Organizational and Culture Change for Work-Family Effectiveness

Ellen Ernst Kossek, University Distinguished Professor
Michigan State University
School of Human Resources & Labor Relations
East Lansing, Michigan USA
kossek@msu.edu
http://ellenkossek.hrlr.msu.edu
www.thesustainableworkforce.org
Agenda- Overview

• Increasing Importance to Org. Effectiveness
  • Value Add / Pros/Cons/ Definitions
  • Implementation & Flex. Work-life policy variation

• Research Based Work Family Interventions
  • The Work-Family Health Network Intervention
    • (w-f social support, schedule, culture focus results)
  • Work-Life Indicator Leadership & Team Training
    • Self- manage for boundary control, identity fit, Norms

• Take Aways
The Dilemma of Work and Family

- Individuals need resources from work to sustain family/personal live (e.g., income, health insurance). Giving time and resources to work viewed as necessary for family.
- Individuals must provide time and resources (care and subsistence) to their families/selves.
- Family/personal well-being not commonly viewed as contributing back to what individual provides to work. U.S. workplaces don’t see family as part of their domain of responsibilities.
Lack of Work-Life Effectiveness Growing

- Fewer employees who want jobs with more responsibility
- Among working parents, 75% say they do not have enough time for their children
- Married/partnered employees report a strain on their relationships
- 50% of all children will live in single parent household part of time before turning 18
- U. S. Dual earner family is now the modal American family. – only 17% single earner breadwinner

Sources: Families & Work Institute, & Kossek, 2006
Organizations need new ways to think about implementing & co-managing work-life-family cultures and relationships

• Paradox: Work-life conflicts growing despite growing presence of flexibility & work-life policies.

• Need better implementation: more widely accepted by management culture & better aligned with work practices & employees’ needs/values

• Nested multi-level relationships: Organizational, supervisor, employee roles, family influence, U.S. society

• Formal policies, vs. work unit practice, self-regulation of boundaries/technology

• Source: Kossek et al, 2011
SHRM 2010 Survey  Human Potential Poll

• Obtaining Human Capital cited as biggest investment challenge facing companies (more than financial, technology)
  
  - Retaining and rewarding the best people
  - Attracting the best people to the organization

• Tactics:
  • 1. Workplace Flexibility (58%)
  
  • 2. Trust in Leadership (47%)

• 3. Meaningful Work that has a clear purpose in meeting organizational objectives (40%)
<table>
<thead>
<tr>
<th>Workplace Effectiveness Dimensions</th>
<th>Content/definitions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Job challenge and learning</strong></td>
<td>My job lets me use my skills and abilities; the work I do is meaningful to me; my job requires that I be creative; I get to do different things on my job; my job requires that I keep learning new things</td>
</tr>
<tr>
<td><strong>Supervisor task support</strong></td>
<td>My supervisor is supportive when I have a work problem; my supervisor recognizes good work; my supervisor keeps me informed</td>
</tr>
<tr>
<td><strong>Climate of respect</strong></td>
<td>Managers actively seek out information and new ideas from employees at all levels; I trust what our managers say; managers deal ethically with employees and clients</td>
</tr>
<tr>
<td><strong>Autonomy</strong></td>
<td>I have a lot of say about what happens in my job; I have freedom to decide what I do; I can be myself on the job</td>
</tr>
<tr>
<td><strong>Economic security</strong></td>
<td>I am satisfied with my opportunities for career advancement; I am satisfied with my earnings; I am satisfied with my benefits</td>
</tr>
<tr>
<td><strong>Work life fit</strong></td>
<td>My supervisor cares about the effect of work on my personal/family life; I have coworker support to successfully manage work and family; I have schedule flexibility to successful manage work and family; My schedule meets my needs</td>
</tr>
</tbody>
</table>

Source: U.S. Families and Work Institute, 2009
Work-Family Conflict

• **Competition** between work and family for individual’s time and resources (energy, mental, physical).

• Differential value placed on two arenas.

• New area: **Work-family enrichment**- how positive relationships between work and family can enrich each other
Work-Family Conflict Connections to Health (and productivity)

• **Stress** from work-family conflict impacts worker health, and not confined to the workplace or the worker.
• **Spillover:** when effects of workplace on the worker are felt by worker when not working
• **Crossover:** when effects of the workplace on the worker are felt by others.
• **Positive Negative** outcomes thus impact health and human development of workers, families, and children.

- *Increased workforce attraction & retention effort, productivity*
  - which leads to higher job satisfaction, engagement, extra role effort, commitment, higher workforce quality from a larger applicant pool, loyalty

- Assumptions: Effective Performance Management Systems, Staffing, Adaptive alignment (Avoid Inflex. Flex)
- Effective multiple stakeholder cultures (Cultural balancing of customer, employee, employer/stockholders)
Cost savings: Work-Life Org. Effectiveness

- **Cost savings from retaining better workers**
- **Lowering of rates of dysfunctional employee behaviors, such as absenteeism, turnover, or accidents, culture conflicts, presenteeism, depression, avoid health problems**
- **Compensation costs savings trade off wages for greater leisure time off from work.**
Work-Life Org. Implementation Gaps

• Employees dissatisfied with employers: APA Survey shows only 36% of U.S. workers satisfied with how employers assist them in balancing work & family and personal life demands, drop from 42% in 2009 (Clay, 2011).

• Many U.S. employers reducing/eliminating w-f benefits: biggest drops in flextime, elder care referral, and adoption assistance, formal paid vacation time (SHRM, 2010); 2010 WSJ survey shows decline to 16% major co. offering paid time off for maternity leave, from 27% prior decade (Shellenbarger, 2008)

• Yet decline in satisfaction with work-life supports paradoxical as work-life research mushroomed over recent decades. (Kossek et al, 2011)
Work–life initiatives as org. change phenomena address two main organizational challenges:

- structural (job design, human resource policies, Technology)
- cultural (supportive supervisors, climate) factors.
- While work–life initiatives serve a purpose in highlighting the need for organizational adaptation to changing relationships between work, family, and personal life, they usually are marginalized rather than mainstreamed into organizational systems.

Mixed consequences of work–life initiatives for individuals and organizations

• While they may enable employees to manage work and caregiving, self care, they can increase work intensification and perpetuate stereotypes of ideal workers.

• In order to advance the field, organizations and scholars need to frame both structural and cultural work–life changes as part of the core employment systems to enhance organizational effectiveness and not just as strategies to support disadvantaged, non-ideal workers.

Reviews: Work-family policies are not an end in themselves: Implementation Matters

Kossek, Pichler, Bodner, Hammer, 2011
Flexible Schedule Design Types

• 1) Flexibility in when one works, such as the timing of work;
• 2) Flexibility in where one works, such as the location or place of work;
• 3) Flexibility in how much one works, such as the amount of work or workload;
• 4) Flexibility in the continuity of work, such as short- and long-term breaks in work activity and time off.

Source: Kossek & Michel, Handbook of I-O psychology, American Psychological Association 2011
Productivity benefits/cons & culture issues vary by Flex type

- Flextime
- Compressed Work Week
- Telecommuting
- Reduced Load/Part time work
- Electronic tools – Blackberries
- Results Oriented Work
- Informal supervisor support of flexibility
Org. Effectiveness & Culture issues vary by Flex Type

• Telecommuting: Benefits: office space, commuting time, increased work hours, turnover, absenteeism

• Who: white collar managers, professionals, some clerical, technical

• Caveats: boundary management, home stress, culture fit
Compressed Work Week

• Benefits: Less absenteeism, turnover, better use of 24-7 systems

• Who: nurses, blue collar manufacturing

• Caveat: fatigue, child care etc., relief, sleep, rotating shifts
Reduced Load and Part Time Work

• Who: professionals and managers
• Benefits, retain talent, creativity, burnout,

• Downsides, job creep, part time pay for full time work career management, maintaining career track, culture bias, not all can afford to take pay cut
Overview: Research Based Org. Change

• The Work-Family Health Network Intervention
  • Family Supportive Supervisor Behavior Training
  • Worker Empowerment for schedule control
  • Psychosocial & Socio-technical Change for w-f health
  • Funding: National Institutes of Health (NICHD, NIAA, OBSSR, & CDC (NIOSH); William T. Grant, Sloan

• Work-Life Indicator Leadership & Team Training
  > Psychological assessment followed by workshop
  > Boundary Self- Management & Norms for improved work-family processes, well-being, engagement
  > Funding: Center for Creative Leadership & Michigan State U
Why W-F Culture Intervention Studies Needed

- Organizational interventions focusing on job stress and the structure of the work to family interface need considerable improvement (Parkes and Sparkes, 1998; Kelly et al., 2008).

- Intervention research needs to be more deliberate to foster learning in the design and implementation of organization of work interventions (NIOSH, 2002).

  - Not all similarly titled interventions are created equal in content and process. Greater clarity is needed on how to create, describe and deconstruct intervention goals, strategies, and activities.

  - Need to link occupation, and individual organizational context

    - Kossek et al, 2011
The Work, Family & Health Network is providing scientific evidence about how changes in the work environment can improve the health of workers and their families while benefiting organizations. The National Institutes of Health (NIH) and the Centers for Disease Control and Prevention (CDC) launched the Network in 2005.
WFHN Interdisciplinary Expertise- 6 teams

- Social epidemiology
- Bio-behavioral health
- Occupational health & Ind.-Org. psychology
- Human Resources/Organizational behavior
- Economics
- Sociology
- Demography
- Family & Developmental psychology
- Survey design and evaluation research
Goals of the Work, Family, and Health Network

• Phase I: 2005-2008 launch: 4 university pilot studies 4 industries
  • To provide *scientific evidence* about how changes in workplace policies can have concrete effects on workers and workplaces.

• To identify *modifiable* workplace-specific work-family policies and programs that can be *linked* to health outcomes.

• Phase II. 2008-2013 National Collaborative Multi-site randomized experimental Trial 2 - industries & high & low end workforce types
  • To partner with organizations to conduct research on the relationships between work-family stress and the health & well-being of workers, families & employers
WFH Network? - Multi disciplinary & Multi-Institution

• Research Centers Phase I Workforce Key Findings
  
  Michigan State/Portland State Grocery w-f sup. support
  
  University of Minnesota Corp. HQ schedule control
  
  Pennsylvania State University Hotel family bio crossover
  
  Harvard University Long term care sup. flex & CVD, sleep

• Kaiser Permanente’s Center for Health Research (translation and admin. coordination)

• RTI, Inc. (Methods coordinating center)

• Website: http://www.kpchr.org/workfamilyhealthnetwork/public/
Occupational Health Pathway of Work-family conflict

• First large scale interdisciplinary organizational intervention study designed to improve the work, family and health outcomes of employees, families, and organizations by reducing work-family conflict.

• Employee and family and work cross over
MSU/PSU Study” : A Quasi-Experimental Field Study of a Work –Family Intervention

1. To identify critical family-supportive supervisor behaviors – to develop a measure of family supportive supervisory behaviors (FSSB) and to provide manager’s with management tools

2. Develop and evaluate a training and self-monitoring intervention for supervisors to increase their family supportive supervisor behaviors

3. To examine the effects of training supervisors in family-supportive behaviors on worker health, safety, family, and work-related outcomes (some objective health (sleep, BP) and productivity (turnover, performance, store sales) data
Michigan State (Kossek)/Portland State (Hammer) study trained supervisors to support grocery workers’ family/personal lives through family supportive supervisor behaviors (FSSB)

- **Emotional Support for Family**: My supervisor takes the time to learn about employees' personal needs.

- **Instrumental Support with Scheduling Conflicts**: I can rely on my supervisor to help me with scheduling conflicts if I need it.

- **Work-Family Role Modeling**: My supervisor is a good role model for work and nonwork balance.

- **Creative Work-Family Management**: My supervisor is able to find ways to work with employees to meet both the needs of associates and the business.
Training Intervention Research

Design

• Randomized selection of stores
  – 6 intervention sites and 6 control sites
  – 9 months with 239 employees and 39 supervisors

• Intervention – 39 supervisors trained on supervisory supportive behaviors (FSSB facets)
  – Training (computer-based (cTRAIN) and face-to-face)
  – Supervisor self-monitoring

• Post-training data collection—evaluation
Training Intervention- Transfer

**Voluntary Self-Monitoring Intervention:** (Habit-tracking): Participating supervisors completed daily self-monitoring cards (see below), which asked them about various family supportive behaviors. At the onset, supervisors set goals of improvement for each of these behaviors.

3 x 5 card used for self-monitoring in grocery manager participants

**Supervisor Daily Data Collection 3x5 Card:**

- Day ______ Date ________ Name __________________________
- Spoke with Associate (any topic):
- Asked something about an Associate’s family:
- Initiated a question an Associate’s scheduling needs:
- Gives positive feedback about an Associate’s work performance:
  - OR
  - Gives constructive improvement feedback about an Associate’s work performance:
- Number of Associates during whole shift:
- Record with a slash each time you accomplish one of above, eg: // // // //
Results of MSU/PSU study

Workers supervised by managers trained more family supportive are more likely to experience

- Lower levels work-family conflict
- Higher job satisfaction
- Lower intentions to turnover
- Higher reports of mental and physical health

Sources: Hammer, L. Kossek, E., Bodner, T., Anger, K. & Zimmerman, K.


What has the WFHN learned from its Phase I research?

- Pilot studies found 3 key factors that improve employee health and benefit the work organization:
  - **Schedule control**
  - **Supervisors’ support** for work and family issues
  - **Work culture** that focuses on the results of the work that matter most for the business

- **Phase II: Workplace Intervention** targets these 3 factors.
Video: A Better Way to Work

Website: http://www.kpchr.org/workfamilyhealthnetwork/public/
Example 2: Our Culture is not clear if there is one best way to design organizations to manage work-life relationships.
- Integration?
- Separation

Who Controls?
How coordinate?
Example II: Ind., Leader and Team Work-Life Boundary Training
Integration
Volleying/ Cycling
©2011 Center for Creative Leadership.
Work-Life Indicator Styles

What matters most for well-being:

a) alignment between ind. ideal personal values/identities matching preferences for allocation time and energy

b) control of how manage work-life relationships, interruptions
Boundary Control

Boundary control indicates the degree to which you feel in control as you manage the boundaries between your work life and personal life

(e.g. I control whether I am able to keep my work and personal life separate.) [alpha=.85]

Adapted from Kossek, Lautsch & Eaton, 2006, JVB
Cross-Role Interruption Behaviors

- Work to Family Interruptions (e.g. I regularly bring work home.) [alpha=.80]

- Family to Work Interruptions (e.g. I take care of personal or family needs during work.) [alpha=.76]
Centrality of Work-Family Identities

- Work-Centric Identity (e.g. I invest a large part of myself in my work.) [alpha=.76]

- Family-Centric Identity (e.g. I invest a large part of myself in my family.) [alpha=.85]
## The 6 Clusters

<table>
<thead>
<tr>
<th></th>
<th>Work Warriors (n=55)</th>
<th>Reactors (n=69)</th>
<th>Family Guardians (n=126)</th>
<th>Fusion Lovers (n=138)</th>
<th>Dividers (n=76)</th>
<th>Nonwork-Centric Integrators (n=128)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Family to Work Interruptions</strong></td>
<td>2.80</td>
<td>3.48</td>
<td>3.74</td>
<td>3.73</td>
<td>2.60</td>
<td>3.52</td>
</tr>
<tr>
<td><strong>Work to Family Interruptions</strong></td>
<td>3.85</td>
<td>3.56</td>
<td>2.40</td>
<td>3.74</td>
<td>2.30</td>
<td>3.51</td>
</tr>
<tr>
<td><strong>Work Centrality</strong></td>
<td>4.66</td>
<td>4.23</td>
<td>3.76</td>
<td>4.46</td>
<td>4.53</td>
<td>4.09</td>
</tr>
<tr>
<td><strong>Family Centrality</strong></td>
<td>1.95</td>
<td>3.70</td>
<td>3.81</td>
<td>4.24</td>
<td>3.85</td>
<td>2.96</td>
</tr>
<tr>
<td><strong>Boundary Control</strong></td>
<td>2.96</td>
<td>2.69</td>
<td>4.08</td>
<td>4.16</td>
<td>4.22</td>
<td>4.00</td>
</tr>
</tbody>
</table>

Source: Kossek, Ruderman, Braddy, Kelly, 2011
Means of Clusters on Outcomes of Interest

- Work Warriors
- Overwhelmed Reactors
- Family Guardians
- Fusion Lovers
- Dividers
- Nonwork-Centric Integrators
Sample: Team Break Out

- 2 Separators
- 3 Integrators
- 4 Cyclers/ Volleyers
  - 3 High or Medium Boundary Control
  - 6 Low Boundary Control
Link to Existing Engagement & Quality Goals

- **Possible Team Goals for 2012**
  - Buddy for Self Monitoring; Leader as role model
  - Leader support of subordinates, teams, performance management, & continuous improvement of work processes, & communication.
  
- Action learning project to link work-life effectiveness metrics to engagement, safety, other performance metrics.

- Develop work life metrics
Org. Change Take Aways

- Post. & Neg. Intervention focus
- Multilevel, interdisciplinary
- Whole systems (Ind. & Org.) & “dual agenda” (cf Bailyn) approach in process & content,
- Participative (Bottom up) yet strategic methods (Leader)
- Customized & adaptive approach-

Source: Kossek et al, 2011
Intervention Take Aways

• Intervention Field Work Evaluation
  • Design, evaluate "better" practice addressing implementation gap; health & family linkages of structure of work, clarify principles; comparative effectiveness processes, customized

• Work Life Indicator
  • Create, validate innovative research based, training assessment tools targeting current bus. work life issues for leaders, employees, & work teams
Objective: Interdisciplinary Longitudinal Experimental Research Practice Partnerships

• Identify evidence based design strategies and principles, processes employed in intervention development that organizations can adopt to enhance work, family and health outcomes
Take Away Thoughts

- Link work-family org. practices & to org. culture, practice & talent, performance & career strategies
- Think Win-Win: Work-life policies & flexibility must benefit employer & worker
- Determining how and why flexibility links to business, health, objectives & management practice matters
- Work Life Effectiveness is a Cultural Process not a Program
- Orgs. need help with design, implementation, evaluation, & how to learn how to customize and implement new ways of working across variation in flexibility and worker types (varying work/life styles) & work unit context
Productivity/ Org. Issues in Implementing

- Equity
- Coordination
- Work Processes – & Client Employee, Family, outcomes
- Performance Management
- Occupational Fit