

The Effects of Organisational Work-Life Balance Initiatives on Accountants in New Zealand

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Abstract

Employee perception of the provision of work-life balance initiatives within their firms and their usage/intended usage of these initiatives was obtained for 77 New Zealand accountants employed in four accounting firms. Statistical analysis indicated the impact of these employee perceptions on overall job satisfaction, organisational commitment, job stress, intentions to quit, family-work conflict and work-family conflict. Employees' perception of the provision of work-life balance initiatives failed to significantly impact the employee measures. Utilising or intending to utilise work-life balance initiatives significantly impacted employee measures of organisational commitment and job stress. These mixed results suggest that simply installing work-life balance initiatives in accounting firms is not enough. Obtaining measures of within firm social support for employees utilising work-life balance initiatives needs further investigation. It is suggested that instead of adopting a 'one size fits all' approach, that organisations need to install initiatives specifically suited to the individual demographics of their workforce.

I Introduction

Preface 1.1

The introduction will begin by giving an overall look at the current state of the employment market in New Zealand, and the ways in which it has changed in recent years. It then provides an explanation of what exactly work-life balance is in an organisational context, the role of the New Zealand government and how work-life balance specifically affects the accounting profession. Kinds of work-life balance initiatives employed in accounting firms are then discussed before some of the barriers employees face to achieving a work-life balance are examined. What work-life balance means to both employees and employers is evaluated, before looking at the conflict stemming from the family to work and from work to the family. Effects of employee demographics such as age, gender and tenure are examined before concluding with an overall summary of the major issues related to achieving a work-life balance for accountants working in New Zealand.

1.2 Overview

In our increasingly fast paced society, both wage and salary earners are working much longer and often harder in order to get their work done, both in the workplace and in their lives out of work. Almost 20 percent of New Zealander's now work in excess of

50 hours per week, and 39 percent are working out of work hours, in order to get their work finished (Department of Labour, 2006). A combination of individual economic needs and the impact of technology has changed both individual and collective expectations to maintain a certain standard of living. These changes together have converged to create a notion of the workplace residing at the epicentre of society where it is now arguably functioning to the detriment of society and of people in general (Rennar, 2007).

Technological changes mean that employees are often able to be contacted 24 hours a day, 7 days a week (Little, 2002). Couple this with workplace demographical changes including employment conditions, greater participation by women in the workforce and a long hour's culture, it is not hard to see why higher levels of employee burnout are being noted than ever before (Brough & Kelling, 2002; Forsyth & Polzer-Debruyne, 2007).

The immense employee flexibility which has arisen from this working culture has contributed to the dissemination of barriers between work and non-work time, with the fostering of an able to work 'anytime, anywhere' work culture (O'Driscoll, 2004). There is also increasing amounts of documented work-family conflict which may be contributing to the worrying amounts of child and domestic abuse in New Zealand, as well as alcohol and substance abuse problems (www.eeotrust.org.nz). Low unemployment levels pressure workers to continually up-skill in order to remain employable, with widespread downsizing in the 80's and the 90's placing increasingly heavy demands on employees (O'Driscoll, 2004). With job insecurity pressuring

individuals to work harder than even before just to keep their jobs; those who survive layoffs are being expected to work longer hours at greater intensity and with fewer support staff (Greenhalgh & Rosenblatt, 1984).

All these factors are working together to increase the flexibility of the individual employee, resulting in the blurring of boundaries between work and non work time. Because of this, family and work roles are continuing to become increasingly intertwined with a growing amount of conflict between the two becoming increasingly apparent (Spector, Cooper, Poelmans, Allen, O'Driscoll, Sanchez et al, 2004). This has led to a rapid increase in work-life balance conflict in recent times (Edwards & Rothbard, 2000).

1.3 What is Work-Life Balance in an Organisational Context?

The notion of providing and maintaining a healthy workplace where a work-life balance is apparent has evolved vastly over the past 60 years (Grawitch, Gottschalk & Munz, 2006). The goal of many organisations historically was to avoid being unhealthy as opposed to being healthy (Robin, 2003). In the mid 1940's, employers began to recognise the need for employees to have a life out of the workplace, and introduced initiatives such as hosting outings for employees like company picnics (Robin, 2003). The 1970's and the 1980's saw the introduction of more initiatives such as fitness programs for employees at some organisations (Robin, 2003). Currently in the US, approximately 90 percent of organisations with 50 plus employees provide some policies designed to improve employee health and wellbeing (Aldana, 2001). This recognition of the need to provide vast numbers of initiatives designed to increase work-life balance by

employers, signifies the overwhelming importance most people place on their work lives - with the average adult now spending one quarter to one third of their waking lives at work (Harter, Schmidt & Keyes, 2003).

A healthy workplace is defined as “any organisation that maximises the integration of worker goals for well-being and company objectives for profitability and productivity” (Sauter, Lim & Murphy, pp 250, 1996). The two essential components of this definition are the performance of the organisation and the health of its employees. Implicit in this notion is the fact that work-life balance means different things to different people (the employees and the employer), and makes reference to the need to take the reciprocal nature of the two into consideration (Barling & MacEwen, 1992). Contemporary definitions of a work-life balance therefore highlight the immense need for work to be able to be performed in such a way that it is both humanly possible and economically viable to do it, whilst at the same time carried out without compromising personal and familial responsibilities (Little, 2002). In this way, work-life balance is essentially the idea of balancing paid work commitments with other activities that are important to the individual – whether that is spending time with family, taking part in recreational activities and volunteering or undertaking further study (Dyson, 2006).

1.4 The Role of the New Zealand Government

In recent years the New Zealand government has expressed concern on the diminishing work-life balance of it's people. This concern is centred on the possibility

that failure to address this conflict will ensure continued deterioration in quality of life for all (Dyson, 2006). The government has proposed that the more organisations embrace the notion of a work-life balance for all employees, the greater the chance of seeing a more productive, creative, happy and healthy workforce with sustainable positive standards of living (Dyson, 2006). In 2004 a public consultation was conducted to both gauge societies views on work-life balance and to gain a better idea of the barriers to achieving this goal (Department of Labour, 2006). With the introduction of four weeks annual leave for full time employees working in New Zealand in 2007, government officials are hoping that mandatory employment legislation such as this will increase access to leisure and personal time for employees and consequently enhance individual bodily balance (Little, 2002).

1.5 New Zealand Accountants and Work-Life Balance Ideals

Achieving a work-life balance is becoming an increasingly sought after ideal for accountants currently working and living in New Zealand (www.worklife.govt.nz). A mass shortage of skilled accountants is apparent, with only 60 percent of accounting vacancies being filled within 10 weeks of advertising in 2005 (www.worklife.govt.nz). Conversely, demand for accountants has grown strongly by about 5.3% per annum. This is due to a multitude of factors including our buoyant economy, an increase in the number of enterprises, the fact that there have been changes in financial legislation and standards and increasing scrutiny of company finances raising the demand for accounting services (www.institutesurvey.co.nz). Supply continues to fall well below demand with annual

growth down at about one percent (www.institutesurvey.co.nz). This 'genuine skill shortage' is expected to continue, at least in the short term (www.worklife.govt.nz).

Historically, accountants in New Zealand viewed work-life balance initiatives as 'fringe benefits' (www.institutesurvey.co.nz). This is no longer the case with the issue of work-life balance currently receiving much greater attention. Initiatives are now being viewed as a standard component of an organisations offer to their employees, as well as a business imperative (www.institutesurvey.co.nz). Achieving a work-life balance was rated as being the most critical motivator for New Zealand accountants, ranking above both career advancement and monetary incentives, with a five percent growth on 2006 (Hudson's Remuneration Survey, 2007). Large global accounting firms like KPMG and PricewaterhouseCoopers appear to be both embracing and responding to this need (Rennar, 2007; www.eeotrust.org.nz). However, despite this increasingly apparent need for accounting firms in New Zealand to embrace work-life balance ideals, almost 28 percent of accountants and 40 percent of New Zealanders still claim that their employers are not offering the kinds of work-life balance options that they are seeking (Dyson, 2006; www.institutesurvey.co.nz).

1.6 Kinds of WLB Initiatives Offered

Of the accounting firms who have responded to the need to provide WLB initiatives to their employees, there are many vastly different initiatives on offer. Popular initiatives more commonly employed in New Zealand accounting firms include: study

leave, being able to choose your own lunch break, unpaid leave, being able to work part time and knowing you can leave if there is an emergency (Department of Labour, 2006). Less common initiatives which have been reported to be on offer at some accounting firms include: subsidised gym memberships, guest speakers coming into the organisation to give talks on keeping and eating healthy, free fruit, an organisational leisure bank where overtime hours can be exchanged for paid leave at a later date and a days paid leave on your birthday (www.eeotrust.org.nz).

1.7 Organisational Barriers to Achieving a Work-Life Balance

There exist several well researched barriers to implementing work-life balance initiatives in organisations. The three most commonly reported are that the initiatives cost too much money to set up and implement, that it is too complicated to set systems in place for the initiatives to be used most efficiently, and that certain types of work require all employees to be in the office at once with face time being highly valued in some organisations (Women in Management Review, 2005). Other reported barriers of implementing more flexible work practices for employees includes communication problems between employees and management and the difficulty of allowing flexible work approach practices because of the nature of the work taking place. There is also the fear that if initiatives are set up, employees will abuse them either through dishonesty, taking advantage of the flexible work options and/or not appreciating these benefits (Department of Labour, 2006). More explicit barriers to employees of using flexible working practices within organisations include a failure by management to support usage

of policies (Rhoades & Eisenberger, 2002), inconsistent access to initiatives for different staff members and failure to make clear the existence of such practices (Friedman & Greenhaus, 2000).

1.8 What does Work-Life Balance mean for Employees?

For employees having a work-life balance means being able to strike a balance between fulfilling both work commitments and other activities that are important to them (Grawitch, Gottschalk & Munz, 2006). These activities include things like spending time with family, taking part in recreational activities, volunteering or undertaking further study (Department of Labour, 2006). It also means minimising the conflict between work and family roles, which when apparent diminishes employee perceptions of quality of both work and family life, consequently influencing organisational outcomes such as productivity, absenteeism and turnover (Hart, 1994).

Being able to participate in activities outside the workplace has been found to aid employees in replenishing their energy levels, improving their psychological balance and allowing them to recharge physically (Rennar, 2007). Employees who achieve a work-life balance are then freer to spend more time in their communities doing beneficial things. This strengthens communities i.e. people are able to fulfil their basic role of citizenship and maintaining social capital (Little, 2002). Achieving a work-life balance also means that employees are able to be more flexible in their work environments and are thus better able to deal with problems and events that arise such as being able to take

a day off to care for a sick child or attend an out of town function (Hughes, Galinsky & Morris, 1992). Utilising work-life balance initiatives has been found to reduce work-family conflict, and to minimise role strain, be that role strain at home as a parent, role strain as a leisurite for example a member of a sporting team, or role strain in the office as an employee (Ernst-Kossek & Ozeki, 1998). Transitions between roles are also able to take place more smoothly and consequently conflict between conflicting roles is able to be minimised, with utilising work-life balance initiatives being found to reduce work-family conflict (Gardener & Smith, 2007).

Having a work-life balance has also been shown to reduce psychological stress and somatic illness (Hart, 1994; Little, 2002). Health statistics show an increase over the past 10-15 years of stress related conditions, such as obesity and musculoskeletal disorders (Brache, 2001). There are also reports of far greater use of drugs for stress, anxiety and depression (Little, 2002). Achieving a work-life balance also creates happier employees with supposed greater morale as they have more time to do the things they want and are better able to cope with the demands of all the roles in their lives (Rennar, 2007). Happy employees are thought to be more productive as they have more energy to put into their work (Hart, 1994).

1.9 What does Work-Life Balance mean for Employers?

Previous research has identified some of the huge fiscal and human costs to employers associated with unhealthy workplace practices (Cooper, 1994). Consequently,

organisations are beginning to recognise the competitive advantage that providing work-life balance initiatives ensures. They are seeing the potential benefits when attracting and acquiring employees, retaining employees, being better able to manage the employer-employee relationship, boosting employee morale and taking advantage of an increasingly diversified work force (Fulmer, Gerhar & Scott, 2003). For employers, providing a work-life balance is about creating, establishing and utilising employment policies in the form of initiatives that both encourage and optimise the wellbeing of all employees, thus creating a productive work culture where potential tensions between employees work and other parts of their lives out of work are minimised (Department of Labour, 2006). Employers need to recognise and take into consideration both the dynamic and interdependent nature of the work and home interfaces.

In recent years with the continuation of a low unemployment rate – currently sitting 3.5 percent (www.stats.govt.nz), employers have been forced to address the issue of work-life balance in order to not only achieve optimal performance from their current employees but also to attract new employees with the intention of retaining valuable human capital (Cordes & Dougherty, 1993; Dyson, 2006). Preventing employee burnout and retaining valued employees is essential in allowing organisations to operate both effectively and efficiently in today's highly competitive global economy (Rennar, 2007). In order to achieve this, workplaces need to become more flexible and apply malleability at both the individual employer level and at a governmental level, to make achieving a work-life balance more than just an unattainable dream (Hughs, Galinsky & Morris, 1992). These benefits are then proposed to be carried with the employee back into the

workplace in the form of greater motivation, better performance and a more positive attitude (Friedman & Greenhaus, 2000; Rennar, 2007).

Firms that implement work-life balance initiatives report favourable results in the form of greater productivity, higher staff morale and greater job satisfaction (Friedman & Greenhaus, 2000; Rennar, 2007; www.ioma.com). Job satisfaction is estimated to account for one fifth to a quarter of life satisfaction in the typical adult (Harter, Schmidt & Keyes, 2003). Providing work-life balance initiatives to employees is also hoped to encourage them to stay for longer periods at organisations, decreasing absenteeism's and turnover rates (Grawitch, Gottschalk & Munz, 2006; Forsyth & Polzer-Debruyne, 2007). Currently the average tenure for employees at organisations in New Zealand is only two years (McGrath, 2007). Leading on from this, organisations who can claim to offer employees work-life balance initiatives also enhance recruitment levels (Cordes & Dougherty, 1993). It is also documented that job satisfaction and organisational commitment will increase, as factors like role conflict between the work and home interfaces and health problems brought on from overworking decrease (Forsyth & Polzer-Debruyne, 2007, Friedman & Greenhaus, 2000). Productivity should also be on the increase with a greater quality of output created (Friedman & Greenhaus, 2000).

Lastly, allowing employees to go about their work in more flexible ways also allows more people to participate in the workforce (minority groups) and for longer periods. Examples include people who are still studying whilst working, people with health conditions that prevent them from working in an office situation for long periods at

a time, people with small children and those who are semi-retired (Rennar, 2007). Increased retention has been reported by organisations who have work-life balance initiatives set in place, with 84 percent of employees believing that introducing flexible work practices positively impacts on retention (Women in Management Review, 2005; www.ioma.com). From this discussion the following four hypotheses were developed:

Hypothesis 1: Job satisfaction and organisational commitment will increase as the presence of work-life balance initiatives increases.

Hypothesis 2: Job stress, intentions to quit, family-work conflict and work-family conflict will decrease as the presence of work-life balance initiatives increases.

Hypothesis 3: Job satisfaction and organisational commitment will increase as use/intended use of work-life balance initiatives increases.

Hypothesis 4: Job stress, intent to quit, family-work conflict and work-family conflict will decrease as use/intended use of work-life balance initiatives increases.

1.10 Family-Work and Work-Family Conflict

We are now seeing more and more couples experiencing the difficulties of juggling two careers and a joint personal life. The logistics of frequent out of town travel, geographical relocation for one spouse or the other, unexpected overtime and last

minute after-hours assignments, coupled with the daily demands of car-pooling, supervising homework, homecare and eldercare, leave many couples wondering which way to turn (Spector, Cooper, Poelmans, Allen, O'Driscoll, Sanchez et al, 2004). Resultantly, planned personnel and family time gets demoted to bottom of the list of priorities, increasing family disconnectedness and personnel functionality (Rennar, 2007).

In a work-life balance study conducted by the government in 2005, 43 percent of employees reported having dependents which they cared for, with 41 percent reporting that their work sometimes or often makes it difficult to spend or enjoy quality time with their families. Forty percent also indicated that they have some or a lot of difficulty achieving a balance between work and home (Department of Labour, 2006). Conflict from work to the home, is proposed to be more detrimental than the converse (Frone, 2003). Both however have been linked to job dissatisfaction, turnover and poorer health outcomes (Frone, Russell & Cooper, 1997; Smith & Gardner, 2007).

Employees with more dependents are documented to have more of a need to utilise work-life balance incentives than employees without dependents (Brough & Kelling, 2002). This is expected to be of increasing importance as the number of dependents increases (Frone, Russell & Cooper, 1997). The same is proposed for employees with partners compared to those employees who are not in a relationship (Allen, 2001). Employees reporting less of a work-life balance are also more likely to have children in their care (Department of Labour, 2006). It is therefore proposed that:

Hypothesis 5: Employees with more dependents will make/intend to make more use of work-life balance initiatives than employees with less or no dependents.

Hypothesis 6: Employees in a relationship will make more/intend to make more use of work-life balance initiatives than employees who are not in a relationship.

1.11 The Influence of Age on Achieving a Work-Life Balance

Models which graphically depict the relationship between life stages and employment trends, infer that younger employees have fewer demands on their out of work time than older employees. Younger employees are also thought to have fewer dependents and be less likely to engage in elder care than employees who are older (Allen, 2000). Naturally progressing from this line of thought is the idea that younger employees should have less of a need for work-life balance initiatives than older employees. Consistent with these arguments, it was predicted that:

Hypothesis 7: Younger employees will make/intend to make more use of work-life balance initiatives than older employees.

1.12 Gender Differences in Achieving a Work-Life Balance

Women typically struggle to achieve more of a work-life balance with more family stressors apparent to them than to their male counterparts (Williams & Alliger,

1994). Traditionally women take on more of the domestic duties than men, caring more for dependents, undertaking more eldercare and carrying out the day to day domestic tasks such as cleaning and cooking, taking children to school and buying household supplies (Department of Labour, 1999; Frone & Yardley, 1996). Studies have shown that compared to males, females are more likely to use childcare, flexible working hours, job sharing initiatives; as well as taking greater advantage of initiatives that allow them to work more from home and in their own time (Department of Labour, 1999; Frone & Yardley, 1996). Studies have also shown that women are more likely to report a better work-life balance than men, indicating that they may be taking greater advantage of work-life balance initiatives offered to them (MacEwen & Barling, 1994; Department of Labour, 2006). Consistent with this, the prediction here was:

Hypothesis 8: Female employees will make/intend to make more use of work-life balance initiatives than male employees.

1.13 The Impact of Tenure on Achieving a Work-Life Balance

Employees who have been working at an organisation for a longer time than newer employees are thought to be more able to adjust their work commitments with their non work commitments. These same people however probably have greater responsibility at work and therefore are probably less likely to take time off due to non work demands, instead making greater use of work-life balance initiatives (Smith and Gardner, 2007). These employees are also more aware of the existence of work-life balance initiatives within the firm, and are therefore more likely to use them in

comparison to newer employees who may not even know that they exist (Kirchmeyer, 1992). Consistent with this argument the following prediction was formed:

Hypothesis 9: Employees with longer tenure at an organisation will use more work-life balance initiatives than employees with shorter tenure.

1.14 Summary

The issue of providing an adequate work-life balance to employees spans not only psychology but numerous other disciplines including sociology, public health, medicine, economics and management (Grawitch, Gottschalk & Munz, 2006). It is an issue of increasing importance, especially considering that the westernised population is rapidly aging, and there is increasing employee demand for more flexible work practices with plenty of time away from the workplace (Little, 2002). Clearly it is not just problematic that people are working harder and longer. Rather it is the nature of their work, their engagement within their work and what they are taking away with them in their non-work time that it critical to finding a solution to this work-life balance crisis (Little, 2002). Remaining the most important point of conflict for accountants in New Zealand in 2007, the present study aims to explore the work-life balance of accountants working and living in New Zealand.

Installing work-life balance initiatives is viewed as time consuming and costly for organisations and even though there is an extensive amount of literature promoting the

use of work-life balance initiatives in organisations, limited research exists that has investigated exactly what the effects of implementing work-life balance initiatives has on individual employees. In the past, studies on work-life balance have tended to focus solely on the impact of the presence of work-life initiatives. This study, of four different New Zealand accounting firms, extends beyond these and focuses also on employee use and what their intended use of these policies would be if the initiatives were available to them. It also investigates the specific impacts on overall job satisfaction, organisational commitment, job stress, family-work conflict, work-family conflict and intent to quit that the provision and use/intended use of work-life balance initiatives has on the individual employee.

It is clearly apparent that in most New Zealand accounting firms initiatives designed to improve employees work-life balance do exist but some questions remain unanswered as to whether these initiatives really work? are people actually making use of them? and which individuals are utilising the policies in an attempt to increase their own work-life balance? Specifically, this study aims to find out if there is compelling evidence that implementing these initiatives is worth the time, cost and effort and valuable organisational resources. Furthermore, will in fact work-life balance initiatives really improve the troubling status of the work/home interface in New Zealand?

II Method

2.1 Study Design

The study was carried out as a two-part, single measure, quasi experimental design.

2.2 Participants

Participants in this research were accountants working as employees at four different New Zealand organisations. All of these organisations were private accounting firms, two of which were global. The point of contact for all participating firms was through correspondence with each firm's respective Human Resources Department. Completed questionnaires which were returned numbered 86 out of a total number distributed of 200. Thus 43 percent of the distributed surveys were returned.

Forty eight out of the 86 questionnaires returned were from males and they accounted for 56 percent of the total sample. The hypotheses were tested on 42 males, for whom the data collected from both surveys was complete. Male participants were an average 29.5 years old. Sixty nine percent were in a relationship and 21 percent had children in their care. Of those in a relationship, 57 percent had a partner who worked

full time. One hundred percent of these males worked full time, with the average duration of their employment at their current organisation being five years.

Females accounted for 38 out of the 86 questionnaires returned and for 44 percent of the total sample. The hypotheses were tested on 35 females for whom the data collected from both returned surveys was complete. Female participants were an average of 27 years old. Fifty seven percent were in a relationship and 26 percent had children in their care. Of those in a relationship 95 percent had a partner who worked full time. Eighty six percent of female participants worked full time and the average amount of tenure at their current organisation was 2.5 years.

2.3 Measures and Indicators - Part One Design

The first survey (refer Appendix A) consisted of 47 items which were obtained from six different scales measuring employee: overall job satisfaction, organisational commitment, job stress, intentions to turnover, work-family conflict and family-work conflict. The 47 items were mixed together to appear in random order in the final survey.

2.3.1 Demographic Section

There was a demographic section at the start of the first survey, which consisted of ten questions. The first five questions were designed to elicit some personal information from the participant such as their gender, age, relationship status, whether they had dependents or not, how many dependents they had and the employment status of

their partner if they indicated that they had one. The second four questions related directly to their current job, asking: what their current employment status was, how many hours on average they work in a week, their tenure in their current job and the amount of time they have worked in the profession. The last question required each participant to record a specific identification code in order to match up their first and second survey – in the event that they became separated. This code was the first two letters of their street/road name and the last three digits of their cell phone number.

2.3.2 Overall Job Satisfaction

A three item scale developed by Cammann, Fichman, Jenkins and Klesh (1983) was used to measure overall job satisfaction (refer Appendix C). This measure was designed and used to give a global indication of the employee's satisfaction with their job (Fields, 2002). The scale was measured on a 7-point Likert scale where (7) equalled strongly agree and (1) equalled strongly disagree. An example of an item from this scale was "In general, I don't like my job" (R)¹. The scale was scored by totalling for each participant, the score from each of the three items together. Possible scores ranged from three to 21. This scale was reported by Pearson, 1991; McFarlin & Rice, 1992; McLain, 1995 and Hochwarter, Perrewe, Ferris & Brymer, 1999 to have good internal consistency with Cronbach coefficient alpha values ranging from .67 to .95. In this study the Cronbach coefficient alpha value was .84.

¹ Items denoted by (R) are reverse scored items.

2.3.3 Organisational Commitment

Meyer and Allen's 1997 revised measure of organisational commitment was also used (refer Appendix D). This measure was designed to measure three types of organisational commitment. Affective – an employee's emotional, identification with and involvement with the organisation. Normative – the pressures placed by social influences on an employee to stay within the organisation and continuance commitment – commitment associated with the perceived cost by the employee of leaving the organisation (Fields, 2002).

Each of the 18 items was measured on a 7-point Likert scale where (7) equalled strongly agree and (1) equalled strongly disagree. The scale was scored by totalling for each participant, the score from each of the 18 items together. Possible scores ranged from 18 to 126. Examples of the items included: Affective commitment – "I would be very happy to spend the rest of my career with this organisation", Normative commitment – "I do not feel any obligation to remain with my current employer" (R)¹ and Continuance commitment – "It would be very hard for me to leave my organisation right now, even if I wanted to". Cohen (1999), and Meyer and Allen (1997) reported good internal consistency with Cronbach coefficient alpha values ranging from .77 to .88 for affective commitment, from .65 to .86 for normative commitment and .69 to .84 for continuance commitment. The Cronbach coefficient alpha in this study was .74.

¹ Items denoted by (R) are reverse scored items.

2.3.4 Job Stress

Designed by Parker and Decotiis (1983), this measure uses 13 items to measure job stress along two dimensions (refer Appendix E). This first dimension is time stress – feelings associated with being under constant pressure, the other is anxiety – job-related feelings of anxiety. The scale was measured on a 7-point Likert scale where (7) equalled strongly agree and (1) equalled strongly disagree. The scale was scored by totalling for each participant, the score from each of the 13 items together. Possible scores ranged from 13 to 91. An example of a time stress item was: “Working here makes it hard to spend enough time with my family”. An example of an anxiety item was: “I have felt fidgety or nervous as a result of my job”. Jamal, 1990; and Schaubroeck & Merritt, 1997 reported that the scale had good internal consistency with Cronbach’s alpha ranging from .71 to .82. The Cronbach coefficient alpha in this study was .76.

2.3.5 Intentions to Turnover

Intentions to turnover was measured using a three item scale developed by Colarelli (1984) (Refer Appendix F). Each item was rated on a 7-point Likert scale where (7) equalled strongly agree and (1) equalled strongly disagree. The scale was scored by totalling for each participant, the score from each of the three items together. Possible scores ranged from three to 21. An example of an item from this scale was “If I had my own way I will be in this job one year from now” (R)¹. Colarelli (1984) reported

¹ Items denoted by (R) are reverse scored items.

good internal consistency with Cronbach alpha values measuring .75 for this measure. The Cronbach coefficient alpha in this study was .79.

2.3.6 Work-Family Conflict and Family-Work Conflict

Designed by Netemeyer, Boles & McMurrian, (1996) this measure consisted of two separate subscales to assess the extent of both work-family conflict and family-work conflict (refer Appendix G). Both subscales consisted of five items each. These items were designed to measure conflict as opposed to outcomes. The scale was measured on a 7-point Likert scale where (7) equalled strongly agree and (1) equalled strongly disagree. Each subscale was scored by totalling for each participant, the score from each of the five items together. Possible scores for each subscale ranged from five to 35. An example of a work-family conflict item was “The demands of my work interfere with my home/family life”. An example of a family-work conflict item was “The demands of my family or spouse/partner interfere with work-related activities”. Cronbach alpha values for both work-family conflict and family-work conflict ranged from .88 to .89, demonstrating good internal consistency. The Cronbach alpha values in this study was .73 for work-family conflict and .81 for family-work conflict.

2.4 Measures and Indicators – Part Two Design

The second survey was constructed by compiling a list of 33 different possible initiatives that an accounting firm could offer employees to increase their work-life

balance (refer Appendix B). These different initiatives were included based on popular literature on work-life balance initiatives and research into the types of work-life balance policies both large and smaller New Zealand accounting firms offer their employees. Some examples of the initiatives were: “Paid Special Leave to Care for Dependents”, “Able to Choose Your Own Lunch Break” and “On-Site Childcare Facilities”. These 33 initiatives were mixed together to appear in a random order on the survey. Participants were asked if each initiative was firstly offered by their organisation, responding either “Yes”, “No” or “Unsure”, and then what their “Actual Use or Intended Use If It (the initiative) Was Introduced” would be, responding either “Never” scored as 1, “Sometimes” scored as 2, “Often” scored as 3 or “All The Time” scored as 4.

2.5 Procedure

Both surveys were delivered to the four participating firms Human Resources contact, after permission was obtained to do so. The Human Resources contact then distributed them to the employees at the firm. A drop-box was also left with the Human Resources contact for completed surveys to be returned to. Data collection began in October 2007 and continued over approximately five weeks. In order for participants to meet criteria to be included in the data analysis, each participant had to have completed no less than 80 percent of both questionnaires. Any participants failing to meet this requirement had both surveys eliminated from further proceedings at this point. Five surveys failed to meet this so were discarded from further analysis, totalling 5.8 percent of the total sample. Missing data in retaining participants was imputed by substituting

the variables mean value into the missing cases. This was the case for eight surveys, so 9.9 percent of the remaining sample population.

2.6 Scoring Procedure

Survey one was scored by totalling up the total score each participant earned for each subscale in the survey. The second survey was scored in two parts. The items on the survey were categorised into six groups of work-life balance policies: Leave policies, work-hours policies, work policies, work/home policies, recreation policies and study policies (refer Table 1). This was able to be done by examining previous work-life balance studies and using them to identify which aspect of work-life balance each initiative was aimed at influencing the most (Department of Labour, 2006).

The column 'Actual Use or Intended Use if it was Introduced' was scored by summing up the total score of each individual item of the six groups of work-life balance policies and calculating the average by dividing this total by the number of initiatives in each particular group. These averages were used as the indices for each individual for the analysis. The other column 'Offered By My Organisation' was scored by summing up the total number of 'Yes', 'No's' and 'Unsure's' for each initiative across each participant, to give a total number of each of the three response for each type of the six groups of initiatives for each firm. These scores were then converted into a percentage to give an overall percentage for the availability, of each group of work-life balance policies for each firm. These firm wide percentages were used as indices for the analysis for each participant.

Table 1.

Grouped Work-Life Balance Initiatives

Policy Type	Specific Policies
Leave	Paid Special Leave to Care for Dependents Unpaid Special Leave to Care for Dependents Paid Special Leave for Other Purposes Unpaid Special Leave for Other Purposes Paid Maternity Leave Paid Paternity Leave Use Annual Leave in Small Blocks Able to Buy or Negotiate Additional Annual Leave Organisational Leisure Bank Able to Take School Holidays Off
Work-Hour	Flexible Start and Finish Times Compressed Work Schedules Part-Time Work Job Sharing Choose Your Own Lunch Break Chose How Many Hours in a Day You Work Minor Variations in Start and Finish Times Occasionally to Cope With a Problem
Recreation	On-Site Shower Facilities Access to a Gym or Swimming Pool at Work Discounted Gym Memberships Subsidised Subscriptions for Sports Teams or Individual Sporting Activities
Work	Casual Dress Days Car Parking Provided By the Organisation Optional Membership to a Social Club Organised Social Club Functions Guest Speakers Coming Into the Organisation to Advise on Health and Wellbeing
Work/Home	Able to Make and Receive Personal Phone Calls at Work Internet Access for Personal Use During Work Hours Knowing you Can Leave Work if these is a Family Emergency Telecommuting On-Site Childcare Facilities
Study	Time-off for Study Financial Assistance for Study Purposes

2.7 Statistical Analysis

The study's hypotheses were tested using correlations, ANOVA and multiple regression. Data was analysed using the statistical software program STATISTICA and SPSS. Prior to analysis, the data was scanned for outliers. Any data which fell + or – 3 SD's from the overall organisations mean was excluded from the analysis due to the likelihood of this data being erroneous and therefore non-credible. Four more participants were excluded at this point, totalling 4.9 percent of the remaining sample, and bringing the sample down to 77 participants to move through to the statistical analysis. Correlations showed that independent variables were related somewhat to one another however none of the correlations were high enough to cause problems with multicollinearity. The assumptions of normality, linearity and independence of residuals were examined by analysing residual scatter plots. There were no problems encountered here.

III Results

The means, standard deviations and ranges reported in Table 2, show that there are differences in employment measures across the four firms studied. Large standard deviations were observed for ‘organisational commitment’ and ‘job stress’ indicating that there was a considerable amount of variance from the mean present in these measures.

Table 2.

Means, Standard Deviations (SD) and Range of Employee Measures for each of the Four Organisations

Measure:	Organisation:	M:	SD:	Range:
Overall Job Satisfaction	1	14.59	3.97	6-21
	2	14.12	4.92	6-21
	3	17.54	1.99	15-21
	4	14.2	3.78	9-18.9
Organisational Commitment	1	63.3	10.28	37.8-84.6
	2	65.76	14.7	37.8-88.2
	3	65.62	15.09	46.8-99
	4	67	13.19	46.8-86.4
Job Stress	1	40.15	11.24	14.3-70.2
	2	45.85	13	27.3-68.9
	3	38.76	11.21	27.3-57.2
	4	39.58	5.24	29.9-48.1
Intentions to Turnover	1	11.5	5.05	3-21
	2	10.56	4.25	3-20.1
	3	7	3.42	3-15
	4	12	5.25	3-18.9
Work-Family Conflict	1	13.5	5.56	5-28
	2	16.1	5.25	10-28
	3	14.73	8.9	0-27
	4	14.4	4.46	10-21.5
Family-Work Conflict	1	12.69	5.11	4-28
	2	11.9	3.84	5-20
	3	14.86	8.12	5-29
	4	10.39	3.02	6-16

Table 3 provides a descriptive look at the results. This table demonstrates that between firm intended use/use of the six different types of work-life balance initiatives differs somewhat. This is especially apparent with regard to ‘study policies’ and ‘recreation policies’. These differences in employee measures across firms will be examined in greater detail in subsequent analysis.

Table 3.

Means, Standard Deviations (SD) and Ranges of Employee Intended Use/Use of Work-Life Balance Initiatives for each of the Four Organisations

Type of Policy:	Firm No:	M:	SD:	Range:
Leave Policies	1	1.81	.47	.8-3.4
	2	1.89	.29	1.5-2.4
	3	1.6	.24	1.1-1.9
	4	1.67	.32	1.1-2.1
Work Hours Policies	1	1.95	.46	1.1-3.1
	2	2.27	.58	1.4-3.6
	3	1.79	.41	1.1-2.6
	4	1.81	.38	1-2.4
Recreation Policies	1	1.90	.64	1-3.4
	2	2.35	.92	1-4
	3	1.85	.54	1-2.5
	4	1.84	.93	1-4
Work Policies	1	2.44	.53	1.5-3.4
	2	2.67	.54	1.6-3.6
	3	2.64	.44	2-3.6
	4	2.6	.42	2-3.2
Home Policies	1	2.10	.52	1-3.4
	2	2.28	.51	1.8-3.2
	3	2.05	.44	1.6-2.8
	4	1.96	.48	1-2.6
Study Policies	1	1.99	1.02	1-4
	2	2.3	.94	1-4
	3	2.18	.90	1-4
	4	1.56	.88	1-3

In order to test the first two hypotheses, the mean provision of each type of work-life balance initiatives was examined using the mean percentages for each of the four firms. With reference to Table 4 it became apparent that in two of the four firms, many work-life balance initiatives were reported to be present and that in two of the four firms less work-life balance initiatives were reported to be present. Because of this, organisation one and three were combined together (the firms providing more work-life balance initiatives). Organisations two and four were also combined together (the firms providing less work-life balance initiatives). This produced a two-way split in the data which was how the data was analysed to test the first two hypotheses (refer Table 5).

Table 4.

Mean Presence of Work-Life Balance Initiatives by The Four Organisations

Policy Type	Org 1 N=42	Org 2 N=15	Org 3 N=11	Org 4 N=9
Leave	37.4	39.3	55.5	51.1
Work-Hour	46.8	42.9	49.4	50.8
Recreation	57.1	43.3	70.5	25.0
Work	67.3	77.3	28.6	71.1
Work/Home	75.0	48.0	61.8	44.4
Study	71.4	76.7	86.4	44.4
Total	355.7	287.5	352.2	286.8

Using this data split, it was also investigated as to whether age, gender, relationship status and the presence of dependents made an unequal impact across the four firms on the employee measures. In order to test this, some ANOVA's were

performed. The ANOVA results were all non significant indicating that these variables had an equivalent effect on the data across the four firms (refer Table 6).

Table 5.

ANOVA Means for the Employee Measures Using Data-Split

Employee Measures	Org 1 and 3 N=53	Org 2 and 4 N=24	F
Intent to Quit	10.5	11.1	F(1,75)=.192 ns
Work-Family Conflict	13.7	15.4	F(1,75)=1.365 ns
Family-Work Conflict	13.1	11.3	F(1,75)=1.96 ns
Job Stress	79.8	43.4	F(1,75)=1.770 ns
Organisational Commitment	63.7	66.2	F(1,75)=.667 ns
Job Satisfaction	15.1	14.1	F(1,75)=1.121 ns

Table 6.

ANOVA Results to test for Variables Mediating the Relationship between the Presence of Work-Life Balance Initiatives and Employee Measures

	Organisation 1 & 3 N=53	Organisation 2 & 4 N=24	F
Age	39.9	34.2	F(1,68)=.004, ns
Gender	101.42	101.54	F(1,75)=1.05, ns
Relationship Status	101.32	101.46	F(1,75)=1.34, ns
Presence of Dependents	.47	.30	F(1,74)=.553, ns

3.1 Job Satisfaction and Organisational Commitment and Presence of Initiatives

Table 5 shows the analysis carried out to investigate hypothesis one that overall job satisfaction and organisational commitment will increase as presence of work-life balance initiatives increases. To test if there was a significant relationship between the

presence of all types of work-life balance initiatives and overall job satisfaction, an ANOVA was performed between the presence of the initiatives and overall job satisfaction using the two organisation groups. The ANOVA result was non significant. These results suggest that job satisfaction is not significantly predicted by the presence of any type of work-life balance initiative.

To investigate the second part of the hypothesis that organisational commitment will increase as presence of work-life balance initiatives increases, an ANOVA was performed. The result was again non significant. These results suggest that organisational commitment is not significantly predicted by the presence of any type of work-life balance initiatives.

3.2 Job Stress, Intent to Quit, Family-Work Conflict and Work-Family Conflict and Presence of Initiatives

The second hypothesis that job stress, intentions to quit, family-work conflict and work-family conflict will decrease as the presence of work-life balance initiatives increases was then investigated using the two organisation groups (refer Table 5). To investigate the proposition that job stress will decrease as the presence of work-life balance initiatives increases, an ANOVA was carried out. The result of the ANOVA was non significant. This result suggests that there appears to be no relationship between the presence of work-life balance initiatives and job stress.

The hypothesis that intent to quit will decrease as the presence of work-life balance initiatives increases was also investigated using ANOVA. The result again failed

to reach significance. These results suggest that when looking at the presence of work-life balance initiatives, none of the types of initiatives are significantly related to intent to quit.

The hypothesis that family-work conflict will decrease as the presence of work-life balance initiatives increases was investigated using ANOVA. The result was found to be non significant. These results suggest that providing work-life balance initiatives does not significantly predict family-work conflict.

The hypothesis that work-family conflict will decrease as the presence of work-life balance initiatives increases was investigated again using ANOVA. The result was found to be non significant. These results suggest that when looking at the presence of work-life balance initiatives, none of the types of initiatives are significantly related to work-family conflict.

3.3 Job Satisfaction and Organisational Commitment and Use of Initiatives

The third hypothesis was that overall job satisfaction and organisational commitment will increase as use/intended use of work-life balance initiatives increases.

To test the prediction that overall job satisfaction will increase as use/intended use of work-life balance initiatives increases, a regression was performed. The regression found no significant results with regard to the role each of the policy initiative plays in predicting overall job satisfaction. The overall model was non significant with $R^2 = .11$, $F(6,70)=1.48$, $p=.2$. Three of the policies were related to job satisfaction in the proposed direction; recreation policies (Beta = .12, $p=.34$), work policies (Beta = .22, $p=.10$) and

study policies (Beta = .02, $p=.90$). These results suggest that none of the types of work-life balance initiatives are significant predictors of overall job satisfaction.

To test the second part of the hypothesis that organisation commitment will increase as use/intended use of work-life balance initiatives increases, another regression was performed. The overall model was significant with $R^2 = .18$, $F(6,70)=2.57$, $p<.05$. The regression showed that the proportion of variance accounted for by three of the six predictors: work-hours policies (Beta = $-.35$, $p<.05$), work policies (Beta = $.29$, $p<.05$) and home policies (Beta = $-.33$, $p<.05$) was significant. The other variance attributed by the other three types of initiatives was non-significant. These results suggest that work-hour policies, work/home policies and home policies are significant predictors of organisational commitment.

3.4 Job Stress, Intent to Quit, Family-Work Conflict and Work-Family Conflict and Initiative Use

The forth hypothesis was that job stress, intent to quit, family-work conflict and work-family conflict will decrease as use/intended use of work-life balance initiatives increases.

The first part of the hypothesis that job stress will decrease as use/intended use of work-life balance initiatives increases was tested using regression. The overall model was non-significant with $R^2 = .12$, $F(6,70)=1.5$, $p=.18$. Study policies did however account for a significant proportion of variance in job stress (Beta = $.31$, $p<.05$). Leave policies (Beta = $-.00$, $p=.98$), work-hours policies (Beta = $-.05$, $p=.74$), work policies

(Beta = $-.09$, $p=.50$) and work/home policies (Beta = $-.23$, $p=.07$) were found to be related to job stress in the correct direction, however failed to make statistical significance.

These results suggest that using study policies significantly predicts increased job stress.

The second part of the hypothesis that intent to quit will decrease as use/intended use of work-life balance initiatives increases was also tested using regression. The overall model was non significant with $R^2=.14$, $F(6,70)=1.94$, $p=.09$. These results suggest that none of the groups of policies significantly accounts for any of the variance in intent to quit.

Thirdly the hypothesis that family-work conflict will decrease as use/intended use of work-life balance initiatives increases was also tested using regression. The overall model was non significant: $R^2=.37$, $F(6,70)=1.83$, $p=.10$. Two groups of policies however were found to account for a significant proportion of variance in family-work conflict: work-hours policies (Beta = $-.31$, $p<.05$) and work/home policies (Beta = $-.27$, $p<.05$). The other groups of policies accounted for a non-significant amount of variance. These results suggest that work-hours policies and work/home policies account for a significant amount of variance in family-work conflict.

The last part of the hypothesis was that work-family conflict will decrease as use/intended use of work-life balance initiatives increases. This was also tested using regression. The model was once again non significant $R^2=.10$, $F(6,70)=1.3$, $p=.29$. All of the regression results were non significant, however two of the types of policies approached significance; work/home policies (Beta = $-.23$, $p=.08$) and study policies (Beta = $.25$, $p=.07$). These results suggest that none of the groups of policies accounts for a significant amount of variance in work-family conflict.

3.5 Familial Configuration and Initiative Use

Hypothesis seven stated that employees with more dependents will make/intend to make more use of work-life balance initiatives than employees with less or no dependents. To test this hypothesis a correlation was calculated between the number of dependents and the use of work-life balance initiatives. The correlation was non significant $r = -.03$, $p = .77$, providing no support for this hypothesis. This suggests that there is no relationship between the number of dependents and use of work-life balance initiatives.

3.6 Relationship Status and Initiative Use

Hypothesis eight stated that employees in a relationship will make more/intend to make more use of work-life balance initiatives than employees who are not in a relationship. ANOVA was conducted to test the effect of relationship status on the use of work-life balance initiatives. Relationship status was found to be unrelated to use of work-life balance initiatives; $F(1,70) = .26$, $p = .6$. This suggests that relationship status is unrelated to employee use of work-life balance initiatives.

3.7 Age and Initiative Use

The fifth hypothesis was that younger employees will make/intend to make more use of work-life balance initiatives than older employees. To test this hypothesis a

correlation was performed between age of employees and use of work-life balance initiatives. The correlation was significant $r = -.38$, $p < .05$. This result suggests that there is a significant relationship between age and employee use/intended use of work-life balance initiatives.

3.8 Gender and Initiative Use

The sixth hypothesis was that female employees will make/intend to make more use of work-life balance initiatives than male employees. To test this hypothesis a one-way ANOVA was performed. The mean use of work life balance initiatives for females was 12.96 and 12.12 for males. The ANOVA result was non significant $F(1,75) 1.9$, $p = .16$. This result suggests that there is no significant effect of gender on making/intending to make more use of work-life balance initiatives.

3.9 Tenure and Initiative Use

The ninth hypothesis was that as employees tenure increased, so too would their use/intended use of work-life balance initiatives. To test this hypothesis a correlation was calculated. The correlation was non-significant: $r = -.10$, $p = .05$. This result suggests that there is no relationship between an employee's tenure and their use/intended use of work-life balance initiatives.

IV Discussion

4.1 Overview

At the outset it was noted that the issue of work-life balance in New Zealand accountants is a current topical issue which is of extreme importance in the present New Zealand accounting context (Hudson's Remuneration Survey, 2007). A multitude of factors including a shortage of accountants, as well as the high rate of turnover in the New Zealand employment market during a time of low unemployment levels, has forced employers to look at their offer to employees of their flexible work practices (www.worklife.govt.nz).

Currently, little research exists into examining work-life balance in this population where clearly there exists a dire need. The aims of this study were to investigate the specific impacts on overall job satisfaction, organisational commitment, job stress, family-work conflict, work-family conflict and intent to quit that using/intending to use work-life balance initiatives. It also looks at the overall effects that providing or conversely failing to provide these initiatives has. By measuring both the availability of work-life balance initiatives in the organisations studied, as well as the actual and intended use of them, it was hoped this study would go above and beyond others of its nature. Providing specific indications of the impacts these initiatives have and therefore providing an indication of the usefulness of both installing and applying work-life balance initiatives at an organisational level.

4.2 Provision of Initiatives

Firstly, the effects of the provision of work-life balance initiatives on the four firms studied was investigated. It was predicted that both job satisfaction and organisational commitment would increase as the presence of work-life balance initiatives within a firm increases. This hypothesis was unable to be confirmed. These findings may illustrate the point that providing initiatives in an organisation is not enough on its own. Initiatives provided to achieve a work-life balance may be available to employees, however if they are not advertised or employees are not made aware of their existence, people can not use them and reap their benefits (Friedman & Greenhaus, 2000). Another aspect that was not measured in this study was perceived managerial support for making use of these initiatives. If employees are not receiving support from management and other staff they may be unwilling to make use of initiatives fearing that they will become ostracised and singled out for using them (Rhoades, Eisenberger & Armeli, 2001).

Following on from this it was predicted that conversely job stress, intent to quit, family-work conflict and work-family conflict would decrease as the provision of work-life balance initiatives increases. This finding also was not supported. Once again this may have been due to the fact that the initiatives are not perceived as being available, that they are not used by others within the organisation and not viewed as being useful to the individual employee and/or that employees are not supported in making use of them (Forsyth & Polzer-Debrutne, 2007).

4.3 Initiative Use

The third and forth hypotheses to be investigated regarded the impacts on the dependent variables of the use/intended use of the initiatives. Specifically we proposed that job satisfaction and organisational commitment would increase as people used/would intend to use more work-life balance initiatives. Inconsistent with previous findings like that of Boxall, Macky and Rasmussen (2003), employee use/intended use of initiatives was not significantly related to overall job satisfaction.

It was found however, that there were three types of work-life balance policies which accounted for a significant proportion of variance in organisational commitment. Employees who have higher organisational commitment were found to be less likely to use work-hours policies. Being more committed to one's job may mean you are less likely to take advantage of initiatives like part-time work and job-sharing. This seems plausible; people who are more committed to their jobs are less inclined to want to take advantage of policies which would increase their time away from work i.e. workaholics or overachievers (Rennar, 2007).

Employees with higher organisational commitment however report greater use of work policies i.e. policies designed to ease work-time pressure. Examples of this group of policies include casual dress days and belonging to a social club. These policies arguably function to enhance group cohesiveness and invoke feelings of belonging to the organisation. This may consequently be accounting for this increase in organisational commitment. Those reporting higher organisational commitment also use less work/home policies. These policies are designed to reduce the rigid barriers between work and home life i.e. "can make and receive personal calls at work" and access to "on-

site childcare facilities”. Perhaps those with greater organisational commitment are less willing to bring these barriers between work and home life down, preferring to keep work at work, and home life in the home, increasing on task behaviour at work.

Leading on from this it was predicted that failing to make use/not intending to use work-life balance initiatives would increase job stress, intent to quit, family-work conflict and work-family conflict. Using study policies was found to be positively related to job stress. Although this is the converse of what was hypothesised, it appears to make some sense. The only people using these policies are those who are studying, and those who study and work have been found to have higher stress levels than those who are solely working (Little, 2002). Intent to quit was found to be unrelated to using/intending to use any of the groups of work-life balance initiatives. This is consistent with Haar’s (2003) findings.

Family-work conflict was found to decrease as use of work hours policies increases. This could be due to the fact that making use of initiatives like “flexible start and finish times” and “choosing how many hours you work in a day” reduces the conflict flowing from family to work. People utilising these initiatives become better able to fit in the demands of family with their job (Barling & MacEwen, 1992). The same was found for using/intending to use work/home initiatives. If you are able to incorporate work-life balance initiatives like telecommuting and having access to childcare facilities at work, you reduce the conflict that moves between the family and the workplace. The rest of the results were non-significant. Work-family conflict was not found to be significantly predicted from using/intending to use any of the groups of work-life balance initiatives, although using/intending to use work/home policies did approach significance in

reducing work-family conflict. Using study policies however almost significantly increased work-family conflict. Again this is probably due to the increased stressors associated with studying whilst working (Little, 2002).

4.4 Dependents

The fifth hypothesis stated that employees with more dependents will make/intend to make more use of work-life balance initiatives than employees with fewer or no dependents. This proposed relationship was based on previous research where upon employees with more dependents have been found to make greater use work-life balance initiatives than employees with fewer or no dependents (Frone, Russell & Cooper 1997). No relationship was found between these two factors so the hypothesis was not supported. It is interesting to note however that hardly any of the sample population had any dependents – only 21 percent of males and 26 percent of females. Had the sample size been larger or had more of the sample had children then a significant result may have been found. These results however, are consistent with Gardener and Smith's (2007) study.

4.5 Relationship Status

The results failed to support the sixth hypothesis that employees in a relationship would make more/intend to make more use of work-life balance initiatives than employees who are not in a relationship. This may again be a reflection of the small

sample size. This finding was however supported by former research (Gardener & Smith, 2007).

4.6 Age

Age was found to be significantly related to work-life balance. Conversely to what was proposed, younger employees were found to be significantly more likely to use work-life balance initiatives than their elder co-workers. This finding, although disputed by research, that suggests that younger employees have less out of work commitments such as being less likely to care for dependents (Allen, 2000), is consistent with previous research findings and other related studies. Younger employees have been found to place more emphasis on their employability and out of work life, than older employees who are generally more concerned with their job security (Smith & Gardner, 2007). Younger employees also place more of an emphasis on up-skilling recognising the competitive nature of the current labour force and therefore appear more willing to take advantage of study leave policies than their older counterparts (Finegold, Mohrman & Spreitzer, 2002). They are also documented to engage more in work-life balance initiatives like flexitime, telecommuting and working from home than older employees. Having grown up in an age of technology, they are more willing to utilise it to their own advantage (Allen, 2001). Perhaps this finding demonstrates that younger employees are more aware of the need to remain employable in today's increasingly volatile employment market (Finegold, Mohrman & Spreitzer, 2002, Gardener & Smith, 2007).

4.7 Gender

There was no significant relationship found between the employee's gender and reported use/intended use of work-life balance initiatives. This was inconsistent with former findings (Gardener & Smith, 2007, Thompson et al, 1999 and Allen, 2001) who reported that female employees used more work-life balance initiatives than male employees. It was proposed that female employees would use/intend to use more work-life balance initiatives due to their propensity to be more likely to take advantage of policies like paid maternity use, taking time off to care for dependents and being able to work part-time or to job share (MacEwen & Barling, 1994). There was a difference with females using more initiatives in terms of mean usage of the policies, however statistically this was not significant. Perhaps a larger sample size would be enough to push this result into the domain of statistical significance and into line with previous research conducted.

4.8 Tenure

The ninth and final hypothesis proposed that employees with a greater tenure at their organisation would use/intend to use more work-life balance initiatives than employees with lesser tenure. This was based on former research and the idea that employees who have been at organisations longer have a greater knowledge of work-life balance initiatives, have more confidence in using them and tend to have greater non-work demands (Kirchmeyer, 1992). This hypothesis was not supported with no

significant relationship found between length of tenure and use/intended use of work-life balance initiatives. It is interesting to note here that there was very little variance in the reported amount of tenure of employees sampled. Most participants reported having only worked at their current organisation for two years or less. Had there been more variance in the sample then the length of tenure may have had more of an impact on the use/intended use of work-life balance initiatives reported.

4.9 Limitations

The biggest limitation in this study was the small sample size. With many of the results nearing statistical significance and being in the proposed direction to the pertaining hypotheses, it is particularly valid to note that had the sample size been greater, some very different results would almost definitely have come to light in favour of many of the hypotheses.

Another potential limitation of this study was the fact that some groups of policies such as study policies appear to be increasing work-life balance conflict. This finding however, is almost definitely more related to the fact that studying and working is a stressful combination and that it is probably the effect of this rather than the effects of the initiatives contributing to the increased conflict we observe here.

Range restriction was also a problem with factors like tenure and number of dependents varying minimally between participants. This may well have affected the results found too.

4.10 Future Research Directions

This study has highlighted the need for future work-life balance initiative research to also obtain a measure of within organisational support for employees within the studied firms. As the study progressed it became increasingly apparent that this too was a major causal variable especially regarding the use/intended use of the groups of policies.

It would also be interesting to gain measures of the employee's productivity to see if this is impacted by the provision and subsequent use of work-life balance initiatives. Taking a look more closely at the types of work that participants are engaging in whilst at work could also be another variable of interest. Literature suggests that work felt by employees to be more rewarding by its nature may also contribute to reducing work-life balance strain.

Separating actual use of work-life balance initiatives from intended use of work-life balance initiatives is another aspect of this study that could be revised for subsequent projects of this nature. Distinguishing between the two would substantially strengthen the study and the findings by reducing the impact of measuring a hypothetical variable.

4.11 Conclusions

This study has identified some of the specific impacts that providing and using/intending to use work-life balance initiatives has in New Zealand accounting firms, as well as providing some indication of the types of employees who are most likely to take advantage of these initiatives when they are offered. Specifically the findings here

highlight the fact that providing employees with initiatives to increase their flexibility alone is not enough to improve either their individual work-life balance nor achieve any of the organisational benefits that incorporating initiatives into the workplace climate is claimed to accomplish (Department of Labour, 2006). This illustrates a need for organisations to make sure work-life balance initiatives are made well aware of to employees within the workplace, to make sure employees are supported in using them and to encourage line managers to make use of them to encourage those lower down in the organisations hierarchy to use them (Women in Management Review, 2003).

It has also highlighted the fact that some types of initiatives specifically recreation and study policies appear to increase job stress and family-work conflict. This is worrying given the time, effort and money that goes into providing these policies to employees. As noted previously however, there may indeed be third variables at play such as the fact that studying and working is more stressful than solely working. Organisational commitment and family-work conflict were however improved with the use of work-life balance initiatives and a larger sample size would definitely have pushed some other positive results of using the initiatives into the realm of significance. It is interesting to note that neither overall job satisfaction nor intent to quit were affected by either the provision of initiatives nor the use/intended use of initiatives. This is unusual considering both factors are usually the target of introducing work-life balance initiatives into organisations in the first place (Cordes & Dougherty, 1993; Rennar, 2007).

Given the mostly positive relationship that exists between the use of work-life balance initiatives and employee outcomes, it is clearly advantageous or at least not detrimental,

for employers to continue adopting these business practices. It is not enough however for employers just to incorporate the initiatives into their organisation. To ensure these initiatives are used to their potential and to better their chances at achieving the most positive outcomes for the firm in question, employers need to sculpt and create these work-life balance initiatives around the specific demographics of their organisation at both the workmate, the managerial level and at the level of the overall culture of the workplace. In particular, this study indicated that employees who study whilst working need more support. The initiatives must then be implemented at an organisational level, not at a group or departmental level and employees need to be both supported and encouraged to use them.

Continued support from the government is also needed. Results like those from the public consultation in 2005 need to be continued to be transformed into more tangible state enforced initiatives, to ensure employees employed at smaller accounting firms are offered and able to take advantage of the same benefits that employees at larger, global firms are offered. Four weeks annual leave is only one remedy the government has so far stepped up to enforce, which is worrying considering the clearly distressing findings the 2005 consultation uncovered on the worrying state of its citizens work-life balance.

Work continues to account for a huge part of peoples lives (Department of Labour, 2006). Time has shown that people are increasingly identifying with their work, with the contemporary workplace becoming the site of an ongoing quest to fulfil oneself (McGrath, 2007). Accompanying this, people's needs and expectations are continually

changing, with organisations currently failing to change at the same pace. The greatest challenge to workplaces in the 21st century is to create and provide an organisational culture that aligns with the values of society (McGrath, 2007). Research has shown that those who are satisfied in their jobs, also tend to be more satisfied with their lives (Ernst-Kossek & Ozeki, 1998), signifying a huge responsibility to employers to provide workplaces where people feel happy, comfortable and healthy.

The New Zealand accounting profession is one such site of employment where the issue of work-life balance needs to be addressed. Currently suffering under the effects of a considerable 'skill shortage', employers need to step up and provide employees with the kinds of work-life balance initiatives that they require, accompanied by adequate support and assistance with making these initiatives work for them. This study signifies an immense need for employers to realise that achieving organisational health through all employees achieving a work-life balance is not an obtainable state but instead a continuous process. These work-life balance initiatives being increasingly introduced to cope with problems with attracting and retaining employees must move with the times and the specific demographic makeup of each individual firm, making clear that there is no 'one size fits all' approach. It is only then that perhaps we will be privy to seeing the positive effects of both providing and using/intending to use work-life balance initiatives across all employee outcomes.

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VI Appendices

Appendix A: Survey Instrument One

Appendix B: Survey Instrument Two

Appendix C: Overall Job Satisfaction Scale

Appendix D: Organisational Commitment Scale

Appendix E: Job Stress Scale

Appendix F: Intentions to Turnover Scale

Appendix G: Work-Family Conflict and Family-Work Conflict Scales

Appendix A: Survey Instrument One

Demographic Information

Please tell us something about yourself by placing an **X** in the appropriate box or, by filling in the space indicated by the line with your response.

1. What is your gender?
☐ Male
☐ Female
2. What is your age? _____
3. What is your current relationship status?
☐ Single
☐ Single with Children
☐ In a Relationship
☐ In a Relationship And Have Children
4. If you answered 'Single with Children' or 'In a Relationship And Have Children' in question 2, how many children do you care for? _____
5. If you indicated in question 2 that you are in a relationship, does your partner/spouse work outside the home?
☐ Full Time
☐ Part Time
☐ Not At All

The following questions relate to your current job and employment status. Please answer these questions by placing an **X** in the appropriate box or, by filling in the space indicated by the line with your response.

6. What is your current employment status?
☐ Full Time
☐ Part Time
7. How many hours per week do you work in your job in a typical week? _____
8. How long have you worked for your current organisation? _____
9. How long have you worked in this profession? _____
10. To enable the correct matching up of the information you provided here and that of the follow-up questionnaire, please write in the space provided here the first two letters of your street/road name and the last three digits of your cell phone number. _____

For example: If your street/road name was Walnut Street, and your cell phone number was 0211559720, your code would be:

WA720

Please read each of the following statements and respond by circling the number that corresponds with your level of agreement.

The statements include various terms. In order to understand these terms properly the following definitions are explained below:

Organisation refers to your current place of employment,

Job refers to your current paid employment and

Family refers to your spouse/partner and/or children

If you feel the question does not apply to you (e.g you have neither a spouse/ partner or children), please use the N/A column.

	Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither Disagree nor Agree	Slightly Agree	Moderately Agree	Strongly Agree	N/A
I really feel as if this organisation's problems are my own	1	2	3	4	5	6	7	N/A
Working here makes it hard to spend enough time with my family	1	2	3	4	5	6	7	N/A
Family-related strain interferes with my ability to perform job-related duties	1	2	3	4	5	6	7	N/A
I frequently think of quitting my job	1	2	3	4	5	6	7	N/A
My job gets to me more than it should	1	2	3	4	5	6	7	N/A
The demands of my work interfere with my home family life	1	2	3	4	5	6	7	N/A
I feel guilty when I take time off from my job	1	2	3	4	5	6	7	N/A
Right now staying with my organisation is a matter of necessity as much as desire	1	2	3	4	5	6	7	N/A
I frequently get the feeling I am married to the company	1	2	3	4	5	6	7	N/A
I feel that I have too few options to consider leaving this organisation	1	2	3	4	5	6	7	N/A
I have to put off doing things at work because of demands on my time at home	1	2	3	4	5	6	7	N/A
In general I like working here	1	2	3	4	5	6	7	N/A
Sometimes when I think about my job I get a tight feeling in my chest	1	2	3	4	5	6	7	N/A

	Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither Disagree nor Agree	Slightly Agree	Moderately Agree	Strongly Agree	N/A
I sometimes dread the telephone ringing at home because the call might be job-related	1	2	3	4	5	6	7	N/A
I owe a great deal to this organisation	1	2	3	4	5	6	7	N/A
I have felt fidgety or nervous as a result of my job	1	2	3	4	5	6	7	N/A
This organisation has a great deal of personal meaning for me	1	2	3	4	5	6	7	N/A
My home life interferes with my responsibilities at work such as getting to work on time, accomplishing daily tasks, and working overtime	1	2	3	4	5	6	7	N/A
There are lots of times when my job drives me right up the wall	1	2	3	4	5	6	7	N/A
I am planning to search for a new job in the next six months	1	2	3	4	5	6	7	N/A
All in all, I am satisfied with my job	1	2	3	4	5	6	7	N/A
I feel like I never have a day off	1	2	3	4	5	6	7	N/A
I would be very happy to spend the rest of my career with this organisation	1	2	3	4	5	6	7	N/A
Too many people at my level in the company get burned out by job demands	1	2	3	4	5	6	7	N/A
Too much in my life would be disrupted if I decided I wanted to leave my organisation now	1	2	3	4	5	6	7	N/A
I have too much work to do and too little time to do it in	1	2	3	4	5	6	7	N/A
One of the major reasons I continue to work for this organisation is that leaving would require considerable personal sacrifice – another organisation may not match the overall benefits that I have here	1	2	3	4	5	6	7	N/A

	Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither Disagree nor Agree	Slightly Agree	Moderately Agree	Strongly Agree	N/A
I spend so much time at work, I can't see the forest for the trees	1	2	3	4	5	6	7	N/A
The demands of my family or spouse/partner interfere with work related activities	1	2	3	4	5	6	7	N/A
I do not feel like "part of the family" at my organisation	1	2	3	4	5	6	7	N/A
This organisation deserves my loyalty	1	2	3	4	5	6	7	N/A
Due to work-related duties, I have to make changes to my plans for family activities	1	2	3	4	5	6	7	N/A
One of the few serious consequences of leaving this organisation would be the scarcity of available alternatives	1	2	3	4	5	6	7	N/A
Things I want to do at work don't get done because of the demands of my family or spouse/partner	1	2	3	4	5	6	7	N/A
I do not feel "emotionally attached" to this organisation	1	2	3	4	5	6	7	N/A
It would be very hard for me to leave my organisation right now, even if I wanted to	1	2	3	4	5	6	7	N/A
Things I want to do at home do not get done because of the demands my job puts on me	1	2	3	4	5	6	7	N/A
My job produces strain that makes it difficult to make changes to my plans for family activities	1	2	3	4	5	6	7	N/A
If I had my own way I will be in this job one year from now	1	2	3	4	5	6	7	N/A
I do not feel any obligation to remain with my current employer	1	2	3	4	5	6	7	N/A
Working here leaves little time for other activities	1	2	3	4	5	6	7	N/A

	Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither Disagree nor Agree	Slightly Agree	Moderately Agree	Strongly Agree	N/A
Even if it were to my advantage, I do not feel it would be right to leave my organisation now	1	2	3	4	5	6	7	N/A
In general, I don't like my job	1	2	3	4	5	6	7	N/A
I do not feel a strong sense of belonging to my organisation	1	2	3	4	5	6	7	N/A
I would not leave my organisation right now because I have a sense of obligation to the people in it	1	2	3	4	5	6	7	N/A
The amount of time my job takes up makes it difficult to fulfil family responsibilities	1	2	3	4	5	6	7	N/A
I would feel guilty if I left my organisation now	1	2	3	4	5	6	7	N/A

**You have now completed the survey.
Please ensure you have answered all the questions.**

Please place this survey in the drop box located in the reception area.

Your participation is greatly appreciated.

Part II - Survey of the Work/Home Interface

Sarah Branch
c/o Psychology Department
University of Canterbury
Ph: 3642987 ext 4029
E-Mail: shb32@student.canterbury.ac.nz

Dear Participant,

Enclosed is part II of the survey you completed two weeks ago as part of my research project on the issue of the work/home interface.

To complete your participation in my study all that is required of participants is the completion of this second survey.

All information obtained from this study will be kept confidential and participants are asked not to include any identifiable information about themselves on the survey, other than that required for the matching up of the first and second surveys.

I am being supervised by Dr Christopher Burt and the APSY Masters Dissertation Supervision Committee, all from the University of Canterbury. **Participation may be withdrawn at any stage during the study.**

Your participation is greatly appreciated.

Thank you for your time,

Yours Sincerely

Sarah Branch B.A.

Appendix B: Survey Instrument Two

To enable the correct matching up of the information you provide here and that of the first survey you completed, please write in the space provided here the first two letters of your street/road name and the last three digits of your cell phone number.

For example: If your street/road name was Walnut Street, and your cell phone number was 0211559720, your code would be:

WA720

The following table contains a number of workplace initiatives that may or may not be offered to you by your organisation.

Please read each of the following initiatives and respond by putting a tick in the box that indicates firstly whether each initiative is offered by your organisation, followed by another tick in the box that indicates how much your actual use of the initiative is, or what your intended use would be if the initiative was introduced by your organisation.

Important: Please answer in relation to the organisation that is your main current place of employment and that you responded to in the first survey.

Example:

	Offered By My Organisation				Actual Use Or Intended Use If It Was Introduced			
	<i>Yes</i>	<i>No</i>	<i>Unsure</i>		<i>Never</i>	<i>Sometimes</i>	<i>Often</i>	<i>All The Time</i>
Paid Special Leave to Care for Dependents		√				√		

Appendix B: Survey Instrument Two

	Offered By My Organisation			Actual Use Or Intended Use If It Was Introduced			
	<i>Yes</i>	<i>No</i>	<i>Unsure</i>	<i>Never</i>	<i>Sometimes</i>	<i>Often</i>	<i>All The Time</i>
Paid Special Leave to Care for Dependents							
Unpaid Special Leave to Care for Dependents							
Paid Special Leave for Other Purposes							
Unpaid Special Leave for Other Purposes							
Paid Maternity Leave							
Paid Paternity Leave							
Use Annual Leave in Small Blocks i.e 2 hours at a time							
Flexible Start and Finish Times							
Compressed Work Schedules							
Part-Time Work							
Job-Sharing							
Able to Buy or negotiate Additional Annual Leave							
Choose Your Own Lunch Break							
Choose How Many Hours in a Day You Work							
Organisational Leisure Bank (where hours worked overtime can be used as paid days off)							
Casual Dress Days							

Please Continue Overleaf... 64

Appendix B: Survey Instrument Two

	Offered By My Organisation			Actual Use Or Intended Use If It Was Introduced			
	<i>Yes</i>	<i>No</i>	<i>Unsure</i>	<i>Never</i>	<i>Sometimes</i>	<i>Often</i>	<i>All The Time</i>
Able to Make and Receive Personal Phone Calls at Work							
Internet Access for Personal Use During Work Hours							
Car Parking Provided by the Organisation							
On-Site Shower Facilities							
Optional Membership to a Social Club							
Organised Social Club Functions (such as a firm ball or Christmas party)							
Access to a Gym or Swimming Pool at Work							
Discounted Gym Memberships							
Subsidised Subscriptions for Sports Teams or Individual Sporting Activities							
Guest Speakers Coming Into the Organisation to Advise on Health, and Wellbeing							
Knowing You Can Leave Work if there is a Family Emergency							
Telecommuting (working from home)							

Please Continue Overleaf... 65

Appendix B: Survey Instrument Two

	Offered By My Organisation			Actual Use Or Intended Use If It Was Introduced			
	<i>Yes</i>	<i>No</i>	<i>Unsure</i>	<i>Never</i>	<i>Sometimes</i>	<i>Often</i>	<i>All The Time</i>
On-Site Childcare Facilities							
Minor Variations in Start and Finish Times Occasionally to Cope With a Problem							
Able to Take School Holidays Off							
Time-Off for Study							
Financial Assistance for Study Purposes							

**You have now completed the survey.
Please ensure you have answered all the questions.**

Please place this survey in the reply paid envelope provided and post it back.

Your participation is greatly appreciated.

Appendix C: Overall Job Satisfaction Scale

Developed by Cammann, Fichman, Jenkins and Klesh (1983)

	Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither Disagree nor Agree	Slightly Agree	Moderately Agree	Strongly Agree	N/A
In general, I don't like my job (R)	1	2	3	4	5	6	7	N/A
All in all, I am satisfied with my job	1	2	3	4	5	6	7	N/A
In general, I like working here	1	2	3	4	5	6	7	N/A

Item denoted with (R) is reverse scored

Appendix D: Organisational Commitment

Developed by Meyer and Allen (1997)

	Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither Disagree nor Agree	Slightly Agree	Moderately Agree	Strongly Agree	N/A
I would be very happy to spend the rest of my career with this organization	1	2	3	4	5	6	7	N/A
I really feel as if this organization's problems are my own	1	2	3	4	5	6	7	N/A
I do not feel like "part of the family" at my organization (R)	1	2	3	4	5	6	7	N/A
I do not feel "emotionally attached" to this organization (R)	1	2	3	4	5	6	7	N/A
This organization has a great deal of personal meaning for me	1	2	3	4	5	6	7	N/A
I do not feel a strong sense of belonging to my organization (R)	1	2	3	4	5	6	7	N/A
I do not feel any obligation to remain with my current employer (R)	1	2	3	4	5	6	7	N/A
Even if it were to my advantage, I do not feel it would be right to leave my organization now	1	2	3	4	5	6	7	N/A
I would feel guilty if I left my organization now	1	2	3	4	5	6	7	N/A
This organization deserves my loyalty	1	2	3	4	5	6	7	N/A
I would not leave my organization right now because I have a sense of obligation to the people in it	1	2	3	4	5	6	7	N/A
I owe a great deal to this organization	1	2	3	4	5	6	7	N/A
It would be very hard for me to leave my organization right now, even if I wanted to	1	2	3	4	5	6	7	N/A
Too much in my life would be disrupted if I decided I wanted to leave my organization now	1	2	3	4	5	6	7	N/A
Right now staying with my organisation is a matter of necessity as much as desire	1	2	3	4	5	6	7	N/A
I feel that I have too few options to consider leaving this organization	1	2	3	4	5	6	7	N/A

	Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither Disagree nor Agree	Slightly Agree	Moderately Agree	Strongly Agree	N/A
One of the few serious consequences of leaving this organization would be the scarcity of available alternatives	1	2	3	4	5	6	7	N/A
One of the major reasons I continue to work for this organisation is that leaving would require considerable personal sacrifice – another organization may not match the overall benefits that I have here	1	2	3	4	5	6	7	N/A

Items denoted with (R) are reverse scored

Appendix E: Job Stress

Developed by Parker and Decotiis (1983)

	Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither Disagree nor Agree	Slightly Agree	Moderately Agree	Strongly Agree	N/A
Working here makes it hard to spend enough time with my family	1	2	3	4	5	6	7	N/A
I spend so much time at work, I can't see the forest for the trees	1	2	3	4	5	6	7	N/A
Working here leaves little time for other activities	1	2	3	4	5	6	7	N/A
I frequently get the feeling I am married to the company	1	2	3	4	5	6	7	N/A
I have too much work and too little time to do it in	1	2	3	4	5	6	7	N/A
I sometimes dread the telephone ringing at home because the call might be job-related	1	2	3	4	5	6	7	N/A
I feel like I never have a day off	1	2	3	4	5	6	7	N/A
Too many people at my level in the company get burned out by job demands	1	2	3	4	5	6	7	N/A
I have felt fidgety or nervous as a result of my job	1	2	3	4	5	6	7	N/A
My job gets to me more than it should	1	2	3	4	5	6	7	N/A
There are lots of time when my job drives me right up the wall	1	2	3	4	5	6	7	N/A
Sometimes when I think about my job I get a tight feeling in my chest	1	2	3	4	5	6	7	N/A
I feel guilty when I take time off from my job	1	2	3	4	5	6	7	N/A

Appendix F: Intentions to Turnover

Developed by Colarelli (1984)

	Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither Disagree nor Agree	Slightly Agree	Moderately Agree	Strongly Agree	N/A
If I had my own way I will be in this job one year from now	1	2	3	4	5	6	7	N/A
I frequently think of quitting my job (R)	1	2	3	4	5	6	7	N/A
I am planning to search for a new job in the next six months	1	2	3	4	5	6	7	N/A

Item denoted with an (R) is reverse scored

Appendix G: Work-Family Conflict and Family-Work Conflict

Developed by Netemeyer, Boles & McMurrian (1996)

Work-Family Conflict

	Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither Disagree nor Agree	Slightly Agree	Moderately Agree	Strongly Agree	N/A
The demands of my work interfere with my home family life	1	2	3	4	5	6	7	N/A
The amount of time my job takes up makes it difficult to fulfil family responsibilities	1	2	3	4	5	6	7	N/A
Things I want to do at home do not get done because of the demands my job puts on me	1	2	3	4	5	6	7	N/A
My job produces strain that makes it difficult to make changes to my plans for family activities	1	2	3	4	5	6	7	N/A
Due to work-related duties, I have to make changes to my plans for family activities	1	2	3	4	5	6	7	N/A

Family-Work Conflict

	Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither Disagree nor Agree	Slightly Agree	Moderately Agree	Strongly Agree	N/A
The demands of my family or spouse/partner interfere with work-related activities	1	2	3	4	5	6	7	N/A
I have to put off doing things at work because of demands on my time at home	1	2	3	4	5	6	7	N/A
Things I want to do at work don't get done because of the demands of my family or spouse/partner	1	2	3	4	5	6	7	N/A
My home life interferes with my responsibilities such as getting to work on time, accomplishing daily tasks, and working overtime	1	2	3	4	5	6	7	N/A
Family-related strain interferes with my ability to perform job-related duties								