-life balance policies enumerated above, Beta Investments had the following seven in place: Assistance with daycare; Assistance with eldercare; Parental leave (maternal and/or paternal) beyond that provided by law; Schedule Flexibility; Job sharing; Employee assistance programs; Telecommuting (see Table 1). Beta Investments had a total of 12 participants.

Beta Investments’ employees’ awareness and use of all 10 policies are detailed below:

(1) Assistance with daycare: No employees from Beta Investments were aware that their organization had this policy in place, 9 people were unsure as to whether or not their company had this policy, 2 people answered that the company did not have this policy in place, and no one answered that while the organization did not have this policy in place, they thought that it should be instituted. In terms of use, no one answered that they use this policy either often or once in a while, 2 employees answered that they had never used this policy, one person answered that they had not yet had the opportunity to use this policy but that they planned to in the future, and finally, 9 people answered “not applicable”.

(2) Assistance with eldercare: No employees from Beta Investments were aware that their organization had this policy in place, 9 people were unsure as to whether or not their company had this policy, 1 person answered that the company did not have this policy in place, and in spite of its presence 2 employees answered that while the organization did not have this policy in place, they thought that it should be instituted. In terms of use, no employees answered that they use this policy either often or once in a while, 2 employees answered that they had never used this policy, no one answered that they had not yet had the opportunity to use this policy but that they planned to in the future, and finally, 10 people answered “not applicable”.

(3) Parental leave (maternal and/or paternal) beyond that provided by law: Two employees from Beta Investments were aware that their organization had this policy in place, 7 people were unsure as to whether or not their company had this policy, no one answered that the company did not have this policy in place, and in spite of its presence one employee answered that while the organization did not have this policy in place, they

thought that it should be instituted. In terms of use, no employees answered that they use this policy often and one answered that they use it once in a while, one employee answered that they had never used this policy, 2 people answered that they had not yet had the opportunity to use this policy but that they planned to in the future, and finally, 8 employees answered “not applicable”.

(4) Re-employment options after parental leave: Despite not having re-employment options after parental leave policy in place, 2 employees from Beta Investments answered that they were aware that their organization had this policy, 7 people were unsure as to whether or not their company had this policy, one person answered that the company did not have this policy in place, and 2 employees answered that while the organization did not have this policy in place, they thought that it should be instituted. In terms of use, no employees answered that they use this policy often, one employee answered that they use this policy once in a while, one employee answered that they had never used this policy, one person answered that they had not yet had the opportunity to use this policy but that they planned to in the future, and finally, 4 people answered “not applicable”.

(5) Schedule Flexibility: Two employees from Beta Investments were aware that their organization had this policy in place, 7 people were unsure as to whether or not their company had this policy, no one person answered that the company did not have this policy in place, and in spite of its presence 3 employees answered that while the organization did not have this policy in place, they thought that it should be instituted. In terms of use, no employees answered that they use this policy often and 2 answered that they use it once in a while, 3 employees answered that they had never used this policy, no

one answered that they had not yet had the opportunity to use this policy but that they planned to in the future, and finally, 7 people answered “not applicable”.

(6) Job sharing: one employee from Beta Investments was aware that their organization had this policy in place, 7 people were unsure as to whether or not their company had this policy, 2 people answered that the company did not have this policy in place, and in spite of its presence 2 employees answered that while the organization did not have this policy in place, they thought that it should be instituted. In terms of use, no employees answered that they use this policy often and no employees answered that they use it once in a while, 4 employees answered that they had never used this policy, no one answered that they had not yet had the opportunity to use this policy but that they planned to in the future, and finally, 8 people answered “not applicable”.

(7) On-site sports facilities or physical fitness vouchers: Despite not having a policy in place with regard to sports facilities or physical fitness vouchers, one employee from Beta Investments answered that they were aware that their organization had this policy, 4 people were unsure as to whether or not their company had this policy, 2 people answered that the company did not have this policy in place, and 5 employees answered that while the organization did not have this policy in place, they thought that it should be instituted. In terms of use, one employee answered that they use this policy often and no one answered that they use it once in a while, 3 employees answered that they had never used this policy, no one answered that they had not yet had the opportunity to use this policy but that they planned to in the future, and finally, 7 people answered “not applicable”.

(8) Employee assistance programs: Nine employees from Beta Investments were aware that their organization had this policy in place, 4 people were unsure as to whether or not their company had this policy, no one answered that the company did not have this policy in place, and no one answered that while the organization did not have this policy in place, they thought that it should be instituted. In terms of use, no one answered that they use this policy often and 3 employees answered that they use it once in a while, 4 employees answered that they had never used this policy, no employees answered that they had not yet had the opportunity to use this policy but that they planned to in the future, and finally, 5 people answered “not applicable”.

(9) Telecommuting: Four employees from Beta Investments were aware that their organization had this policy in place, 5 people were unsure as to whether or not their company had this policy, 2 people answered that the company did not have this policy in place, and in spite of its presence one employee answered that while the organization did not have this policy in place, they thought that it should be instituted. In terms of use, no employees answered that they use this policy often and 2 people answered that they use it once in a while, 4 employees answered that they had never used this policy, no one answered that they had not yet had the opportunity to use this policy but that they planned to in the future, and finally, 6 people answered “not applicable”.

(10) Cafeteria and/or food counter facilities: Despite not having cafeteria or food counter facilities in place, 5 employees from Beta Investments answered that they were aware that their organization had this policy, 2 people were unsure as to whether or not their company had this policy, 4 people answered that the company did not have this policy in place, and one employee answered that while the organization did not have this

policy in place, they thought that it should be instituted. In terms of use, one employee answered that they use this policy often, 4 employees answered that they use this policy once in a while, no employees answered that they had never used this policy, no one answered that they had not yet had the opportunity to use this policy but that they planned to in the future, and finally, 7 people answered “not applicable”.

AdHoc Research

Out of the 10 work-life balance policies enumerated above, AdHoc Research had the following seven in place: Parental leave (maternal and/or paternal) beyond that provided by law; Re-employment options after parental leave; Schedule Flexibility; On-site sports facilities or physical fitness vouchers; Employee assistance programs; Telecommuting; Cafeteria and/or food counter facilities (see Table 1). AdHoc Research had a total of 18 participants.

AdHoc Research’s employees’ awareness and use of all 10 policies are detailed below:

(1) Assistance with daycare: Despite not having an assistance with daycare policy in place, one employee from AdHoc Research answered that they were aware that their organization had this policy, 2 people were unsure as to whether or not their company had this policy, 14 people answered that the company did not have this policy in place, and one employee answered that while the organization did not have this policy in place, they thought that it should be instituted. In terms of use, no employees answered that they use this policy often and one person answered that they use it once in a while, one employee answered that they had never used this policy, no employees answered that

they had not yet had the opportunity to use this policy but that they planned to in the future, and finally, 16 people answered “not applicable”.

(2) Assistance with eldercare: No employees from AdHoc Research answered that they were aware that their organization had this policy, 4 people were unsure as to whether or not their company had this policy, 11 people answered that the company did not have this policy in place, and 3 employees answered that while the organization did not have this policy in place, they thought that it should be instituted. In terms of use, no employees answered that they use this policy either often or once in a while, 3 employees answered that they had never used this policy, no one answered that they had not yet had the opportunity to use this policy but that they planned to in the future, and finally, 15 people answered “not applicable”.

(3) Parental leave (maternal and/or paternal) beyond that provided by law: Eight employees from AdHoc Research were aware that their organization had this policy in place, 4 people were unsure as to whether or not their company had this policy, 4 people answered that the company did not have this policy in place, and in spite of its presence 2 employees answered that while the organization did not have this policy in place, they thought that it should be instituted. In terms of use, no employees answered that they use this policy often and one answered that they use it once in a while, 5 employees answered that they had never used this policy, 2 people answered that they had not yet had the opportunity to use this policy but that they planned to in the future, and finally, 10 people answered “not applicable”.

(4) Re-employment options after parental leave: Ten employees from AdHoc Research were aware that their organization had this policy in place, 6 people were

unsure as to whether or not their company had this policy, one person answered that the company did not have this policy in place, and in spite of its presence one employee answered that while the organization did not have this policy in place, they thought that it should be instituted. In terms of use, no employees answered that they use this policy often and one answered that they use it once in a while, 6 employees answered that they had never used this policy, one person answered that they had not yet had the opportunity to use this policy but that they planned to in the future, and finally, 10 people answered “not applicable”.

(5) Schedule Flexibility: Fourteen employees from AdHoc Research were aware that their organization had this policy in place, 2 people were unsure as to whether or not their company had this policy, 2 people answered that the company did not have this policy in place, and no employees answered that while the organization did not have this policy in place, they thought that it should be instituted. In terms of use, 8 employees answered that they use this policy often and 2 answered that they use it once in a while, 5 employees answered that they had never used this policy, no one answered that they had not yet had the opportunity to use this policy but that they planned to in the future, and finally, 3 people answered “not applicable”.

(6) Job sharing: No employees from AdHoc Research answered that they were aware that their organization had this policy, 5 people were unsure as to whether or not their company had this policy, 11 people answered that the company did not have this policy in place, and 2 employees answered that while the organization did not have this policy in place, they thought that it should be instituted. In terms of use, no employees answered that they use this policy either often or once in a while, 3 employees answered

that they had never used this policy, no one answered that they had not yet had the opportunity to use this policy but that they planned to in the future, and finally, 15 people answered “not applicable”.

(7) On-site sports facilities or physical fitness vouchers: One employee from AdHoc Research was aware that their organization had this policy in place, one person were unsure as to whether or not their company had this policy, 12 people answered that the company did not have this policy in place, and 4 employees answered that while the organization did not have this policy in place, they thought that is should be instituted. In terms of use, one employee answered that they use this policy often and no one answered that they use it once in a while, 2 employees answered that they had never used this policy, no one answered that they had not yet had the opportunity to use this policy but that they planned to in the future, and finally, 14 people answered “not applicable”.

(8) Employee assistance programs: Two employees from AdHoc Research were aware that their organization had this policy in place, 9 people were unsure as to whether or not their company had this policy, 4 people answered that the company did not have this policy in place, and in spite of its presence 3 employees answered that while the organization did not have this policy in place, they thought that is should be instituted. In terms of use, no one answered that they use this policy often and one employee answered that they use it once in a while, 7 employees answered that they had never used this policy, no one answered that they had not yet had the opportunity to use this policy but that they planned to in the future, and finally, 10 people answered “not applicable”.

(9) Telecommuting (working from home options): Seventeen employees from AdHoc Research were aware that their organization had this policy in place, no one was

unsure as to whether or not their company had this policy, one person answered that the company did not have this policy in place, and no employees answered that while the organization did not have this policy in place, they thought that it should be instituted. In terms of use, 4 employees answered that they use this policy often and 7 people answered that they use it once in a while, 6 employees answered that they had never used this policy, one person answered that they had not yet had the opportunity to use this policy but that they planned to in the future, and finally, no one answered “not applicable”.

(10) Cafeteria and/or food counter facilities: Five employees from AdHoc Research were aware that their organization had this policy in place, no one answered that they were unsure as to whether or not their company had this policy, 12 people answered that the company did not have this policy in place, and in spite of its presence one employee answered that while the organization did not have this policy in place, they thought that it should be instituted. In terms of use, 2 employees answered that they use this policy often and 3 answered that they use it once in a while, 2 employees answered that they had never used this policy, no one answered that they had not yet had the opportunity to use this policy but that they planned to in the future, and finally, 11 people answered “not applicable”.

For the purpose of the analyses, the sample was also divided based on job type into professional versus non-professional employees. Professional employees consisted of all participants who answered that they held professional jobs or administrative jobs. Non-professional employees consisted of the remaining participants who either answered that they held technical, clerical or other jobs.

Although it was not used in the analyses, employees' satisfaction with the work-life balance policies in their organizations was measured along with their awareness and use of the policies. Participants were asked: (3) What is your opinion of this work life balance policy in its current form? Their answer choices were the following: (A3) This policy is appropriate to my needs in its current form; (B3) This policy needs to be improved upon; (C3) This policy is inappropriate to my needs in its current form; (D3) This policy is unnecessary and the organization should do away with it; (E3) Not Applicable. Overall, employees were dissatisfied with a majority of the ten work-life balance policies that they were aware of in their organization (6 out of 10 policies), and satisfied with the remaining ones (3 out of 10 policies). They were equally divided on one policy.

When organizations were looked at independently however, this pattern did not hold up. For Pharma Distribution, the employees were consistently and predominantly dissatisfied with their organization's work-life balance policies (e.g. 8 satisfied versus 19 dissatisfied for Schedule Flexibility). In fact, there was only one policy out of the ten (Employee Assistance programs) where more employees were satisfied than dissatisfied. For Beta Investments, the majority of employees responded "Not Applicable" therefore not really expressing a satisfaction or dissatisfaction with the policies of their organization. However, for those who did not choose that answer option, the tendency was towards satisfaction (e.g. 2 satisfied versus 1 dissatisfied for Schedule Flexibility). The respondents from AdHoc Research were split more evenly between choosing the "Not Applicable" option and expressing their satisfaction or dissatisfaction. As with Beta

Investments, there was a tendency towards a satisfaction with the policies (e.g. 2 satisfied versus 1 dissatisfied for Employee Assistance Programs).

The decision to also include a description of employees' awareness and use of policies that were not available in their organization was made based on the results that showed that sometimes employees perceived that their organization had a particular policy in place when in fact they did not (see Table 1). As was discussed previously in the literature, perceptions play a key role in this research in that they are argued to be more important and relevant than the reality.

Merging the three organizations

The data from the three organizations were merged into one data set due to the overall small number of participants (80 participants in total). To achieve greater statistical power it was therefore decided to combine the data from all three organizations.

The six research hypotheses, and their respective parts, were tested using t-tests, bivariate correlations or linear regressions. The means and standard deviations of the main research variables are listed in Table 2. The correlations among these main variables are listed in Table 3.

Table 2		
Means and Standard Deviations for Main Research Variables		
Main Research Variables	Means	Standard Deviations
Perceived Fit	4.75	1.25
Socialization	4	0.92
Perceived Work-life Balance	3.78	0.82
Affective Commitment	4.87	1.09
Perceived Organization Support	4.8	1.07
Turnover Intentions	2.78	1.62

Correlations Between Main Research Variables						
Main Research Variables	Perceived Fit	Socialization	Perceived WLB	Affect. Comm.	POS	Turnover Int.
Perceived Fit	1.00					
Socialization	.681**	1.00				
Perceived WLB	.301**	.216	1.00			
Affect. Comm.	.475**	.442**	-.116	1.00		
POS	.534**	.657**	.033	.701**	1.00	
Turnover Int.	-.477**	-.395**	-.053	-.597**	-.507**	1.00
** p < .0001						

Awareness of Work-life Balance Policies

As noted previously, employees' perceptions of the existence of the ten work-life balance policies were used to calculate the awareness percentages (irrespective of whether the policies were actually in place or not). Awareness of all ten work-life balance policies at Pharma Distribution ranged from 2% to 92%, with an average of 29% of employees being aware of all the policies. At Beta Investments, the range was from 0% to 75%, with an average 22% of employees being aware of the work-life balance policies in place in their organization. At AdHoc Research, awareness ranged from 0% to 94%, with an average awareness of the work-life balance policies of 32% (see Table 1).

The mean socialization scores for Pharma Distribution and Beta Investments were 3.8 and 3.7 respectively. These means indicate weak to average socialization efforts on the part of the organization. AdHoc Research had a greater mean socialization score of 4.7. This mean represents average to strong socialization efforts. The mean socialization score for the combined participants was 4.0. This mean is the mid-point on the answer scale and therefore indicates average socialization efforts on the part of the organizations. Hypothesis 1, that the better the socialization efforts by the organization, the more aware employees would be of the organization's work-life balance policies, was supported.

Organizational socialization and employee policy awareness were significantly positively correlated with $r=.338$ and $p=.002$.

The mean affective commitment scores for Pharma Distribution and Beta Investments were 4.8 and 4.7 respectively. These means indicate average to strong affective commitment levels on the part of employees. AdHoc Research had a greater mean affective commitment score of 5.2. This mean represents a strong affective commitment level. The mean affective commitment score for the combined participants was 4.9. This mean indicates a strong affective commitment level on the part of the employees. Hypothesis 3a, that the greater the awareness of the organization's work-life balance policies, the greater the level of affective commitment experienced by the employees, was not supported. The predicted positive relationship between employee policy awareness and employees' affective commitment was not significant, $r=.171$ and $p=.131$.

The mean perceived organizational support scores for Pharma Distribution and Beta Investments were 4.7 and 4.8 respectively. These means indicate average to strong perceived organizational support on the part of employees by the organization. AdHoc Research had a greater mean perceived organizational support score of 5.2. This mean indicates a strong perceived organizational support. The mean perceived organizational support for the combined participants was 4.8. This mean indicates average to strong perceived organizational support on the part of employees by the organization. Hypothesis 3b, that the greater the awareness of the organization's work-life balance policies, the greater the level of perceived organizational support by the employees, was

not supported. The predicted positive correlation between employee policy awareness and employee's perceived organizational support was not significant, $r=.174$ and $p=.122$.

The mean turnover intentions scores for Pharma Distribution and Beta Investments were 2.7 and 2.6 respectively. These means indicate a very weak turnover intention level on the part of employees. AdHoc Research had a greater mean turnover intention score of 3.0. This mean represents a weak turnover intention level. The mean turnover intention score for the combined participants was 2.8. This mean indicates a very weak turnover intention level on the part of employees. Hypothesis 3c, that the greater the awareness of the organization's work-life balance policies, the lower the turnover intentions of the employees, was supported. The predicted negative relationship between employees' policy awareness and employees' turnover intention was significant, $r=-.223$ and $p=.046$.

Hypothesis 6a predicted that there would be a greater awareness of the work-life balance policies available in the organization by women versus men. This hypothesis was not supported. There was no significant difference between women and men's awareness of work-life balance policies, $t=.190$, $p=.851$.

Hypothesis 6b predicted that there would be a greater awareness of the work-life balance policies available in the organization by professional employees versus non-professionals. This hypothesis was not supported. There was no significant difference between professionals and non-professionals' awareness of work-life balance policies $t=.422$, $p=.674$.

On average, employees had 1 dependant in their care. Hypothesis 6c, that the higher the number of total dependents, the greater the awareness of work-life balance

policies was not supported. The predicted positive relationship between the total number of dependants and awareness of work-life balance policies was not significant, $r=.130$, $p=.268$.

Perceived Person-Organization Fit and Socialization

The mean perceived P-O fit scores for Pharma Distribution and Beta Investments were 4.7 and 4.3 respectively. These means indicate average to strong perceived P-O fit on the part of employees. AdHoc Research had a greater mean perceived P-O fit score of 5.2. This mean represents a strong perceived P-O fit. The mean perceived P-O fit score for the combined participants was 4.8. This mean indicates an average to strong P-O fit on the part of the employees. The mean socialization scores for Pharma Distribution and Beta Investments were 3.8 and 3.7 respectively. These means indicate weak to average socialization efforts on the part of the organization. AdHoc Research had a greater mean socialization score of 4.7. This mean represents average to strong socialization efforts. The mean socialization score for the combined participants was 4.0. This mean is the mid-point on the answer scale and therefore indicates average socialization efforts on the part of the organization. The mean perceived work-life balance for Pharma Distribution employees was 3.7, for Beta Investments it was 3.8, and for AdHoc Research it was 4.0. The mean perceived work-life balance for the combined participants was 3.8. All four of these means represent average to high work-life balance levels on the part of employees. Hypothesis 2, that the better the socialization efforts by the organization, as well as the greater the perceptions of fit with the organization by the employees, the higher the level of perceived work-life balance experienced by the employees, was supported. R Square=.091 with $F=3.85$ and $p=.026$. The variance in perceived work-life balance

however, was significantly explained uniquely by perceived fit $t=1.93$ and $p=.057$.

Socialization did not significantly explain any of the variance in the perception of work-life balance, $t=.141$ and $p=.888$.

Perceived Work-Life Balance

The mean perceived work-life balance for Pharma Distribution employees was 3.7, for Beta Investments it was 3.8, and for AdHoc Research it was 4.0. The mean perceived work-life balance for the combined participants was 3.8. All four of these means represent average to high work-life balance levels on the part of the employees.

Hypothesis 4a, that the greater employees' perceived work-life balance, the greater the affective commitment experienced by the employees, was not supported. The predicted positive relationship between employees' perceptions of work-life balance and employees' affective commitment was in fact negative but it was not significant, $r=-.116$ and $p=.304$.

Hypothesis 4b, that the greater the perceived work-life balance experienced by the employees, the greater the perceived organizational support by the employees, was not supported either. The predicted positive relationship between employees' perceptions of work-life balance and their perceptions of organizational support was not significant, $r=.033$ and $p=.771$.

Finally, hypothesis 4c, that the greater the perceived work-life balance by the employees, the lower their turnover intentions, was not supported. The predicted negative relationship between employees' perceived work-life balance and their turnover intentions was not significant, $r=-.053$ and $p=.644$.

Use of Work-Life Balance

As noted previously, employees' perceptions of the existence of the ten work-life balance policies were used to calculate the use percentages (irrespective of whether the policies were actually in place or not). The use of all ten of the work-life balance policies at Pharma Distribution ranged from 0% to 52%, with an average of 12% of employees using the policies. At Beta Investments, the range was from 0% to 42%, with an average 13% of employees using the work-life balance policies in place in their organization. At AdHoc Research, use of the policies in place ranged from 0% to 61%, with an average use of 18% (see Table 1).

Hypothesis 5a predicted that there would be a greater use of the work-life balance policies available in the organization by women versus men. This hypothesis was not supported. There was no significant difference between women and men's use of the work-life balance policies, $t=-1.66$, $p=.103$.

Hypothesis 5b predicted that there would be a greater use of the work-life balance policies available in the organization by non-professional employees than their professional counterparts. This hypothesis was not supported. There was no significant difference between professionals and non-professionals in the use of the work-life balance policies, $t=-.228$, $p=.820$.

On average, employees had 1 dependant in total in their care. Hypothesis 5c, that the higher the total number of dependants, the greater the use of work-life balance policies was not supported. The predicted positive relationship between the total number of dependants and a greater use of work-life balance policies was not significant, $r=.049$, $p=.677$.

Hypothesis 5d, that the greater the use of the organization's work-life balance policies, the greater the affective commitment felt by the employees, was not supported. The predicted positive relationship between policy usage and affective commitment was not significant, $r=.142$ and $p=.210$.

Discussion

Although there has been much research looking at both work-life balance and person-organization fit, there has been very little done to study these two related issues together. Person-organization fit research tends to focus on how fit is affected by organizational variables, thereby overlooking the critical role of non-work aspects such as family. This research addressed this deficiency by looking at employees' perceptions of fit with their organizations from a work-life balance perspective. In addition, their awareness and use of actual work-life balance policies was considered. How employees' perceptions of fit were influenced by socialization was also contemplated. Finally, this research examined how these perceptions of fit with the organization, as well as employees' perceptions of their work-life balance levels, affected their affective commitment to the organization, their perceptions of their organization's support of them and their turnover intentions.

Awareness and Use of Work-life Balance Policies

If organizations make efforts, through socialization tactics, to inform employees of the various work-life balance practices available to them, then it would follow that the better the efforts the more aware employees would be of these practices. This was put forward in Hypothesis 1 and it is in line with the socialization literature (Chatman, 1991; Jones, 1986). The results of this research support this hypothesis.

These socialization tactics also serve the purpose of demonstrating to employees that, first, the organization is conscious of the importance of the work-life balance issue, and second, that it wants them to be aware of the efforts that they are making. The socialization tactics employees were questioned on were the serial versus disjunctive

practices and the investiture versus divestiture ones. These practices have to do with the roles the members of their organization played and the social support they gave their colleagues (Jones, 1986). The results therefore indicate that if employees' colleagues were positive role models and they were supportive of the work-life balance efforts around them, then the employees were more likely to learn about the work-life balance practices of the organization and therefore be aware of them.

The work-life balance and the commitment literature state that affective commitment and the presence of work-life balance policies are positively related (Meyer et al., 2002; Thompson, Beauvais & Lyness, 1999; Grover and Crooker, 1995). Based on this literature it was proposed, in Hypothesis 3a and in Hypothesis 5d respectively, that the more aware employees were of their organization's work-life balance policies and the greater their use of these policies, the greater their affective commitment to their organization would be. Contrary to the literature however, the results of this research did not support either of these hypotheses.

Furthermore, the work-life balance and the perceived organizational support literature state that since the presence of work-life balance policies is positively related to perceptions of organizational support (Rhoads & Eisenberger, 2002; Thompson, Beauvais & Lyness, 1999; Grover and Crooker, 1995), the more aware employees were of their organization's work-life balance policies, the more supportive they would perceive their organization of being towards them, as was proposed in Hypothesis 3b. In other words, their awareness of the work-life balance policies would be interpreted as a demonstration of their organization's commitment to them and their willingness to treat them well and fairly since these policies are equated with the dispositional traits of the

organization (Rhoads & Eisenberger, 2002; Eisenberger et al., 1986). As with the lack of relationships among awareness and use with affective commitment, the results of this research did not support the literature either. Since organizational affective commitment and perceived organizational support are strongly related variables (Meyer et al, 2002), the lack of significant relationships among these different variables may be influenced by similar factors.

The results of this research showed that overall, the participants in this study had strong levels of both affective commitment and perceived organizational support. The lack of the relationships among both awareness as well as use with affective commitment in addition to awareness and perceived organizational commitment suggest that these feeling of commitment and support stem from other sources.

The lack of relationships among these variables may be because the policies that employees are aware of do not meet their work-life balance needs; therefore they do not use them. By not having policies that truly meet the needs of employees, organizations are failing to demonstrate that they care about their employees and that they are committed to helping them deal with their work-life balance issues. Employees therefore do not associate their perceptions of organizational support with the organization's work-life balance efforts. Furthermore, there is a failure to elicit feelings of affective commitment on the part of the employees, in relation to the work-life balance policies. If affective commitment denotes, among other things, an identification with the organization (as suggested by Meyer et al., 2002), then the lack of relationship among these variables may also be due to employees not identifying with the work-life balance

policies in place in their organization. This relates to the previous explanation of employees not feeling that the organization's efforts meet their work-life balance needs.

Affective commitment is also an emotional attachment to the organization, as well as an involvement within it (as further suggested by Meyer et al., 2002). Therefore, the lack of relationship between awareness as well as use of work-life balance policies with affective commitment may also be associated with the work-life balance culture of the organization. If the organizational culture and its members are not supportive of employees' use of the available work-life balance policies then this will not have the desired positive effect of associating affective commitment with the awareness and use of the work-life balance policies. If the organizational culture is unsupportive, employees will not feel that their values are in line with those of the organization. If there is a lack of alignment between employee and organizational values, employees may not feel that the organization's work-life balance efforts demonstrate a real commitment to them, therefore not resulting in perceptions of organizational support being associated with these efforts.

The work-life balance and the turnover literature state that the presence of work-life balance policies is negatively related to turnover intentions (Thompson, Beauvais, & Luness, 1999; Grover & Crooker, 1995). Based on this literature, Hypothesis 3c suggested that employees' greater awareness of their organization's work-life balance policies would have a negative effect on their turnover intentions such that, the more aware they were of these policies, the lower their intention to leave the organization. This hypothesis was supported.

These results are perhaps a little surprising in that awareness was not related to either affective commitment or perceived organizational support, since these two variables are strongly related to turnover intentions. Overall, the participants in this research demonstrated very weak turnover intentions. This too may be influenced by other variables, in addition to awareness of work-life balance policies.

The significant relationship between awareness of the work-life balance policies and turnover intentions may be because employees are less likely to leave their organization when they are aware of work-life balance policies because their presence in itself increases organizational attachment, as found by Thompson, Beauvais and Lyness (1999) and Grover and Crooker (1995). Employees are perhaps experiencing a certain degree of fit in terms of work-life balance policies that significantly affects their turnover intentions, but is not powerful enough to affect their affective commitment to the organization or their perceptions of organizational support. The idea of fit influencing employees' turnover intentions is in agreement with Schneider's (1987) Attraction-Selection-Attrition framework that says that when employees don't feel that they match or fit with the organization's values, goals and so on they will leave the organization.

The work-life balance literature states that men and women will be differently aware of the work-life efforts of their organizations (Burke, 2002; Duxbury & Higgins, 2001). Furthermore, since the use of the work-life balance policies is determined by the degree of necessity, the individuals who need these policies the most will use them the most, and need is also differently affected by gender (Thompson, Beauvais & Lyness, 1999). Based on this, Hypothesis 6a predicted that there would be a greater awareness of the work-life balance policies available in the organization by women versus men, and

Hypothesis 5a predicted that there would be a greater use of these policies by women versus men. Contrary to this literature however, neither hypothesis was supported. Women and men did not significantly differ from one another in terms of their awareness of work-life balance policies, nor did they differ in their use of the work-life balance policies available in the organizations.

The work-life balance literature further suggests that policy awareness and use will also differ depending on the type of job held by an individual (Duxbury and Higgins, 2001; Higgins, Duxbury & Johnson, 2000). Based on this literature, it was suggested, in Hypothesis 6b and Hypothesis 5b respectively, that there would be a greater awareness of the work-life balance policies available in the organization by professional employees versus non-professionals, but a lesser use of these policies by the former group versus the latter one. Contrary to the literature however, neither hypothesis was supported. Professional and non-professional employees did not differ from one another in either their awareness or their use of the work-life balance policies available in their organizations.

Finally, in terms of differences in awareness and use of work-life balance policies, the work-life balance literature also states that the use of work-life balance policies is related to the number of dependants individuals have in their care (Thompson, Beauvais & Lyness, 1999). Based on this literature, it was proposed in Hypothesis 5c and Hypothesis 6c respectively, that individuals with a higher total number of dependants would be more aware of the available work-life balance policies and also make greater use of them. Contrary to the literature however, neither hypothesis was supported.

Regardless of the number of dependants, employees did not differ in either their awareness or use of the work-life balance policies.

In terms of gender, although these results did not support the current thinking in the literature, they may in fact be in line with an emerging line of thought. As suggested by Burke (2002), men are showing a growing interest with work-life balance issues. They are therefore more concerned with the work-life balance efforts made by their organizations, which in turn can make them both as aware of the available policies as their female colleagues, and as frequent users.

The lack of difference between professionals and non-professionals in terms of their awareness of available work-life balance policies and their subsequent use is contrary to the current literature, but it may also suggest an emerging change. Perhaps the work-life balance situation has become so difficult for individuals that job type is no longer a mitigating factor in terms of awareness and use. The same can be assumed in terms of the total number of dependants. Conceivably, regardless of how many dependants they have in their care, employees are in need of work-life balance related help from their organization. Therefore, they will be more attuned to the benefits available to them and they will make greater use of them, irrespective of the total number of dependants in their care.

The lack of difference in the use of work-life balance policies based on either gender, job type or total number of dependants may be related to whether or not the work-life balance policies in place actually meet the needs of the employees. If they do not meet their needs then this will likely contribute to a poor degree of use.

In terms of both the awareness and the use of work-life balance policies, the lack of difference based on either gender, job type or total number of dependants may also be related to the degree of perceived support on the part of the organizational culture. Thompson, Beauvais and Lyness (1999) found that a supportive work-life balance culture was directly related to work-life balance policies. If the culture is unsupportive of policy use, then regardless of need, desire and values, or characteristics such as gender, job type or total number of dependants, individuals will likely not be aware of the policies in place and they certainly will not be inclined to use them. In other words, even if employees know that there are certain work-life balance policies available to them, if they perceive the organization and/or their colleagues to be unsupportive, then they will not be inclined to use the policies, regardless of their situation.

Perceived Person-Organization Fit and Socialization

The person-organization fit literature states that good perceptions of fit will be associated with positive outcomes (Cable & DeRue, 2002; Kristof, 1996; Chatman, 1989). Furthermore, according to the socialization literature, socialization tactics are essential for employees' understanding of key aspects of the organization, like its work-life balance practices (Kristof, 1996; Chatman, 1989). Based on this literature, Hypothesis 2 proposed that good socialization efforts by the organizations, along with employees' strong perceptions of P-O fit would be positively related to employees' perceptions of their personal work-life balance. In line with the literature, the results supported this hypothesis. Further analyses however, revealed that only P-O fit significantly explained the variance in perceived work-life balance.

These positive results therefore indicate that when employees perceived that they fit well with their organization, in terms of its work-life balance values, they also perceived that they had a better work-life balance. Socialization, however, may have had an indirect effect through P-O fit since, as the socialization literature explains, good socialization efforts can positively influence the values of employees so as to bring them in line with those of the organization, hence increasing fit (Cable & Parsons, 2001; Jones, 1986). Therefore, employees learned about the work-life balance practices through the socialization efforts of the organization, which in turn positively influenced their fit with the organization's work-life balance values and their overall perceived fit, which consequently improved their perceptions of work-life balance.

Perceived Work-Life Balance

In terms of perceptions of work-life balance, the work-life balance and the commitment literature suggest that there is a positive relationship between individuals' perceptions of their work-life balance and their commitment to the organization (Meyer et al., 2002; Grover & Crooker, 1995). Based on this literature, it was proposed in Hypothesis 4a that when employees experienced a greater work-life balance they would therefore also be more affectively committed to their organization.

The work-life balance literature and the perceived organizational support literature further suggest that employees view organization's positive work-life balance efforts as an indication of the organization's commitment to their well being (Rhoads & Eisenberger, 2002; Thompson, Beauvais & Lyness, 1999). Based on this literature, it was proposed in Hypothesis 4b that when employees perceived that they had a good work-life

balance they would therefore also perceive that they receive greater support from their organization.

Finally, in relation to perceived work-life balance, the work-life balance literature also states that work-life balance and turnover intentions are negatively related (Thompson, Beauvais & Lyness, 1999; Grover & Crooker, 1995; Thomas & Ganster, 1995). Based on this literature, Hypothesis 4c, that the greater the perceived work-life balance by the employees, the lower their turnover intentions, was proposed. Contrary to the literature however, none of these outcome variables were significantly related to perceived work-life balance.

The lack of a significant relationship between perceived work-life balance and affective commitment may be due to employees not feeling that there is an alignment between their personal work-life balance value systems and desires and those of the organization, and this alignment is key to achieving affective commitment. The lack of a positive relationship between affective commitment and perceptions of work-life balance may also be due to employees not identifying with the work-life balance efforts made by the organization, and identifying with the organization is also important to achieving affective commitment.

Perceived work-life balance may be unrelated to affective commitment, perceived organizational support and turnover intentions because employees do not attribute their level of work-life balance to their organization's related efforts. Consequently, whether perceive that they have a high degree of work-life balance in their lives, or a low one, it is independent of the work-life balance efforts made by the organization, therefore it has no bearing on either affective commitment, perceived organizational support or turnover

intentions. The lack of relationships among these variables may also be because the work-life balance efforts that employers are making do not help their employees achieve a better work-life balance level and thus do not meet their needs. Therefore, their degree of work-life balance may be unsatisfactory and so their affective commitment does not increase, they do not perceive the organization as supportive of them and it does not influence their turnover intentions.

Practical Implications

Organizations that use, or plan to use, socialization tactics should note that the results of this study showed that employees' awareness of work-life balance policies was positively related to the socialization efforts made by the organization. This should encourage organizations to put significant time and effort into their socialization practices so as to improve their employees' knowledge and awareness of the work-life balance efforts. Furthermore, a positive impact on awareness may also increase the actual use of the available work-life balance benefits. This is additionally important for organizations because they spend a great deal of resources, both human and financial, on the development, implementation and carrying-out of these programs. For that reason, if these benefits are left unused, it is an immense waste of all that time, energy and money.

As was stated earlier, employees' perceptions of fit are associated with many positive outcomes, including increased commitment to the organization, reduced turnover intentions, and, as found in this study, increased perceived work-life balance. This positive effect of perceptions of fit on perceived work-life balance is another important result that employers should note. Improved fit can be achieved in a number of ways, including through better employee selection and socialization. This again emphasizes the

importance of good socialization practices. Furthermore, these results suggest that people are more satisfied with their work-life balance when those around them have similar values and are in comparable situations (i.e. they fit together). Presumably, these individuals feel better understood by their organization (through its members) and this subsequently has a positive effect on their work-life balance perceptions.

Another important implication of these results is the finding that policy awareness was related to lower turnover intentions. Again, employers should note the importance of letting their employees know about the work-life benefits available to them. This way, organizations can in turn benefit from employees who are more attached to them and therefore more likely to stay in the long term.

Research Limitations

The majority of the hypotheses put forth in this study were unsupported. This may be because there are a number of limitations associated with this research. In terms of the sample, it was a fairly small sample, which limited the number and types of statistical tests that could be carried out. Stronger response rates, as well as a greater number of participating organizations would both have increased the research sample. With a small sample generalizability is also made more difficult. The small number of participants per organization also made it impossible to make comparisons across the organizations. The length of the questionnaire could possibly have influenced the response rates. With just over one hundred items in total, including the demographic information questions, employees may have been discouraged and chosen to abandon prior to completing the questionnaire. Another factor that may have influenced response rates is employees' perceptions about what work-life balance research deals with. If employees believed that

the research only focused on individuals with family responsibilities, then they may not have felt implicated if they did not have those responsibilities and thus chosen not to respond.

The fact that this research was mainly carried out using a web-based questionnaire, even though a paper-version was available upon demand, may also have negatively influenced the participation rate. Even though participants were assured that their identity would remain anonymous and that their responses would be kept confidential, they may still have been concerned about being identified. With a paper questionnaire that is anonymously mailed back to the researcher, there is no way of identifying the subject, whereas with a web questionnaire, there are ways to track and identify participants through the internet. Although it was clearly stated that there was never any intention to do this, it may nevertheless have been enough of a concern for some participants to keep them from taking part in the study.

The results of this study showed generally poor awareness and use of work-life balance policies. However, because ten standard policies were used to survey all participating employees, policies that employees are aware of and do use may have been overlooked. This can falsely imply that organizations do not have good work-life balance programs in place. Furthermore, actual socialization efforts made by the organization were not measured. Instead, employees' perceptions of those practices were measured. It therefore remains unknown exactly what organizational socialization tactics these organizations used.

Future Research

Building on the research carried out in this study, there is a great deal more that can be done. Future research should stop looking at work and family as two separate concepts and carry out research like this one that includes both of these key factors. In particular, theories of fit should recognize the role of family because, as this study demonstrated, levels of person-organization fit and work-life balance are related to one another. Future research should be done with a larger sample to see if the lack of support for some of the hypotheses was due to the small sample size. In addition, larger samples per organizations would allow for comparisons across organizations.

Looking at the actual work-life balance policies in an organization, versus a number of standard ones may be more telling of employees' actual awareness and use of the policies. In addition, it may be interesting to measure the work-life balance culture of the organization to better understand the degree of support by the organization for work-life balance efforts in general and use of policies specifically. In terms of support, future research could continue to examine the role that managers play with respect to awareness and use of work-life balance benefits, as well as the role colleagues play. Along with the work-life balance culture, looking at the effectiveness of the actual socialization practices used by the organization would help us better understand the work-life balance efforts made by the organization.

It may also be useful in future research to survey employees on specifically what their work-life balance values, needs and goals are, and what they would like in terms of assistance from their organizations. This would help organizations better serve their employees. Moreover, it would be interesting to compare the responses of men and

women to see if they do in fact have different work-life balance needs and values, or if, as this research suggested, there are no significant differences between the sexes. It would also be interesting to compare the values and needs of professional versus non-professional employees to examine if these two groups need different things in terms of work-life balance benefits or not. In addition, for both women versus men and professional versus non-professionals, it would be interesting to examine if they receive different degrees of support from the organization. As for the role of dependants, future research could look at comparing groups of employees with a larger total number of dependants versus groups with a smaller total number of dependants. These comparisons could look at, among other things, whether the total number of dependants influences the overall perception of work-life balance and whether work-life balance needs are affected by this also.

Using longitudinal studies to look at how the work-life balance issue evolves over time would also be useful future research. Longitudinal studies could examine how the selection of different employees could affect the culture of the organization over time and particularly, the work-life balance aspect of the culture. Longitudinal studies could also follow the implementation of work-life balance policies and examine how they are affected by organizational support, socialization tactics and fit with employees' values and needs.

Finally, future research could examine objective versus subjective outcomes associated with a lack of work-life balance and a lack of fit with the work-life balance culture. These objective outcomes could include actual turnover rates instead of turnover intentions, or absenteeism rates as well as employee productivity. In addition,

organizations could look at work-life balance from a cost perspective. In other words, how much does it cost them, in terms of knowledge loss, employee recruitment and training and sick pay among other things, to have employees who suffer from work-life conflict and/or who don't fit with the work-life balance culture of their organization?

Conclusion

This research looked at the crucial role of both work and family in employees' work lives. Work-life balance is an issue that affects all members of society. It is therefore important to study this issue thoroughly to better understand the different factors that affect it. This study takes part in this vital process by examining how perceptions of fit and socialization tactics interact with work-life balance levels to affect organizational outcomes. Hopefully, with continued research on this topic, organizations and their employees will learn to better balance their work and family lives, therefore making them finer employees and even better family members and members of society.

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Appendix A

Work-Life Balance Study

Étude sur la conciliation vie professionnelle et vie familiale

Click on the language of your choice

Cliquez sur la langue de votre choix

English

Francais

Welcome!

It is great to have you participate in this research project.

Please remember that your participation in this study is completely anonymous and strictly confidential. You can in no way be associated with your responses to the questionnaire.

Please note that all data, including the demographic data, will be retained on a secure password-protected computer in a password-protected database. Any printed records will be kept in a secure location. Also, codes will be used to identify participating organizations. All results will be aggregated beyond the individual and no information about specific participants will be given out to anyone.

[Click here to go on to the Instructions Page.](#)

Work-Life Balance: The ability to achieve a satisfying equilibrium among the work, family and leisure aspects of your life.

Part I

To what extent do you agree with the following statement or find it to be true with regard to your situation in your organization?

Please click on the circle next to the answer of your choice.

1. My colleagues have gone out of their way to help me learn and adjust to my organization's work-life balance policies.	<input type="radio"/> Strongly Disagree	<input type="radio"/> Disagree	<input type="radio"/> Somewhat Disagree	<input type="radio"/> Neither Disagree nor Agree	<input type="radio"/> Somewhat Agree	<input type="radio"/> Agree	<input type="radio"/> Strongly Agree
2. My organization is a good match for me with regard to my work-life balance values and needs.	<input type="radio"/> Strongly Disagree	<input type="radio"/> Disagree	<input type="radio"/> Somewhat Disagree	<input type="radio"/> Neither Disagree nor Agree	<input type="radio"/> Somewhat Agree	<input type="radio"/> Agree	<input type="radio"/> Strongly Agree
3. I would feel guilty if I left my organization now.	<input type="radio"/> Strongly Disagree	<input type="radio"/> Disagree	<input type="radio"/> Somewhat Disagree	<input type="radio"/> Neither Disagree nor Agree	<input type="radio"/> Somewhat Agree	<input type="radio"/> Agree	<input type="radio"/> Strongly Agree

Disagree Disagree nor Agree Agree

4. I have had to change my attitudes and values with regard to work-life balance to be accepted in this organization.

- Strongly Disagree
- Disagree
- Somewhat Disagree
- Neither Disagree nor Agree
- Somewhat Agree
- Strongly Agree

5. Experienced organizational members see advising newcomers on the organization's work-life balance policies and/or practices, and their use, as one of their important job responsibilities in this organization.

- Strongly Disagree
- Disagree
- Somewhat Disagree
- Neither Disagree nor Agree
- Somewhat Agree
- Strongly Agree

6. My organization's work-life balance values are similar to my own work-life balance values.

- Strongly Disagree
- Disagree
- Somewhat Disagree
- Neither Disagree nor Agree
- Somewhat Agree
- Strongly Agree

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

- Strongly Disagree
- Disagree
- Somewhat Disagree
- Neither Disagree nor Agree
- Somewhat Agree
- Strongly Agree

8. I have never intensely disliked anyone.

- True False

9. On occasion, I have had doubts about my ability to succeed in life.

- True False

10. This organization deserves my loyalty.

- Strongly Disagree Disagree Somewhat Disagree Neither Disagree nor Agree Somewhat Agree Agree Strongly Agree

11. Even if I did the best job possible, my organization would fail to notice.

- Strongly Disagree Disagree Somewhat Disagree Neither Disagree nor Agree Somewhat Agree Agree Strongly Agree

12. I am gaining a clear understanding of the work-life balance policies and/or practices, and their defined use in this organization, from observing my senior colleagues.

- Strongly Disagree Disagree Somewhat Disagree Neither Disagree nor Agree Somewhat Agree Agree Strongly Agree

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

- Strongly Disagree Disagree Somewhat Disagree Neither Disagree nor Agree Somewhat Agree Agree Strongly Agree

14. I feel that experienced organizational members have held me at a distance until I conformed to their expectations with regard to organizational work-life balance values.

- Strongly Disagree Disagree Somewhat Disagree Neither Disagree nor Agree Somewhat Agree Agree Strongly Agree

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

- Strongly Disagree Disagree Somewhat Disagree Neither Disagree nor Agree Somewhat Agree Agree Strongly Agree

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

- Strongly Disagree Disagree Somewhat Disagree Neither Disagree nor Agree Somewhat Agree Agree Strongly Agree

17. There have been times when I was quite jealous of the good fortune of others.

- True False

18. My organization really cares about my well-being.

- Strongly Disagree Disagree Somewhat Disagree Neither Disagree nor Agree Somewhat Agree Agree Strongly Agree

19. My organization cares about my general satisfaction at work.

- Strongly Disagree Disagree Somewhat Disagree Neither Disagree nor Agree Somewhat Agree Agree Strongly Agree

20. My organization takes pride in my accomplishments at work.

- Strongly Disagree Disagree Somewhat Disagree Neither Disagree nor Agree Somewhat Agree Agree Strongly Agree

21. My organization values my contribution to its well-being.

- Strongly Disagree Disagree Somewhat Disagree Neither Disagree nor Agree Somewhat Agree Agree Strongly Agree

22. I am always courteous, even to people who are disagreeable.

- True False

23. If I have my own way, I will continue to work for this company one year from now.

- Strongly Disagree Disagree Somewhat Disagree Neither Disagree nor Agree Somewhat Agree Agree Strongly Agree

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

- Strongly Disagree Disagree Somewhat Disagree Neither Disagree nor Agree Somewhat Agree Agree Strongly Agree

25. I sometimes feel resentful when I don't get my way.

- True False

26. I do not feel "emotionally attached" to this organization.

- Strongly Disagree Disagree Somewhat Disagree Neither Disagree nor Agree Somewhat Agree Agree Strongly Agree

- | Disagree | Disagree | nor Agree | Agree | Agree |
|--|--------------------------------|---|--|--------------------------------------|
| 27. I have little or no access to people who have previously used a work-life balance policy or practice that I plan to use. | | | | |
| <input type="radio"/> Strongly Disagree | <input type="radio"/> Disagree | <input type="radio"/> Somewhat Disagree | <input type="radio"/> Neither Disagree nor Agree | <input type="radio"/> Somewhat Agree |
| <input type="radio"/> Strongly Disagree | <input type="radio"/> Disagree | <input type="radio"/> Somewhat Disagree | <input type="radio"/> Neither Disagree nor Agree | <input type="radio"/> Somewhat Agree |
| 28. I do not feel any obligation to remain with my current employer. | | | | |
| <input type="radio"/> Strongly Disagree | <input type="radio"/> Disagree | <input type="radio"/> Somewhat Disagree | <input type="radio"/> Neither Disagree nor Agree | <input type="radio"/> Somewhat Agree |
| <input type="radio"/> Strongly Disagree | <input type="radio"/> Disagree | <input type="radio"/> Somewhat Disagree | <input type="radio"/> Neither Disagree nor Agree | <input type="radio"/> Somewhat Agree |
| 29. There have been times when I felt like rebelling against people in authority even though I knew they were right. | | | | |
| <input type="radio"/> True | <input type="radio"/> False | | | |
| 30. I owe a great deal to my organization. | | | | |
| <input type="radio"/> Strongly Disagree | <input type="radio"/> Disagree | <input type="radio"/> Somewhat Disagree | <input type="radio"/> Neither Disagree nor Agree | <input type="radio"/> Somewhat Agree |
| <input type="radio"/> Strongly Disagree | <input type="radio"/> Disagree | <input type="radio"/> Somewhat Disagree | <input type="radio"/> Neither Disagree nor Agree | <input type="radio"/> Somewhat Agree |
| 31. My personality matches the personality or image of this organization. | | | | |
| <input type="radio"/> Strongly Disagree | <input type="radio"/> Disagree | <input type="radio"/> Somewhat Disagree | <input type="radio"/> Neither Disagree nor Agree | <input type="radio"/> Somewhat Agree |
| <input type="radio"/> Strongly Disagree | <input type="radio"/> Disagree | <input type="radio"/> Somewhat Disagree | <input type="radio"/> Neither Disagree nor Agree | <input type="radio"/> Somewhat Agree |
| 32. I am proud to be part of this organization. | | | | |
| <input type="radio"/> Strongly Disagree | <input type="radio"/> Disagree | <input type="radio"/> Somewhat Disagree | <input type="radio"/> Neither Disagree nor Agree | <input type="radio"/> Somewhat Agree |
| <input type="radio"/> Strongly Disagree | <input type="radio"/> Disagree | <input type="radio"/> Somewhat Disagree | <input type="radio"/> Neither Disagree nor Agree | <input type="radio"/> Somewhat Agree |

- | Disagree | Disagree | nor Agree | Agree | Agree |
|---|--------------------------------|---|--|--------------------------------------|
| 33. I have never been irritated when people express ideas very different from my own. | | | | |
| <input type="radio"/> True | <input type="radio"/> False | | | |
| 34. Right now, staying with my organization is a matter of necessity as much as desire. | | | | |
| <input type="radio"/> Strongly Disagree | <input type="radio"/> Disagree | <input type="radio"/> Somewhat Disagree | <input type="radio"/> Neither Disagree nor Agree | <input type="radio"/> Somewhat Agree |
| <input type="radio"/> Strongly Disagree | <input type="radio"/> Disagree | <input type="radio"/> Somewhat Disagree | <input type="radio"/> Neither Disagree nor Agree | <input type="radio"/> Somewhat Agree |
| 35. If I had not already put so much of myself into this organization, I might consider working elsewhere. | | | | |
| <input type="radio"/> Strongly Disagree | <input type="radio"/> Disagree | <input type="radio"/> Somewhat Disagree | <input type="radio"/> Neither Disagree nor Agree | <input type="radio"/> Somewhat Agree |
| <input type="radio"/> Strongly Disagree | <input type="radio"/> Disagree | <input type="radio"/> Somewhat Disagree | <input type="radio"/> Neither Disagree nor Agree | <input type="radio"/> Somewhat Agree |
| 36. I have generally been left alone to discover what the work-life balance policies and/or practices are in my organization. | | | | |
| <input type="radio"/> Strongly Disagree | <input type="radio"/> Disagree | <input type="radio"/> Somewhat Disagree | <input type="radio"/> Neither Disagree nor Agree | <input type="radio"/> Somewhat Agree |
| <input type="radio"/> Strongly Disagree | <input type="radio"/> Disagree | <input type="radio"/> Somewhat Disagree | <input type="radio"/> Neither Disagree nor Agree | <input type="radio"/> Somewhat Agree |
| 37. My organization fails to appreciate any extra effort from me. | | | | |
| <input type="radio"/> Strongly Disagree | <input type="radio"/> Disagree | <input type="radio"/> Somewhat Disagree | <input type="radio"/> Neither Disagree nor Agree | <input type="radio"/> Somewhat Agree |
| <input type="radio"/> Strongly Disagree | <input type="radio"/> Disagree | <input type="radio"/> Somewhat Disagree | <input type="radio"/> Neither Disagree nor Agree | <input type="radio"/> Somewhat Agree |
| 38. When I don't know something, I don't at all mind admitting it. | | | | |
| <input type="radio"/> True | <input type="radio"/> False | | | |

39. I am planning to search for a new job during the next twelve months.

- Strongly Disagree Disagree Somewhat Disagree Neither Disagree nor Agree Somewhat Agree Agree Strongly Agree

40. I would not leave my organization now because I have a sense of obligation to the people in it.

- Strongly Disagree Disagree Somewhat Disagree Neither Disagree nor Agree Somewhat Agree Agree Strongly Agree

41. Almost all of my colleagues have been supportive of my work-life balance values and/or needs.

- Strongly Disagree Disagree Somewhat Disagree Neither Disagree nor Agree Somewhat Agree Agree Strongly Agree

42. I have received little guidance from experienced organizational members as to how I should use my organization's work-life balance policies.

- Strongly Disagree Disagree Somewhat Disagree Neither Disagree nor Agree Somewhat Agree Agree Strongly Agree

43. My organization fulfills my work-life balance needs.

- Strongly Disagree Disagree Somewhat Disagree Neither Disagree nor Agree Somewhat Agree Agree Strongly Agree

44. My organization would ignore any complaint from me.

- Strongly Disagree Disagree Somewhat Disagree Neither Disagree nor Agree Somewhat Agree Agree Strongly Agree

45. One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.

- Strongly Disagree Disagree Somewhat Disagree Neither Disagree nor Agree Somewhat Agree Agree Strongly Agree

46. I do not feel "part of the family" at my organization.

- Strongly Disagree Disagree Somewhat Disagree Neither Disagree nor Agree Somewhat Agree Agree Strongly Agree

47. My organization shows very little concern for me.

- Strongly Disagree Disagree Somewhat Disagree Neither Disagree nor Agree Somewhat Agree Agree Strongly Agree

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

- Strongly Disagree Disagree Somewhat Disagree Neither Disagree nor Agree Somewhat Agree Agree Strongly Agree

49. I would never think of letting someone else be punished for my mistakes.

- True False

50. I frequently think of quitting my job.

- Strongly Disagree Disagree Somewhat Disagree Neither Disagree nor Agree Somewhat Agree Agree Strongly Agree

51. Even if it were to my advantage, I do not feel it would be right to leave my organization now.

Strongly Disagree

Somewhat Disagree

Neither Disagree nor Agree

Somewhat Agree

Agree

Strongly Agree

52. I can remember "playing sick" to get out of something.

True

False

53. I have been made to feel that my views on work-life balance are very important in this organization.

Strongly Disagree

Somewhat Disagree

Neither Disagree nor Agree

Somewhat Agree

Agree

Strongly Agree

Please verify that you have answered each question before you click on the Submit button. Thank you.

Work-Life Balance: The ability to achieve a satisfying equilibrium among the work, family and leisure aspects of your life.

Part II - Section 1

How easy do you find it to do the following while working for your organization?

Please click on the circle next to the answer of your choice.

1. To avoid the rush hour.	<input type="radio"/> Very Easy	<input type="radio"/> Somewhat Easy	<input type="radio"/> Neither Easy Nor Difficult	<input type="radio"/> Somewhat Difficult	<input type="radio"/> Very Difficult	<input type="radio"/> Not Applicable
2. To go to work later than usual if necessary.	<input type="radio"/> Very Easy	<input type="radio"/> Somewhat Easy	<input type="radio"/> Neither Easy Nor Difficult	<input type="radio"/> Somewhat Difficult	<input type="radio"/> Very Difficult	<input type="radio"/> Not Applicable
3. To go to healthcare appointments for yourself (e.g. physician, dentist, physiotherapist, etc.).	<input type="radio"/> Very Easy	<input type="radio"/> Somewhat Easy	<input type="radio"/> Neither Easy Nor Difficult	<input type="radio"/> Somewhat Difficult	<input type="radio"/> Very Difficult	<input type="radio"/> Not Applicable
4. To take a dependent (a child or adult) in your care to appointments (e.g. physician, dentist, etc.).	<input type="radio"/> Very Easy	<input type="radio"/> Somewhat Easy	<input type="radio"/> Neither Easy Nor Difficult	<input type="radio"/> Somewhat Difficult	<input type="radio"/> Very Difficult	<input type="radio"/> Not Applicable
5. To make telephone calls for	<input type="radio"/> Very Easy	<input type="radio"/> Somewhat Easy	<input type="radio"/> Neither Easy Nor Difficult	<input type="radio"/> Somewhat Difficult	<input type="radio"/> Very Difficult	<input type="radio"/> Not Applicable

	Easy	Easy	Easy Nor Difficult	Difficult	Difficult	Applicable
appointments or services.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. To find time to take part in a physical activity or hobby.	<input type="radio"/> Very Easy	<input type="radio"/> Somewhat Easy	<input type="radio"/> Neither Easy Nor Difficult	<input type="radio"/> Somewhat Difficult	<input type="radio"/> Very Difficult	<input type="radio"/> Not Applicable
7. To take care of household chores.	<input checked="" type="radio"/> Very Easy	<input checked="" type="radio"/> Somewhat Easy	<input checked="" type="radio"/> Neither Easy Nor Difficult	<input checked="" type="radio"/> Somewhat Difficult	<input checked="" type="radio"/> Very Difficult	<input checked="" type="radio"/> Not Applicable
8. To help or visit neighbours or friends, or to participate in community activities.	<input type="radio"/> Very Easy	<input type="radio"/> Somewhat Easy	<input type="radio"/> Neither Easy Nor Difficult	<input type="radio"/> Somewhat Difficult	<input type="radio"/> Very Difficult	<input type="radio"/> Not Applicable
9. To adjust your work hours to the needs of other family members.	<input type="radio"/> Very Easy	<input type="radio"/> Somewhat Easy	<input type="radio"/> Neither Easy Nor Difficult	<input type="radio"/> Somewhat Difficult	<input type="radio"/> Very Difficult	<input type="radio"/> Not Applicable
10. To have meals with your family.	<input type="radio"/> Very Easy	<input type="radio"/> Somewhat Easy	<input type="radio"/> Neither Easy Nor Difficult	<input type="radio"/> Somewhat Difficult	<input type="radio"/> Very Difficult	<input type="radio"/> Not Applicable
11. To spend a relaxed, pleasant and/or educational time with your family.	<input type="radio"/> Very Easy	<input type="radio"/> Somewhat Easy	<input type="radio"/> Neither Easy Nor Difficult	<input type="radio"/> Somewhat Difficult	<input type="radio"/> Very Difficult	<input type="radio"/> Not Applicable
12. To go shopping or to run errands (e.g. groceries, car service,	<input type="radio"/> Very Easy	<input type="radio"/> Somewhat Easy	<input type="radio"/> Neither Easy Nor Difficult	<input type="radio"/> Somewhat Difficult	<input type="radio"/> Very Difficult	<input type="radio"/> Not Applicable

dry cleaner, etc.).

Easy Easy Easy Nor Difficult Difficult Difficult Applicable

13. To either go places with your children or go to school-related events for them.

Very Easy Somewhat Easy

Neither Easy Nor Difficult

Somewhat Difficult

Very Difficult

Not Applicable

14. To take your children to and/or from school or daycare and/or to be there when they get home.

Very Easy Somewhat Easy

Neither Easy Nor Difficult

Somewhat Difficult

Very Difficult

Not Applicable

15. To make arrangements for children either when they are sick, when they spend a day home from school, or during summer vacations.

Very Easy Somewhat Easy

Neither Easy Nor Difficult

Somewhat Difficult

Very Difficult

Not Applicable

Please verify that you have answered each question before you click on the Submit button. Thank you.

Submit

Work-Life Balance: The ability to achieve a satisfying equilibrium among the work, family and leisure aspects of your life.

Part II - Section 2

Please answer the following three questions for each of the organizational work-life balance policies or practices listed below:

- A. Are you aware of this work-life balance policy or practice in your organization?**
- B. How frequently do you use this work-life balance policy or practice?**
- C. What is your opinion of this work-life balance policy or practice in its current form?**

In reference to each work-life balance policy or practice listed below, please click on the circle next to the answer of your choice for questions A, B & C.

1. Assistance with daycare (e.g. costs, resources, etc.) and/or on-site daycare facilities

A.	<input type="radio"/> Yes I am aware that my organization has this policy	<input type="radio"/> I am unsure whether or not my organization has this policy	<input type="radio"/> My organization does not have this policy	<input type="radio"/> My organization does not have this policy but I think it should be instituted
B.	<input type="radio"/> I use this policy very often	<input type="radio"/> I only use this policy once in a while	<input type="radio"/> I have never used this policy	<input type="radio"/> I have not had the opportunity to use this
				<input type="radio"/> Not Applicable

C. This policy is appropriate to my needs in its current form This policy needs to be improved upon This policy is inappropriate to my needs in its current form This policy is unnecessary and the organization should do away with it Not Applicable

2. Assistance with eldercare (e.g. costs, resources, etc.).

A. Yes I am aware that my organization has this policy I am unsure whether or not my organization has this policy My organization does not have this policy but I think it should be instituted I use this policy very often I only use this policy once in a while I have never used this policy This policy is appropriate to my needs in its current form Not Applicable

B. I use this policy very often I only use this policy once in a while I have never used this policy This policy is inappropriate to my needs in its current form Not Applicable

C. This policy is appropriate to my needs in its current form This policy needs to be improved upon This policy is inappropriate to my needs in its current form Not Applicable

3. Parental leave (maternal and/or paternal) beyond that provided by law.

A. Yes I am aware that my organization I am unsure whether or not my organization does not have this My organization does not have this policy but I

has this policy	organization has this policy	think it should be instituted
B. <input type="radio"/> I use this policy very often	<input type="radio"/> I only use this policy once in a while	<input type="radio"/> I have not had the opportunity to use this policy yet, but I plan to in the future
C. <input type="radio"/> This policy is appropriate to my needs in its current form	<input type="radio"/> This policy needs to be improved upon	<input type="radio"/> This policy is unnecessary and the organization should do away with it
<input type="radio"/> Yes I am aware that my organization has this policy	<input type="radio"/> I am unsure whether or not my organization has this policy	<input type="radio"/> My organization does not have this policy but I think it should be instituted
B. <input type="radio"/> I use this policy very often	<input type="radio"/> I only use this policy once in a while	<input type="radio"/> I have not had the opportunity to use this policy yet, but I plan to in the future
C. <input type="radio"/> This policy is appropriate to my needs in its current form	<input type="radio"/> This policy needs to be improved upon	<input type="radio"/> This policy is unnecessary and the organization should do away with it

4. Re-employment options after parental leave (e.g. gradual re-integration into a full work week).

has this policy	organization has this policy	think it should be instituted
A. <input type="radio"/> Yes I am aware that my organization has this policy	<input type="radio"/> I am unsure whether or not my organization has this policy	<input type="radio"/> My organization does not have this policy but I think it should be instituted
B. <input type="radio"/> I use this policy very often	<input type="radio"/> I only use this policy once in a while	<input type="radio"/> I have not had the opportunity to use this policy yet, but I plan to in the future
C. <input type="radio"/> This policy is appropriate to my needs in its current form	<input type="radio"/> This policy needs to be improved upon	<input type="radio"/> This policy is unnecessary and the organization should do away with it

5. Schedule Flexibility (e.g. variable work hours, shorter summer hours, being able to accommodate work hours to other activities like school or volunteer work, etc.).

A.	<input type="radio"/> Yes I am aware that my organization has this policy	<input type="radio"/> I am unsure whether or not my organization has this policy	<input type="radio"/> My organization does not have this policy but I think it should be instituted	<input type="radio"/> My organization does not have this policy but I think it should be instituted
B.	<input type="radio"/> I use this policy very often	<input type="radio"/> I only use this policy once in a while	<input type="radio"/> I have never used this policy	<input type="radio"/> I have not had the opportunity to use this policy yet, but I plan to in the future
C.	<input type="radio"/> This policy is appropriate to my needs in its current form	<input type="radio"/> This policy needs to be improved upon	<input type="radio"/> This policy is inappropriate to my needs in its current form	<input type="radio"/> This policy is unnecessary and the organization should do away with it

6. Job sharing (i.e. one position being held by two employees whose combined hours equal a full-time position).

A.	<input type="radio"/> Yes I am aware that my organization has this policy	<input type="radio"/> I am unsure whether or not my organization has this policy	<input type="radio"/> My organization does not have this policy but I think it should be instituted	<input type="radio"/> My organization does not have this policy but I think it should be instituted
B.	<input type="radio"/> I use this policy very often	<input type="radio"/> I only use this policy once in a while	<input type="radio"/> I have never used this policy	<input type="radio"/> I have not had the opportunity to use this policy yet, but I plan to in the future

C. This policy is appropriate to my needs in its current form

This policy needs to be improved upon

This policy is inappropriate to my needs in its current form

the future

This policy is unnecessary and the organization should do away with it

Not Applicable

7. On-site sports facilities or physical fitness vouchers.

A. Yes I am aware that my organization has this policy

I am unsure whether or not my organization has this policy

My organization does not have this policy

My organization does not have this policy but I think it should be instituted

B. I use this policy very often

I only use this policy once in a while

I have never used this policy

I have not had the opportunity to use this policy yet, but I plan to in the future

Not Applicable

C. This policy is appropriate to my needs in its current form

This policy needs to be improved upon

This policy is inappropriate to my needs in its current form

This policy is unnecessary and the organization should do away with it

Not Applicable

8. Employee assistance programs (i.e. helping employees with personal issues that effect their work).

A. Yes I am aware that my organization has this policy

I am unsure whether or not my organization has this policy

My organization does not have this policy

My organization does not have this policy but I think it should be instituted

policy

- B.** I use this policy very often
- I have never used this policy
- C.** This policy is appropriate to my needs in its current form

- I only use this policy once in a while
- This policy is inappropriate to my needs in its current form
- This policy needs to be improved upon

- I have not had the opportunity to use this policy yet, but I plan to in the future
- This policy is unnecessary and the organization should do away with it
- Not Applicable
- Not Applicable

9. Telecommuting (working from home) options.

- A.** Yes I am aware that my organization has this policy
- I am unsure whether or not my organization has this policy
- B.** I use this policy very often
- I have never used this policy
- C.** This policy is appropriate to my needs in its current form

- My organization does not have this policy but I think it should be instituted
- I have not had the opportunity to use this policy yet, but I plan to in the future
- This policy is unnecessary and the organization should do away with it

- My organization does not have this policy but I think it should be instituted
- I have not had the opportunity to use this policy yet, but I plan to in the future
- This policy is unnecessary and the organization should do away with it
- Not Applicable
- Not Applicable

10. Cafeteria and/or food-counter facilities (vending machines).

- A.**
- | | | |
|--|--|--|
| <input type="radio"/> Yes I am aware that my organization has this policy | <input type="radio"/> I am unsure whether or not my organization has this policy | <input type="radio"/> My organization does not have this policy but I think it should be instituted |
| <input type="radio"/> I use this policy very often | <input type="radio"/> I only use this policy once in a while | <input type="radio"/> I have not had the opportunity to use this policy yet, but I plan to in the future |
| <input type="radio"/> This policy is appropriate to my needs in its current form | <input type="radio"/> This policy needs to be improved upon | <input type="radio"/> This policy is unnecessary and the organization should do away with it |
| | <input type="radio"/> This policy is inappropriate to my needs in its current form | <input type="radio"/> Not Applicable |
- B.**
- My organization does not have this policy
- I have never used this policy
- This policy is inappropriate to my needs in its current form
- C.**
- I am aware that my organization has this policy
- I use this policy very often
- This policy is appropriate to my needs in its current form

For classification purposes, since multiple organizations are participating in this research, please type the name of your organization below. Please note that this does not compromise the confidentiality or anonymity of your participation.

Please verify that you have answered each question before you click on the Submit button. Thank you.

Submit

Part III

Demographic Information

Please click on the circle next to the appropriate answer or type in the required information.

Gender	<input type="radio"/> Male	<input type="radio"/> Female			
Age	<input type="radio"/> 0 - 19	<input type="radio"/> 20 - 29	<input type="radio"/> 30 - 39	<input type="radio"/> 40 - 49	<input type="radio"/> 50 +
Present marital status	<input type="radio"/> Single	<input type="radio"/> Married	<input type="radio"/> Common-law	<input type="radio"/> Divorced	<input type="radio"/> Widowed
Number of children	<input type="text"/>				
Number of children aged	<input type="text"/> 0 - 5	<input type="text"/> 6 - 10	<input type="text"/> 11 - 15	<input type="text"/> 16 +	
Number of dependent adults	<input type="text"/>				
Education level (highest degree)	<input type="radio"/> High School	<input type="radio"/> Cegep	<input type="radio"/> University Bachelors Degree	<input type="radio"/> University Masters Degree	<input type="radio"/> University Doctorate Degree
Job Type	<input type="radio"/> Professional	<input type="radio"/> Administrative	<input type="radio"/> Technical	<input type="radio"/> Clerical	<input type="radio"/> Other
Job Status	<input type="radio"/> Full time	<input type="radio"/> Part Time			
Average number of	<input type="text"/>				

hours worked per
week

Years of relevant
work experience

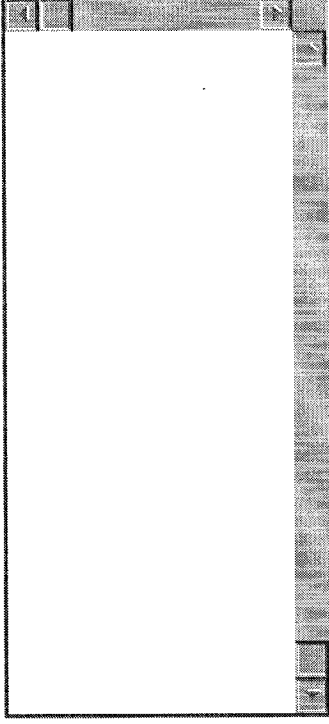
Years with your
current organization

Time in current
position

Submit

If you have any comments on work-life balance, in general or with regard to your organization, please type them in the box provided below. Also, if you have any suggestions regarding this survey, please feel free to mention them below.

Please remember that, like the rest of this survey, your comments are completely anonymous and confidential. Thank you.



Please click on Submit to go on to the next page.



Thank you for completing this survey and for participating in this research project. Your contribution is very valuable and your time is very much appreciated.

If you have any questions or concerns about this research, or if you want any additional information, please feel free to contact me.

Stéphanie Amram
s_amram@jmsb.concordia.ca
(514) 747-7216

Management Department - John Molson School of Business, Concordia University

Please click here to END the survey

THE END
THANK YOU!

Appendix B

Work-Life Balance Study

Étude sur la conciliation vie professionnelle et vie familiale

Click on the language of your choice

Cliquez sur la langue de votre choix

English

Francais

Bienvenue!

Merci de votre participation à ce projet de recherche.

Veillez noter que votre participation est totalement anonyme et strictement confidentielle. D'aucune manière vous ne pouvez être associé aux réponses que vous donnerez au questionnaire.

Remarque: Toutes les données, incluant les données démographiques, seront enregistrées sur un ordinateur et une base de données protégés par un mot de passe confidentiel. Toute impression de ces données sera conservée en lieu sûr. Plus encore, des codes spéciaux seront utilisés pour identifier les organisations participantes. Tous les résultats seront généraux et aucune information concernant la participation des répondants ne sera donnée à qui que ce soit.

[SVP cliquez ici pour accéder à la page d'instruction.](#)

Instructions pour compléter le questionnaire

Ce questionnaire comporte **trois parties**.

La **Première partie**: Traite des questions d'ordre général relatives à votre opinion sur la conciliation vie professionnelle et vie familiale dans l'entreprise pour laquelle vous travaillez.

La **Deuxième partie**: Touche spécifiquement les enjeux (dans la **première section**) et les politiques (dans la **deuxième**) relatives à la conciliation vie professionnelle et vie familiale.

La **Troisième partie**: Vous interroge sur des questions d'ordre démographique.

Pour les fins de cette étude, la conciliation vie professionnelle et vie familiale est définie ainsi: ***L'habileté de trouver l'équilibre entre les aspects famille, travail et loisirs de votre vie***. Cette définition apparaît en-haut de chaque page du questionnaire.

En lisant les affirmations contenues dans le questionnaire, veuillez garder à l'esprit que ce sont vos opinions et vos sentiments relativement à votre emploi et votre entreprise qui sont requis. Choisissez la réponse qui représente le mieux votre opinion pour chacun des énoncés. SVP répondez honnêtement et sincèrement puisque vos réponses constituent des bases importantes et précieuses dans le cadre de cette étude. Il n'y a pas de réponses universellement "correctes" ou "appropriées". La véritable réponse appropriée est celle que vous pensez être celle qui reflète le mieux votre opinion et vos sentiments. Votre patience et votre application sont appréciées pour répondre à toutes les questions, même si certaines peuvent se ressembler.

Pour choisir la réponse de votre choix, cliquez tout simplement sur le cercle à son côté. Veuillez noter que certaines questions vous demandent de taper une réponse dans une boîte fournie. Une fois que vous avez complété une section, vérifiez que vous avez répondu à toutes les questions avant de passer à la prochaine section. **Veuillez SVP ne pas cliquer sur "Enter" avant d'avoir complété le questionnaire au complet.**

Merci.

Vous pouvez cliquer ici pour débiter le questionnaire.

Conciliation vie professionnelle et vie familiale: L'habileté de trouver l'équilibre entre les aspects famille, travail et loisirs de votre vie.

Première partie

À quel degré êtes-vous d'accord avec les affirmations suivantes par rapport à votre situation dans votre organisation ?

SVP cliquez sur le cercle à côté de la réponse de votre choix.

1. Mes collègues ont modifié leur façon de faire pour m'aider à apprendre et à m'ajuster aux politiques de conciliation vie professionnelle et vie familiale de mon entreprise.

- Profondément en désaccord En désaccord Partiellement en désaccord Ni en désaccord ou en accord Partiellement d'accord D'accord Profondément d'accord

2. Mon entreprise répond bien à mes valeurs et mes besoins relativement à la conciliation vie professionnelle et vie familiale.

- Profondément en désaccord En désaccord Partiellement en désaccord Ni en désaccord ou en accord Partiellement d'accord D'accord Profondément d'accord

3. Je me sentirais coupable si je quittais mon entreprise maintenant.

- Profondément en désaccord
 En désaccord
 Partiellement en désaccord
 Ni en désaccord ou en accord
 Partiellement d'accord
 D'accord
 Profondément d'accord

4. J'ai du modifier mes comportements et mes valeurs relativement à la conciliation vie professionnelle et vie familiale pour être accepté dans cette entreprise.

- Profondément en désaccord
 En désaccord
 Partiellement en désaccord
 Ni en désaccord ou en accord
 Partiellement d'accord
 D'accord
 Profondément d'accord

5. Les employés expérimentés de mon entreprise considèrent qu'informer les nouveaux arrivés des politiques de conciliation vie professionnelles et vie familiale, de leur utilisation et leur importance, est l'une des importantes responsabilités de leur fonction.

- Profondément en désaccord
 En désaccord
 Partiellement en désaccord
 Ni en désaccord ou en accord
 Partiellement d'accord
 D'accord
 Profondément d'accord

6. Les valeurs de mon entreprise par rapport à la conciliation vie professionnelles et vie familiale sont similaires à mes propres valeurs à cet égard.

- Profondément en désaccord
 En désaccord
 Partiellement en désaccord
 Ni en désaccord ou en accord
 Partiellement d'accord
 D'accord
 Profondément d'accord

7. Cette entreprise a une grande signification personnelle pour moi.

- Profondément En
 En
 Partiellement
 Ni en
 Partiellement D'accord
 D'accord
 Profondément

en désaccord désaccord en désaccord désaccord ou en accord d'accord d'accord

8. Je n'ai jamais vraiment détesté quelqu'un.

Vrai Faux

9. À l'occasion, j'ai eu des doutes sur ma capacité de réussir dans la vie.

Vrai Faux

10. Cette entreprise mérite ma loyauté.

Profondément en désaccord En désaccord Partiellement en désaccord Ni en désaccord ou en accord Partiellement d'accord D'accord Profondément d'accord

11. Même si je faisais le meilleur travail possible, mon entreprise ne le remarquerait pas.

Profondément en désaccord En désaccord Partiellement en désaccord Ni en désaccord ou en accord Partiellement d'accord D'accord Profondément d'accord

12. Je comprend de plus en plus clairement les politiques de conciliation vie professionnelle et vie familiale de mon entreprise, ainsi que leurs utilisations, en observant mes collègues plus expérimentés.

Profondément en désaccord En désaccord Partiellement en désaccord Ni en désaccord ou en accord Partiellement d'accord D'accord Profondément d'accord

13. Ca serait très difficile pour moi de quitter mon organisation maintenant, même si je le voulais.

- Profondément en désaccord En désaccord Partiellement en désaccord Ni en désaccord ou en accord Partiellement d'accord D'accord Profondément d'accord

14. J'ai le sentiment que les membres expérimentés de mon entreprise m'ont tenu à distance jusqu'à ce que je me conforme à leurs attentes et à leurs valeurs relativement à la conciliation vie professionnelle et vie familiale.

- Profondément en désaccord En désaccord Partiellement en désaccord Ni en désaccord ou en accord Partiellement d'accord D'accord Profondément d'accord

15. Je n'ai pas un fort sentiment d'appartenance envers mon entreprise.

- Profondément en désaccord En désaccord Partiellement en désaccord Ni en désaccord ou en accord Partiellement d'accord D'accord Profondément d'accord

16. J'ai l'impression d'avoir trop peu d'options pour penser de quitter cette entreprise.

- Profondément en désaccord En désaccord Partiellement en désaccord Ni en désaccord ou en accord Partiellement d'accord D'accord Profondément d'accord

17. Il m'est déjà arrivé d'être jaloux(se) de la réussite des autres.

- Vrai Faux

18. Mon entreprise s'intéresse réellement à mon bien-être.

- Profondément
en désaccord
- En
désaccord
- Partiellement
en désaccord
- Ni en
désaccord ou
en accord
- Partiellement
d'accord
- D'accord
- Profondément
d'accord

19. Mon entreprise s'intéresse à ma satisfaction générale au travail.

- Profondément
en désaccord
- En
désaccord
- Partiellement
en désaccord
- Ni en
désaccord ou
en accord
- Partiellement
d'accord
- D'accord
- Profondément
d'accord

20. Mon entreprise tire une certaine fierté de mes réalisations au travail.

- Profondément
en désaccord
- En
désaccord
- Partiellement
en désaccord
- Ni en
désaccord ou
en accord
- Partiellement
d'accord
- D'accord
- Profondément
d'accord

21. Mon entreprise apprécie ma contribution à son bien-être.

- Profondément
en désaccord
- En
désaccord
- Partiellement
en désaccord
- Ni en
désaccord ou
en accord
- Partiellement
d'accord
- D'accord
- Profondément
d'accord

22. Je suis toujours courtois(e) même avec les gens qui sont désagréables.

- Vrai
- Faux

23. Si ce n'était que de moi, je continuerais à travailler pour cette entreprise d'ici un an.

Profondément en désaccord En désaccord Partiellement en désaccord Ni en désaccord ou en accord Partiellement d'accord D'accord Profondément d'accord

24. J'ai vraiment le sentiment de faire miens les problèmes de cette entreprise.

Profondément en désaccord En désaccord Partiellement en désaccord Ni en désaccord ou en accord Partiellement d'accord D'accord Profondément d'accord

25. Je ressens parfois de l'irritation quand je n'arrive pas à mes fins.

Vrai Faux

26. Je ne me sens pas affectivement attaché à mon entreprise.

Profondément en désaccord En désaccord Partiellement en désaccord Ni en désaccord ou en accord Partiellement d'accord D'accord Profondément d'accord

27. J'ai peu ou pas d'accès aux personnes qui ont précédemment utilisé les politiques de conciliation vie professionnelle et vie familiale que je souhaite utiliser.

Profondément en désaccord En désaccord Partiellement en désaccord Ni en désaccord ou en accord Partiellement d'accord D'accord Profondément d'accord

28. Je ne ressens aucune obligation à rester dans mon entreprise.

- Profondément en désaccord En désaccord Partiellement en désaccord Ni en désaccord ou en accord Partiellement d'accord D'accord Profondément d'accord

29. Quelques fois j'ai eu envie de me rebeller contre des gens qui exercent l'autorité même si je savais qu'ils avaient raison.

- Vrai Faux

30. Je suis reconnaissant(e) envers mon entreprise.

- Profondément en désaccord En désaccord Partiellement en désaccord Ni en désaccord ou en accord Partiellement d'accord D'accord Profondément d'accord

31. Ma personnalité correspond à la personnalité ou à l'image de cette entreprise.

- Profondément en désaccord En désaccord Partiellement en désaccord Ni en désaccord ou en accord Partiellement d'accord D'accord Profondément d'accord

32. Je suis fier(e) de faire partie de cette organisation.

- Profondément en désaccord En désaccord Partiellement en désaccord Ni en désaccord ou en accord Partiellement d'accord D'accord Profondément d'accord

33. Je n'ai jamais été contrarié(e) lorsque des gens ont exprimé des idées très différentes des miennes.

Vrai Faux

34. Demeurer dans mon entreprise est autant une question de nécessité que de désir actuellement.

Profondément en désaccord En désaccord Partiellement en désaccord Ni en désaccord ou en accord Partiellement d'accord D'accord Profondément d'accord

35. Si je n'avais pas déjà investi autant d'efforts dans cette entreprise je considérerais aller travailler ailleurs.

Profondément en désaccord En désaccord Partiellement en désaccord Ni en désaccord ou en accord Partiellement d'accord D'accord Profondément d'accord

36. J'ai généralement été laissé(e) à moi même pour découvrir les politiques de conciliation vie professionnelle et vie familiale de mon entreprise.

Profondément en désaccord En désaccord Partiellement en désaccord Ni en désaccord ou en accord Partiellement d'accord D'accord Profondément d'accord

37. Mon entreprise ne sait pas apprécier mes efforts supplémentaires.

Profondément en désaccord En désaccord Partiellement en désaccord Ni en désaccord ou en accord Partiellement d'accord D'accord Profondément d'accord

38. Lorsque je ne sais pas quelque chose, cela ne me dérange pas du tout de l'admettre.

Vrai Faux

39. Je planifie chercher un nouvel emploi au cours des 12 prochains mois.

Profondément en désaccord En désaccord Partiellement en désaccord Ni en désaccord ou en accord Partiellement d'accord D'accord Profondément d'accord

40. Je ne quitterais pas maintenant mon entreprise parce que je ressens un sentiment d'obligation envers ceux qui y travaillent.

Profondément en désaccord En désaccord Partiellement en désaccord Ni en désaccord ou en accord Partiellement d'accord D'accord Profondément d'accord

41. Presque tous mes collègues m'ont soutenu dans mes valeurs et/ou mes besoins par rapport à la conciliation vie professionnelle et vie familiale.

Profondément en désaccord En désaccord Partiellement en désaccord Ni en désaccord ou en accord Partiellement d'accord D'accord Profondément d'accord

42. J'ai reçu peu d'aide de la part des membres expérimentés de mon entreprise quant à la manière d'utiliser les politiques de conciliation vie professionnelle et vie familiale de mon entreprise.

Profondément en désaccord En désaccord Partiellement en désaccord Ni en désaccord ou en accord Partiellement d'accord D'accord Profondément d'accord

43. Mon entreprise répond à mes attentes relativement à la conciliation vie professionnelles et vie

familiale.

- Profondément en désaccord En désaccord Partiellement en désaccord Ni en désaccord ou en accord Partiellement d'accord D'accord Profondément d'accord

44. Mon entreprise ignorerait n'importe quelle plainte que je formulerais.

- Profondément en désaccord En désaccord Partiellement en désaccord Ni en désaccord ou en accord Partiellement d'accord D'accord Profondément d'accord

45. Une des seules conséquences négatives de quitter mon entreprise est le peu d'alternatives disponibles.

- Profondément en désaccord En désaccord Partiellement en désaccord Ni en désaccord ou en accord Partiellement d'accord D'accord Profondément d'accord

46. Je n'ai pas le sentiment de "faire partie de la famille" dans mon entreprise.

- Profondément en désaccord En désaccord Partiellement en désaccord Ni en désaccord ou en accord Partiellement d'accord D'accord Profondément d'accord

47. Mon entreprise se soucie très peu de moi.

- Profondément en désaccord En désaccord Partiellement en désaccord Ni en désaccord ou en accord Partiellement d'accord D'accord Profondément d'accord

48. Ma vie serait trop perturbée si je décidais de quitter mon entreprise maintenant.

- Profondément en désaccord En désaccord Partiellement en désaccord Ni en désaccord ou en accord Partiellement d'accord D'accord Profondément d'accord

49. Je ne penserais jamais laisser punir quelqu'un d'autre pour mes erreurs.

- Vrai Faux

50. Je pense fréquemment à quitter mon emploi.

- Profondément en désaccord En désaccord Partiellement en désaccord Ni en désaccord ou en accord Partiellement d'accord D'accord Profondément d'accord

51. Même si c'était à mon avantage, je ne pense pas que ce serait correct de quitter mon entreprise maintenant.

- Profondément en désaccord En désaccord Partiellement en désaccord Ni en désaccord ou en accord Partiellement d'accord D'accord Profondément d'accord

52. Je me rappelle d'avoir déjà fait semblant d'être malade pour échapper à une situation.

- Vrai Faux

53. On m'a donné l'impression que mes opinions sur la conciliation vie professionnelle et vie familiale sont très importantes dans cette entreprise.

<input type="radio"/> Profondément en désaccord	<input type="radio"/> En désaccord	<input type="radio"/> Partiellement en désaccord	<input type="radio"/> Ni en désaccord ou en accord	<input type="radio"/> Partiellement d'accord	<input type="radio"/> D'accord	<input type="radio"/> Profondément d'accord
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Veillez SVP vous assurer d'avoir répondu à chaque question avant de cliquer sur Soumettre. Merci.

Conciliation vie professionnelle et vie familiale: L'habileté de trouver l'équilibre entre les aspects famille, travail et loisirs de votre vie.

Deuxième partie - Première section

Avec quel degré de facilité pouvez vous accomplir les choses suivantes en travaillant pour votre entreprise?

SVP cliquez sur le cercle à côté de la réponse de votre choix.

1. Éviter l'heure de pointe.

Très facilement

Assez facilement

Ni facilement ou difficilement

Assez difficilement

Très difficilement

Non Applicable

2. Aller au travail plus tard que d'habitude si nécessaire.

Très facilement

Assez facilement

Ni facilement ou difficilement

Assez difficilement

Très difficilement

Non Applicable

3. Aller à des rendez-vous médicaux pour vous-même (ex. médecin, dentiste, physiothérapeute, etc.).

Très facilement

Assez facilement

Ni facilement ou difficilement

Assez difficilement

Très difficilement

Non Applicable

4. Amener un dépendant (enfant ou adulte) à ses rendez-vous (médecin, dentiste, etc.)

Très facilement

Assez facilement

Ni facilement ou difficilement

Assez difficilement

Très difficilement

Non Applicable

5. Faire des appels pour des rendez-vous ou des services.

Très facilement

Assez facilement

Ni facilement ou difficilement

Assez difficilement

Très difficilement

Non Applicable

6. Trouver le temps pour faire de l'exercice ou un passe-temps.

Très facilement

Assez facilement

Ni facilement ou difficilement

Assez difficilement

Très difficilement

Non Applicable

7. S'occuper des tâches ménagères.

Très facilement

Assez facilement

Ni facilement ou difficilement

Assez difficilement

Très difficilement

Non Applicable

8. Aider ou visiter des amis ou des voisins, ou participer à des activités communautaires.

Très facilement

Assez facilement

Ni facilement ou difficilement

Assez difficilement

Très difficilement

Non Applicable

9. Ajuster vos heures de travail en fonction des besoins des autres membres de la famille.

Très facilement

Assez facilement

Ni facilement ou difficilement

Assez difficilement

Très difficilement

Non Applicable

10. Partager vos repas avec votre famille.

Très facilement

Assez facilement

Ni facilement ou difficilement

Assez difficilement

Très difficilement

Non Applicable

11. Passer du temps reposant, agréable et/ou éducatif avec votre famille.

Très facilement

Assez facilement

Ni facilement ou difficilement

Assez difficilement

Très difficilement

Non Applicable

12. Aller magasiner ou faire des commissions (ex. épicerie, garage, nettoyeur, etc.).

Très facilement

Assez facilement

Ni facilement ou difficilement

Assez difficilement

Très difficilement

Non Applicable

13. Aller avec vos enfants à divers endroits et/ou à des événements scolaires.

Très facilement

Assez facilement

Ni facilement ou difficilement

Assez difficilement

Très difficilement

Non Applicable

14. Amener vos enfants à l'école ou à la garderie et/ou être à la maison lorsqu'ils y reviennent.

Très facilement

Assez facilement

Ni facilement ou difficilement

Assez difficilement

Très difficilement

Non Applicable

15. Prendre les arrangements nécessaires pour les enfants lorsqu'ils sont malades, qu'ils ont un congé scolaire ou quand ils sont en vacances l'été.

Très facilement

Assez facilement

Ni facilement ou difficilement

Assez difficilement

Très difficilement

Non Applicable

Veillez SVP vous assurer d'avoir répondu à chaque question avant de cliquer sur Soumettre. Merci.

Soumettre

Conciliation vie professionnelle et vie familiale: L'habileté de trouver l'équilibre entre les aspects famille, travail et loisirs de votre vie.

Deuxième partie - Deuxième section

Veillez SVP répondre aux trois questions ci-dessous pour chacune des politiques de conciliation vie professionnelle et vie familiale énumérées ci-après:

- A. Êtes-vous au courant de cette politique de conciliation vie professionnelle et vie familiale dans votre organisation?**
- B. À quelle fréquence utilisez-vous cette politique de conciliation vie professionnelle et vie familiale?**
- C. Quelle est votre opinion quant à cette politique de conciliation vie professionnelle et vie familiale dans sa forme actuelle?**

Vous référant à chacune des politiques indiquées ci-après, veuillez SVP cliquer sur le cercle précédant la réponse de votre choix, pour les questions A, B et C.

1. Soutien à la garde (ex. coûts, ressources, etc.) et/ou garde sur place

A.	<input type="radio"/> Oui je suis au courant que mon organisation a cette politique	<input type="radio"/> Je ne suis pas sûr(e) que mon organisation a ou non cette politique en vigueur	<input type="radio"/> Mon organisation n'a pas cette politique, mais je crois qu'elle devrait l'instituer
B.	<input type="radio"/> J'utilise fréquemment cette politique	<input type="radio"/> Je n'utilise cette politique que de temps en temps	<input type="radio"/> Je n'ai pas encore eu l'occasion d'utiliser cette politique, mais je compte le faire prochainement
C.	<input type="radio"/> Cette politique répond à mes besoins dans sa forme actuelle	<input type="radio"/> Cette politique doit être améliorée	<input type="radio"/> Cette politique est inutile et l'organisation devrait s'en débarrasser

2. Aide pour le soutien des dépendants âgés (ex. coûts, ressources, etc.) .

A.	<input type="radio"/> Oui je suis au courant que mon organisation a cette politique	<input type="radio"/> Je ne suis pas sûr(e) que mon organisation a ou non cette politique en vigueur	<input type="radio"/> Mon organisation n'a pas cette politique, mais je crois qu'elle devrait l'instituer
B.	<input type="radio"/> J'utilise fréquemment cette politique	<input type="radio"/> Je n'utilise cette politique que de temps en temps	<input type="radio"/> Je n'ai pas encore eu l'occasion d'utiliser cette politique, mais je compte le faire prochainement
C.	<input type="radio"/> Cette politique	<input type="radio"/> Cette politique doit	<input type="radio"/> Cette politique est inutile

répond à mes besoins dans sa forme actuelle	être améliorée	répond pas à mes besoins dans sa forme actuelle	et l'organisation devrait s'en débarrasser	Applicable
3. Congé parental (maternel et/ou paternel) au delà de ce que prévoit la loi.				
A. <input type="radio"/> Oui je suis au courant que mon organisation a cette politique	<input type="radio"/> Je ne suis pas sûr(e) que mon organisation a ou non cette politique en vigueur	<input type="radio"/> Mon organisation n'a pas cette politique	<input type="radio"/> Mon organisation n'a pas cette politique, mais je crois qu'elle devrait l'instituer	<input type="radio"/> Non Applicable
B. <input type="radio"/> J'utilise fréquemment cette politique	<input type="radio"/> Je n'utilise cette politique que de temps en temps	<input type="radio"/> Je n'ai jamais utilisé cette politique	<input type="radio"/> Je n'ai pas encore eu l'occasion d'utiliser cette politique, mais je compte le faire prochainement	<input type="radio"/> Non Applicable
C. <input type="radio"/> Cette politique répond à mes besoins dans sa forme actuelle	<input type="radio"/> Cette politique doit être améliorée	<input type="radio"/> Cette politique ne répond pas à mes besoins dans sa forme actuelle	<input type="radio"/> Cette politique est inutile et l'organisation devrait s'en débarrasser	<input type="radio"/> Non Applicable
4. Possibilités de réintégration au travail après un congé parental (ex. réintégration progressive vers la semaine complète de travail).				
A. <input type="radio"/> Oui je suis au courant que mon organisation a cette politique	<input type="radio"/> Je ne suis pas sûr(e) que mon organisation a ou non cette politique en vigueur	<input type="radio"/> Mon organisation n'a pas cette politique	<input type="radio"/> Mon organisation n'a pas cette politique, mais je crois qu'elle devrait l'instituer	

J'utilise fréquemment cette politique

Je n'utilise cette politique que de temps en temps

Je n'ai jamais utilisé cette politique

Je n'ai pas encore eu l'occasion d'utiliser cette politique, mais je compte le faire prochainement

Non
Applicable

Cette politique répond à mes besoins dans sa forme actuelle

Cette politique doit être améliorée

Cette politique ne répond pas à mes besoins dans sa forme actuelle

Cette politique est inutile et l'organisation devrait s'en débarrasser

Non
Applicable

B.

C.

5. Horaire flexible (ex. heures de travail variables, horaire d'été plus court, possibilité d'accommodement des heures de travail avec d'autres activités parascolaires, de bénévolat, ou autres).

Oui je suis au courant que mon organisation a cette politique

Je ne suis pas sûr(e) que mon organisation a ou non cette politique en vigueur

Mon organisation n'a pas cette politique

Mon organisation n'a pas cette politique, mais je crois qu'elle devrait l'instituer

Non
Applicable

A.

J'utilise fréquemment cette politique

Je n'utilise cette politique que de temps en temps

Je n'ai jamais utilisé cette politique

Je n'ai pas encore eu l'occasion d'utiliser cette politique, mais je compte le faire prochainement

Non
Applicable

B.

Cette politique répond à mes besoins dans sa forme actuelle

Cette politique doit être améliorée

Cette politique ne répond pas à mes besoins dans sa forme actuelle

Cette politique est inutile et l'organisation devrait s'en débarrasser

Non
Applicable

C.

6. Emploi à temps partagé (c-à-d un poste qui est détenu par deux employés qui partagent ainsi l'équivalent

d'un emploi à plein temps).

Oui je suis au courant que mon organisation a cette politique

Je ne suis pas sûr(e) que mon organisation a ou non cette politique en vigueur

Mon organisation n'a pas cette politique

Mon organisation n'a pas cette politique, mais je crois qu'elle devrait l'instituer

A.

J'utilise fréquemment cette politique

Je n'utilise cette politique que de temps en temps

Je n'ai jamais utilisé cette politique

Je n'ai pas encore eu l'occasion d'utiliser cette politique, mais je compte le faire prochainement

Non
Applicable

B.

Cette politique répond à mes besoins dans sa forme actuelle

Cette politique doit être améliorée

Cette politique ne répond pas à mes besoins dans sa forme actuelle

Cette politique est inutile et l'organisation devrait s'en débarrasser

Non
Applicable

C.

7. Équipements sportifs sur place ou bons pour entraînement sportif externe.

Oui je suis au courant que mon organisation a cette politique

Je ne suis pas sûr(e) que mon organisation a ou non cette politique en vigueur

Mon organisation n'a pas cette politique

Mon organisation n'a pas cette politique, mais je crois qu'elle devrait l'instituer

A.

J'utilise fréquemment cette politique

Je n'utilise cette politique que de temps en temps

Je n'ai jamais utilisé cette politique

Je n'ai pas encore eu l'occasion d'utiliser cette politique, mais je compte le faire prochainement

Non
Applicable

B.

- C.** Cette politique répond à mes besoins dans sa forme actuelle Cette politique doit être améliorée Cette politique ne répond pas à mes besoins dans sa forme actuelle Cette politique est inutile et l'organisation devrait s'en débarrasser Non Applicable

8. Programme d'assistance aux employés (c-à-d aide aux employés ayant des problèmes personnels qui affectent leur travail).

- A.** Oui je suis au courant que mon organisation a cette politique Je ne suis pas sûr(e) que mon organisation a ou non cette politique en vigueur Mon organisation n'a pas cette politique Mon organisation n'a pas cette politique, mais je crois qu'elle devrait l'instituer
- B.** J'utilise fréquemment cette politique Je n'utilise cette politique que de temps en temps Je n'ai jamais utilisé cette politique Je n'ai pas encore eu l'occasion d'utiliser cette politique, mais je compte le faire prochainement Non Applicable
- C.** Cette politique répond à mes besoins dans sa forme actuelle Cette politique doit être améliorée Cette politique ne répond pas à mes besoins dans sa forme actuelle Cette politique est inutile et l'organisation devrait s'en débarrasser Non Applicable

9. Télétravail (possibilités de travailler depuis le domicile).

- A.** Oui je suis au courant que mon organisation a cette politique Je ne suis pas sûr(e) que mon organisation a ou non cette politique en vigueur Mon organisation n'a pas cette politique Mon organisation n'a pas cette politique, mais je crois qu'elle devrait l'instituer

B.

J'utilise fréquemment cette politique

Je n'utilise cette politique que de temps en temps

Je n'ai jamais utilisé cette politique

Je n'ai pas encore eu l'occasion d'utiliser cette politique, mais je compte le faire prochainement

Non Applicable

C.

Cette politique répond à mes besoins dans sa forme actuelle

Cette politique doit être améliorée

Cette politique ne répond pas à mes besoins dans sa forme actuelle

Cette politique est inutile et l'organisation devrait s'en débarrasser

Non Applicable

10. Cafeteria et/ou comptoirs repas (machines distributrices).

A.

Oui je suis au courant que mon organisation a cette politique

Je ne suis pas sûr(e) que mon organisation a ou non cette politique en vigueur

Mon organisation n'a pas cette politique

Mon organisation n'a pas cette politique, mais je crois qu'elle devrait l'instituer

Non Applicable

B.

J'utilise fréquemment cette politique

Je n'utilise cette politique que de temps en temps

Je n'ai jamais utilisé cette politique

Je n'ai pas encore eu l'occasion d'utiliser cette politique, mais je compte le faire prochainement

Non Applicable

C.

Cette politique répond à mes besoins dans sa forme actuelle

Cette politique doit être améliorée

Cette politique ne répond pas à mes besoins dans sa forme actuelle

Cette politique est inutile et l'organisation devrait s'en débarrasser

Non Applicable

Pour les fins de classement et compte tenu du fait que plusieurs organisations participent à cette recherche, veuillez SVP inscrire le nom de votre entreprise ci-dessous. Veuillez noter que ce geste ne compromet d'aucune manière la confidentialité ou l'anonymat de votre participation.

Veuillez SVP vous assurer d'avoir répondu à chaque question avant de cliquer sur Soumettre. Merci.



Troisième partie

Questions Démographiques

SVP cliquez sur le cercle à côté de la réponse appropriée ou tapez l'information demandée.

Genre	<input type="radio"/> Masculin	<input type="radio"/> Féminin			
Age	<input type="radio"/> 0 - 19	<input type="radio"/> 20 - 29	<input type="radio"/> 30 - 39	<input type="radio"/> 40 - 49	<input type="radio"/> 50 +
Statut actuel	<input type="radio"/> Célibataire	<input type="radio"/> Marié	<input type="radio"/> Union de fait	<input type="radio"/> Divorcé	<input type="radio"/> Veuf
Nombre d'enfants	<input type="text"/>				
Nombre d'enfants âgés de	<input type="text"/> 0 - 5	<input type="text"/> 6 - 10	<input type="text"/> 11 - 15	<input type="text"/> 16 +	
Nombre d'adultes dépendants	<input type="text"/>				
Scolarité (plus haut niveau)	<input type="radio"/> Secondaire	<input type="radio"/> Cégep	<input type="radio"/> Université (Bac.)	<input type="radio"/> Université (Maîtrise)	<input type="radio"/> Université (Doctorat)
Type d'emploi	<input type="radio"/> Professionnel	<input type="radio"/> Administratif	<input type="radio"/> Technique	<input type="radio"/> Clerical	<input type="radio"/> Autre
Statut d'emploi	<input type="radio"/> Temps plein	<input type="radio"/> Temps partiel			

En moyenne, le nombre
d'heures travaillées par
semaine

Années d'expérience
applicables

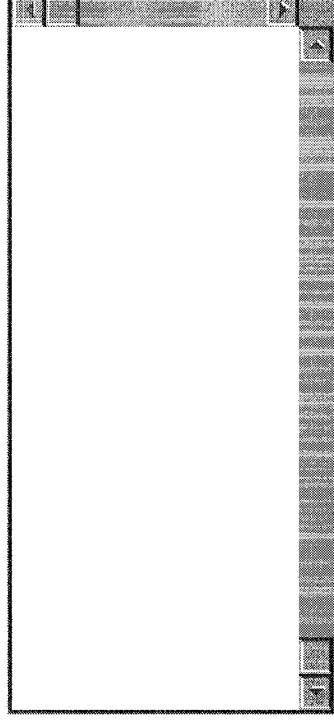
Nombre d'années dans
votre entreprise

Ancienneté à votre poste
actuel

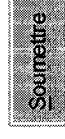
Si vous avez des commentaires généraux quant à la conciliation vie professionnelle et vie familiale, ou des commentaires particuliers à ce sujet dans votre entreprise, veuillez les inscrire dans la boîte ci-dessous.

Si vous avez des suggestions relativement à ce questionnaire, veuillez également m'en faire part dans la boîte ci-dessous.

Veillez SVP noter que, tout comme pour le reste du questionnaire, vos commentaires sont totalement confidentiels et anonymes. Merci.



Veillez SVP cliquer sur Soumettre pour accéder à la prochaine page.



Merci d'avoir complété ce questionnaire et d'avoir participé à ce projet de recherche. Votre contribution est très précieuse et le temps que vous y avez consacré est très apprécié.

Pour toutes questions ou préoccupations relatives à cette étude, SVP n'hésitez pas à communiquer avec moi.

Stéphanie Amram
s_amram@jmsb.concordia.ca
(514) 747-7216
Université Concordia
Département de Management - John Molson School of Business

SVP cliquez ici pour terminer le questionnaire

FIN

MERCI!

Appendix C

Hello,

My name is Stéphanie Amram. I am a graduate student in the MSc in Management program at Concordia University. Pharma Distribution has allowed me to conduct my thesis research within the company, and I am writing to request your participation in this study.

My research looks at Work-Life Balance issues in an organizational setting. For the purposes of this study, Work-Life Balance is defined as: **The ability to achieve a satisfying balance among the work, family and leisure aspects of your life.**

I am interested in your views on Pharma Distribution's work-life balance policies and, in turn, how these policies affect you. To do so, you are asked to fill out a questionnaire available in either English or French. If you are interested in participating in this research please contact me at this e-mail address: s_amram@jmsb.concordia.ca or call me at this number: (514) 747-7216 and I will get a copy of the questionnaire to you. It should take you about 20 minutes to complete the questionnaire.

Please note that your participation in this study is completely anonymous and strictly confidential. You can in no way be associated with your responses to the questionnaire. You are, of course, not obligated to participate in this research. It would, however, be greatly appreciated if you were to take the time to do so, as a result helping me complete my research project.

If you have any questions or concerns about the research, please feel free to contact me. Thank you in advance for taking the time to participate; it is very much appreciated.

Stéphanie Amram
s_amram@jmsb.concordia.ca
(514) 747-7216
Concordia University
Management Department - John Molson School of Business

Bonjour,

Je suis Stéphanie Amram, étudiante au programme de maîtrise en sciences de l'administration à l'Université Concordia. Votre entreprise a eu l'amabilité d'accepter de me permettre de mener ma recherche. Je vous écris donc aujourd'hui pour solliciter votre participation à cette étude.

Mon étude vise à évaluer les impacts de la conciliation entre la vie professionnelle et la vie familiale dans l'organisation du travail. Pour les fins de cette étude, la conciliation vie professionnelle et vie familiale est définie ainsi : **L'habileté de trouver l'équilibre entre les aspects famille, travail et loisirs dans votre vie.**

Je suis particulièrement intéressée à connaître votre opinion sur les politiques de conciliation vie professionnelle et vie familiale en vigueur dans votre entreprise et comment celles-ci vous touchent. Pour ce faire, il suffit de compléter un questionnaire disponible en français et en anglais. Si vous êtes intéressé à participer à cette recherche, prière de me contacter à cette adresse courriel : s_amram@jmsb.concordia.ca ou, encore, de m'appeler au (514) 747-7216 et je vous transmettrai le questionnaire. Il ne vous suffira que d'une vingtaine de minutes pour le compléter.

Veillez noter que votre participation est totalement anonyme et strictement confidentielle. D'aucune manière vous ne pourrez être associé aux réponses que vous fournirez. De plus, vous n'avez aucune obligation à participer à cette étude. Cependant, votre collaboration serait hautement appréciée afin de m'aider à terminer mes travaux de recherche.

Pour toutes questions ou préoccupations relatives à cette étude, n'hésitez pas à communiquer avec moi.

Merci infiniment de prendre le temps de participer à cette étude.

Stéphanie Amram

s_amram@jmsb.concordia.ca

(514) 747-7216

Université Concordia

Département de management – John Molson School of Business

Appendix D

Hello,

This is Stephanie Amram, the graduate student from Concordia University conducting a **study on work-life balance** issues.

If you have already completed the questionnaire (either the web or the paper version), thank you again for your participation. The time you took to help me with this study is greatly appreciated. If, however, you have not yet had the opportunity to complete the questionnaire, I am again requesting your participation in this research. You can either contact me at this e-mail address: s_amram@jmsb.concordia.ca, or at this telephone number: (514) 747-7216 and I will get a version of the questionnaire to you. This **anonymous and confidential questionnaire** should take you no more than 20 minutes to complete.

If you have any questions or concerns about the research, please feel free to contact me. Thank you again for your time and your input.

Stéphanie Amram
s_amram@jmsb.concordia.ca
(514) 747-7216
Concordia University
Management Department - John Molson School of Business

Bonjour,

Je tiens à vous remercier chaleureusement si vous avez déjà complété le questionnaire (la version papier ou Internet) relatif à cette étude. Si toutefois, vous n'avez pas encore eu la chance d'y répondre, je vous encourage à le faire sans délai. Vous pouvez communiquer avec moi à l'adresse courriel suivante : s_amram@jmsb.concordia.ca ou à ce numéros de téléphone : (514) 747-7216 et je vous ferez parvenir une version du questionnaire. Je vous rappelle le caractère **strictement confidentiel et anonyme** de la démarche pour laquelle je demande votre collaboration.

Pour toutes questions ou préoccupations relatives à cette étude, n'hésitez pas à communiquer avec moi.

Merci à nouveau de votre collaboration.

Stéphanie Amram
s_amram@jmsb.concordia.ca
(514) 747-7216
Université Concordia
Département de management – John Molson School of Business

Appendix E

Hello,

My name is Stéphanie Amram. I am a graduate student in the MSc in Management program at Concordia University. Your company has given me permission to conduct my thesis research within your company, and I am writing to request your participation in this study.

My research looks at Work-Life Balance issues in an organizational setting. For the purposes of this study, **Work-Life Balance** is defined as: **The ability to achieve a satisfying balance among the work, family and leisure aspects of your life.**

I am interested in your views on your organization's work-life balance policies and, in turn, how these policies affect you. To do so, you are asked to fill out a questionnaire available in either English or French. To participate in this research please go to the following Internet address for the web-based questionnaire:

<http://pan.concordia.ca/dyer/worklife.htm> If, however, you would prefer a paper version, you can contact me at this e-mail address: s_amram@jmsb.concordia.ca or at this phone number: (514) 747-7216 and I will get a copy of the questionnaire to you. It should take you about 20 minutes to complete it.

Please note that your participation in this study is completely anonymous and strictly confidential. You can in no way be associated with your responses to the questionnaire. You are, of course, not obligated to participate in this research. It would, however, be greatly appreciated if you were to take the time to do so, as a result helping me complete my research project.

If you have any questions or concerns about the research, please feel free to contact me. Thank you in advance for taking the time to participate.

Stéphanie Amram
s_amram@jmsb.concordia.ca
(514) 747-7216
Concordia University
Department of Management - John Molson School of Business

Bonjour,

Je suis Stéphanie Amram, étudiante au programme de maîtrise en sciences de l'administration à l'Université Concordia. Votre entreprise a eu l'amabilité d'accepter de me permettre de mener ma recherche dans votre entreprise. Je vous écris donc aujourd'hui pour solliciter votre participation à cette étude.

Mon étude vise à évaluer les impacts de la conciliation entre la vie professionnelle et la vie familiale dans l'organisation du travail. Pour les fins de cette étude, **la conciliation vie professionnelle et vie familiale** est définie ainsi : **L'habileté de trouver l'équilibre entre les aspects famille, travail et loisirs dans votre vie.**

Je suis particulièrement intéressée à connaître votre opinion sur les politiques de conciliation vie professionnelle et vie familiale en vigueur dans votre entreprise et comment celles-ci vous touchent. Pour ce faire, il suffit de compléter un questionnaire disponible en français ou en anglais, version Internet ou papier. Pour participer à cette recherche, prière d'aller à cette adresse Internet : <http://pan.concordia.ca/dyer/worklife.htm> OU, pour la version papier, de me contacter à cette adresse courriel : s_amram@jmsb.concordia.ca ou, encore, de m'appeler au (514) 747-7216 et je vous transmettrai le questionnaire. Veuillez SVP compléter le questionnaire avant **vendredi le 16 mars 2004**. Il ne vous suffira que d'une vingtaine de minutes pour le compléter.

Veillez noter que votre participation est totalement anonyme et strictement confidentielle. D'aucune manière vous ne pourrez être associé aux réponses que vous fournirez. De plus, vous n'avez aucune obligation à participer à cette étude. Cependant, votre collaboration serait hautement appréciée à fin de m'aider à terminer mes travaux de recherche.

Pour toutes questions ou préoccupations relatives à cette étude, n'hésitez pas à communiquer avec moi.

Merci infiniment de prendre le temps de participer à cette étude.

Stéphanie Amram

s_amram@jmsb.concordia.ca

(514) 747-7216

Université Concordia

Département de management – John Molson School of Business