

SUPERVISOR, COWORKER, AND ORGANIZATIONAL SUPPORTIVENESS OF
FLEXIBLE WORK-LIFE BALANCE POLICIES AND ITS IMPACT ON
PERCEIVED PROMOTION PROBABILITY

by
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ABSTRACT

Work-life benefits have become prominent as organizations realize they often improve various employee attitudes and performance, such as increased job satisfaction, greater employee engagement, and increased productivity. One goal of the present study was to examine whether perceptions of organizational culture, supervisor support, and coworker support had a positive influence on flexible work-life benefits utilization.

Results confirmed that supervisor support did indeed have a positive influence on flexible work-life benefits utilization. Results also partially supported coworker support having a positive influence on flexible work-life benefits utilization. An additional purpose of this study was to examine the relationship between flexible work-life benefit utilization and perceived promotion probability. Furthermore, this relationship was hypothesized to be moderated by perceived organizational culture, supervisor support, and coworker support. None of the moderation hypotheses were supported. However, there was an unexpected, negative relationship found between flexible work-life benefit utilization and perceived promotion probability, with coworker support as a moderator. Implications and suggestions for future research are discussed.

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CHAPTER 1: INTRODUCTION

Defining Work-Life Balance

According to the Bureau of Labor Statistics (2015), Americans ages 25 to 54 spend an average of 54% of their wake hours working. As work continues to take up a substantial amount of time in people's lives, understanding how to obtain balance between work and other personal activities becomes increasingly important. While a large portion of research has focused on the balance between the work and family domains, research has expanded to include work-life balance in a broader context. Work-life balance can be defined as distributing an individual's time, energy, and commitment to attain positive experiences amongst each aspect of one's life (Kirchmeyer, 2000; Lyness & Judiesch, 2008). Although work-life balance is ideal, often there are challenges to overcome. When differing pressures present themselves simultaneously, fulfillment of one life domain may cause disruption and difficulty in another (Fisher, Bulger, & Smith, 2009; Kahn, Wolfe, Quinn, Snoek, & Rosenthal, 1964). These conflicting pressures are referred to as role interference (Fisher et al., 2009; Kahn et al., 1964). For instance, one may travel frequently for work in an effort to show his or her commitment to a career and the organization. However, as a result, he or she may frequently have to miss out on attending his or her children's school activities. Therefore, when the life domain interferes with the work domain or vice versa, the result is work-life conflict (Greenhaus & Beutell, 1985; Siegel, Post, Brockner, Fishman, & Garden, 2005).

How individuals balance these different life domains can be explained through the conservation of resources theory and the concepts of negative and positive spillover. The

basic premise of the conservation of resources theory is that individuals “strive to obtain, retain, foster and protect those things they centrally value,” including personal, social, material, and energy resources (Hobfoll, 2011, p. 117, Hobfoll, Vinokur, Pierce, & Lewandowski-Romps, 2012). Therefore, conservation of resources theory would suggest that taking advantage of work-life balance benefits should help employees effectively balance both work and family demands (Hobfoll, 1989; Konrad & Yang, 2012). For instance, an employee may take advantage of adjusting his or her work hours to pick up a child at school. The flexible benefit offered to the employee allows him to balance work with family responsibilities. Without work-life benefits in place, the conservation of resources theory would suggest that resources may be reduced in one domain of life because they are being used in another domain (Fisher et al., 2009). For example, an individual who works long hours and then returns home and continues to check his e-mail is spending much of his resources on a single domain, work. As a result, he has significantly fewer resources available to invest in spending time with family or handling other life necessities such as grocery shopping, paying bills, getting a haircut, etc.

Additionally, there is likely to be spillover between one’s differing life domains. Spillover theory says that despite boundaries between different life domains, emotions and behaviors can carry over from one domain to another (Staines, 1980; Clark, 2000). Spillover can either be negative or positive. Negative spillover refers to work-life conflict, including how competing needs of each domain conflict with one another or “when a negative event in one domain creates negativity in another domain” (King, Botsford, & Huffman, 2009, p. 880). For example, receiving negative feedback from a supervisor during the day at work may result in a negative or poor attitude, which may

carry over to the home environment. This may result in negative interactions with one's family while eating dinner. Positive spillover, on the other hand, refers to "positive affect, energy, support, or confidence that is beneficial across roles" (Barnett & Hyde, 2001; King et al., 2009, p. 880; Kirchmeyer, 1992; Wayne, Musisca, & Fleeson, 2004). For instance, if an individual just finished renovating his or her kitchen, he or she may be in a positive mood and decide to engage in more organizational citizenship behaviors at work (e.g., helping others on a team project or volunteering for extra job activities). As shown in the preceding examples, it is important to note that spillover, both positive and negative, is bidirectional. That is, spillover can flow from work to life and from life to work. To better cope with differing demands and to improve the likelihood of positive spillover occurring, many organizations have started implementing a variety of work-life balance benefits.

Work-Life Balance Benefits

Many of the traditional work-life balance benefits can be classified into two broad categories: dependent care and flexibility. Dependent care typically includes employee assistance programs, elder care, and childcare (Konrad & Yang, 2012). Employee assistance programs are designed to improve workplace productivity issues and resolve personal concerns, such as health, marital, family, financial, alcohol, drug, legal, emotional stress, etc. (International Employee Assistance Professionals Association, 2011). Further, elder care and child care involve caring for elderly (such as an individual's parents) and children.

Flexible work-life benefits, which will be the focus of the present study, can be defined as policies that aim to increase flexibility in the work domain (Shockley & Allen,

2010). Flexible work-life benefits include reducing work hours, working from home (telecommuting), flexible hours, and compressed work weeks (Konrad & Yang, 2012). Reducing work hours may pave the way for job sharing, which occurs when one job is shared by two (or more) employees (Darcy, McCarthy, Hill, & Grady, 2012). An example of when job sharing may become relevant is when a woman is on maternity leave, and the organization is looking for two temporary employees to fill the individual's full-time position. Telecommuting, which has become popular largely due to technological advancements, includes working from a different location other than the office (Allen, Golden, & Shockley, 2015). This location may consist of working from home, a coffee shop, etc. Therefore, flexible work-life benefits relate to flexibility not only in scheduling, but also in regards to location. Expanding upon the example of the woman who is pregnant above, perhaps the organization would allow her to telecommute as her due date nears, prior to hiring the temporary employees.

Moreover, flexible hours (also known as flextime) include having a schedule in which one can choose his or her start and end times, which may sometimes include a set of core hours for all employees (Baltes, Briggs, Huff, Wright, & Neuman, 1999; Dalton & Mesch, 1990; Eaton, 2003; Grobler & de Bruyn, 2011; Lee & DeVoe, 2012). This helps to create ease in scheduling team meetings amongst other communicative needs. Therefore, if the woman who is pregnant needs to come in late and stay late so that she can go to a doctor's appointment that morning, she would be welcomed to do so. Further, compressed workweeks consist of working longer hours each day to lessen the number of days an individual works in a week (Fiksenbaum, 2014). Perhaps a new father chooses to

work long hours Monday through Thursday so that he can spend all day Friday with his newborn child as opposed to working.

Additionally, flexible work-life benefits may be evident within organizations either formally or informally. Formal flexibility is defined as the official, written policy, which is typically approved by human resources (Eaton, 2003). Informal flexibility includes unofficial policies that may be available to some employees on a discretionary basis (Eaton, 2003).

Although a variety of alternative work arrangements, like those mentioned above, have become more widely available and adopted in recent years (Padgett, Harland, & Moser, 2009), organizations are also beginning to implement a variety of unique and creative work-life balance benefits to attract and retain employees. For instance, Patagonia, an outdoor clothing company, provides daily wave reports and allows employees to go surfing during the work day (Schulte, 2014). Similarly, Evernote, a cross-platform note-taking app, offers all its employees the opportunity for professional house cleaning twice a month (Bryant, 2012). It is through traditional and unique benefits alike that employers are helping their employees to achieve positive spillover and, ultimately, work-life balance.

The Importance and Advantages of Work-Life Balance Benefits

As work-life balance benefits become prominent among organizations, ensuring the effectiveness of these benefits becomes increasingly imperative. After all, work-life balance programs lead to numerous benefits that highlight their importance (Darcy et al., 2012). Accordingly, work-life balance policies are important for several reasons. First, as traditional work and home roles of men and women continue to change, challenges in

both areas of employees' lives begins to take shape. It is through work-life balance benefits that an individual can better handle all aspects of his or her life, including work, family, and other personal responsibilities (Parkes & Langford, 2008).

Work-life balance benefits are also important because they may help in attracting and retaining employees (Deery & Jago, 2015). As globalization continues to progress, the United States is competing against other nations for top talent. Nevertheless, the United States is continuously ranked low in providing work-life balance benefits, particularly related to family policies, that employees often need (OECD Better Life Index, 2016). For instance, former President, Barack Obama, mentioned in his 2015 State of the Union Address that among all advanced economies, the United States is alone in not providing mandated, universal paid sick leave and maternity leave (The White House, 2015). Therefore, it is vital to inform U.S. employers of the positive outcomes of implementing such benefits as a means to stay globally competitive.

Lastly, in regard to tangible outcomes, some work-life balance benefits may be costlier than others, making it important to consider the return on investment and potential outcomes of the differing work-life benefits before deciding to implement any of them (Darcy & McCarthy, 2007; Darcy et al., 2012). Organizations often find that benefits largely outweigh the costs as they indirectly enhance work outcomes. That is, work-life benefits have been shown to be positively related to work outcomes, including increased commitment, reduced turnover levels, lowered absenteeism, reduced stress, increased job satisfaction, greater employee engagement, and increased productivity (Darcy et al., 2012). Specifically, employers that meet employee needs through work-life benefits are likely to see greater commitment than they may otherwise (Darcy et al.,

2012; Eaton, 2003; Lauzun, Morganson, Major, & Green, 2010). Additionally, work-life benefits trigger employees' feelings that the organization values them. When employees feel valued they are less likely to have intentions of turnover (Lauzen et al., 2010). This idea is in line with the self-interest utility model, which explains that using work-life balance benefits helps to facilitate attachment to the organization (Casper & Harris, 2008). Furthermore, flexible work-life benefits, and more specifically, compressed schedules, are an effective way to increase productivity and job satisfaction while decreasing absenteeism (Baltes et al., 1999; Lauzun et al., 2010). Lastly, those that take advantage of work-life balance benefits are likely to perceive themselves as more productive than they had been prior to using work-life balance benefits (Eaton, 2003). The aforementioned benefits make it of interest for organizations to include work-life balance benefits in their policies. After all, the positive outcomes affect both employees *and* employers.

Disadvantages of Work-Life Balance Benefits

While work-life benefits are largely beneficial, there are some potential downsides that should be considered. For instance, those utilizing benefits may be faced with communication challenges (Fay & Kline, 2012). Those telecommuting are forced to take advantage of communication means such as e-mail, instant messaging, and phone calls. Therefore, getting answers to questions quickly may be difficult for telecommuters because they are limited to communicating through virtual means. Additionally, employees may be expected to answer e-mails whenever they receive them despite working a compressed work week because they have been given a company laptop or a smartphone with e-mail capability. This can obviously be highly intrusive into one's

personal life. This lack of face-to-face communication with coworkers may also hinder employee synergy (Hill, Ferris, & Martinson, 2003). Nevertheless, telecommuting also has a variety of benefits including limiting the physical space needed at the office, allowing employees to rid child care costs by caring for children at home, transportation costs, etc. (Gajendran & Harrison, 2007).

Further, work-life balance benefits may need to be adapted based on individual or group needs; implementing one policy for the entirety of the organization may not be effective in catering to each unique situation (Darcy et al., 2012). For instance, some employees may need access to eldercare, while others would find childcare to be more fitting to their unique situation. Additionally, some employees may find a compressed work week to fit their lifestyle best, while others may find value in telecommuting.

Employees who utilize flexible work life benefits may even be perceived by supervisors and coworkers as being disruptive to work processes (Konrad & Yang, 2012). For instance, a parent may frequently adjust his or her work schedule to care for a sick child. This perception of disrupting the work process may lead employees to view the individual to be less committed to the organization than others. This, in turn, may foster negative consequences to the employee, as described below.

Work-Life Balance Benefits and Its Impact on Promotability

Promotability can be defined as “the perception of individuals’ capacities and willingness to effectively perform at higher job levels” (De Pater, Van Vianen, Bechtoldt, & Klehe, 2009, p. 298). Promotability and its relationship to work-life balance has not received much attention in the literature thus far (Lyness & Judiesch, 2008). Of the

research that has been done, results show mixed findings (as described below), which makes the present study of particular importance for employers and employees alike.

Findings hindering promotability. Signaling theory states that activities or attributes provide an individual (the receiver) information about another individual's (the signaler) characteristics (Spence, 1973). That is, information about oneself is conveyed to another individual. Signaling theory can be used to understand promotability because supervisors often rely on signals that reveal employees' abilities and talents as they evaluate promotions (De Pater et al., 2009; Spence, 1973). As such, when employees take advantage of flexible work-life balance benefits, supervisors may not be fully aware of how much time employees spend completing challenging tasks (De Pater et al., 2009). Therefore, perceptions of their performance may be lower than if they were present in the workplace. Further, according to Darcy et al. (2012), it is through face-to-face contact that commitment is often relayed, and a lack of face-to-face contact actually elicits a negative occupational impact. Bailyn (1993) and Darcy et al. (2012) explain that taking advantage of work-life benefits directly impacts employee visibility, which in turn can foster career consequences.

Additionally, while work-life benefits are included within organizational policies, not all employees feel as though they are welcome to use them. This is commonly referred to as *perceived usability* (Eaton, 2003). Perceived usability helps to explain that work-life balance benefits, including flexibility benefits, should be both meaningful to the employee *and* allow the employee to feel comfortable using them (Eaton, 2003). Work-life balance benefits often have a stigma associated with them that may deter employees from utilizing them. Therefore, employees are unlikely to take advantage of

work-life balance benefits if the culture of the organization frowns upon its use (Nitzche, Jung, Kowalski, & Pfaff, 2014). Additionally, some supervisors may have constraints placed on them, prohibiting employee use of benefits despite having an official written policy for the benefits. For example, some of the barriers supervisors may face include: lack of authority and resources, the requirement of multiple people for approval, or job requirements (e.g., meetings to attend) (Lauzun et al., 2010). Of course, supervisors are also sometimes limited due to a lack of formal policy and/or supporting culture (Lauzun et al., 2010).

Findings enhancing promotability. Lyness and Judiesch (2008) examined whether the relationship between work-life balance and career advancement depends on one's culture. They found that work-life balance ratings had a more positive effect on career advancement ratings in some cultures than others. More specifically, there was a positive relationship between work-life balance and career advancement for women in high egalitarian cultures and for men in low egalitarian cultures. While national culture is important, there has not been much research focusing on the role that perceived organizational culture plays in work-life balance. This issue is important because perceived organizational support refers to an employee's beliefs regarding the extent an organization recognizes employee contributions and whether the organization focuses on employee well-being (Casper & Harris, 2008; Eisenberger, Huntington, Hutchison, & Sowa, 1986). Simply having work-life balance benefits can potentially create positive individual and organizational outcomes due to the perceived organizational support that accompanies the benefits (Richman, Civian, Shannon, Hill, & Brennan, 2008). Therefore,

organizational support has been found to largely impact work-life balance benefit use (Nitzche et al., 2014).

Additionally, perceived support can be examined through supervisor and coworker support. Supervisor support focuses specifically on supervisors helping employees cope with work demands (Tucker, Jimmieson, & Bordia, 2016). When supervisors provide employees with support, employees perceive less career damage, have fewer time constraints, and take advantage of work-life benefits more than those who do not receive supervisor support (Smith & Gardner, 2007). Coworker support is the support employees provide to each other through a social network at work (Tews, Michel, & Ellingson, 2013). Generally, those that perceive support could work longer hours before identifying a work-life conflict than employees who did not utilize flexible work-life balance benefits (Richman et al., 2008).

Present Study

The present study examined 1) the relationship between actual use of flexible work arrangements and perceived organizational culture, supervisor support, and coworker support; 2) the relationship between actual use of flexible work arrangements and perceived promotion probability; and 3) whether the relationship between actual use of flexible work arrangements and perceived promotion probability depends on perceived organizational culture, supervisor support, and coworker support.

In particular, I argue that utilizing flexible work life benefits will be positively related to perceived promotion probability, with perceived organizational culture having a moderating effect. Specifically, I predict that the relationship will be stronger when perceived organizational culture is high and weaker when perceived organizational

culture is low. According to Lyness and Judiesch (2008), there is a positive relationship between perceptions of work-life balance and perceptions of promotion probability.

Additionally, organizational culture has been found to largely impact work-life balance benefit use (Thompson, Beauvais, & Lyness, 1999; Darcy et al., 2012).

Similarly, I argue that there will be a positive relationship between flexible work-life benefits utilization and perceived promotion probability, with perceived supervisor support having a moderating effect. Specifically, I predict that the relationship will be stronger when perceived supervisor support is high and weaker when perceived supervisor support is low. According to Lyness and Judiesch (2008), supervisors in the United States have become more positive in their perceptions of the relationship between work-life balance and perceived promotability, as opposed to more prominent, negative perceptions in previous decades.

Lastly, I predict that there will be a positive relationship between flexible work-life benefits utilization and perceived promotion probability, with perceived coworker support having a moderating effect. Specifically, I predict that the relationship will be stronger when perceived coworker support is high and weaker when perceived coworker support is low. According to Ferguson, Carlson, Zivnuska, and Whitten (2012), employees' work-life balance experience is at its best when there is perceived coworker support. This coworker support has a positive impact on different organizational factors such as job satisfaction (Ferguson et al., 2012). Employees typically appreciate being part of a social network. Therefore, if one's coworkers do not approve of work-life benefit utilization, he or she is believed to be less likely to take advantage of benefits potentially

available. As a culmination of the research done thus far the following hypotheses have been proposed, and are summarized in Figure 1:

Hypothesis 1A: Perceived organizational culture on flexible work arrangements will be positively related to actual use of flexible work arrangements.

Hypothesis 1B: Perceived supervisor support of flexible work arrangements will be positively related to actual use of flexible work arrangements.

Hypothesis 1C: Perceived coworker support of flexible work arrangements will be positively related to actual use of flexible work arrangements.

Hypothesis 2: Actual use of flexible work arrangements will be positively related to perceived promotion probability.

Hypothesis 3A: The relationship between actual use of flexible work arrangements and employees' perceptions of their promotion probability will be moderated by perceived organizational culture on flexible work arrangements, such that the relationship is stronger when perceived organizational culture is high and weaker when perceived organizational culture is low.

Hypothesis 3B: The relationship between actual use of flexible work arrangements and employees' perceptions of their promotion probability will be moderated by perceived supervisor support of flexible work arrangements, such that the relationship is stronger when perceived supervisor support is high and weaker when perceived supervisor support is low.

Hypothesis 3C: The relationship between actual use of flexible work arrangements and employees' perceptions of their promotion probability will be moderated by perceived

coworker support of flexible work arrangements, such that the relationship is stronger when perceived coworker support is high and weaker when perceived coworker support is low.

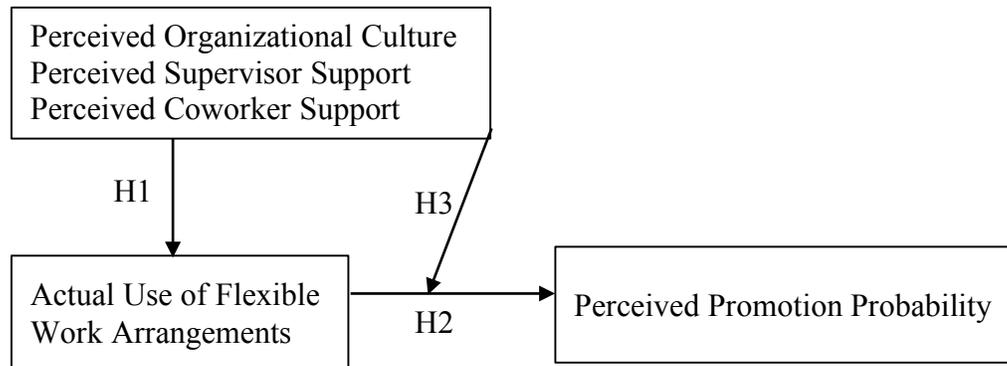


Figure 1. Summarized General Framework for the Specific Hypotheses

Lastly, the following research question will examine the relationship between need for achievement and perceived promotion probability. Need for achievement can be defined as the desire to excel and attempt to improve performance (Heckert et al., 2000). This relationship is of interest because I believe if one has a low need for achievement level, he or she may not want and/or perceive the opportunity to receive a promotion.

Research Question: Is there a significant relationship between need for achievement and perceived promotion probability?

CHAPTER 2: METHOD

Participants

In order to be eligible to participate in the study, participants must have met the following criteria: be 18 years of age or older, currently work within the United States, be a salaried employee, work 30 or more hours per week, and work in an organization with flexible work arrangements. Three hundred individuals met each of these eligibility requirements. Nine participants were removed for incorrectly responding to attention checks, and an additional nine participants were removed for indicating that they did not take the study seriously or for indicating that their data should not be used for analysis. Twelve participants were removed for simply clicking through the survey without providing responses on the majority of items. On average, approximately 92% of items were left blank by these individuals. Finally, 26 participants were removed for not spending a sufficient amount of time completing the survey. A sufficient amount of time was defined as spending at least four minutes completing the survey. Four minutes was selected as the cut-off based on pilot testing and the natural break in survey completion times of participants. The final sample size was 244. The sample was 59% male and 41% female. Approximately 34% of participants were under age 30, approximately 39% were between ages 31 and 39, approximately 16% were between ages 40 and 49, approximately 8% were between ages 50 and 59, approximately 2% were between ages 60 and 69, and approximately 1% was age 70 or older. Approximately 44% of participants indicated having dependents currently living in the home. Complete demographic information on the sample can be found in Appendix A.

Procedures

A survey was administered via Amazon's Mechanical Turk. Amazon's Mechanical Turk is an "online labor market where requesters post jobs and workers choose which jobs to do for pay" (Mason & Suri, 2012, p. 1). Qualified participants received \$0.75 in compensation for their contributions. Through Mechanical Turk, participants clicked on a link to open the online survey via Qualtrics. All responses were anonymous in order to obtain honest survey responses. A brief message was displayed first with participant qualifications and an informed consent page explaining that participation was completely voluntary and that withdrawing from the study was allowed at any time. If a participant chose to consent, the initial screening questions (as described prior) were presented (See Appendix B, items 1-5). Participants who met the screening criteria were presented with measures relating to the following variables (see Appendix B for the complete listing of items):

- Desire to use flexible work arrangements
- Actual use of flexible work arrangements
- Perceived organizational culture on flexible work arrangements
- Perceived supervisor support of flexible work arrangements
- Perceived coworker support of flexible work arrangements
- Perceived promotion probability
- Need for achievement
- Demographics

These measures were presented to participants in a randomized order. A more complete description of the measures that were used is discussed in further detail below in the Measures section. These measures were followed by several final demographic items (see Appendix B, items 56-66) and debriefing items (see Appendix B, items 67-70).

The demographic questions were always at the end of the survey to reduce any effects of priming.

The survey was available via Amazon's Mechanical Turk to efficiently obtain a sufficient sample size. Subjects had the option of returning to previous pages within the survey and were not obligated to complete the survey in one sitting. Participants were prohibited from completing the survey more than once. Attention checks were included and any participant unable to answer each attention check item correctly was screened out and not included for data analysis. These quality assurance items were integrated throughout the survey and are reproduced in Appendix B (items 14 and 43). The attention checks included the following:

- Removing participants who do not spend an adequate amount of time completing the survey based on the natural drop off of time spent
- What is the current year?
- For quality assurance purposes, please select "Agree" for this item.

Measures

Desire to use flexible work arrangements (Appendix B, items 6-9). Participants desire to use flexible work arrangements was measured by using items developed by Doerr (2015). A 5-point Likert scale was used for the four items and responses ranged from 1 (*fewer than 5 times per year*) to 5 (*every day*). The original coefficient alpha reported by Doerr (2015) for this measure was .81, indicating good reliability. This measure remained unchanged for the present study. An example item includes "How often would you want to adjust the days of the week that you work?"

Actual use of flexible work arrangements (Appendix B, items 10-13). Four items relating to employees' actual use of flexible work arrangements were included

within the questionnaire. The 5-point Likert response scale for these items ranged from 1 (*fewer than 5 times per year*) to 5 (*every day*). The coefficient alpha reported by Doerr (2015) for this measure was .81, which is a good indication of the scale being reliable. This measure remained unchanged for the present study as well. An example item is “How often do you work from a location other than the office?”

Perceived organizational culture on flexible work arrangements (Appendix B, items 15-23). The items on the perceived organizational culture measure were modified from Thompson et al. (1999), which had originally consisted of 20 items focusing on work-family balance. Several items were modified to include work-life balance more broadly. For instance, the item “In this organization employees can easily balance their work and family lives” was changed to “In my organization employees can easily balance their work and personal lives.” Items that related more specifically to supervisory levels were removed because the current study had a separate measure related to supervisor support of flexible work arrangements. Additionally, items that related to perceptions of promotion probability were included in the perceived promotion probability measure. Therefore, the measure utilized in this study consisted of 10 items with a 5-point Likert response scale ranging from 1 (*strongly disagree*) to 5 (*strongly agree*). The coefficient alpha reported by Thompson et al. (1999) was .92, representing strong reliability of the measure. This measure included several reverse coded items, one of which was “Employees are regularly expected to put their jobs before their personal lives.”

Perceived supervisor support of flexible work arrangements (Appendix B, items 24-34). Perceived supervisor support of flexible work arrangements included 11 items developed by Doerr (2015). A 5-point Likert response scale for these items was

used, and responses ranged from 1 (*strongly disagree*) to 5 (*strongly agree*). One of the items was reverse coded and stated: “My supervisor never permits me to change my schedule.” Doerr (2015) reported that the coefficient alpha for this measure was .83, indicating good reliability for the measure. An additional example item from this measure was “I can rely on my supervisor to be understanding if I have an immediate need to change my schedule.”

Perceived coworker support of flexible work arrangements (Appendix B, items 35-46). Like perceived supervisor support, perceived coworker support of flexible work arrangements included eight items developed by Doerr (2015) and the measure used a 5-point Likert response scale which ranged from 1 (*strongly disagree*) to 5 (*strongly agree*). Similar to the perceived supervisor support item, one of the perceived coworker support items was reverse scored. The item stated “My coworkers would not like it if I had changed my schedule.” The coefficient alpha reported by Doerr (2015) for this measure was .84, which is a good indication of the scale being reliable. An additional example item of ‘perceived coworker support of flexible work arrangements’ was as follows: “I feel my coworkers make an effort to understand my need to be flexible.”

Perceived promotion probability (Appendix B, items 47-50). The perceived promotion probability measure included four items that were developed from Doerr (2015) and Thompson et al. (1999). More specifically, items 47 and 48 were directly taken from Doerr (2015), while items 49 and 50 were modified from Thompson et al. (1999). Item 49 read “To turn down a promotion or transfer for personal reasons will seriously hurt one’s career progress in my organization” as opposed to the following original item: “To turn down a promotion or transfer for family-related reasons will

seriously hurt one's career progress in this organization." Item 50 was modified by changing "flextime" to "flexible work arrangements" to keep wording consistent throughout the survey. All four perceived promotion probability items were reverse scored and used a 5-point Likert response scale which ranged from 1 (*strongly disagree*) to 5 (*strongly agree*). The coefficient alpha for Doerr's measure was .86, while the coefficient alpha for Thompson et al. (1999) was .92.

Need for achievement (Appendix B, items 51-55). The need for achievement measure included five items that were developed from Heckert et al. (2000). The original Needs Assessment Questionnaire developed by Heckert et al. (2000) consisted of 20 items with the following subscales: need for achievement, need for affiliation, need for power, and need for dominance. Need for affiliation, need for power, and need for dominance were not a focus of the current study and were therefore excluded. A 5-point Likert response scale for the need for achievement items was used and responses ranged from 1 (*strongly disagree*) to 5 (*strongly agree*). The test-retest reliability reported by Heckert et al. (2000) showed that coefficient alphas of .87 and .91 were consistent, representing strong reliability of the measure. The need for achievement items remained unchanged for the present study. An example item was "It is important to me to do the best job possible." This scale does not relate to any specific hypothesis and was added for exploratory purposes only.

Demographics (Appendix B, items 56-66). Demographic information was collected and results can be found in Appendix A. Demographic information collected includes gender, age, education level, and marital status. There were also demographic questions that asked about whether participants have dependents currently living in their

home, the industry in which an individual works, and the amount of time they spend traveling for work. The response options used for the demographic item “What industry best describes your organization” were created based on O*Net’s “Career Clusters,” with the following minor modifications: restaurant was added as an option; food was removed from the agriculture and natural resources option; and marketing, sales, and service were reordered to sales, service, and marketing. These changes were made with the potential Amazon Mechanical Turk population in mind. Finally, demographic information was collected on participants’ number of vacation days and sick days available, as well as participants’ supervisory experience.

CHAPTER 3: RESULTS

Preliminary Analyses

Descriptive statistics, frequencies, and scale reliabilities were conducted for the following variables: desire to use flexible work arrangements, actual use of flexible work arrangements, perceived organizational culture on flexible work arrangements, perceived supervisor support of flexible work arrangements, perceived coworker support of flexible work arrangements, perceived promotion probability, and need for achievement.

Descriptive statistics and reliability analyses can be found below in Table 1 and Table 2, respectively.

Table 1
Descriptive Statistics for All Variables

Variable	<i>n</i>	<i>M</i>	<i>SD</i>
Desire to use flexible work arrangements	243	3.48	0.92
Actual use of flexible work arrangements	244	2.95	0.97
Perceived organizational culture on flexible work arrangements	244	3.46	0.50
Perceived supervisor support of flexible work arrangements	244	3.66	0.54
Perceived coworker support of flexible work arrangements	244	3.63	0.56
Perceived promotion probability	244	3.58	0.99
Need for achievement	244	4.43	0.57

Table 2
Reliability Analyses for All Variables

Variable	Number of Items	Cronbach's Alpha
Desire to use flexible work arrangements	4	.87
Actual use of flexible work arrangements	4	.86
Perceived organizational culture on flexible work arrangements	9	.63
Perceived supervisor support of flexible work arrangements	11	.76
Perceived coworker support of flexible work arrangements	11	.79
Perceived promotion probability	3	.87
Need for achievement	5	.89

Reliability coefficients ranged from .63 to .89 and were conducted to determine whether any items needed to be excluded from analyses. On the perceived promotion probability measure the following item was removed, “To turn down a promotion or transfer for personal reasons will seriously hurt one’s career progress in my organization.” By removing this item from the perceived promotion probability measure, the reliability increased from .83 to .87. This item was more specific than the other items in the measure by listing a particular reason that results in hurting one’s career instead of simply stating generally that flexible working arrangements would hinder promotion opportunities, as the other items indicated. Therefore, it was less theoretically similar to the other items. Additionally, although a reliability of .63 for the perceived organizational culture on flexible work arrangements measure is relatively low, removing items did not increase the measure to a more preferred reliability of at least .70. Also, upon further examination none of the items appeared to be an outlier in terms of conceptual content. Therefore, all items were retained for the perceived organizational culture on flexible work arrangements measure as well as each of the other measures. Descriptive statistics

and frequencies were also conducted on the demographic information collected (see Appendix A).

Primary Analyses

Hypothesis 1A examined whether perceived organizational culture on flexible work arrangements would be positively related to actual use of flexible work arrangements; Hypothesis 1B examined whether perceived supervisor support of flexible work arrangements would be positively related to actual use of flexible work arrangements; and Hypothesis 1C examined whether perceived coworker support of flexible work arrangements would be positively related to actual use of flexible work arrangements. To analyze this set of hypotheses, items were aggregated to create a scale score for each variable. A multiple regression examined the relationship of these independent variables to the common dependent variable of actual use of flexible work arrangements (see Table 3 and Table 4 below). The respective betas revealed whether there were significant unique relationships among the hypothesized relations, as detailed below. In addition, bivariate correlations provided a more general indication of whether relationships exist among these variables (see Table 5 below).

The multiple regression entered perceived organizational culture on flexible work arrangements, perceived supervisor support of flexible work arrangements, and perceived coworker support of flexible work arrangements as predictors of actual use of flexible work arrangements. Overall, the results indicate that this set of predictors explain a significant proportion of the variance in actual use of flexible work arrangements, $R^2 = .37$, $F(3, 240) = 12.49$, $p < .01$.

Regarding Hypothesis 1A, the results did not support the predicted positive relationship between perceived organizational culture on flexible work arrangements and actual use of flexible work arrangements. The regression beta for perceived organizational culture on flexible work arrangements was a significantly *negative* unique predictor of actual use of flexible work arrangements, $B = -0.34$, $t(240) = -2.37$, $p = .02$. However, Hypothesis 1A was not supported because the negative beta is in the opposite direction than what was predicted. The bivariate correlation also did not support the hypothesized relationship. The Pearson correlation between actual use of flexible work arrangements with perceived organizational culture on flexible work arrangements was not significant ($r = .07$, $p = .29$). Therefore, Hypothesis 1A was rejected.

Regarding Hypothesis 1B, the results supported the predicted positive relationship between perceived supervisor support of flexible work arrangements and actual use of flexible work arrangements. The regression beta for perceived supervisor support of flexible work arrangements was a significantly *positive* unique predictor of actual use of flexible work arrangements, $B = 0.68$, $t(240) = 4.72$, $p < .01$. Additionally, the bivariate correlation supported the hypothesized relationship. The Pearson correlation between actual use of flexible work arrangements with perceived supervisor support of flexible work arrangements was significant ($r = .34$, $p < .01$). Therefore, Hypothesis 1B was supported.

Regarding Hypothesis 1C, the results partially supported the predicted positive relationship between perceived coworker support of flexible work arrangements and actual use of flexible work arrangements. The regression beta for perceived coworker support of flexible work arrangements was *not* a significantly unique predictor of actual

use of flexible work arrangements, $B = 0.14$, $t(240) = 1.02$, $p = .31$. However, Hypothesis 1C was partially supported because there is a significant bivariate correlation between actual use of flexible work arrangements and perceived coworker support of flexible work arrangements ($r = .23$, $p < .01$). To summarize the results of Hypothesis 1, Hypothesis 1A was not supported, Hypothesis 1B was supported, and Hypothesis 1C received partial support.

Table 3

Model Summary for Predicting Actual Use of Flexible Work Arrangements from Perceived Organizational Culture, Perceived Supervisor Support, and Perceived Coworker Support of Flexible Work Arrangements

Model	R	R ²	Adjusted R ²	Std. Error of Est.	Change Statistics				
					R ² Δ	FΔ	df ₁	df ₂	Sig. FΔ
1	.37	.14	.12	.91	.14	12.49	3	240	< .001

Model 1 Predictors: (Constant), cOrgCulture, cSupervisor, cCoworker, cActual

Table 4

Coefficients Table for Predicting Actual Use of Flexible Work Arrangements from Perceived Organizational Culture, Perceived Supervisor Support, and Perceived Coworker Support of Flexible Work Arrangements

Model		B	SE(B)	β	t	p
1	(Constant)	-1.132E-15	.06		0.00	1.00
	cOrgCulture	-0.34	.14	-.17	-2.37	.02
	cSupervisor	0.68	.15	.38	4.72	<.01
	cCoworker	0.14	.14	.08	1.02	.31

Dependent Variable: cActual

Table 5
Correlation Matrix of All Variables

Variable	2. Actual Use	3. Organizational Culture	4. Supervisor Support	5. Coworker Support	6. Perceived Promotion	7. Need for Achievement
1. Desire to use flexible work arrangements	.64*	.02	.24*	.16*	-.04	.12
2. Actual use of flexible work arrangements		.07	.34*	.23*	-.08	.05
3. Perceived organizational culture on flexible work arrangements			.53*	.51*	.52*	.32*
4. Perceived supervisor support of flexible work arrangements				.62*	.27*	.38*
5. Perceived coworker support of flexible work arrangements					.20*	.42*
6. Perceived promotion probability						.28*
7. Need for achievement						

* $p < .05$

Hypothesis 2 examined whether actual use of flexible work arrangements would be positively related to perceived promotion probability. To analyze Hypothesis 2, items were aggregated to create a scale score for each variable. The Pearson correlation between actual use of flexible work arrangements with perceived promotion probability was not significant ($r = -.08, p = .24$). Therefore, Hypothesis 2 was rejected.

To assess Hypothesis 3, moderation analyses were conducted. Hypothesis 3A stated that the relationship between actual use of flexible work arrangements and employees' perceptions of their promotion probability will be moderated by perceived organizational culture on flexible work arrangements, such that the relationship is stronger when perceived organizational culture is high and weaker when perceived organizational culture is low. Hypothesis 3B stated that the relationship between actual use of flexible work arrangements and employees' perceptions of their promotion probability will be moderated by perceived supervisor support of flexible work arrangements, such that the relationship is stronger when perceived supervisor support is high and weaker when perceived supervisor support is low. Hypothesis 3C stated that the relationship between actual use of flexible work arrangements and employees' perceptions of their promotion probability will be moderated by perceived coworker support of flexible work arrangements, such that the relationship is stronger when perceived coworker support is high and weaker when perceived coworker support is low.

To conduct the moderation analyses, first all hypothesized predictors and the proposed moderator were mean centered. Centering can be defined as "the score minus the mean of the variable" which also reduce issues regarding multicollinearity" (Myers, Well, & Lorch, 2010, p. 580). Next, the hypothesized two-way interaction terms of the

centered variables were created and moderation analyses were assessed. Actual use of flexible work arrangements, perceived organizational culture on flexible work arrangements, perceived supervisor support of flexible work arrangements, and perceived coworker support of flexible work arrangements were entered as predictors of perceived promotion probability in the first step of a regression analysis. The following interaction terms were then entered in the second step of a regression analysis: actual use of flexible work arrangements by perceived organizational culture on flexible work arrangements, actual use of flexible work arrangements by perceived supervisor support of flexible work arrangements, and actual use of flexible work arrangements by perceived coworker support of flexible work arrangements.

Results of the regression indicate that actual use of flexible work arrangements, perceived organizational culture on flexible work arrangements, perceived supervisor support of flexible work arrangements, and perceived coworker support of flexible work arrangements explain a significant proportion of the variance in perceived promotion probability and was significant, $R^2 = .29$, $F(4, 239) = 24.64$, $p < .05$. In testing main effects, actual use of flexible work arrangements was found to be a significantly unique predictor of perceived promotion probability, $B = -0.12$, $t(239) = -2.05$, $p = .04$. Perceived organizational culture on flexible work arrangements was also found to be a significantly unique predictor of perceived promotion probability, $B = 1.06$, $t(239) = 7.90$, $p < .01$. Neither perceived supervisor support of flexible work arrangements, nor perceived coworker support for flexible work arrangements were significantly unique predictors. The addition of the interaction terms produced a significant increase in the proportion of variance explained in perceived promotion probability, $\Delta R^2 = .03$, $F(3, 236) = 3.07$, $p =$

.03. The overall model explained approximately 32% of the variance in perceived promotion probability, $R^2 = .32$, $F(7, 236) = 15.76$, $p < .01$. Hypothesis 3A, Hypothesis 3B, and Hypothesis 3C were all not supported. Hypothesis 3A was not supported because the interaction term between actual use of flexible work arrangements and perceived organizational culture on flexible work arrangements was not a significant predictor of perceived promotion probability. Hypothesis 3B was also not supported because the interaction term between actual use of flexible work arrangements and perceived supervisor support of flexible work arrangements was not a significant predictor of perceived promotion probability. However, for Hypothesis 3C, the interaction term between actual use of flexible work arrangements and perceived coworker support of flexible work arrangements *was* significant, $B = -.37$, $t(236) = -2.91$, $p < .01$. Therefore, a simple slopes analysis was conducted to probe the interaction. The simple slopes analysis revealed that for individuals with high perceived coworker support of flexible work arrangements, there was a negative and significantly unique relationship between actual use of flexible work arrangements and perceived promotion probability, $B = -0.30$, $t(236) = -3.43$, $p < .01$. For individuals with an average level of perceived coworker support of flexible work arrangements, there was a negative but not significant relationship between actual use of flexible work arrangements and perceived promotion probability, $B = -0.09$, $t(236) = -1.55$, $p = .12$. Lastly, for individuals with low perceived coworker support of flexible work arrangements, there was a positive but not significantly unique relationship between actual use of flexible work arrangements and perceived promotion probability, $B = .11$, $t(236) = 1.14$, $p = .25$. Although there was a significant interaction, the effect was

in the opposite direction that what I predicted. Therefore, Hypothesis 3C was not supported. See Table 6, Table 7, and Figure 2 below for the results.

Table 6

Model Summary for Moderating Effects of Perceived Organizational Culture, Perceived Supervisor Support, and Perceived Coworker Support of Flexible Work Arrangements on the Relationship between Actual Use of Flexible Work Arrangements and Perceived Promotion Probability

Model	R	R ²	Adjusted R ²	Std. Error of Est.	Change Statistics				
					R ² Δ	FΔ	df ₁	df ₂	Sig. FΔ
1	.54	.29	.28	.84	.29	24.64	4	239	< .001
2	.56	.32	.30	.83	.03	3.07	3	236	.03

Model 1 Predictors: (Constant), cOrgCulture, cSupervisor, cCoworker, cActual

Model 2 Predictors: (Constant), cOrgCulture, cSupervisor, cCoworker, cActual, cActualxcOrgCulture, cActualxcSupervisor, cActualxcCoworker

Table 7
Coefficients Table for Moderating Effects of Perceived Organizational Culture, Perceived Supervisor Support, and Perceived Coworker Support of Flexible Work Arrangements on the Relationship between Actual Use of Flexible Work Arrangements and Perceived Promotion Probability

Model		B	SE(B)	β	<i>t</i>	<i>p</i>
1	(Constant)	3.58	.05		66.60	< .01
	cActual	-0.12	.06	-.12	-2.05	.04
	cOrgCulture	1.06	.13	.53	7.90	< .01
	cSupervisor	0.17	.14	.09	1.24	.22
	cCoworker	-0.18	.13	-.10	-1.42	.16
2	(Constant)	3.59	.05		64.27	< .001
	cActual	-0.09	.06	-.09	-1.55	.12
	cOrgCulture	1.08	.13	.54	8.11	< .001
	cSupervisor	0.27	.15	.15	1.86	.06
	cCoworker	-0.30	.13	-.17	-2.21	.03
	cActualxcOrgCulture	0.19	.13	.10	1.43	.15
	cActualxcSupervisor	0.14	.13	.08	1.03	.30
cActualxcCoworker	-0.37	.13	-.23	-2.91	<.01	

Dependent Variable: Promotion

Unstandardized Regression Equation:

$$\text{Perceived Promotion Probability} = [-.094 - .369*(\text{coworker})]*(\text{Actual Use of Flexible Work Arrangements}) + [-.297*(\text{Coworker Support of Flexible Work Arrangements}) + 3.592]$$

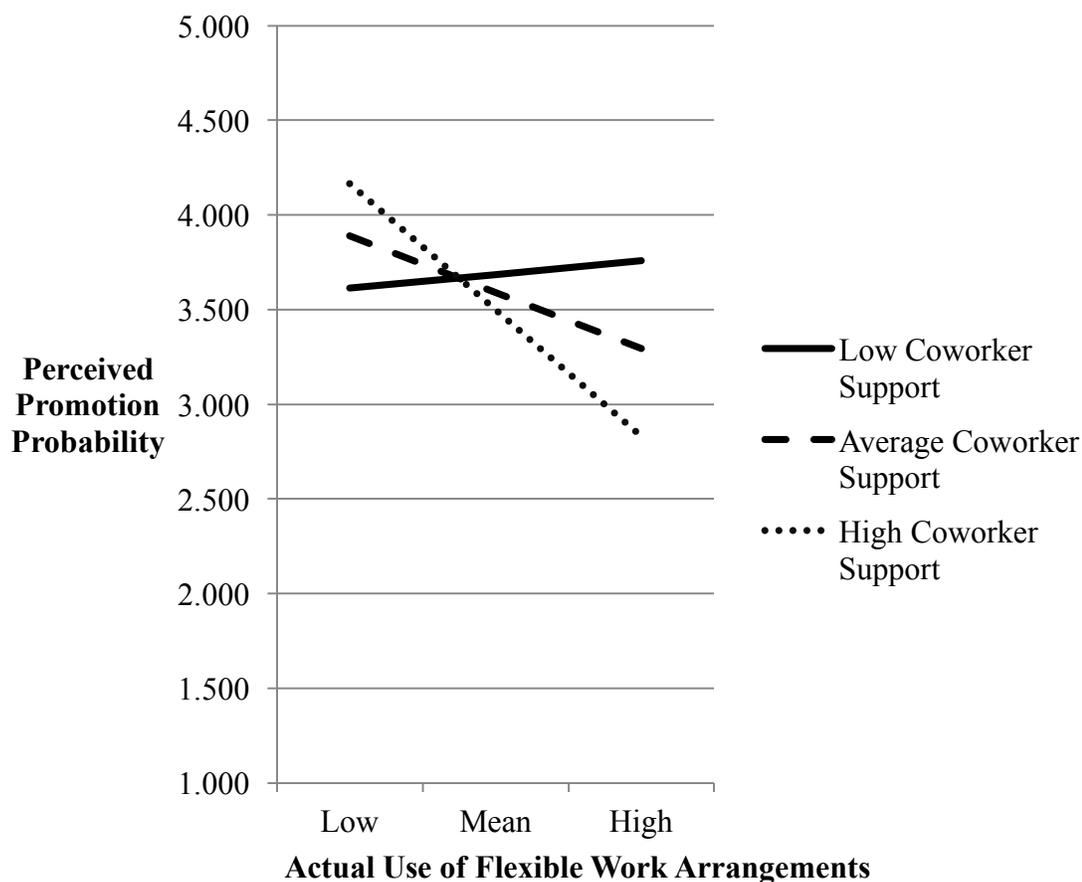


Figure 2. Simple Slopes Interaction between Perceived Coworker Support of Flexible Work Arrangements and Actual Use of Flexible Work Arrangements on Perceived Promotion Probability

The research question examined whether there was a significant relationship between need for achievement and perceived promotion probability. To analyze this research question, the bivariate correlation between need for achievement and perceived promotion probability was examined. There was a significant positive relationship between need for achievement and perceived promotion probability was supported ($r = .28, p < .01$).

CHAPTER 4: DISCUSSION

Overall Findings

The results indicated that one of the seven hypotheses of the study was supported and another received partial support. Perceived supervisor support of flexible work arrangements was significantly correlated with actual use of flexible work arrangements (Hypothesis 1B). Similarly, perceived coworker support of flexible work arrangements was significantly correlated with actual use of flexible work arrangements and received partial support for Hypothesis 1C from the regression analysis. These findings are in line with Eaton's finding in 2003 that perceived usability should allow employees to feel comfortable using flexible work arrangements. This is important because work-life benefits have been shown to be positively related to a variety of work outcomes, such as increased commitment, reduced turnover levels, lowered absenteeism, reduced stress, increased job satisfaction, greater employee engagement, and increased productivity (Darcy et al., 2012).

The results also indicated that the remaining hypotheses were not supported. Hypothesis 1A stated that perceived organizational culture on flexible work arrangements would be positively related to actual use of flexible work arrangements. While perceived organizational culture on flexible work arrangements was found to be a significantly unique predictor of actual use of flexible work arrangements, this hypothesis was not supported because after accounting for perceived supervisor support and perceived coworker support, the unique relationship was negative and in the opposite direction than what was predicted. These findings may be due to there being organizational barriers, such as a heavy workload, resulting in a low level of perceived usability (Eaton, 2003).

Alternatively, it is reasonable to consider that while the organization offers flexible work arrangements such as flextime, perhaps the employee must acquire his or her own equipment to work from home. Another explanation is that the cause of this finding is statistical in nature. Specifically, this could be an instance of the Simpson's paradox, Lord's paradox, or suppression effects (for a commentary on these issues see, Arah, 2008), whereby the sign of a relationship changes when multiple positively correlated predictors are included in a model simultaneously (Arah, 2008). Lastly, this relationship may have occurred simply due to the low reliability of the perceived organizational culture on flexible work arrangements measure.

Hypothesis 2 stated that actual use of flexible work arrangements would be positively related to perceived promotion probability. Bailyn (1993) and Darcy et al. (2012) found that taking advantage of work-life benefits impacts employee visibility, and in turn, can foster career consequences. It is possible that this finding was not supported because those that choose to utilize flexible work arrangements may not have as much face-to-face contact in the organization as those who do not utilize flexible work arrangements. It is also possible that a promotion would consist of managing others, a job that could only be done by those willing to be more physically present in the organization. Additionally, people may not want the promotion because it may come with increased responsibilities (and potentially decreased flexible work arrangements).

Hypothesis 3A stated that the relationship between actual use of flexible work arrangements and employees' perceptions of their promotion probability would be moderated by perceived organizational culture on flexible work arrangements, such that the relationship is stronger when perceived organizational culture is high and weaker

when perceived organizational culture is low. While promotability and its relationship to work-life balance has not received much attention in the literature thus far (Lyness & Judiesch, 2008), the research that has been conducted has produced mixed results. On one end of the spectrum, Konrad and Yang (2012) claim that flexible work-life benefits have been shown to have a positive relationship to promotion probability, while at the other end of the spectrum Bailyn (1993) and Darcy et al. (2012) explain that taking advantage of work-life benefits directly impacts employee visibility, which in turn can foster career consequences. The results of this study indicate that perceived organizational culture of flexible work arrangements did not significantly moderate the relationship between actual use of flexible work arrangements and employees' perceptions of promotion probability. Although there has been some research conducted relating flexible work arrangements to the societal-level cultural environments of different countries (Lyness & Judiesch, 2008), there has not been much research examining the relationship between flexible work arrangements and organizational culture more specifically. While this study attempted to begin bridging that gap, more research is still needed.

Hypothesis 3B stated that the relationship between actual use of flexible work arrangements and employees' perceptions of their promotion probability would be moderated by perceived supervisor support of flexible work arrangements, such that the relationship is stronger when perceived supervisor support is high and weaker when perceived supervisor support is low. However, there was not a significant interaction. In other words, actual use does *not* depend on supervisor support. For instance, a working parent may use flexible work-life benefits so he or she can attend a child's function, regardless of whether his or her supervisor is supportive of flexible work arrangements.

In other words, the parent is going to choose to use their benefits because the family domain is a higher priority. The results of this study indicate that perceived supervisor support of flexible work arrangements did not significantly moderate the relationship between actual use of flexible work arrangements and employees' perceptions of promotion probability.

Hypothesis 3C stated that the relationship between actual use of flexible work arrangements and employees' perceptions of their promotion probability would be moderated by perceived coworker support of flexible work arrangements, such that the relationship is stronger when perceived coworker support is high and weaker when perceived supervisor support is low. While there was a significant interaction, the effects were in the opposite direction than I predicted. Therefore, this hypothesis was not supported. Specifically, for individuals with high perceived coworker support of flexible work arrangements, there was a negative and significantly unique relationship between actual use of flexible work arrangements and perceived promotion probability. The relationships show that when actual use of flexible work arrangements is high, the relationship between coworker support and perceived promotion probability is negative. This could be because when people use these benefits they may feel like they *need* the support of coworkers. Therefore, they may not think they are likely to get promoted (because they need the support).

Finally, while not a direct hypothesis for the present study, need for achievement was found to be significantly correlated with perceived promotion probability. While no previous research appears to have looked at this relationship, I predicted that if one has a low need for achievement level, he or she is less likely to desire and/or perceive

promotability opportunities than those with a high need for achievement level. Further, I believe some employees may choose to utilize flexible work arrangements despite potential risks to their promotion opportunities. It would, therefore, be beneficial to further explore how the relationship between need for achievement and promotability relates to flexible work arrangements in future research.

Limitations

A potential limitation of the present study relates to the sample, which consisted of participants from Amazon's Mechanical Turk. Any data collected from an online platform runs the risk of participants rushing and not being fully attentive. Therefore, adequate steps were taken to screen these individuals out during the data cleaning process, and they were not retained in the final sample. For instance, those who completed the survey faster than was practically feasible or who did not respond appropriately to the attention checks were removed. Additional information on removed participants can be found on page 14 under "Participants" in the Method's section.

An additional limitation regarding Amazon's Mechanical Turk sample relates to deceptive responding. Participant qualifications were presented on the welcome page of the questionnaire as required by the Middle Tennessee State University's Institutional Review Board, preceding the study's screening items. Therefore, a major concern is that participants may have lied about their qualifications to participate and have simply responded accordingly to be deemed eligible. This may be a common problem for research conducted on Mechanical Turk (Buhrmester, Kwang, & Gosling, 2011).

Another limitation relates to the perceived promotion probability measure. This measure only examined perceptions of promotion as opposed to actual promotion of

participants. Additionally, people may perceive that they could get promoted but not want the promotion. For example, an employee may not want to manage others, yet that is the next step within one's career ladder. Future research should seek to measure promotion in a more objective way. Further, the current study examined participants' perceptions of promotion probability without considering whether the participant was in a promotable position. For instance, if a participant is currently an executive, he or she is not likely to be promoted regardless of whether or not he or she takes advantage of flexible work arrangements. Although a valid concern, only approximately 6% of the sample reported being an upper-level manager. Demographic information at the executive level was not obtained.

A final limitation of the present study relates to common method variance and using self-report data for questionnaires. That is, some of the common variance in the present study may be attributed to the common measurement method rather than the relationships among the constructs of interest. All data was collected using self-reports on Amazon's Mechanical Turk. To limit variable ordering as a potential context influencing responses, the measures were presented to participants in a randomized order.

Practical Implications

As organizations continue to increase in competitiveness, these findings become increasingly important in attracting and retaining employees. By being aware of the impact that flexible work arrangements have on promotions, organizations will be better equipped to consider promotional decisions, and in turn, potentially increase the overall effectiveness of the organization. Additionally, these findings tell us that supervisors and coworkers have an impact on whether or not employees take advantage of using flexible

work arrangements, which is important to consider if the organization is a strong advocate of allowing their employees such benefits. Therefore, if an organization is wanting to increase flexible work-life benefit use, it is important to communicate the support for allowing employees to do so from the top down.

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APPENDICES

APPENDIX A: Descriptive Statistics for Demographic Variables

Variable	<i>n</i>
Gender	
Male	144
Female	99
Age	
Under 30	83
30-39	96
40-49	39
50-59	20
60-69	5
70 or older	1
Highest completed education level	
High school or GED	14
Associate's degree or some college	42
Bachelor's degree	134
Master's degree or doctoral degree	53
Marital status	
Single	115
Married	122
Separated	5
Dependents currently living in the home	
Yes	107
No	134
Industry of organization	
Agriculture and Natural Resources	1
Architecture and Construction	8
Arts, Audio/Video Technology Communications	11
Business Management and Administration	19
Education and Training	21
Finance	19
Government and Public Administration	7
Health Science	15
Hospitality and Tourism	3
Human Services	5
Information Technology	35
Law, Public Safety, Corrections, and Security	4
Manufacturing	14
Restaurant	7
Sales, Service, and Marketing	25
Science, Technology, Engineering, and Mathematics	32
Transportation, Distribution, and Logistics	3

Descriptive Statistics for Demographic Variables Table Continued

Other	14
<hr/>	
Amount of time spent traveling for work	
0-20%	169
21-40%	48
41-60%	13
61-80%	6
More than 80%	6
<hr/>	
Number of vacation days provided each year	
0-5 days	16
6-10 days	56
11-15 days	68
16-20 days	47
More than 20 days	47
I'm not sure	8
<hr/>	
Number of sick days provided each year	
0-5 days	65
6-10 days	70
11-15 days	45
16-20 days	18
More than 20 days	8
I'm not sure	10
Not separate from vacation days	26
<hr/>	
Supervisory experience in current position	
Yes	138
No	105
<hr/>	
Supervisory level of current position	
Front line manager	46
Middle level manager	78
Upper level manager	14
<hr/>	

APPENDIX B: Questionnaire

The following questionnaire appears as it was presented to participants with the addition of italicized labels for each measure.

Welcome! Thank you for taking time to complete this survey. Your participation provides valuable data for the scientific study of workplace issues.

Participant Qualifications:

- 18 years of age or older
- Currently work in the United States
- Salaried employee
- Work 30 or more hours per week
- Work in an organization with flexible working arrangements

You will first be asked a series of screening questions to confirm your eligibility to participate in the current study based on the qualifications listed here. You will then be presented with an informed consent page prior to a series of measures which will ask you to share your personal opinions and attitudes, in addition to a series of demographic questions about yourself. The purpose of this study is to evaluate perceptions of workplace issues.

Screening Questions

1. What is your age? _____

2. Do you currently work in the United States?

- Yes
- No

3. Are you a salaried or hourly employee?

- Salaried
- Hourly

4. Typically, how many hours do you work per week?

- Fewer than 20 hours
- 20-29 hours
- 30 or more hours

5. Flexible work arrangements are employee work schedules that differ from the organization's standard operating hours. This includes modifications in the daily hours, weekdays worked, and location in which work is performed (outside of the office). For example, if a company's standard operating hours are from 8 A.M. to 5 P.M., Monday through Friday, a flexible work arrangement could mean that an employee works from 6 A.M. until 3 P.M., or perhaps works 10 hours per day, Monday through Thursday, or maybe chooses to work from home on occasion.

To the extent you are aware, does your organization allow flexible working arrangements?

- Yes
- No

Informed Consent:

Participation in this survey is completely voluntary, there are no penalties for refusal to participate, and participation may be terminated at any time. You have the right not to answer any question. No risk or discomfort is expected beyond what you would experience in a typical day. This survey should take approximately 12 minutes to complete. In return for your efforts to complete the survey, you will be receiving monetary compensation.

All responses will remain anonymous. A copy of the records from this study will be securely stored in the Department of Psychology at Middle Tennessee State University for at least three (3) years after the end of this research. The results of this study may be published and/or presented at meetings without naming you as a subject. Although your rights and privacy will be maintained the Secretary of the Department of Health and Human Services, the MTSU IRB, and personnel particular to this research have access to the study records. Your responses, informed consent document, and records will be kept completely confidential according to current legal requirements. They will not be revealed unless required by law, or as noted above.

If you have any questions or concerns about this research or your participation, please contact the Principal Investigator, Jacqueline Masso, at Jacqueline.MassoGTA@mtsu.edu. For additional information about giving consent or your rights as a participant in this study, please feel free to contact the MTSU Office of Compliance at (615) 494-8918.

Please click the "Agree" button below to indicate that you have read the description above and agree to participate. Press "Decline" to exit the survey now.

- Agree
- Decline

Display items 6-70 if participant meets the screening criteria in questions 1-5 and consents to participate.

Please enter your Mechanical Turk worker ID. It is very important you enter this correctly or payment cannot be made. If you have already completed this study on an earlier HIT, you cannot complete it again.

Mechanical Turk Worker ID _____

Desire to Use Flexible Work Arrangements

The following questions ask for your desire to use flexible working arrangements. Please answer them with respect to your current position.

	Fewer than 5 times per year (1)	5 to 10 times per year (2)	A few days each month (3)	A few days each week (4)	Every day (5)
6. How often would you want to work flexible hours?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. How often would you want to adjust the days of the week that you work?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. How often would you want to work from a location other than the office?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. In general, how often would you want to use a flexible working arrangement?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Actual Use of Flexible Work Arrangements

The following questions ask about your actual use of flexible working arrangements. Please answer them with respect to your current position.

	Fewer than 5 times per year (1)	5 to 10 times per year (2)	A few days each month (3)	A few days each week (4)	Every day (5)
10. How often do you work flexible hours?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. How often do you adjust the days of the week that you work?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. How often do you work from a location other than the office?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13. In general, how often do you use a flexible working arrangement?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

14. The current year is 2017.

- True
 False

Perceived Organizational Culture on Flexible Work Arrangements

The following statements ask for your opinion about how your organizational culture feels regarding flexible working arrangements. Please indicate your level of agreement with respect to your current position.

	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)
15. In my organization employees can easily balance their work and personal lives.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
16. In my organization it is generally ok to talk about one's personal life at work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
17. Employees are regularly expected to put their jobs before their personal lives. (R)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
18. To get ahead at my organization, employees are expected to work more than 50 hours a week, whether at the workplace or at home. (R)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
19. In my organization employees who participate in available work-life balance programs (e.g., job sharing, part-time work) are viewed as less serious about their careers than those who do not participate in these programs. (R)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
20. In my organization it is very hard to leave during the workday to take care of personal or family matters. (R)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
21. My organization encourages employees to set limits on where work stops and home life begins.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
22. My organization is supportive of employees who want to switch to less demanding jobs for personal reasons.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
23. In my organization employees are encouraged to strike a balance between their work and personal lives.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Perceived Supervisor Support of Flexible Work Arrangements

The following statements ask for your opinion about how supportive you feel your immediate supervisor is with regard to flexible working arrangements. Please indicate your level of agreement with respect to your current position.

	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)
24. I feel comfortable requesting a change in my work schedule from my supervisor.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
25. I feel my supervisor makes an effort to understand my need to be flexible.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
26. My supervisor suggests changes in my work schedule so I can better meet my work demands.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
27. My supervisor never permits me to change my schedule. (R)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
28. I can bring up conflicts with my work and personal schedule to my supervisor.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
29. My supervisor always grants my requests for a change in my schedule.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
30. My supervisor allows me to attend personal appointments during the workday.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
31. My supervisor allows me to run personal errands during the workday.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
32. I can rely on my supervisor to be understanding if I have an immediate need to change my schedule.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
33. My supervisor has no control over my schedule.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
34. My supervisor encourages me to strike a balance between my work and personal life.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Perceived Coworker Support of Flexible Work Arrangements

The following statements ask for your opinion about how supportive you feel your coworkers are with regard to flexible working arrangements. Please indicate your level of agreement with respect to your current position.

	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)
35. I feel comfortable discussing changes in my work schedule with my coworkers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
36. I feel my coworkers make an effort to understand my need to be flexible.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
37. My coworkers suggest changes in my work schedule so I can better meet my work demands.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
38. My coworkers would not like it if I changed my schedule. (R)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
39. I can bring up conflicts with my desire to take an extended leave of absence to my coworkers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
40. My coworkers always support my desire for a change in my schedule.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
41. My coworkers don't care if I schedule personal appointments during the workday.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
42. My coworkers don't care if I run personal errands during the workday.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
43. For quality assurance purposes, please select "Agree" for this item.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
44. I can rely on my coworkers to be understanding if I have an immediate need to change my schedule.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
45. The opinions of my coworkers do not influence my desire to change my schedule.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
46. My coworkers are understanding that when a conflict arises I have to put my personal life first.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Perceived Promotion Probability

Please indicate your level of agreement with respect to your current position.

	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)
47. I'm afraid that using a flexible working arrangement may hurt my future career opportunities. (R)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
48. Employees in my organization who use flexible working arrangements don't progress as fast as others. (R)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
49. To turn down a promotion or transfer for personal reasons will seriously hurt one's career progress in my organization. (R)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
50. In my organization employees who use flexible work arrangements are less likely to advance their careers than those who do not use flexible work arrangements. (R)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Need for Achievement

Please indicate your level of agreement with respect to your current position.

	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)
51. I try to perform my best at work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
52. I am a hard worker.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
53. It is important to me to do the best job possible.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
54. I push myself to be "all that I can be."	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
55. I try very hard to improve on my past performance at work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Demographics

56. Which best describes you?

- Male
- Female

57. Please indicate your age range?

- Under 30
- 30-39
- 40-49
- 50-59
- 60-69
- 70 or older

58. What is your highest completed educational level?

- High school or GED
- Associate's degree or some college
- Bachelor's degree
- Master's degree or doctoral degree

59. What is your current marital status?

- Single
- Married
- Separated

60. Do you have dependents currently living in your home?

- Yes
- No

61. What industry best describes your organization?

- Agriculture and Natural Resources
- Architecture and Construction
- Arts, Audio/Video Technology Communications
- Business Management and Administration
- Education and Training
- Finance
- Government and Public Administration
- Health Science
- Hospitality and Tourism
- Human Services
- Information Technology
- Law, Public Safety, Corrections, and Security
- Manufacturing
- Restaurant
- Sales, Service, and Marketing
- Science, Technology, Engineering, and Mathematics
- Transportation, Distribution, and Logistics
- Other

62. What percent of time do you travel for work?

- 0-20%
- 21-40%
- 41-60%
- 61-80%
- More than 80%

63. How many vacation days are you provided with each year?

- 0-5 days
- 6-10 days
- 11-15 days
- 16-20 days
- More than 20 days
- I'm not sure

64. How much paid sick time are you provided with each year, if separate from vacation days?

- 0-5 days
- 6-10 days
- 11-15 days
- 16-20 days
- More than 20 days
- I'm not sure
- Not separate from vacation days

65. Do you have any supervisory experience in your current position?

- Yes
- No

Display item 66 if the answer to 65 is yes.

66. Which supervisory level best describes your current position?

- Front line manager
- Middle level manager
- Upper level manager

You are nearly finished. Your responses to these questions will NOT influence your payment for this study. Please answer honestly.

67. Did you take this study seriously, or did you click through the responses?

- Just clicked through
- Took the study seriously

68. Is there any reason why we should NOT use your data?

- My data should NOT be included in your analyses
- My data should be included in your analyses

69. Why should we NOT include your data in our analyses?

- I wasn't really paying attention
- I just clicked randomly
- I didn't understand the task/questions
- I didn't really know what I was doing
- I just skimmed through the questions
- Other _____

70. Finally, what do you think the purpose of this study is? _____

Thank you for your participation. If you have any questions concerning any of the measures you took or you would like to know the results of this study, please contact Jacqueline Masso (Jacqueline.MassoGTA@mtsu.edu).

Enter the following code on the Mechanical Turk Website to verify that you completed the survey: `{e://Field/mTurkCode}`

Please click >> one more time to submit this study.

APPENDIX C: IRB Approval

IRB
INSTITUTIONAL REVIEW BOARD
 Office of Research Compliance,
 010A Sam Ingram Building,
 2269 Middle Tennessee Blvd
 Murfreesboro, TN 37129



IRBN007 – EXEMPTION DETERMINATION NOTICE

Thursday, February 23, 2017

Investigator(s): Jacqueline Masso; Patrick McCarthy
 Investigator(s)' Email(s): jcm9i@mtmail.mtsu.edu; Patrick.McCarthy@mtsu.edu
 Department: Psychology

Study Title: Supervisor, Coworker, and Organizational Supportiveness of Flexible Work-Life Balance Policies and Its Impact on Perceived Promotion Probability

Protocol ID: **17-1147**

Dear Investigator(s),

The above identified research proposal has been reviewed by the MTSU Institutional Review Board (IRB) through the **EXEMPT** review mechanism under 45 CFR 46.101(b)(2) within the research category (2) *Educational Tests*. A summary of the IRB action and other particulars in regard to this protocol application is tabulated as shown below:

IRB Action	EXEMPT from further IRB review***	
Date of expiration	NOT APPLICABLE	
Participant Size	500 Five Hundred	
Participant Pool	Amazon Mechanical Turk	
Mandatory Restrictions	Participants must be 18+; No collection of identifiable information; Active informed consent must be collected	
Additional Restrictions	Online survey may not contain forced response items.	
Comments	None	
Amendments	Date 3.2.17	Post-Approval Amendments Participants who were initially pre-screened as ineligible, or did not complete the survey, or demonstrated evidence of intentionally fraudulent responding will not be compensated. This includes: (a) those who do not meet the prescreening qualifications during in their first attempt at the prescreening questions, (b) those that do not complete the survey (including those that stop all responding part way into the survey), and/or (c) those with multiple submissions from the same IP address showing evidence of multiple submissions from a single participant (for example, completing multiple surveys from the same

		computer during exact same time or in immediate succession).
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***This exemption determination only allows above defined protocol from further IRB review such as continuing review. However, the following post-approval requirements still apply:

- Addition/removal of subject population should not be implemented without IRB approval
- Change in investigators must be notified and approved
- Modifications to procedures must be clearly articulated in an addendum request and the proposed changes must not be incorporated without an approval
- Be advised that the proposed change must comply within the requirements for exemption
- Changes to the research location must be approved – appropriate permission letter(s) from external institutions must accompany the addendum request form
- Changes to funding source must be notified via email (irb_submissions@mtsu.edu)
- The exemption does not expire as long as the protocol is in good standing
- Project completion must be reported via email (irb_submissions@mtsu.edu)
- Research-related injuries to the participants and other events must be reported within 48 hours of such events to compliance@mtsu.edu

The current MTSU IRB policies allow the investigators to make the following types of changes to this protocol without the need to report to the Office of Compliance, as long as the proposed changes do not result in the cancellation of the protocols eligibility for exemption:

- Editorial and minor administrative revisions to the consent form or other study documents
- Increasing/decreasing the participant size

The investigator(s) indicated in this notification should read and abide by all applicable post-approval conditions imposed with this approval. [Refer to the post-approval guidelines posted in the MTSU IRB's website.](#) Any unanticipated harms to participants or adverse events must be reported to the Office of Compliance at (615) 494-8918 within 48 hours of the incident.

All of the research-related records, which include signed consent forms, current & past investigator information, training certificates, survey instruments and other documents related to the study, must be retained by the PI or the faculty advisor (if the PI is a student) at the secure location mentioned in the protocol application. The data storage must be maintained for at least three (3) years after study completion. Subsequently, the researcher may destroy the data in a manner that maintains confidentiality and anonymity. IRB reserves the right to modify, change or cancel the terms of this letter without prior notice. Be advised that IRB also reserves the right to inspect or audit your records if needed.

Sincerely,

Institutional Review Board
Middle Tennessee State University

Quick Links:

[Click here](#) for a detailed list of the post-approval responsibilities.

More information on exmpt procedures can be found [here](#).