


Family-Friendly Work Practices and Job Satisfaction and Organizational Performance: Moderating Effects of Managerial Support and Performance-Oriented Management

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Abstract

Management literature has emphasized the influence of family-friendly work practices (FFWPs) on work attitudes and organizational performance because there has been an increase in the number of women and dual-career couples in the workforce. However, previous studies on FFWPs yielded inconclusive results and focused on the direct relationship between FFWPs and outcomes. This study explores the influence of FFWPs on job satisfaction and organizational performance. Also, we investigate the moderating effects of managerial support and performance-oriented management. Results support the moderating effect of managerial support. But, findings regarding the moderating role of performance-oriented management do not support our expectation.

Keywords

family-friendly work practices, managerial support, performance-oriented management, moderating effect

Introduction

Family-friendly work practices (FFWPs) have emerged as a new issue in human resource management due to increasing numbers of women and dual-career couples in the workforce. For example, according to the 2002 National Study of the Changing

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Workforce, the proportions of women and men in the workforce are now nearly equal, at 49% and 51%, respectively (Bond, Thompson, Galinsky, & Prottas, 2003). With regard to the U.S. federal workforce, the 2006 Central Personnel Data File (CPDF) indicated that the proportion of women in the federal workforce had been about 44.5% from 1994 to 2006. The shifting demographics of the workforce have intensified competing demands between work and home. More dual-career couples and changing expectations regarding work–life balance have encouraged employers to implement FFWPs designed to satisfy the needs of the changing workforce (Allen, 2001; Straub, 2011). FFWPs include flexible work schedules, telework, job sharing, dependent care services, and special maternity leave arrangements, which are all intended to facilitate positive behaviors and attitudes toward work by improving work–life balance and employee well-being (Beauregard & Henry, 2009; Durst, 1999; Wang & Walumbwa, 2007).

Many researchers have examined the impacts of FFWPs on work-related attitudes, turnover intention, and performance. For instance, FFWPs promote organizational attachment by increasing organizational commitment (e.g., Gallie, Felstead, & Green, 2001; Grover & Crooker, 1995; Thompson, Beauvais, & Lyness, 1999), organizational citizenship behavior (e.g., Lambert, 2000; Organ & Ryan, 1995), and job satisfaction (e.g., Ezra & Deckman, 1996; Kossek & Ozeki, 1998; Saltzstein, Ting, & Saltzstein, 2001). In addition, some research has found that FFWPs relate to a reduction in turnover intention (e.g., Durst, 1999; Kim & Wiggins, 2011; Meyer & Allen, 1997) and improve organizational performance (e.g., S. Y. Lee & Hong, 2011; Perry-Smith & Blum, 2000).¹

However, other empirical studies of FFWPs have failed to demonstrate these effects. Christensen and Staines (1990) reviewed the literature on flextime and determined that there was no clear relationship between flextime and organizational commitment. Preece and Filbeck (1999) found that FFWPs had no impact on performance between family-friendly companies and similar, non-family-friendly companies. Sutton and Noe (2005) provided a review of family-friendly policy effectiveness and concluded that family-friendly policies had no relationship with turnover intention or increased productivity. Both Thompson and Prottas (2006) and Batt and Valcour (2003) found that FFWPs were only partially associated with a reduction in the reported turnover intention. Likewise, studies of the effectiveness of FFWPs have yielded inconclusive results. In light of these conflicting findings, more work is required that focuses on how FFWPs are implemented and what might interfere with the effect of FFWPs.

One of the reasons that the relationship between FFWPs and their intended outcome remains unclear is that previous studies have focused, primarily, on the direct effects between FFWPs and outcomes. These studies have ignored the moderating role played by management in the workplace (Ngo, Foley, & Loi, 2009). The managerial influence on the culture of the workplace can have a significant impact on the workers' ability to successfully balance work and family commitments. The lack of a supportive work culture and the existence of employee fears of negative career consequences associated with taking advantage of FFWPs means that merely offering such policies

does not translate into employees who feel that the organization is concerned for their well-being (Allen, 2001; Andreassi & Thompson, 2008; Thompson, Jahn, Kopelman, & Prottas, 2004). For example, Lobel and Kossek (1996) contended that offering FFWPs does not address employee concerns unless these practices are also accompanied by a change in organizational culture regarding the appropriate interaction between work and family life. Other researchers suggested that FFWPs could not encourage employees to work effectively without a coherent family-supportive workplace environment (Allen, 2001; Batt & Valcour, 2003; Berg, Kalleberg, & Appelbaum, 2003; Frye & Breaugh, 2004; Thompson & Prottas, 2006). In other words, a supportive workplace environment increases the likelihood that employees will feel comfortable using FFWPs without worrying about negative career consequences. Furthermore, performance-oriented management based on the New Public Management (NPM) reform agenda has been highlighted in public organizations since the 1980s. Performance-oriented management assumes that a direct association between performance and financial reward will be positively related to a higher level of organizational commitment on the part of public employees and will eventually result in organizational effectiveness and job satisfaction (Moon, 2000). Delving further into the link between performance-oriented management and FFWPs, Davis and Kalleberg (2006) argued that organizations with high performance work practices are more likely to be associated with FFWPs in a bid to retain skilled employees.

In addition to the mixed results relating to the efficacy of FFWPs and the dearth of studies examining variables moderating the results, there are few studies that have explored the effects of FFWPs in the context of public organizations. Where they do exist, these studies have focused on the direct relationships between FFWPs and outcomes such as job satisfaction, turnover intention, work motivations, and organizational performance (e.g., Caillier, 2012; Ezra & Deckman, 1996; Kim & Wiggins, 2011; S. Y. Lee & Hong, 2011; Perry-Smith & Blum, 2000; Saltzstein et al., 2001). The current study aims to reduce several gaps in the existing literature in public administration.

Using the 2010 Federal Employee Viewpoint Survey (FEVS), this study explores the relationships between satisfaction with FFWPs and job satisfaction as measured by work-related attitudes and perceived organizational performance. Also, this study examines whether FFWPs are related to two aspects of organizational culture in public organizations. These two aspects are managerial support of a healthy work–life balance and performance-oriented management that contribute to positive employee perceptions of the workplace. By focusing on the moderating effects of managerial support and performance-oriented management, we investigate the impact of FFWPs on job satisfaction and perceived organizational performance more precisely. In this study, we will first review the literature on FFWPs and their impact on employees' perceptions of the workplace. Then, we will discuss theoretical explanations about the effect of managerial support and performance-oriented management on the success of FFWPs. Next, we will examine the results of FFWPs and the moderating effects of managerial support and performance-oriented management on job satisfaction and perceived organizational performance using ordinary least squares (OLS) regression analyses. Finally, empirical findings and their implications are discussed.

Theoretical Background and Hypotheses

We draw upon social exchange theory to examine relationships between FFWPs and outcomes. Social exchange theory recognizes those conditions under which individuals feel obligated to reciprocate when they personally benefit from another's actions (Lambert, 2000). With regard to FFWPs, employees feel obligated to reciprocate by adopting a more positive attitude toward the workplace, when they are exposed to a favorable work environment and desirable benefits (S. Y. Lee & Hong, 2011; Wang & Walumbwa, 2007).

Social exchanges include relationships of mutually tangible and intangible exchanges. Though some studies have explored the impact of FFWPs as tangible exchanges, they have been limited, in the sense that the norm of reciprocity is universal but conditional in nature because of intangible exchanges (Lambert, 2000). Other studies have recognized that the nature of jobs, the workplace environment, and more generally, the culture of the workplace can have a significant impact on FFWPs (Berg et al., 2003; Thompson et al., 1999). This study, however, assumes that the perceived value of FFWPs may differ among individuals because intangible exchanges moderate the relationships between FFWPs and outcomes. Therefore, this study aims to explore how culture of the workplace moderates the relationships between FFWPs and outcomes. In particular, this study focuses on two cultures: managerial support, which is directly associated with FFWPs, and performance-oriented culture, which is indirectly related to FFWPs.

Family-Friendly Work Practices

Today, employees have greater needs related to fulfilling responsibilities that arise from their family life in addition to the traditional concerns regarding success in the workplace. As satisfaction in family life can result in positive work-related attitudes (Romzek, 1991), FFWPs are intended to ease tensions that emerge from work-family conflict, which has been defined as "a form of interrole conflict in which role pressures from the work and family domains are mutually incompatible in some respect" (Greenhaus & Beutell, 1985, p. 77). Public organizations have adopted a variety of FFWPs such as flextime, flex site, telework, job sharing, part-time employment, child-care, elder care, maternity leave, and family leave (Durst, 1999; S. Y. Lee & Hong, 2011; Newman & Mathews, 1999). Among these practices, this study focuses on two broad types of FFWPs: flexible work scheduling and dependent care programs.

In this study, flexible work scheduling consists of telework and alternative work schedules (AWS). According to the Office of Personnel Management's guide² to telework, telework can be defined as a work flexibility arrangement under which an employee performs the duties and responsibilities of such employee's position, and other authorized activities, from an approved worksite other than the location from which the employee would otherwise work. Schmidt and Duenas (2002) found that more than 60,000 U.S. government employees participate in the telework program. In addition, the U.S. Department of Transportation reported that the number of employees using this program increased by more than 200% from 1992 to 2002.³ Telework

could be attractive to those who have responsibilities to meet associated with providing care for dependents (S. Y. Lee & Hong, 2011). Alternative work schedules include both flexible work schedules and compressed work schedules.⁴ Previous research found that inflexibility of work schedules is associated with negative impacts on employee work attitudes and that flexible work schedules enable employees to balance family needs and work obligations (Kim & Wiggins, 2011; Schmidt & Duenas, 2002).

For the purpose of this study, dependent care programs include both child and elder care programs. The U.S. federal government provides employees with dependent care programs to care for their parents, spouses, other family members and friends.⁵ In addition, federal agencies provide assistance to employees through multiple means, including on-site childcare, resource and referral services, and the childcare subsidy programs. Many federal employees also have access to the Dependent Care Flexible Spending Account program, which can be used for childcare or camp.⁶ Researchers found that dependent care programs are positively related to achieving a better work–family balance, which results in positive work-related attitudes and a high level of organizational performance (Ezra & Deckman, 1996; Kim & Wiggins, 2011; S. Y. Lee & Hong, 2011; Saltzstein et al., 2001).

In exploring the topic of FFWPs, Lobel (1999) found mostly positive effects on (a) employee attitudes, such as organizational commitment and job satisfaction; (b) individual and team performance; and (c) human resource management indicators such as reduced absenteeism, sick days, tardiness, turnover, and enhanced recruitment. In keeping with these findings, this study expects that increased employee satisfaction with flexible work scheduling and dependent care programs will increase job satisfaction and perceived organizational performance.

Hypothesis 1a: Satisfaction with flexible work scheduling will be positively related to the job satisfaction of employees and perceived organizational performance.

Hypothesis 1b: Satisfaction with dependent care programs will be positively related to the job satisfaction of employees and perceived organizational performance.

Effect of Managerial Support

Previous studies have shown the mixed results of FFWPs. Allen (2001) contended that it might not be FFWPs alone that allow employees to work effectively, but a coherent family-supportive workplace environment. In the same vein, Thompson et al. (2004) argued that simply offering FFWPs does not necessarily mean employees feel the organization supports their work–life needs, and thus they may not reciprocate with improved work-related attitudes and behaviors. Further, an unsupportive organizational culture may undermine the effects of FFWPs on work-related attitudes.

This study explores the effects of supervisor and top managerial support for a family-supportive workplace environment. Allen (2001) defined a family-supportive supervisor as one who “is sympathetic to the employee’s desires to seek balance between work and family and who engages in efforts to help the employee accommodate his

or her work and family responsibilities” (p. 417). Thus, a family-supportive supervisor may increase the use and satisfaction with FFWPs. In addition to supportive supervisors, the importance of top management’s buy-in has been emphasized when creating a supportive environment. It has been suggested that sincere support from top management is crucial for the successful implementation of FFWPs, as it is needed for symbolic reasons and also to ensure resource provision (Baroel, 2003; Karsten, 2006; Ngo et al., 2009). Thus, managerial support has an important role in the effectiveness of FFWPs by encouraging employees to participate in FFWPs and reinforcing an organizational culture that promotes a healthy work–family balance for employees (Thompson et al., 1999).

Using the concept of family-supportive organizational perceptions, Allen (2001) found that FFWPs reduce work–family conflicts and enhance organizational commitment and job satisfaction. In addition, Thompson et al. (1999) found that perceptions of the supportive work–family culture will be positively related to organizational attachment and negatively related to work–family conflict. Accordingly, this study expects to find that managerial support leads to an increase in positive work-related attitudes. It is also expected that managerial support functions as a moderating variable in the relationships between satisfaction with FFWPs and work-related attitudes.

Hypothesis 2a: Supervisor support will be positively related to job satisfaction and perceived organizational performance.

Hypothesis 2b: Top management support will be positively related to job satisfaction and perceived organizational performance.

Hypothesis 3a: Supervisor support will moderate the impacts of flexible work scheduling and dependent care programs on job satisfaction and perceived organizational performance such that, the effects of FFWPs on outcomes will be strengthened under high levels of supervisor support.

Hypothesis 3b: Top management support will moderate the impacts of flexible work scheduling and dependent care programs on job satisfaction and perceived organizational performance such that, the effects of FFWPs on outcomes will be strengthened under high levels of top management support.

Effect of Performance-Oriented Management

Since the 1980s, public organizations have introduced administrative reforms for reducing the size of the public sector, curbing the power of the state, and making public bureaucracy more productive and efficient. Performance-oriented management is one of these administrative reforms. The core idea of performance-oriented management is that increased pay, promotion, and other rewards would improve work attitudes of employees (Osborne & Gaebler, 1992). Although many scholars are skeptical of performance-oriented management, empirical studies showed that it improves work attitudes. For example, Yang and Kassekert (2010) revealed that performance orientation leads to a higher level of job satisfaction. H. Lee, Joseph, and Lan (2006) found

that performance-based pay is positively associated with job satisfaction in federal governments. In short, pay and promotion based on performance appraisals convey to employees fair treatment, which in turn elicits positive work attitudes from them (Gong, Chang, & Cheung, 2010).

Administrative reforms have paid attention to FFWPs (H. Lee et al., 2006). The Carter Administration's Civil Service Reform Act (CSRA) of 1978 adopted alternative work schedules to balance employees' work and personal lives. The Clinton Administration's reform effort was reflected in the National Performance Review (NPR), which expanded the AWS. In addition, organizations characterized by performance-oriented culture enable employees to better balance their work and family lives in order to help retain skilled employees that organizations have invested resources in developing (Appelbaum, Bailey, Berg, & Kalleberg, 2000; Berg et al., 2003; Davis & Kalleberg, 2006). Although no study has explored the moderating effect of performance-oriented management on the relationship between FFWPs and work attitudes, we assume that the performance-oriented management moderates impacts of FFWPs. Our reasoning behind this assumption is that employees of organizations emphasizing performance-oriented management would feel more comfortable taking advantage of FFWPs because their organizations are supportive of their employees' personal needs as well as innovative ways to better accomplish work tasks. Accordingly, we propose and test the following hypotheses:

Hypothesis 4: Performance-oriented management will be positively related to job satisfaction and perceived organizational performance.

Hypothesis 5: Performance-oriented management will moderate the impacts of flexible work scheduling and dependent care programs on job satisfaction and perceived organizational performance such that, the effect of FFWPs on outcomes will be strengthened under high levels of performance-based management.

Gender Differences

Because women are still responsible for the majority of childcare and household tasks, female employees face greater conflicts between their work and family responsibilities (Caillier, 2012). Although fathers are getting more involved in caring for their children and are expressing more concerns about work–life balance (Thomas & Ganster, 1995), they still seem reluctant to modify their work schedules to achieve balance. In addition, employees with dependents are expected to be more likely to view dependent care programs as beneficial than are employees without dependents. Further, because women typically assume primary responsibility for dependents, they are expected to place a higher value on dependent care programs (Roehling, Roehling, & Moen, 2001). This study predicts that women use work schedule flexibility and dependent care programs more often and receive greater benefits from them.

Hypothesis 6: The relationships between satisfaction with FFWPs and their outcomes are stronger for women than for men.

Data and Method

Data and Analytic Method

This study used the 2010 Federal Employee Viewpoint Survey (FEVS) conducted by the U.S. Office of Personnel Management (OPM) to test the hypotheses. The 2010 FEVS was administered to full-time, permanent employees of Departments, large agencies as well as small/independent agencies, comprising 97% of the entire executive branch workforce. OPM sent this survey to 504,669 employees, and 263,475 surveys were returned for a response rate of 52%.⁷ This study aims to explore the relationships between FFWPs and job satisfaction and perceived organizational performance and the moderating roles of managerial supports and performance-oriented management in enhancing the effects of FFWPs on their outcomes. To test the hypotheses outlined earlier, we use ordinary least squares regression analyses. Missing data were excluded by the listwise deletion function, and the final survey sample size of approximately 92,000 valid responses.⁸

Dependent Variables

This study has two dependent variables that are outcomes of FFWPs: job satisfaction and perceived organizational performance. The first dependent variable is job satisfaction. Similar to other research (e.g., Pitts, 2009), two items were used to measure job satisfaction: "Considering everything, how satisfied are you with your job?" and "Considering everything, how satisfied are you with your organization?" Responses ranged from 1 to 5, with 1 representing "very dissatisfied" and 5 representing "very satisfied." The Cronbach's alpha for these questions was .866, indicating a high level of reliability. To combine the two measures into one variable, we averaged their scores. The second dependent variable is perceived organizational performance. In line with the research of Choi and Rainey (2010), perceived organizational performance was measured using responses to the following survey items: "The skill level in my work unit has improved in the past year?" "How would you rate the overall quality of work done by your work unit?" "The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals," and "Overall, how good a job do you feel is being done by your immediate supervisor/team leader?" (5-point Likert-type scale). The reported scores were averaged for the items, and the Cronbach's alpha for the scale was .764 (see Appendix).

Independent Variables

This study has five independent variables. Because this study explores several moderators as independent variables, we used a z score to standardize predictors and moderator variables.⁹ First, FFWPs were divided into two categories: flexible work scheduling and dependent care programs. Two survey items were used to measure flexible work scheduling: "How satisfied are you with the following Work/Life programs in your agency . . . Telework?" and "How satisfied are you with the following

Work/Life programs in your agency . . . Alternative Work Schedules (AWS)?” Dependent care programs were measured with the following two survey items: “How satisfied are you with the following Work/Life programs in your agency . . . Child Care Programs?” and “How satisfied are you with the following Work/Life programs in your agency . . . Elder Care Programs?” Responses ranged from 1 to 5, with 1 indicating “very dissatisfied” and 5 indicating “very satisfied.” The Cronbach’s alphas for these questions were .654 and .906, respectively.¹⁰ To combine the two measures into one variable, we averaged their scores (see Appendix).

Supervisor support and top management support were measured by a single-itemed global measure. The relevant survey item relating to supervisor support was “My supervisor supports my need to balance work and other life issues.” To measure top management support, this study used the employee’s response to the statement, “Senior leaders demonstrate support for Work/Life programs.” The items were scaled from 1 to 5, with 1 representing “strongly disagree” and 5 representing “strongly agree” (see Appendix).

We measured performance-oriented management using four items. Items included “Promotions in my work unit are based on merit,” “Awards in my work unit depend on how well employees perform their jobs,” “Employees are recognized for providing high quality products and services,” and “Pay raises depend on how well employees perform their jobs.” Responses ranged from 1 to 5, with 1 reporting “strongly disagree” and 5 reporting “strongly agree.” The Cronbach’s alpha for these questions was .873. To combine the four measures into one variable, we averaged their scores (see Appendix).

Control Variables

This study includes three demographic variables, including gender, minority status, and age as control variables because of their potential relationships with the dependent variables. The gender variable is coded 0 when a respondent is a female and 1 for a male. The minority variable is 1 when a respondent is a White male or a White female and is 0 when a respondent is neither a White male nor a White female. Age is represented ordinally, where 1 = 29 and under, 2 = 30-39, 3 = 40-49, 4 = 50-59, and 5 = 60 or older.

Results

All variables of this study were measured based on self-reported responses that came from the 2010 FEVS, which can lead to common method bias that the overall positive attitudes of survey respondents may affect all of their responses (Podsakoff & Organ, 1986). When independent and dependent variables are measured by the same survey data, the regression coefficients can be inflated. To examine the seriousness of common method bias, we used Harman’s single-factor test. In this single-factor test, common method bias is assumed to exist if (a) a single factor emerges from unrotated factor solutions or (b) a first factor explains the majority of the variance in the variables (Podsakoff & Organ, 1986). If only one factor is retained and it explains most covariance, the bias is serious. In this study, factor analysis indicated that five factors

Table 1. Measures of Correlations.

	1	2	3	4	5	6	7	8	9
1. Job satisfaction									
2. Organizational performance	.694**								
3. Gender	.020**	.032**							
4. Minority	.018**	.044**	.156**						
5. Age	.000	-.009**	.062**	.061**					
6. Flexible work scheduling	.321**	.304**	-.045**	-.012**	-.017**				
7. Dependent care programs	.289**	.281**	-.005	-.050**	.091**	.365**			
8. Supervisor support	.514**	.596**	.016**	.070**	-.051**	.326**	.212**		
9. Top management support	.618**	.542**	.026**	.006**	-.006**	.361**	.346**	.490**	
10. Performance-oriented management	.655**	.698**	.047**	.024**	.000	.302**	.318**	.486**	.574**

**Significant at the .01 level (two-tailed).

are extracted, and the biggest factor explains only 27% of the covariance among the measures, which means that common method bias is not a serious concern.

Table 1 provides correlations of variables. As can be seen in Table 1, dependent variables such as job satisfaction and perceived organizational performance are found to be significantly related to the independent variables: flexible work scheduling, dependent care programs, supervisor support, top management support, and high performance work systems. The relationships of the variables appear to be in the anticipated direction.

Table 2 illustrates the OLS regression results for job satisfaction and perceived organizational performance. Overall, the independent variables explained a significant degree of variance in the dependent variables, with the explanatory variables explaining 57% of variance in job satisfaction and 61% of variance in perceived organizational performance. From the Variance Inflation Factor (VIF) tests on the job satisfaction and perceived organizational performance models, the variable with the highest VIF value is the interaction term between flexible work scheduling and top management support (2.31), and the mean VIF is 1.74 in both models. Thus, multicollinearity does not appear to be a problem. This study includes a sizable number of observations and with such a large number of observations; meaningless variations within variables may be statistically significant (Caillier, 2013). Therefore, careful interpretation is needed in the large sample study.

Effect of FFWPs

In this study, FFWPs were divided into two broad categories: flexible work scheduling and dependent care programs. Hypotheses 1a and 1b predicted that employees who are more satisfied with flexible work scheduling and dependent care programs will have a higher level of job satisfaction and report an increase in perceived organizational performance. According to Table 2, satisfaction with flexible work scheduling and dependent care programs was significantly and positively associated with job satisfaction and perceived organizational performance at the .01 level, in support of H1a and H1b.

Table 2. OLS Regression of Job Satisfaction and Perceived Organizational Performance.

Independent variables	Dependent variables					
	Job satisfaction			Perceived organizational performance		
	Coefficient	SE	β	Coefficient	SE	β
Gender	.017**	.004	.009	.006*	.003	.004
Minority	.008	.004	.004	.021**	.003	.013
Age	.008**	.002	.009	.003	.002	.004
Flexible work scheduling (z-score)	.044**	.003	.042	.013**	.002	.016
Dependent care programs (z-score)	.014**	.002	.014	.017**	.002	.022
SS (z-score)	.181**	.003	.185	.229**	.002	.307
TMS (z-score)	.285**	.003	.292	.084**	.002	.111
POM (z-score)	.376**	.003	.382	.362**	.002	.481
Flexible \times SS	.001	.003	.001	.000	.002	.000
Flexible \times TMS	.001	.003	.002	.006**	.002	.009
Flexible \times POM	-.022**	.003	-.024	-.014**	.002	-.020
Dependent \times SS	.006*	.003	.007	-.003	.002	-.005
Dependent \times TMS	-.002	.003	-.002	.007**	.002	.010
Dependent \times POM	-.011**	.003	-.013	-.005*	.002	-.008
Constant	3.725**	.011		3.840**	.008	
N		92,806			92,822	
R ²		.567			.614	

Note. OLS = ordinary least squares; SS = supervisor support; TMS = top management support; POM = performance-oriented management.

* $p < .05$. ** $p < .01$ (all tests two-tailed).

Effect of Managerial Support and Performance-Oriented Management

We developed two measures of managerial support: supervisor support and top management support. This study expected that supervisor support and top management support would be positively associated with job satisfaction and perceived organizational performance. As expected, both had significant and positive impacts on job satisfaction and perceived organizational performance at the .01 level, in support of H2a and H2b. Although these variables had positive impacts, the beta coefficients revealed relative leverages among them. Supervisor support was over two times as large as top management support in perceived organizational performance, whereas top management support was a stronger factor in job satisfaction than supervisor support. H4, which predicted the positive effect of performance-oriented management on job satisfaction and perceived organizational performance, was supported at the .01 level.

Moderating Effects of Managerial Support and Performance-Oriented Management

Hypothesis 3a proposed that the effects of supervisor support would moderate the relationship between FFWPs and their outcomes. Results indicated that supervisor support significantly and positively moderates only the association between dependent

Table 3. OLS Regression of Job Satisfaction and Perceived Organizational Performance for Male and Female.

Independent variables	Dependent variables			
	Male		Female	
	Job satisfaction	Perceived organizational performance	Job satisfaction	Perceived organizational performance
	Coefficient (SE)	Coefficient (SE)	Coefficient (SE)	Coefficient (SE)
Minority	-.010 (.006)	.012 (.005)**	.026 (.006)**	.028 (.005)**
Age	0.003 (.003)	.001 (.002)	.014 (.003)**	.004 (.002)
Flexible work scheduling (z-score)	.045 (.004)**	.018 (.003)**	.043 (.004)**	.008 (.003)**
Dependent care programs (z-score)	.018 (.004)**	.020 (.003)**	.012 (.003)**	.015 (.002)**
Supervisor support (SS; z-score)	.182 (.004)**	.230 (.003)**	.180 (.004)**	.229 (.003)**
Top management support (TMS; z-score)	.294 (.004)**	.085 (.003)**	.275 (.004)**	.082 (.003)**
Performance-oriented management (POM; z-score)	.381 (.004)**	.362 (.003)**	.370 (.004)**	.361 (.003)**
Flexible × SS	.006 (.004)	.000 (.003)	-.004 (.004)	.001 (.003)
Flexible × TMS	-.004 (.004)	.007 (.003)*	.008 (.004)*	.005 (.003)
Flexible × POM	-.021 (.004)**	-.021 (.003)**	-.022 (.004)**	-.008 (.003)*
Dependent × SS	.010 (.004)**	-.001 (.003)	.004 (.003)	-.005 (.003)*
Dependent × TMS	-.005 (.004)	.004 (.003)	.001 (.004)	.009 (.003)**
Dependent × POM	-.013 (.004)**	-.004 (.003)	-.009 (.004)*	-.006 (.003)*
Constant	3.775 (.014)**	3.861 (.011)**	3.692 (.014)**	3.826 (.010)**
N	49,595	49,602	43,210	43,219
R ²	.575	.614	.558	.613

Note. OLS = ordinary least squares; SS = supervisor support; TMS = top management support; POM = performance-oriented management.

* $p < .05$. ** $p < .01$ (all tests two-tailed).

care programs and job satisfaction, suggesting that under the highest level of supervisor support, dependent care programs are associated with increased job satisfaction (.006, $p < .05$). Hypothesis 3b predicted that the effects of top management support moderate the relationships between FFWPs and their outcomes. Top management support positively moderated only those relationships between flexible work scheduling and perceived organizational performance and between dependent care programs and perceived organizational performance (.006, $p < .01$; .007, $p < .01$). Figure 1 shows the interactions between dependent care programs and supervisor support and between dependent care programs and top management support.

The findings related to the moderating effects of performance-oriented management were not consistent with H5. We predicted that performance-oriented management would positively moderate the associations between FFWPs and job satisfaction and between FFWPs and perceived organizational performance. However, the results indicated that higher levels of performance-oriented management are negatively associated with job satisfaction and perceived organizational performance. Figure 2 shows the interactions of flexible work scheduling and performance-oriented management for job satisfaction and perceived organizational performance.

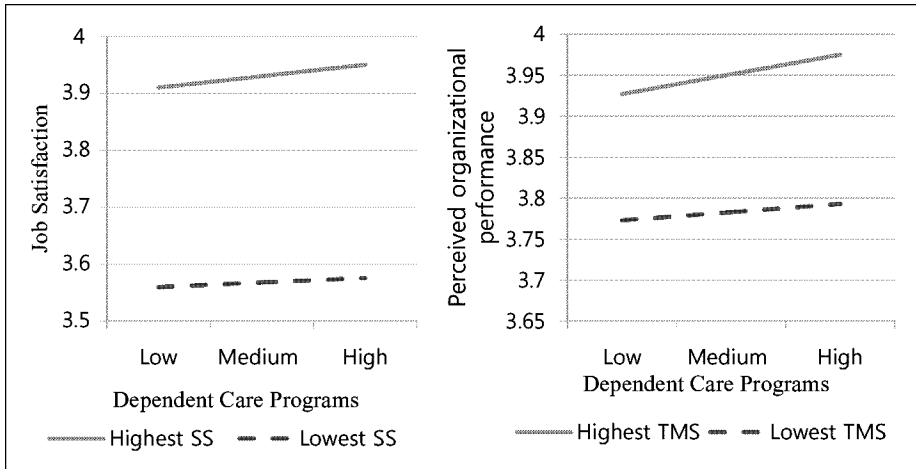


Figure 1. Interaction of dependent care programs and supervisor support (SS) for job satisfaction and interaction of dependent care programs and top management support (TMS) for perceived organizational performance.

Effect of Gender

According to Table 3, hypothesis 6, which examined the effects of FFWPs on organizational commitment and job satisfaction by gender, was not supported. Findings showed that satisfaction with flexible work scheduling has positive impacts on job satisfaction and perceived organizational performance for both female and male employees. The satisfaction with dependent care programs is also positively associated with job satisfaction and perceived organizational performance in both female and male employees.

Discussion and Conclusion

With the growing number of dual career couples and the increase in work–family conflicts, research on FFWPs has been highlighted during the last few decades. The intention of this study was to (a) improve our understanding of the relationships between FFWPs and job satisfaction and perceived organizational performance, (b) investigate the interactive effects of FFWPs and organizational culture, and (c) explore whether the relationships between satisfaction with FFWPs and job satisfaction and perceived organizational performance are stronger for women than for men.

This study investigated the effects of flexible work scheduling and dependent care programs on job satisfaction and perceived organizational performance. While previous findings show that flexible work scheduling and dependent care programs are positively associated with job satisfaction and perceived organizational performance, there has been a controversy about effects of the two types of FFWPs. Allen (2001) reported that flexible work scheduling is a stronger predictor for family-supportive

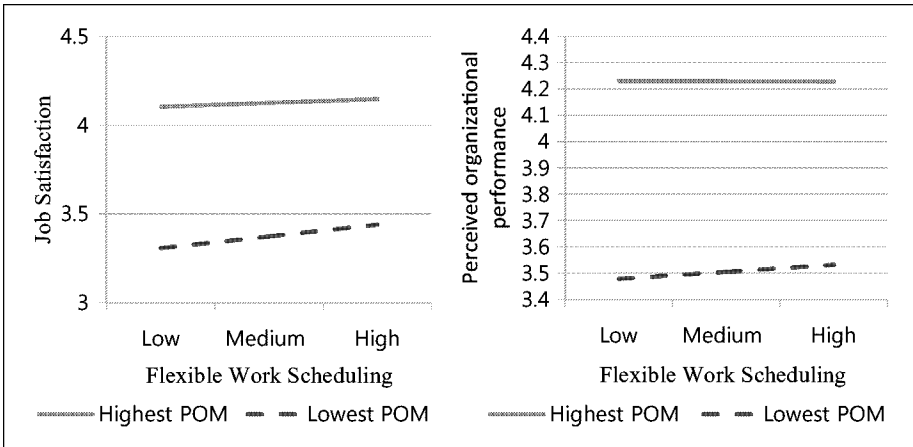


Figure 2. Interactions of flexible work scheduling and performance-oriented management (POM) for job satisfaction and perceived organizational performance.

organization conceptions than dependent care programs. In the same vein, Thomas and Ganster (1995) found that only flexible scheduling has significant effects on outcomes of family-friendly policies. On the other hand, S. Y. Lee and Hong (2011) indicated that childcare subsidies and alternative work schedules are positively connected with agency performance. This study shows that both types of FFWPs increase job satisfaction and enhance perceived organizational performance.

Our findings suggest that the main effects of managerial support and performance-oriented management on job satisfaction and perceived organizational performance are positive and significant. This is consistent with the findings of previous research (Allen, 2001; Frye & Breaugh, 2004; Moon, 2000). Interestingly, when we compared top management support and supervisor support which are subdivided by managerial support, top management support is stronger than supervisor support on job satisfaction, whereas supervisor support is stronger than top management support on perceived organizational performance. This finding is consistent with previous research on social exchange theory. Based on social exchange theory, top management support is related to perceived organizational support, and supervisor support is associated with the relationship with leaders. Perceived organizational support is more related to organizational commitment and job satisfaction and the relationship with leaders is a stronger factor on performance (Erdogan, Kraimer, & Liden, 2004; Wayne, Shore, Bommer, & Tetrick, 2002; Wayne, Shore, & Liden, 1997). This finding implies that the support of different levels for FFWPs results in different effects on outcomes.

The moderating effects of managerial support and performance-oriented management on job satisfaction and perceived organizational performance contribute to the most interesting findings of this study. Results of this study reveal that supervisor support moderates the relationship between dependent care programs and job satisfaction in a positive way. In addition, top management support leads to positive interactions between flexible work scheduling and perceived organizational performance and

between dependent care programs and perceived organizational performance. In short, when senior leaders demonstrate support for FFWDs, FFWDs produced higher levels of job satisfaction and increased perceived organizational performance. This finding implies that although simply offering FFWDs has a positive impact on perceived organizational performance, employees who perceive that senior leaders support the policy express a stronger association between FFWDs and perceived organizational performance. This would suggest that simply adopting a number of FFWDs is not sufficient to reaping the greatest rewards for the organization and its members. Instead, a concerted and genuine effort on the part of all levels of management should be undertaken to craft a workplace culture accepting of the philosophy behind FFWDs, in tandem with their formal development and implementation.

Interestingly, the findings regarding the moderating roles of performance-oriented management do not support our expectations. For those reporting low levels of organizational commitment to performance-oriented management, flexible work scheduling and dependent care programs are strongly related to job satisfaction and perceived organizational performance, but for employees in organizations displaying high levels of performance-oriented management, the impact of the two types of FFWDs on job satisfaction and perceived organizational performance is weak. Previous research found that performance-oriented management could produce improvements in public employees work attitudes (Bertelli, 2007; H. Lee et al., 2006; Yang & Kassekert, 2010). In addition, organizations with performance-oriented management provide more FFWDs for retaining skilled employees that they have invested resources in developing (Appelbaum et al., 2000; Berg et al., 2003; Davis & Kalleberg, 2006). However, previous research on public organizations found that performance-oriented management threatens job security and increases job stress among public sector employees (Van Wart & Berman, 1999). In particular, Kelman (2006) pointed out that another aspect of performance-oriented management such as downsizing produces job insecurity and job stress. In short, our finding indicates that although organizations with high performance-oriented management provide FFWDs, employees are concerned about their job security when using FFWDs.

It is also of interest to note that no difference between women and men was found. For both women and men, flexible work scheduling and dependent care programs have a similar influence on job satisfaction and perceived organizational performance. It is important to note that this finding is not consistent with previous research (e.g., Casper & Harris, 2008). Although women typically are responsible for the majority of childcare and household tasks, women are not more likely than men to reward organizations that offer flexible work scheduling and dependent care programs, with improved attitudes toward work (Roehling et al., 2001). Although the finding shows that FFWDs are positively associated with job satisfaction and perceived organizational performance in both male and female employees, we find that moderating effects are different in each group. For example, top management support moderates the relationship between flexible work scheduling and organizational performance in male employees, whereas it moderates the relationship between flexible work scheduling and job satisfaction for females. We deduce that this difference results from gender differences. In most countries, males appear to have better

advancement opportunities than females. In contrast, females feel they have better relations with management than males (Sousa-Poza & Sousa-Poza, 2000). It is theorized that females demonstrate a socializing-oriented communal behavior, while males demonstrate a task-oriented behavior (Eagly, 1987). Therefore, males reciprocate top management support with performance, whereas females reciprocate it with job satisfaction.

Several recommendations can be made to managers who are genuinely concerned about promoting or maintaining a high level of job satisfaction and increasing perceptions regarding perceived organizational performance in their workforce. First, organizations should consider adopting flexible work scheduling and dependent care programs in order to enhance work-related attitudes of employees and perceived organizational performance. Second, managerial support is required for FFWPs to have their greatest impact. Organizations should provide an environment in which employees do not fear negative career consequences from their use of FFWPs. Third, though performance-oriented management is positively associated with job satisfaction and perceived organizational performance; over-emphasizing performance-oriented management impedes the effectiveness of FFWPs.

Limitations and Future Research

Although this study contributes to the literature by delineating the impacts of FFWPs on job satisfaction and perceived organizational performance and describing the moderating effects of managerial support and performance-oriented management, some limitations exist that should be addressed in future research.

First, the cross-sectional design constrains our ability to make causal inferences. We assume that FFWPs, managerial support, and performance-oriented management are stable over time and expect them to influence job satisfaction and perceived organizational performance. Second, the data for variables were collected with a survey and may suffer from common method bias. Although Harman's single-factor test indicates that common method bias is not serious threat to this study's findings, the relationships among independent variables and dependent variables should be interpreted with caution. Third, while this study explored differences between women and men with regard to the effects of FFWPs, it is too broad an approach to draw precise conclusion about the effects of FFWPs on employees with other variations in their work-life balance circumstances. Therefore, we suggest the need for future research to give greater consideration to the potential differential impact of FFWPs based on marital status, parental status, work-family conflicts, and so on. Finally, this study relied on employee's various perceptions such as work unit, the workforce, and immediate leaders to measure performance because there was no FEVS item to measure individual's performance. However, in future research, it would be better to use a measure of individual performance because FFWPs influence work attitudes and performance in the individual level.

In addition, future research can expand this study framework and include other variables as possible moderators of the relation between family-friendly policies and work-related attitudes. Potential variables may include empowerment, involvement in decision-making, and communication.

Appendix

Table A1. Item Components of Measures, Missing Values, and Results of Factor Analyses.

Variables	% of missing values	Factor analyses
Job satisfaction ($M = 3.729, SD = 0.987$)	2.8%	$\alpha = .866$
Considering everything, how satisfied are you with your job?	3.1%	.939
Considering everything, how satisfied are you with your organization?	3.1%	.939
Perceived organizational performance ($M = 3.876, SD = 0.747$)	0.1%	$\alpha = .764$
How would you rate the overall quality of work done by your work unit?	0.4%	.821
The skill level in my work unit has improved in the past year?	4.2%	.802
The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	3.2%	.736
Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	2.2%	.730
Flexible work scheduling ($M = 3.653, SD = 1.033$)	16.6%	$\alpha = .654$
How satisfied are you with the following Work/Life programs in your agency . . . Alternative Work Schedules (AWS)?	22.3%	.863
How satisfied are you with the following Work/Life programs in your agency . . . Telework?	34.4%	.863
Dependent care programs ($M = 3.087, SD = 0.887$)	59.9%	$\alpha = .906$
How satisfied are you with the following Work/Life programs in your agency . . . Child Care Programs (for example, daycare, parenting classes, parenting support groups)?	62.2%	.957
How satisfied are you with the following Work/Life programs in your agency . . . Elder Care Programs (for example, support groups, speakers)?	64.2%	.957
Supervisor support (SS; $M = 4.03, SD = 1.027$)	2.6%	
My supervisor supports my need to balance work and other life issues.		
Top management support (TMS; $M = 3.54, SD = 1.116$)	11.2%	
Senior leaders demonstrate support for Work/Life programs.		
Performance-oriented management (POM; $M = 3.13, SD = 1.003$)	0.6%	$\alpha = .873$
Awards in my work unit depend on how well employees perform their jobs.	5.6%	.876
Promotions in my work unit are based on merit.	6.0%	.859
Employees are recognized for providing high quality products and services	3.4%	.849
Pay raises depend on how well employees perform their jobs.	7.4%	.819
Gender	5.1%	
1 = female; 0 = male		
Minority	7.1%	
1 = minority; 0 = nonminority		
Age	5.8%	
What is your age group?		

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Notes

1. The S. Y. Lee and Hong's study (2011) examined how FFWPs influence objective performance, whereas the Perry-Smith and Blum's study (2000) explored perceived organizational performance as FFWPs' outcome.
2. See <http://www.opm.gov/pandemic/agency2a-guide.pdf>
3. See <http://ntl.bts.gov/DOCS/telecommute.html>
4. See <http://www.opm.gov/oca/aws/>
5. See http://www.opm.gov/Employment_and_Benefits/WorkLife/FamilyCareIssues/ElderCare/index.asp
6. See http://www.opm.gov/Employment_and_Benefits/WorkLife/FamilyCareIssues/ChildCare/index.asp
7. See <http://www.fedview.opm.gov/2010/What/>
8. Missing data of family-friendly benefits includes both missing data and nonresponse because employees who do not participate in FFWPs may not respond to survey questions of FFWPs. Because we could not distinguish the difference, the listwise deletion function was used rather than using weights to deal with nonresponse error and missing data.
9. We used a z score to standardize predictor and moderator variables that are measured on a continuous scale. The z score is computed by centering, which is defined as subtracting the mean (a constant) from each score, x , yielding a centered score. Because predictor and moderator variables generally are highly correlated with the interaction terms, centering or standardizing continuous variables can reduce multicollinearity problems in the regression equation (Frazier, Tix, & Barron, 2004). In our model, flexible work scheduling, dependent care programs, supervisor support, top management support, performance-oriented management, and moderating variables were all converted into z scores.
10. The Cronbach's alphas for the scales used in the study had good interreliability, with only one alpha below .7 (flexible work scheduling at .654). The remaining alphas ranged from .764 (perceived organizational performance) to .906 (dependent care programs).

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