

2017

Organizational Support and Employees' Work-Life Quality

Esther Aina Mesimo-Ogunsanya
Walden University

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Walden University

College of Management and Technology

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Esther Ogunsanya

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Walden University
2016

Abstract

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by

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MS, Southern Wesleyan University, 2007

BS, Yaba College of Technology, 2001

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

December 2016

Abstract

The increasing prevalence of work-life issues in the manufacturing industry is a problem to manufacturing employees in numerous ways. The problem addressed in this study was the relationship between organizational support and work-life quality among employees of a large manufacturing organization located in the Southeastern United States. The purpose of this correlational study was to examine the relationship between the provision of formal and informal organizational support and employees' work-life quality. Ecological system theory, role theory, and social exchange theory informed the theoretical framework of the study. The focus of the research questions was the extent of the relationship between the provision of formal and informal organizational support and employees' work-family conflict, job satisfaction, and turnover intention. The study involved multiple linear regression to analyze data collected through an online survey from 74 randomly selected manufacturing employees. A statistically significant correlation was found between the provision of formal organizational support and job satisfaction and turnover intention, but not with work-family conflict. Informal supports were not statistically significant for predicting work-family conflict, but they were statistically significant for predicting job satisfaction and workplace turnover rates. Social change implications include organizational leaders using the results to identify and implement organizational supports that can improve employees' job satisfaction, increase organizational commitment, reduce work-family conflicts, lower job stress, and decrease turnover intention.

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Dedication

This doctoral study is dedicated to my family and friends, especially my pride and joy, my son Oluwademilade Victor, my darling husband, Babasola Akintayo, and my jewel of a mother, Ayoka Mary Mesimo, who supported me throughout this journey. Your encouragement and love are appreciated very much. Thank you.

Acknowledgments

My utmost appreciation goes to the Almighty God for his guide and provision throughout this program. I would like to give a special acknowledgment and thanks to my chair, Dr. Godwin Igein. His knowledge, encouragement, and guidance were invaluable throughout the doctoral study process. I would also like to thank my committee members, Dr. Franz Gottlieb and Dr. Denise Land, for their patience and helpful feedback. My utmost appreciation also goes to Dr. Al Endres for his positive reviews and feedback. Without the support of the entire committee, this research would not have been possible. Also, I would like to thank Engr. Sheriff Olaleye for allowing me to survey the employees. Furthermore, I would like to thank Mrs. Marline Griffith of the Families and Work Institute for the data collection instrument, Mr. Theophilus Adade, and Ms. Jill Marie for their professional editing.

Table of Contents

List of Tables	iv
Section 1: Foundation of the Study.....	1
Background of the Problem	2
Problem Statement	5
Purpose Statement.....	6
Nature of the Study	7
Research Questions	8
Hypotheses	9
Survey Questions	10
Theoretical Framework.....	10
Ecological Systems Theory.....	10
Role Theory	12
Social Exchange Theory	13
Operational Definitions.....	13
Assumptions, Limitations, and Delimitations.....	14
Assumptions.....	15
Limitations	15
Delimitations.....	16
Significance of the Study	16
Contribution to Business Practice.....	18
Implications for Social Change.....	19

A Review of the Professional and Academic Literature.....	22
Strategy for Literature Review.....	22
Sector of Employment	23
Antecedents of Work-Life Conflict	25
Research Variables and Supporting Theories.....	26
Influence of Organizational Supports on Work-Life Quality.....	32
Section 2: The Project.....	39
Purpose Statement.....	43
Role of the Researcher	44
Participants.....	45
Research Method and Design	46
Research Method	47
Research Design.....	49
Population and Sampling	50
Ethical Research.....	53
Data Collection Instruments	55
Data Collection Technique	61
Data Organization Technique	63
Data Analysis Technique	64
Dependent Variables.....	64
Independent Variables	65
Study Reliability and Validity	69

Reliability.....	69
Validity	71
Transition and Summary.....	73
Section 3: Application to Professional Practice and Implications for Change	75
Introduction.....	75
Presentation of the Findings.....	77
Summary of Findings.....	102
Implications for Social Change.....	109
Recommendations for Action	110
Recommendations for Further Research.....	112
Reflections	113
Conclusion	113
References.....	116
Appendix A: NSCW 2008 Survey Instrument.....	132
Appendix B: E-mail Script.....	137
Appendix C: Instrument Use Permission.....	138

List of Tables

Table 1. Literature Review Strategy	23
Table 2. Frequency Table of Gender	78
Table 3. Frequency Table of Marital Status.....	79
Table 4. Frequency Table of Care Responsibilities	79
Table 5. Frequency Table of Employment Status of Partner.....	79
Table 6. Frequency Table of Employment Status of Participant	80
Table 7. Descriptive Statistics of Response Distributions for Ratio-Scaled Variables	81
Table 8. Frequency Table of Responses to Flexible Work Arrangements Availability ...	81
Table 9. Instrument Reliability by Scale.....	82
Table 10. Shapiro-Wilk’s Test for Normality of Independent and Dependent Variables	83
Table 11. Multiple Regression Coefficients Tables With Collinearity Statistics for Formal (Dependent Care Benefits and Flexible Work Arrangements) and Informal (Job Autonomy and Growth Opportunity) Organizational Support (Independent Variables) and Work-Family Conflict (Dependent Variable)	92
Table 12. Multiple Regression Coefficients Tables With Collinearity Statistics for the Relationship Between Formal (Dependent Care Benefits and Flexible Work Arrangements) and Informal (Job Autonomy and Growth Opportunity) Organizational Support (Independent Variables) and Job Satisfaction (Dependent Variable)	93
Table 13. Multiple Regression Coefficients Tables With Collinearity Statistics for the Relationship Between Formal and (Dependent Care Benefits and Flexible Work	

Arrangements) and Informal (Job Autonomy and Growth Opportunity) Organizational Support (Independent Variables) and Turnover Intention (Dependent Variable)	93
Table 14. Hypothesis 1 Multiple Regression Model Summary for the Relationship Between Formal (Dependent Care Benefits and Flexible Work Arrangements) and Informal (Job Autonomy and Growth Opportunity) Organizational Support (Independent Variables) and Work-Family Conflict (Dependent Variable)	94
Table 15. Hypothesis 1 Multiple Regression ANOVA Table for the Relationship Between Formal (Dependent Care Benefits and Flexible Work Arrangements) and Informal (Job Autonomy and Growth Opportunity) Organizational Support (Independent Variables) and Work-Family Conflict (Dependent Variable)	95
Table 16. Hypothesis 1 Multiple Regression Coefficients Table for the Relationship Between Formal (Dependent Care Benefits and Flexible Work Arrangements) and Informal (Job Autonomy and Growth Opportunity) Organizational Support (Independent Variables) and Work-Family Conflict (Dependent Variable)	96
Table 17. Hypothesis 2 Multiple Regression Model Summary for the Relationship Between Formal (Dependent Care Benefits and Flexible Work Arrangements) and Informal (Job Autonomy and Growth Opportunity) Organizational Support (Independent Variables) and Job Satisfaction (Dependent Variable).....	97
Table 18. Hypothesis 2 Multiple Regression ANOVA Table for the Relationship Between Formal (Dependent Care Benefits and Flexible Work Arrangements) and Informal	

(Job Autonomy and Growth Opportunity) Organizational Support (Independent Variables) and Job Satisfaction (Dependent Variable).....	97
Table 19. Hypothesis 2 Multiple Regression Coefficients Table for the Relationship Between Formal (Dependent Care Benefits and Flexible Work Arrangements) and Informal (Job Autonomy and Growth Opportunity) Organizational Support (Independent Variables) and Job Satisfaction (Dependent Variable).....	
	98
Table 20. Hypothesis 2 Multiple Regression Coefficients Table (With Bootstrap) for the Relationship Between Formal (Dependent Care Benefits and Flexible Work Arrangements) and Informal (Job Autonomy and Growth Opportunity) Organizational Support (Independent Variables) and Job Satisfaction (Dependent Variable)	
	99
Table 21. Hypothesis 3 Multiple Regression Model Summary for the Relationship Between Formal (Dependent Care Benefits and Flexible Work Arrangements) and Informal (Job Autonomy and Growth Opportunity) Organizational Support (Independent Variables) and Turnover Intention (Dependent Variable).....	
	100
Table 22. Hypothesis 3 Multiple Regression ANOVA Table for the Relationship Between Formal (Dependent Care Benefits and Flexible Work Arrangements) and Informal (Job Autonomy and Growth Opportunity) Organizational Support (Independent Variables) and Turnover Intention (Dependent Variable).....	
	100
Table 23. Hypothesis 3 Multiple Regression Coefficients Table for the Relationship Between Formal (Dependent Care Benefits and Flexible Work Arrangements) and	

Informal (Job Autonomy and Growth Opportunity) Organizational Support
(Independent Variables) and Turnover Intention (Dependent Variable)..... 101

Table 24. Hypothesis 3 Multiple Regression Coefficients Table (with Bootstrap) for the
Relationship Between Formal (Dependent Care Benefits and Flexible Work
Arrangements) and Informal (Job Autonomy and Growth Opportunity)
Organizational Support (Independent Variables) and Turnover Intention (Dependent
Variable) 102

List of Figures

Figure 1. Work-family conflict (dependent variable) and dependent care benefits, flexible work arrangements availability (independent variables).....	84
Figure 2. Work-family conflict (dependent variable) and job autonomy, growth opportunities (independent variables).....	85
Figure 3. Job satisfaction (dependent variable) and dependent care benefits, flexible work arrangements availability (independent variables).	86
Figure 4. Job satisfaction (dependent variable) and job autonomy, growth opportunities (independent variables).....	87
Figure 5. Turnover intention (dependent variable) and dependent care benefits, flexible work arrangements (independent variables).	88
Figure 6. Turnover intention (dependent variable) and dependent care benefits (independent variable).	89
Figure 7. Turnover intention (dependent variable) and flexible work arrangements availability (independent variable).	90
Figure 8. Turnover intention (dependent variable) and job autonomy, growth opportunities (independent variables).....	91

Section 1: Foundation of the Study

Evidence of work-life quality includes increased productivity, low turnover rates, job satisfaction, and reduction of work-family conflict. The ability of a firm's leader to provide organizational supports that employees perceive as important in coping with work-life issues relates to the benefit of work-life quality (Beamond, Farndale, & Härtel, 2016; Beutell & Schneer, 2014). Work-life balance is a relevant issue for employees, organizational leaders, and society because the excellence of the association among paid labor and unpaid duties is essential to prospering in a competitive business environment (Almalki, FitzGerald, & Clark, 2012; Turliuc & Buliga, 2014).

Work-life demands on manufacturing employees can lead to exhaustion due to the nature of the job and depression, anxiety, and physical problems that can result in low job satisfaction and a high turnover rate within organizations (Beamond et al., 2016). The focus of most research, conducted primarily in Western countries, along with subsequent related theories, has been on the relationship between work demands and the work-life conflict (Schjoedt, 2013). These studies have demonstrated the critical effect of the work-life conflict in the general population (Beutell & Schneer, 2014; Koubova & Buchko, 2013).

In the manufacturing industry, the impact of long working hours on work-life quality is significant. Long working hours and heavy workloads have a direct influence on the work-life conflict (Rupert, Stevanovic, Hartman, Bryant, & Miller, 2012). Goh, Ilies, and Wilson (2015) noted that working longer hours, as well as other linked factors, could cause irritation for workers who have limited time and energy to cope with work-

life pressures. The problem of work-life conflict has led to government and employer policies directed toward achieving an appropriate balance between the competing demands of work and life (Booth & Mathews, 2012; Wheatley, 2012).

It is essential to establish a satisfactory balance between work and life domains so that employees can meet the demands of both efficiently and can quickly attain and use the required resources (Hammer, Kossek, Bodner, & Crain, 2013). Because of the increasing pressure to retain talented employees, many organizational leaders are creating both formal and family-friendly policies (FFPs) with the intention of helping employees to have access to the resources for balancing work-life needs (Umer & Zia-ur-Rehman, 2013). The provision of organizational policies will also promote the participation of women in the workforce (Ong & Jeyaraj, 2014). The purpose of this quantitative correlational study was to examine the relationship between the levels of provision of formal and informal organizational support (independent variables [IVs]) and employees' work-life quality, which includes work-family conflict, job satisfaction, and turnover intention (dependent variables [DVs]) using the ecological systems theory, the social exchange theory, and role theory.

Background of the Problem

The 21st century has had unparalleled changes in family work-life situations that are affecting the public and private sectors of the manufacturing industries and have led to increased interest in balancing work-family obligations (Park & Shaw, 2013). The manufacturing industries support an estimated 17.2 million jobs or about 9% of the U.S. workforce and are among the 10 largest industries in the world (Bureau of Labor

Statistics [BLS], 2012). The increased interest in balancing work-family obligations is important not just to the manufacturing industry, but also to the U.S. economy.

Researchers have presented work-life studies in meta-analyses and shown that high levels of work-family conflict have negative consequences not only for the employees but also for their employers (Almalki et al., 2012; Rupert et al., 2012) and family (Maume & Sebastian, 2012). Different factors have underpinned international consensus on definitions of work. The BLS (2012) defined a family as a group of two or more persons related by birth, marriage, or adoption and who live together. Given the high proportion of families in the workforce, as well as ongoing increases in the number of dual-career and single-parent families (BLS, 2012), the BLS statisticians (2012) also estimated a continuous increase of employed women. Compared to 46% of the labor force in 1998, women in 2011 represented 48% of the labor force; the percentage is likely to increase by 2.6% each year (Banerjee & Yang, 2013; Eikhof, 2012). Not having a good work-life balance can reflect in family stress, marital quality, and child development (Ferguson, Carlson, & Kacmar, 2014; Umer & Zia-ur-Rehman, 2013).

Work-life balance remains relevant to employees and their respective organizations or employers (Schjoedt, 2013; Turliuc & Buliga, 2014). Ferguson et al. (2014) remarked that the stress of working and keeping up with the pressures of the home have become even more prominent for employees. Rupert et al. (2012) noted that changes in work domains had affected family domains. The shifts in the work-family domain could make it difficult for employees to balance their work-life demands. In addition to demographic and workplace changes, such as more women in the workforce

(i.e., dual-career couples) and transformations in the family structure, there has been an increase in the number of single parents. According to Dlugonski and Motl (2014) and Minnotte (2016), single parents are more vulnerable to work-life conflict and stress than dual-career couples. Support is an important aspect of successful relationships, including the relationships people have with the organizations for which they work (Kossek, Ruderman, Braddy, & Hannum, 2012). The amount and type of support provided by a firm's leadership affect how employees feel about the organization and how they behave at work (Jung & Yoon, 2014; Leschyshyn & Minnotte, 2014). According to Bond and Galinsky (2011), a higher percentage of workers claim work-life balance and fulfillment as top career priorities, whereas only a few employers believe work-life balance and fulfillment are crucial to hiring and retention.

Workers expect to achieve a balance in their work and personal lives; however, few receive support for that balance from supervisors or in official workplace policies (Zhai, Lindorff, & Cooper, 2012). The extent to which employees believe that their managers care about their well-being and appreciate their contributions can increase job satisfaction (Ferguson et al., 2014; Rathi & Barath, 2013). Researchers have found small increases in the extent to which workplaces have formal and informal policies, benefits, or practices to support work-life balance (Jung & Yoon, 2014). Some organizational leaders provide formal support only, whereas others provide both formal and informal support (Ramadoss & Lape, 2014). In addition, Bond and Galinsky (2011) identified the organizational characteristics that predict the presence of work-life supports. These predictive factors included the size of the organization and whether the organization was

union or nonunion (Bond & Galinsky, 2011). Additional predictive factors included the length of time an organization had been in business, as well as the number of hourly employees who worked there (Goh et al., 2015).

Various authors have shown that the introduction of FFPs has many positive effects, including increased job satisfaction and productivity (Bloom, Schweiger, & Van Reenen, 2012; Rathi & Barath, 2013). The focus of studies on the impact of organizational supports on employee behaviors has been solely on people working in the service sector; attention has not been paid to workers in the manufacturing sector (Bond & Galinsky, 2011). I addressed this gap in my study by examining the relationship between organizational policies and the work-life quality of employees in the manufacturing industry.

Problem Statement

High levels of work-life conflict have negative consequences, including low job and life satisfaction, high turnover intention, work-family conflict, high depression, and burnout (Park, 2014). These conflicts directly relate to an organization's ability to offer both formal and informal support that employees perceive as important in coping with work-life quality issues (Pedersen, 2015). Over 40% of the manufacturing workforce experiences these conflicts while receiving 15% less organizational support than employees in nonmanufacturing industries (Ferguson et al., 2014; Wilson & Baumann, 2015). The general business problem was that the increasing prevalence of work-life issues in the manufacturing industry poses problems to manufacturing employees in myriad ways. The specific business problem was a lack of information about the

relationship between the provision of formal and informal organizational support that manufacturing leaders can use to increase employees' quality of work-life, which includes work-family conflict, job satisfaction, and turnover intention.

Purpose Statement

The purpose of this quantitative correlational study was to examine the relationship between the levels of provision of formal and informal organizational support (IVs) and employees' work-life quality, which includes work-family conflict, job satisfaction, and turnover intention (DVs). I collected data using a cross-sectional survey strategy to elicit employees' experiences regarding pressures on their ability to manage various work-life demands. I selected 74 employees at different levels of the subject workplace, either married with or without children or dependent family members or single with or without children or dependent family members. The physical location of the population of 2,100 employees was a manufacturing company in a city in the Southeastern United States. Identifying the causes of turnover, defining the buildup leading to the work-life balance, and developing a measure to assess the balance of employees' work-life in the manufacturing industry are important because of the detrimental results of such turnover (Ferguson et al., 2014). The findings may be valuable to leaders of organizations concerned with reducing voluntary turnover and increasing the job satisfaction of their workers by reducing work-life conflicts and improving work-life quality.

Nature of the Study

In this quantitative correlational study, I determined whether a relationship existed between the formal (IVs) and the informal organizational supports (DVs). This study included two IVs of formal and informal organizational support and multiple DVs (work-family conflict, job satisfaction, and workplace turnover rates) to measure the construct of work-life quality. The relationships between the IVs and the DVs are assessed in a quantitative study. I chose a quantitative study over qualitative and mixed-method approaches because the quantitative method is needed to test objective theories involving statistical testing of relationships among variables. Qualitative research was not appropriate for this study because I needed to assess the relationships among variables according to existing theories (Kumar, 2011; Larsson & Sjoblom, 2010). Sargeant (2012) noted that researchers could not use a qualitative study to test hypotheses. Therefore, researchers cannot use a qualitative method to confirm or disprove specific hypotheses (Merriam, 2014). Because the purpose of this study was to test hypotheses, a qualitative approach was not appropriate.

According to Anisimova (2013) and Pettigrew (2013), a quantitative correlational study is preferred for determining the strength of the relationship and nature of the association among variables based on existing theory. I considered two other quantitative designs, experimental and quasi-experimental, but they were not appropriate for the study. Singleton and Straits (2010) noted that the intent of an experimental design is to test the effect of a treatment on the outcome controlling for all other factors that might influence that outcome. The quasi-experimental design, although similar to cross-

sectional design, usually involves more than one sample and often over an extended period (Neuman, 2011). I collected correlational data to determine how certain interrelated phenomena occurred in this study.

Researchers often choose a correlational design with survey research to describe the pattern of the relationship between variables (Neuman, 2011); such was the case in this study. A quantitative correlational study with a cross-sectional survey design was more appropriate than a qualitative or a mixed-methods design to examine the relationship between the provision of formal and informal organizational support (IV) and work-life quality, operationally defined through work-family conflict, job satisfaction, and workplace turnover rates (DV).

Research Questions

In this study, the central research question was as follows: What is the relationship between the provision of formal and informal organizational support and employees' quality of work-life, which includes work-family conflict, job satisfaction, and turnover intention? I used the central question to answer the following research questions, based on the social exchange theory:

1. What is the relationship between the provision of formal and informal organizational support and employees' work-family conflict?
2. What is the relationship between the provision of formal and informal organizational support and employees' job satisfaction?
3. What is the relationship between the provision of formal and informal organizational support and employees' turnover intention?

Hypotheses

According to Goh et al. (2015), as well as Adkins and Premeaux (2014), organizational leaders can demonstrate their commitment to the well-being of their employees by offering formal and informal work-life support. The focus of this commitment, fueled by the provision of formal or informal organizational support, is to create a positive attitude among the employees toward their organizations through increased job satisfaction, which is a factor that inspires employees to want to stay longer with an organization (French & Emerson, 2013). The provision of formal and informal organizational supports can help to reduce the pressure of balancing work and life responsibilities and to decrease work-life conflict (Kossek et al., 2012).

H1₀: There is no relationship between the provision of formal and informal organizational support and employee work-family conflict.

H1_a: There is a relationship between the provision of formal and informal organizational support and employee work-family conflict.

H2₀: There is no relationship between the provision of formal and informal organizational support and employee job satisfaction.

H2_a: There is a relationship between the provision of formal and informal organizational support and employee job satisfaction.

H3₀: There is no relationship between the provision of formal and informal organizational support and employee turnover intention.

H3_a: There is a relationship between the provision of formal and informal organizational support and employee turnover intention.

Survey Questions

I used survey questions (Appendix A) to elicit information from the participants.

Theoretical Framework

Three theories were suitable for developing a connection between organizational support and the work-life interface: ecological systems theory, social exchange theory, and role theory (Cote & Nightingale, 2012). The three theories encompass broad support for developing a model of conflict between life and work that is suitable for understanding and examining the possible connections between various organizational structures in the workplace and individuals' reactions to the outcomes (Cote & Nightingale, 2012). The outcomes include achieving higher job satisfaction, providing less conflict between work and family, and reducing employees' intentions toward leaving their jobs (Cote & Nightingale, 2012).

Ecological Systems Theory

Inspired by the principles of the general systems theory, the ecological systems theory posits that a link exists between work-life experience and context, process, individual, and time characteristics (Neal & Neal, 2013). Ecological systems theory provides a comprehensive view of how work-life works by paying attention to people in their workplaces and at home with their families (Cote & Nightingale, 2012). The ecological systems theory is a foundational theory for other theories. The ecological systems theory is used to understand people and their exposure to different environmental systems (Neal & Neal, 2013). As indicated by Neal and Neal (2013), individuals can use

ecological systems theory to understand why people behave differently in the work-life interface.

According to the ecological systems theory, people encounter different environments throughout their lives that may lead to behavioral changes. The ecological systems include the microsystem, mesosystem, exosystem, macrosystem, and chronosystem (Cote & Nightingale, 2012). The microsystem is the environment in which an individual lives. This microsystem includes people who interact directly with other people (Cote & Nightingale, 2012). The mesosystem is the relationship an individual establishes in the community, such as in school or church, and the ways this relationship can affect the person (Cote & Nightingale, 2012). Researchers define an exosystem as the link between an individual's external experiences in which the individual has no active or direct role with the environment (Cote & Nightingale, 2012). The macrosystem is the beliefs of an individual in relation to culture, religion, or political environment, whereas the chronosystem represents the experiences and events that take place throughout an individual's life that can affect his or her development (Cote & Nightingale, 2012).

Cote and Nightingale (2012) claimed that human development and interaction influence these five ecological systems. Human development does not take place in isolation; rather, ecological systems and different types of environmental systems shape it (Cote & Nightingale, 2012). Interactions between an individual work system and a family system influence the creation of the work-family system. This interactive relationship is bidirectional; that is, work affects family and family affects work (Beutell, 2013).

Role Theory

Role theorists have subjugated work-life research by creating the idea of relational influence among people and their individual roles. Role theorists propose that the basis of relational influence, such as the level of expectations, activities, or behavior others have formulated, is the position or role the individual occupies, and relational influence determines the perception of organizations. Role theory provides a more concrete perception of work-life balance by explaining how individuals distinguish processes in their respective environments (Turliuc & Buliga, 2014). In congruence with role theory, work and family life dimensions include multiple roles that often conflict with each other (Bowen, Edwards, & Lingard, 2013). The conflict between one's work and life is associated with an individual's roles in the family and on the job (Wilson & Baumann, 2015). Work-life conflict occurs when the expectations related to a certain role do not meet the requirements of the other role, subsequently preventing the efficient performance of that role (Henz & Mills, 2015).

The conflict between work and family domains tends to stem from conflict among different roles. Conflict among the domains of time, energy, and behavior can lead to difficulties in meeting the needs of other similar domains (Henz & Mills, 2015). Bowen et al. (2013) posited that due to the limited availability of resources, there will be conflict in sustaining higher levels of resource commitment to different roles at a time, which can lead to lower satisfaction in these roles. Researchers have noted that work and family are highly interdependent rather than separate domains that share a dynamic relation such that when factors at work affect family life, the reverse also is true (Beutell, 2013).

Social Exchange Theory

The employment relationship includes two parts: social and economic exchanges (Ferrero, Hoffman, & McNulty, 2014). According to the social exchange theory, managers may voluntarily treat employees well, and they may expect their employees to reciprocate the good treatment. However, researchers have pointed out that work-family enrichment includes constructs such as positive spillover and facilitation (Beutell, 2013). Thus, enrichment is the most important construct. Cegarra-Leiva, Sánchez-Vidal, and Cegarra-Navarro (2012) defined voluntary actions as positive, beneficial actions that organizational leaders direct at employees or their representatives to empower them so they can put together a positive mutual relationship that is collectively beneficial (Kojo & Nenonen, 2015).

The social exchange viewpoint contributes to an in-depth appreciation of the work roles in the studies of the social exchange of employee and organizational relationships. Social exchange includes a process for allowing individuals to achieve useful resources by the quality of their interactions with others (Tummers & Bronkhorst, 2014). This viewpoint helped to increase the understanding of the contributions of formal and informal work-life support as valuable outcomes for individuals and organizations. The result included increased job satisfaction, reduced work-life conflict, and decreased employee turnover (Tummers & Bronkhorst, 2014).

Operational Definitions

I used the following terms throughout this study:

Job satisfaction: An attitudinal variable related to an individual's perception of a job, especially how much the individual likes a job (Artz & Kaya, 2014).

Role conflict: The simultaneous occurrence of two or more sets of pressures in the workplace such that compliance with one makes compliance with the other more difficult (Kelly et al., 2014).

Work-family conflict: A form of interrole conflict related to the general demands of time devoted to and strain created by the job that interferes with the performance of family-related responsibilities (Priyadharshini & Wesley, 2014).

Work-life balance: Symmetry between the quantity of time and effort dedicated to labor and actions to uphold a sense of organization in life (Turliuc & Buliga, 2014).

Work-life quality: A way of thinking about people and the work environment. Its distinctive element is a concern about the impact of work on people and organizational effectiveness (Beutell & Schneer, 2014).

Assumptions, Limitations, and Delimitations

This section includes the assumptions, limitations, and delimitations of this study. Assumptions are information considered but not established as true (Leedy & Ormrod, 2010). Limitations are possible weaknesses of a study (Kahlke, 2014). Delimitations include the scope of the study (Leedy & Ormrod, 2010). Assumptions, limitations, and delimitations are elements for repressing concerns that may compromise the reliability of a research and influence the research methods and data analysis.

Assumptions

Assumptions are essential, and without them the research problem could not exist (Leedy & Ormrod, 2010). The first assumption was that the participants were honest in their responses to the survey questions. The second assumption was that the participants understood and answered the survey questions to the best of their knowledge.

Limitations

I limited this study to determining whether the provision of formal and informal organizational supports affected the work-life conflicts that manufacturing employees face. A second limitation was limiting the participants to employees working in the manufacturing industry. I selected a single manufacturing industry for this study. As indicated by Park and Shaw (2013), this single industry was a study limitation because the information provided from only the subject industry served as the basis for the conclusions and recommendations. Because of the size of the subject industry, the research findings were not generalizable beyond the subject manufacturing organization. Another limitation was that all the data collected from the sample reflected self-reports of the variables assessed in this study. According to Kumar (2011), self-report surveys are subject to biases. Chen, Luo, Liu, and Mehrotra (2011) discussed concerns about the inability to cross-validate a respondent's feelings. Using self-reported data may have compromised the study's validity. Despite this limitation, Neuman (2011) confirmed that self-reported data are a practical solution because they result in a higher response rate.

Delimitations

Delimitations are factors that limit the scope of the study (Leedy & Ormond, 2010). In spite of the limitations, I relied on previous studies on work-life conflict by explaining the construct of the work-family balance. I also developed a measure of accessing how manufacturing employees balance work and life. I delimited the study population by restricting it to manufacturing employees in a city in the Southeastern United States. The workers are responsible for children as well as older adults who live in their households. I limited the study to the perspectives of the participants, their experiences, and their knowledge of the relationship between work-life conflict and organizational support. I also limited the study to a single-stage random sampling of manufacturing workers. Findings from this study were applicable to the rest of the subject organization's population, but were not generalizable beyond the subject manufacturing organization.

Significance of the Study

The importance of this study was that the results helped in identifying how formal and informal organizational supports could alleviate the stress of balancing work and family responsibilities, thereby increasing job satisfaction and reducing work-life conflict. Such supports provide interesting outcomes and influence positive recruitment and retention, including improved competitiveness in the business market, enhanced firm productivity, and increased organizational performance in the manufacturing industry (Beamond et al., 2016). Implementing elements of corporate social responsibility can improve the quality of life of employees because organizational behavior toward

employees determines many of society's values, norms, and ethics (Adkins & Premeaux, 2014; Kossek et al., 2012).

If all leaders of organizations adopted a compassionate approach and agreed that their responsibility was to promote the interests of their employees, a climate of caring would pervade the wider society (Ferrero et al., 2014). Evidence of the relationship between work characteristics and the ability of employees to balance work and family responsibilities has been lacking. According to Kim and Gong (2016), there is no clarity on how the life-work context affects work-life conflict, including job satisfaction and turnover intention.

I identified the types of support policies in the organization for this study. Although previous authors had shown positive effects associated with the availability of family-friendly benefits (Adkins & Premeaux, 2014; Kossek et al., 2012), no researchers had evaluated how available these organizational policies may be, as their availability seems to vary among occupations, industries, and companies. I also provided information about the work-family culture in the manufacturing industry that could be used to identify specific strategies that may work best within selected manufacturing organizations.

It is not enough to adopt formal FFPs and practices to create family-friendly workplaces (FFWPs). Some negative implications of adopting the benefit of formal FFPs and practices include fearing undesirable occupational outcomes. These fears may cause employees anxiety and prevent them from using the benefits (Ramadoss & Lape, 2014; Schieman, 2013). Therefore, it is essential to identify the key elements of work-life

culture that will create a positive atmosphere for employees to take full advantage of FFPs without fearing eventual negative consequences.

Contribution to Business Practice

Despite the increasing number of studies on work-family issues, researchers have not attempted to analyze work-life conflicts in the manufacturing industry (Bond & Galinsky, 2011). Organizational leaders can use the findings and conclusions from this quantitative correlational study to identify the consequences of conflicts related to job satisfaction and turnover intention. Organizational leaders can examine the role of the manufacturing industry regarding these issues (Kossek et al., 2012). I extended previous studies on the work-life conflict by defining the construct of the work-family balance and developing a measure of the construct to assess manufacturing employees' work-life balance. I used the social exchange theory, the ecological systems theory, and the role theory to study the availability and effect of formal and informal organizational policies on the outcomes of work-life conflicts among employees of manufacturing industries. The benefits may include work-life balance programs that support a balanced lifestyle among the employees. Studying the benefits using the three theories indicates the influence of the benefits on an employee's lifestyle (Kossek et al., 2012).

Henz and Mill (2015) documented the benefits of work-life balance. Effective work-life programs can reduce conflict and encourage employee work-life quality (Schieman & Young, 2015). Organizational leaders and human resources representatives may find recommendations from this study useful for understanding employees'

responses to organizational policies and the effects of the policies on work-life quality (Henz & Mill, 2015).

Implications for Social Change

Employees may be the most important resource in an organization (Ramadoss & Lape, 2014). Researchers have indicated that a common issue faced by employees in U.S. corporations is the imbalance between work and life obligations. Maintaining a work-life balance has implications for employee attitudes, behaviors, and well-being, as well as for the effectiveness of the organization (Odle-Dusseau, Britt, & Greene-Shortridge, 2012). Odle-Dusseau et al. (2012) also determined that the imbalance between work and family life directly affects employees' work-life quality, which can reflect in their family relationships, participation in the organization, intent to quit, and work-related attitudes such as job satisfaction and organizational commitment.

Work-life conflict issues have led organizational leaders to put in place policies that help their workers balance the competing demands of work and family while still being productive in the workplace (Goh et al., 2015). Organizational leaders have introduced interventions such as redesigning jobs, giving employees more autonomy and variety (job characteristics), and increasing benefits and policies such as flextime and other work-life benefits and policies (WLBP). Leaders have also introduced supervisor support as well as family-friendly organizational culture or a good work-life culture (Leschyshyn & Minnotte, 2014; Odle-Dusseau et al., 2012).

The provision of organizational supports that enhance job satisfaction relates to (a) motivation, (b) citizenship behavior, (c) withdrawal cognitions, (d) behaviors, and (e)

organizational commitment (Zhao, Qu, & Liu, 2014). Ferrero et al. (2014) noted that corporate leaders make commitments to embed social elements into products to demonstrate customer service responsibility toward customers and assume responsibility toward the natural environment, such as reducing emissions in the production process. Some leaders might demonstrate customer service responsibility toward communities by making monetary contributions to improving health and education facilities, and other leaders might adopt humane management practices such as paid maternity leave, flextime, or work-at-home arrangements to take care of dependents (Ferrero et al., 2014).

Carlson, Ferguson, Hunter, and Whitten (2012) discussed how the provision of a flexible work arrangement and dependent care benefits could lower employee turnover intention, which would result in higher levels of individual productivity as well as more positive attitudes and behaviors among employees. Cotti, Ryan, and Miller (2014) compared users and nonusers of quality, employer-subsidized, on-site child care and found that the users were much less likely to leave the organization and more likely to return from maternity leave within a few months. Goh et al. (2015) indicated attachment to organizations with FFPs is higher than to those without FFPs, irrespective of the number of workers who benefit from these policies.

Carlier, Llorente, and Grau (2012) examined the level of awareness of leaders who implement family-responsible parameters in Spanish and Latin American companies. Carlier et al. indicated how such parameters affect work-life balance using data from the Institute of Environmental Science and Engineering to assess family-responsible employer indices and found that leaders in Latin American countries reported

a slightly higher level of organizational performance in Latin American companies than in Spanish companies after implementing family-friendly practices. Family-friendly practices and activities in organizations correlate positively with an improved perception of firm performance and productivity (Lee, 2013).

Organizational leaders must include support for their organization's benefit packages to see their employees' satisfaction levels increase in the workplace. Wilson and Baumann (2015) noted that employees who have and use FFPs usually experience higher job satisfaction and show a greater commitment to their employer and the organization. Furthermore, the social exchange theory is suitable to determine an association between the amount of FFWP support available and its frequency of use (Tummers & Bronkhorst, 2014). The FFWP support includes job fulfillment, satisfaction, and job-related attitudes (Tummers & Bronkhorst, 2014). By offering FFWP support, organizational leaders are demonstrating their commitment to the well-being of their employees (Ferrero et al., 2014). This commitment then leads to positive employee attitudes such as reduced stress of balancing work and family responsibilities and reduced work-life conflict; furthermore, increased job satisfaction toward the organization reduces the desire of employees to leave the organization (Ferrero et al., 2014; Park & Shaw, 2013). The commitment also influences an organization's positive recruitment and retention, improves the organization's market competitiveness and firm productivity, and improves the quality of life in the community (Cegarra-Leiva et al., 2012). Local communities benefit as organizational leaders fulfill their social responsibility through

involved citizens while reducing health care related expenses and positively affecting satisfaction with life (Prottas, 2013).

A Review of the Professional and Academic Literature

The purpose of a review of the professional and academic literature was to examine the literature on the provision of organizational supports and their relationship to work-life quality. A review of the outcomes of work-life conflict provided a framework for the development of work-life quality supports and programs. Most of the research on the impact of organizational supports on employee behaviors has addressed people employed in the service sector, but not the manufacturing sector (Bond & Galinsky, 2011). In this review, I focus on the literature related to the provision of organizational support (formal and informal). Topics examined include the value of these supports, the role of supervisors, work-life conflict outcomes, and the value of the implementation of quality work-life benefit supports and programs. The ecological systems theory, role theory, and social exchange theory, as well as the processes of the study variables, are also discussed in the literature review.

Strategy for Literature Review

I organized the literature review around the major themes of the study with an overview that included the research problem. In the literature review, I analyze and synthesize the most relevant theoretical and empirical studies to support the goal to test the hypotheses of the study. I discuss the most germane studies associated with concepts from analysis and synthesis of the relationships between the research variables and the supporting theories. I integrate ecological systems theory, role theory, and social

exchange theory to explain the relationship between provision of formal and informal organizational support and employees' quality of work-life, which includes work-family conflict, job satisfaction, and turnover intention. This study included 94% peer-reviewed references: more than 85% of these publications had publication dates within 5 years of my 2016 graduation, as shown in Table 1.

Table 1

Literature Review Strategy

	2012 and newer references		Older references	
	<i>n</i>	%	<i>n</i>	%
Total number of references	99	93	7	6
Number of peer-reviewed references	99	93	3	2

I found references that supported the study using various search methods including key word searches, the Thoreau search tool at the Walden University library, and Internet searches in Google Scholar and Yahoo. Words and phrases searched included *work-life conflict*, *formal and informal organizational supports*, *turnover intention*, *work-family conflict*, *manufacturing organizations*, and *role theory*. I collected relevant articles from databases such as ABI/INFORM, Academic Source Premier, Business Source Premier, ERIC, ProQuest Central, and Science Direct. Relevant books were available through local public and college libraries.

Sector of Employment

The manufacturing sector is part of the goods-producing industry (BLS, 2012). Employees in this industry engage in transforming materials, substances, or components into new products mechanically, physically, or chemically. Researchers often describe

companies engaging in the use power-driven machines and material handling equipment as manufacturing. New products are formed from materials or substances, either by hand or produced in the homes of workers. There are some individuals engaged in selling these products (made and sold on the same premises) to the general public. Examples are bakeries, candy shops, and bespoke tailors. Workers in manufacturing companies either process their materials or subcontract other companies to process the materials for them (BLS, 2012).

Balancing work and family is particularly challenging for manufacturing employees, partly because of the nature of their work (Rupert et al., 2012). This evidence supports the role theory's claim that work-life conflict is a form of interrole conflict in which the role pressures of the work and family domains are mutually incompatible in some respects (Henz & Mills, 2015). Employees in the manufacturing industry typically feel less satisfaction and engagement with their jobs than employees in other sectors do (Bond & Galinsky, 2011). Employees in the manufacturing industries have significantly less access to work schedule flexibility (Bond & Galinsky, 2011). Results of a study indicated that offering best practices such as flexibility was important to 80% of manufacturing employees (Bond & Galinsky, 2011). Employees who feel more satisfied and engaged with their jobs also feel healthier mentally and physically and remain with their employers far longer than those who do not feel satisfied (Pedersen, 2015). The results supported the social exchange theory, which is a way through which employees can gain valued resources and share them with others through exchanges (Ferrero et al., 2014).

Antecedents of Work-Life Conflict

It is important to understand the type of conflict that occurs between the private lives of employees and their work responsibilities. A meta-analysis showed that work-life conflicts or interference and life-work conflicts or interference constitute a major source of psychological distress (Schieman, 2013). Koubova and Buchko (2013) proposed that family stressors and supports have an association with job satisfaction, job stressors and available support systems. These variables in turn have an association with satisfaction at home, and work-life and life-work interference are mediating factors in the relationships.

Several researchers conducted meta-analyses to examine the relationships between specific work and family variables. The focus of much of the literature was on work-life conflict, which is a form of interrole conflict in which employees consider pressures from work and life domains unrelated (Henz & Mills, 2015). Talachi and Gorji (2013) asserted that an association exists between work-life conflict and complaints at work, which relate to job satisfaction and psychological distress. Lee (2013) supported the notion that as work-life conflict increases, job satisfaction decreases. In a comparative quantitative study conducted to evaluate job and life satisfaction among nonstandard workers, Lee used a sample of 4,340 workers, of which 1,344 (31.0%) were nonstandard workers from a representative sample of South Koreans, using data from the 2008 Korean Labor and Income Panel Study. Several researchers, including Carlson et al. (2012), Lim, Hoon, and Myungweon (2012), and Talachi and Gorji (2012), examined the relationship between work-life conflict and job satisfaction in individualistic societies, as well as in

collectivist societies (Schieman & Young, 2015; Zhao et al., 2014). The results were consistent with the theory that work-life conflicts affect job satisfaction more in collectivist societies than they do in individualistic societies (Lim et al., 2012).

Other meta-analyses involved examining the consequences of work-life conflict. Carlson et al. (2012) and Schjoedt (2013) examined the relationship between work-family conflict and job-life satisfaction. Findings from both studies showed a negative relationship between work-life conflict and life-work satisfaction. Moreover, associations existed between work-life conflict and various work-related (e.g., job satisfaction), family-related (e.g., life satisfaction), and stress-related (e.g., burnout) outcomes (Wang, Chang, Fu, & Wang, 2012). In another meta-analysis of work-family conflict, Carlson et al. (2012) revealed a negative relationship to work outcomes, including performance, turnover intention, absenteeism, organizational work commitment, job or work involvement, and burnout. Researchers have also studied the work-family conflict, or the incompatibility between work and family, and the consequences on health and organizational performance (Beamond et al., 2016; Odle-Dusseau et al., 2012).

Research Variables and Supporting Theories

The ecological systems theory, the role theory, and the social exchange theory comprise a comprehensive theoretical framework that is suitable for describing the context and the processes underlying the relationship between provision of formal and informal organizational support and evidence of work-life quality, which includes work-family conflict, job satisfaction, and workplace turnover rates (Tummers & Bronkhorst, 2014). The ecological systems theory served as a structure for the other two theories by

providing a broad view of the work and life domains. Work-life consists of a continuous interplay among the variables of family dynamics and workplace factors or activities (Cote & Nightingale, 2012). The role theory serves as the framework for demystifying the meaning of work and life because of its broad nature (Turliuc & Buliga, 2014). Social exchange theory includes an explanation for a good understanding of formal and informal work-life support and the benefit of an enhanced quality of work-life through balancing work and life responsibilities (Ferrero et al., 2014; Kojo & Nenonen, 2015).

Outcomes of work-life quality and supporting theories. Evidence of work-life quality includes (a) job satisfaction, (b) turnover intention, and (c) work-family conflict.

Job satisfaction. A review of the literature revealed that definitions of job satisfaction vary. Artz and Kaya (2014) noted that job satisfaction is a positive emotional state derived from the appraisal of one's job experiences and defined job satisfaction as an attitudinal variable related to an individual's perception of a job, especially how much the individual likes the job. Ramadoss and Lape (2014) claimed that expected outcomes of the job such as fair procedures for promotions, professional effectiveness, and professional development opportunities influence job satisfaction. In role theory, as perceived work-life conflict increases, job satisfaction decreases (Turliuc & Buliga, 2014). Although several researchers have found a connection between lower job satisfaction and work-family conflict, others revealed that gender plays an important part in this connection (Beamond et al., 2016; Pedersen, 2015). Some researchers presented the existence of a relationship between global work-life and family conflict as stronger for women than for their male counterparts. Other researchers found no existing

relationship between work-family conflict and job satisfaction (Eikhof, 2012; Odle-Dusseau et al., 2012; Umer & Zia-ur-Rehman, 2013).

The social exchange theory shows an association between the availability and use of FFW support to job satisfaction. This support satisfies the socioemotional needs of the employees by increasing performance-based rewards, as well as the knowledge that aid is accessible when needed (Ferrero et al., 2014; Leschyshyn & Minnotte, 2014; Odle-Dusseau et al., 2012). This phenomenon is consistent with ecological systems theory and perceived organizational support theory in which researchers posited that employees will behave positively and have increased job satisfaction toward the organization involved in a positive social exchange (Ramadoss & Lape, 2014). Most managers and scholars in the field of organizational behavior believe job satisfaction is important to an organization (Kossek et al., 2012). Job satisfaction could affect employees' performance, turnover, and absenteeism.

Turnover intention. Turnover intention represents an employee's desire to leave an organization (Beham, Prag, & Drobnic, 2012). Turnover intention is a conscious and intended willfulness to leave an organization (Artz & Kaya, 2014). According to the social exchange theory, perceived support is a sign that the leaders of an organization have a commitment to the employees, which in turn creates an obligation on the part of the employee to care about the organization and show increased loyalty and commitment to the company (Ferrero et al., 2014). Several factors affect employees' intent to leave their employers. Of the various models presented, job satisfaction seems to be the strongest reason that affects employees' intent to leave, followed by organizational

identification and prestige (Artz & Kaya, 2014). There are occasions in which employees do not necessarily factor in intent to leave, such as when involuntary turnover has taken place or shocks have precluded the decision to leave (Beutell & Schner, 2014).

Regardless of the reason for turnover intention, knowing what causes employees' departures is an important factor for employers to consider (Turliuc & Buliga, 2014).

Work-family conflict. Work-family conflict is a form of interrole conflict in which the role pressures from the work and family domains are mutually incompatible in some respect (Priyadharshini & Wesley, 2014). That is, participation in the work (family) role is more difficult by virtue of participation in the family (work) role (O'Neil, Hambley, & Bercovich, 2014; Prottas, 2013). Researchers have categorized work-family conflict into two types: work interfering with family and family interfering with work (Beutell, 2013). Work-interfering-with-family conflict occurs when work-related activities affect family responsibilities, whereas family-interfering-with-work conflict occurs when family activities affect work responsibilities (Cotti et al., 2014). An association exists between work interfering with family and work-related outcomes such as job dissatisfaction, job burnout, turnover, depression, life dissatisfaction, and marital dissatisfaction (Beutell, 2013), and an association exists between family-interfering-with-work conflict and psychological distress and poor physical health as a result of not being able to perform effectively at work (Nijland & Dijst, 2015).

Employees who experience work-family conflict receive lower performance ratings than those who do not. These findings suggest that role conflict is a significant problem that causes stress that, in turn, may affect job performance (Kelly et al., 2014).

The focus on work-family conflict provides a basis for understanding the necessity of balancing work and family demands. Concerning home life, employees must balance a variety of personal needs, such as taking care of children, handling personal matters, partaking in hobbies, participating in sports, attending important events in the lives of significant others, and managing day-to-day chores. Home life can conflict with work life, which causes stress that can affect perceived quality of life (Pedersen, 2015).

Organizational supports and supporting theories. Neuman, Thanacoody, and Hui (2012) described perceived organizational support as a concept that integrates and extends a social exchange approach between employees and their employer. Karatepe (2012) found if employees perceived organizational support, they reciprocated by being more loyal to employers. Researchers examining perceived organizational support and work-family conflict have found a relationship between the two concepts (Karatepe, 2012). In this study, I examined two types of organizational support: formal and informal.

Formal organizational support. Formal organizational support is an important consideration in the evaluation of work-life quality (Lee, 2013). The degree of support an individual has in one situation may affect the entire stress process (Kelly et al., 2014). For example, if an employee experiences work-family conflict but receives a fair amount of support (family-friendly benefits) from the organization, the stress of balancing both roles will decrease (Kelly et al., 2014).

Two types of family-friendly benefits, (a) dependent care benefits and (b) flexible work arrangements, were topics studied by Lee (2013). Dependent care support helps employees care for their children and aging relatives or helps employees find high-quality

dependent care, thereby allowing employees to focus their energies on their jobs, with a resultant increase in the quality or quantity of their work (Kar & Misra, 2013). Such support is consistent with the ecological systems theory that work-family interaction is bidirectional; that is, work affects family and family affects work (Wilson & Baumann, 2015). Organizational supports that help employees with child and dependent care or emergency backup to employees confronted with problems related to children or elderly dependents contribute to reducing absenteeism and increasing productivity (Kossek et al., 2012). Employees with on-site child care can adjust their schedules to conform to work demands, choose hours that accommodate shifts, and adjust capacities to meet variable demands (Beutell & Schneer, 2014).

Greater flexibility when scheduling work activities enables employees to balance family care, personal, and home responsibilities (Collins, Cartwright, & Hislop, 2013; Kim & Gong, 2016). Standard practices include a compressed workweek, telework, flextime, reduced work, part-time work, and job sharing (Arbon, Facer, & Wadsworth, 2012; Masuda et al., 2012; Raghuram, 2014). The role theory of expectation by employees to improve work-life quality supports the provision of flexibility (Turliuc & Buliga, 2014). Martin and MacDonell (2012) reviewed 32 correlational empirical studies and found a small but positive effect of telework on organizational outcomes. Several other researchers also found a positive effect of telecommuting on productivity (Kojo & Nenonen, 2015; Mohamed & Shawky, 2012; Palvinder, Rajesh, Sydney, & Chandra, 2012). Flexible work arrangements are not available to all employees, and there is a considerable variation by gender, marital status, race, and job (Putnam, Myers, &

Gailliard, 2014). For instance, men, married workers, and employees with higher levels of education tend to have more access to family-friendly jobs (Collins et al., 2013).

Informal organizational support. Researchers should carefully consider informal supports such as growth opportunities, job autonomy, and a supportive work-life culture to integrate responsibilities in both work and life in a balanced manner (Crain & Hammer, 2013). Growth opportunities relate to employees' perceptions of the opportunities accessible for career development, training, and general skill development (Kossek et al., 2012). Such opportunities usually encourage motivation and attachment to an organization (Hammer et al., 2013).

Studies have shown that growth opportunities improve productivity at work by increasing the ability of employees to perform their jobs and influence employee satisfaction by reducing job stress and dissatisfaction as a result of eliminating or reducing skill-related obstacles to job performance (Ferrero et al., 2014; Kelly et al., 2014). Organizations whose leaders invest in employees and recognize employee contributions grow. The investment shows that the employer is supportive of the employees and continually seeks a social exchange relationship with its employees (Kossek et al., 2012). From a social exchange and norm reciprocity perspective, people often feel obligated to help those who have helped them, while repaying benefits and opportunities offered them by their organizations by remaining with their organizations (Ferrero et al., 2014).

Job autonomy refers to the degree to which jobs provide important freedom, independence, and discretion to the individual, as well as in scheduling the work and in

determining the procedures to use to carry it out (Hammer et al., 2013). Increased job autonomy comes with higher levels of job satisfaction (Kar & Misra, 2013). Hammer et al. (2013) noted that by extension, autonomy ought to increase employees' ability to control their decisions on how to integrate work and family responsibilities. Researchers have also shown that autonomy increases perceived control over work demands, which allows employees to organize their jobs in a way that reduces work-family conflict while minimizing the chances of them leaving their current job (Kar & Misra, 2013).

Perceived job control increases the belief that an individual can exert influence over the environment directly or indirectly. Thus, the situation becomes less threatening (Putman et al., 2014), which results in less perceived role conflict, regardless of the actual interference. From the social exchange perspective, it is reasonable to expect that employees who have greater autonomy over their job schedules view the autonomy as an indication that their organization trusts and cares for them. Perceived job control also sends a strong signal that employers are intent on establishing a social exchange relationship with their workers (Caldwell et al., 2012).

According to the social exchange theory, organizational leaders show their commitment to the well-being of their employees by offering informal work-family support (Ferrero et al., 2014). This support, in turn, leads to an increased level of commitment and loyalty toward the organization by increasing employees' job satisfaction and reducing turnover intention (Kossek et al., 2012). In general, informal organizational supports such as job autonomy and increased growth opportunities provide resources that create positive effects on motivation, energy, new skills, or attitudes, which

effectively enable employees to manage the basic demands of work and life (Hammer et al., 2013). Hammer et al. (2013) noted that informal organizational supports had increased job satisfaction, commitment, and organizational citizenship behaviors while reducing work-family conflict and turnover intention, which is consistent with role theories and the social exchange perspective.

Influence of Organizational Supports on Work-Life Quality

Other than designing jobs to provide more flexibility and variety, organizational leaders can offer their employees a range of policies and working arrangements that can help them to manage the demands of their work-life responsibilities (Henz & Mill, 2015). Such interventions typically termed FFPs or WLBP. Researchers have supported the notion that adopting FFPs contributes to reduced work-life conflict and improved work-life quality (Kossek et al., 2012; Lee, 2013). Availability and use of FFPs can lead to higher commitment to the organization, higher job performance, more job satisfaction, enriched work-family balance, and less intent to leave the organization (Hammer et al., 2013; Ramadoss & Lape, 2014).

Organizational commitment. Flexibility in scheduling time of workplace arrival and departure or choosing the place of work, leave for family issues such as parental leave, direct financial assistance for child care, and information services that new employees can use to find a child-care center can lower employee turnover intention (Jung & Moon, 2014). Kelly et al. (2014) conducted a quantitative study of the direct and indirect effects of organizational policies and initiatives that are supportive of family responsibilities on work-family conflict and psychological, physical, and behavioral

measures of strain. Kelly et al. used a rigorous design to investigate deliberate organizational changes and their effects on work resources and the work-family interface to advance the understanding of the impact of social structures on individual lives (Kelly et al., 2014). Bloom et al. (2012) conducted a quantitative correlational survey study on more than 450 manufacturing firms in Germany, France, the United Kingdom, and the United States. In their research, Bloom et al. showed the causes and effects of FFPs in the workplace and found a positive correlation between FFPs and firm productivity (Mohamed & Shawky, 2012). According to Beutell and Schneer (2014), researchers have not examined the relationship between FFWP and work-life enrichment in depth.

Although some researchers have confirmed that WLBP create a sense of assurance that organizations or employers are supportive of employees' well-being and non-work-related needs (Gaugler, 2014; Goh et al., 2015). Other researchers have suggested that a negative association exists between WLBP and the work-life conflict (Schjoedt, 2013; Zhao et al., 2014). In an exploratory study of the possible connections between work and family conflict and life satisfaction involving work-family enrichment using a sample of 429 entrepreneurs, Schjoedt (2013) did not find any support for the positive association hypothesized between use of WLBP and work-life enrichment, which warranted further examination. Work-life benefits and policies should theoretically positively aid worker's efficiency and improve their performance on the job because they are crucial in enabling employees to manage their day to day work lives and face their job and home responsibilities.

According to perceived organizational support theory and social exchange theory, support results in more positive attitudes toward the organization and promotes participation and initiatives for employees through obligations to give extra effort in return for additional benefits (Artz & Kaya, 2014; Karatepe, 2012; Neuman et al., 2012). Other meta-analytic reviews have focused on specific work-family policies (Yuile, Chang, Gudmundsson, & Sawang, 2012). For instance, Kossek, Kalliath, and Parveen (2012) showed that the impact of perceived flexible workload and facilitation on a list of work outcomes positively relate to job satisfaction, productivity, organizational commitment, and negatively absenteeism. Jang, Zippay, and Park (2012) noted flexibility can reduce work-life conflict in a quantitative study using data from the 2008 National Study of the Changing Workforce (NSCW). They explore the mediating role of negative work-family spillover in the relationship between schedule flexibility and employee stress; however, other researchers have not found any association between schedule flexibility and work-life conflict (Perdeen, 2015).

Job performance. Bloom et al. (2012) investigated the relationship between formal and informal organizational support, job autonomy, and employee well-being using a sample of 3,504 hierarchical regression analyses of data obtained from the 2002 NSCW. The findings indicated that formal organizational supports and practices were less important to employees than informal organizational supports and the support received from supervisors. The results also suggested that organizational culture must include the shared values and beliefs of the organization supports and complement the

integration of employee work-life obligations (Perry, Lorinkova, Hunter, Hubbard, & McMahon, 2013).

Increased job performance develops when individuals feel supported by their employers in balancing their work and life roles. Perceive fewer work demands, and feel that using these formal supports (e.g., taking leave in case of personal or family emergencies) have few, if any, negative career consequences (Beutell & Schneer, 2014). Based on perceived organizational support theory and assumptions, unwritten rules and expectations are more powerful in influencing attitudes and behaviors than are formal and written rules (Neuman et al., 2012). Positive associations exist between work-life culture and job satisfaction (Hammer et al., 2013; Hyun & Kim, 2012), organizational commitment, and organizational citizenship behavior.

A work-life culture that supports the employee hugely boosts the resource base of employees by enhancing their flexibility on the job, as well as aid their self-acceptance (Beutell & Schneer, 2014; Yuile et al., 2012), which may result in a positive effect toward work. Adkins and Premeaux (2014) used data from 290 professionals and concluded that the relationship between family-supportive culture, organizational attachment, and work-life segmentation in the high-technology service industry has a significant influence on organizational attachment and connectivity behavior. Results indicated that a supportive work-life culture has a positive association with job performance and affective commitment (Adkins & Premeaux, 2014). This sense of satisfaction, when transferred to the family domain, may enhance the performance and well-being of the family, which indicates the possibility of work-family enrichment, as

shown by Kossek et al. (2012), pointed toward a plausible positive relationship between work-life culture and work-family enrichment. Nijland and Dijkstra's (2015) findings from a quantitative and qualitative examination of the relationship between work-family conflict and six work outcomes illustrated that family interference with work rather than work to family conflicts relates negatively to work performance and attitudes. The six outcomes of work-family conflict were performance, turnover, absenteeism, organizational commitment, burnout, and job involvement. Also, Beutell and Schreer (2014) suggested that a link exists between the work-life conflict, irrespective of the direction, and higher turnover intentions, care related absenteeism, and lower commitment to organizations and careers.

Job satisfaction. Organizational leaders continue to be pertinent to employees' employment experiences because they positively affect the structure of the work environment. They also a ready source of information and feedback to the employees (Lingard, Francis, & Turner, 2012). The quality of the leader-subordinate relationship contributes significantly to job satisfaction; therefore, a significant association exists between satisfaction on the job and support from supervisors (Hammer et al., 2013). In a cross-sectional study, De-Tienne, Agle, Phillips, and Ingerson (2012) tested a regression analysis based on three employee variables: fatigue, job satisfaction, and turnover intention. De-Tienne et al. used a sample of 305 customer-contact employees of a financial institution's call center to test the impact of moral stress with other job stressors on the variables. Results indicated that even after including the control variables in the statistical models, moral stress remained a statistically significant predictor of increased

employee fatigue, decreased job satisfaction, and increased turnover intention (De-Tienne et al., 2012).

Zhai et al. (2012) conducted a quantitative study of the relationship between two variables using a questionnaire to elicit information from 808 respondents in multiple industries in a city in China's northeast. Zhai et al. discovered that support from colleagues and supervisors did not necessarily have a positive impact on work-life conflicts, satisfaction on the job, and commitment to the organization. Talachi and Gorji (2013) conducted a quantitative study using data from 120 employees of a trade and mining organization in Golestan province to investigate the relationship between burnout and job satisfaction. The quantitative analysis provided support for the perception that when employees perceived they are not well treated, they feel stressed out at the office and are more likely to experience lower satisfaction at work and a higher desire to leave the company (Talachi & Gorji, 2013). The positive effects of these interventions on job outcomes include higher job satisfaction and greater commitment to organizational citizenship behaviors (Carlson et al., 2012; Lingard et al., 2012).

Work-family balance or enrichment. Odle-Dusseau et al. (2012) considered the positive impact of the work-family interface work-life enrichments to determine the extent to which experience in one role improves the quality of life, job performance or how it affect other roles. Bond and Galinsky (2011) conducted a qualitative study of employers and interviewed 1,100 employers with 50 or more employees: 77% were from for-profit organizations, and 23% were from nonprofit organizations. Forty percent operated at one location, and 60% had operations at more than one location. Bond and

Galinsky found evidence of significant increases in the percentage of employers offering various flexible alternatives between 1998 and 2008, including schedule flexibility that allowed employees to change their daily starting and stopping times. According to Kim and Gong (2016) and Michel and Clark (2012), schedule flexibility is a boundary-spanning resource that helps workers to accomplish their work and family responsibilities equally well.

Work-family enrichment is one of the major dimensions of work-life balance and focuses on the positive effects of work on family life and family on work life (Odlé-Dusseau et al., 2012). Researchers also have found that work-life enrichment and family-life enrichment have a positive relationship to mental health (Putman et al., 2014; Thevenon & Luci, 2012), family functioning, and job outcomes such as job satisfaction and organizational commitment (Putman et al., 2014). Other researchers have focused on the relative importance of positive and negative spillover on generally perceived stress (Carlson, Hunter, Ferguson, & Whitten, 2014; Omar, 2013). An association exists between the satisfaction in one sphere of life and the satisfaction in the other, and an association exists between stress in one and stress in the other (Täht & Mills, 2016; Hammer & Zimmerman, 2011). The relationship between the family-work and the work-family balances has numerous repercussions, not only on individuals but also on their perceptions of the social environment and the organization itself (Odlé-Dusseau et al., 2012). However, Koubova and Buchko (2013) claimed that work-life conflict and life-work conflict have an association with perceived stress or job satisfaction, whereas, for

others, these relationships played a mediating role in relationships among individuals, their environment, and variables such as satisfaction with outcomes.

The gap between the provisions of organizational supports and usage continues to affect organizations and employees. I examined the relationship between the provision of formal and informal organizational support (IV) and work-life quality, which includes work-family conflict, job satisfaction, and workplace turnover rates (DV) among the employees of a large manufacturing organization located in a city in the Southeastern United States. As discussed in the literature review, several researchers have shown that organizational support is critical in improving work-life quality by reducing the stress of balancing work and family responsibilities. Employee work-life quality can add to job satisfaction while reducing work-family conflict, thus providing outcomes of interest, including influencing positive recruitment and retention, improving competitiveness in the market, firm productivity, and perceived organizational performance in the manufacturing industry.

Lack of balance between work, life, and family obligations can have severe consequences on employees, organizations, and society (Nijland & Dijst, 2015). Work-life conflicts affect employee well-being in myriad ways (Adkins & Premeaux, 2014). Employers should design organizational supports not as options, but a necessity to help employees balance their work and life responsibilities (Kim & Gong, 2016). Organizational supports link with (a) decreased absenteeism, (b) reduced turnover rates, (c) increased retention, and (d) improved job satisfaction, lead to increased business

productivity and higher sustainability as a result of reductions in organizational revenue and increased organizational base (Ferguson et al., 2014).

This literature review section included an analysis and synthesis of existing literature used to support the research topic. The literature review included a literature-based description of the study variables, formal and informal support policies, work-family conflict, job satisfaction, and turnover intention related to the work demands and personal life obligations of manufacturing employees. Also included in the literature review was the historical description of the supporting theories for each variable. I presented a discussion of the influence of the ecological systems theory, role theory, and social exchange theory on the research variables and the survey instruments. The focus of the literature review was the major themes of the study, with an overview that identified the research problem. I also presented a critical synthesis of the most recent literature published on this topic. The literature review indicated the relevance of the study in the context of prior research to identify a knowledge gap in the literature.

Section 2 includes a detailed discussion of the research methodology and design. I discuss the sample and population, instrumentation, data collection processes, data analysis process, and reliability and validity of the instrument, as well as ethical practice. Section 3 consists of a discussion of the results of the study and their application to professional practice. Section 3 also includes potential pathways for disseminating the findings and recommendations, such as informational documents to share with study participants, and an inquiry about publishing the study in private and government journals.

Section 2: The Project

This section includes the methodology and design used to study the relationship between formal and informal organizational policies and work-life quality, which includes work-family conflict, job satisfaction, and workplace turnover rates within a manufacturing organization by describing the sample. I also present the research methodology and design used to research the problem, as well as the survey procedure and the data collection and screening methods. This section also includes information about the specific analytic tools used to test the hypothesis and the rationale for using a correlational design to answer the research questions and to accept or reject the null hypotheses. I conclude this section with a discussion of the study's reliability and validity.

Purpose Statement

The purpose of this quantitative correlational study was to examine the relationship between the levels of provision of formal and informal organizational support (IVs) and employees' work-life quality, which includes work-family conflict, job satisfaction, and turnover intention (DVs). I collected data using a cross-sectional survey strategy of inquiry to elicit information on employees' experiences with distinctive pressures on their ability to manage various work-life demands. I selected 74 employees at different levels of the subject organization, married with or without children, and single with children or aged dependents and families. The company used for this study

was a manufacturing company with 21,000 employees in a city in the Southeastern United States.

It was important to note the relevant predictors of employee turnover while developing a measure to define the construct of the work-life balance within the manufacturing organization. The construct was necessary because of the detrimental effects of turnover in organizations (Ferguson et al., 2014). These findings are important to help organizational leaders work toward reducing voluntary turnover and increasing employee job satisfaction while decreasing work-life conflicts, which results in improved work-life quality to manufacturing organizations, employees, and communities.

Role of the Researcher

A researcher's role in a quantitative study is to test a theory using narrow hypotheses and collect data to support or refute the hypotheses (McNabb, 2015). Even though I worked as a logistic specialist in the subject manufacturing organization and was familiar with the research topic, I remained objective during the data collection process. Merriam (2014) noted that avoiding contact with participants before a survey ensures preconceptions do not occur and reduces bias. Bias can cause a misrepresentation of the findings and occur in any assessment of a data collection process (Sargeant, 2012). To manage potential bias, I did not serve in a role as an observer or participant. I collected the data through e-mail from the participants. I was solely responsible for collecting, storing, and analyzing the data using SPSS Version 14 software. I maintained the confidentiality and integrity of the data, as well as the credibility of the study. The results stored in a secure computer with a protected password known only by me. I reviewed the

Belmont Report protocol and completed Protecting Human Research Participants training by the National Institutes of Health Office of Extramural Research and received the Research Reviewer approval and Institutional Review Board (IRB) approval number 03-21-14-0185633 after completion. I did not influence the population with my knowledge and experience regarding the work-life conflict in the manufacturing industry. As the researcher, it was important to remain neutral and objective during the data collection and analysis process, which complies with the guidelines for conducting ethical research (Bernard, 2013).

Participants

The population for this study was 2,100 participants of a manufacturing organization in a city in the Southeastern United States. The study participants had varied demographics, such as gender, education level completed, race or ethnicity, and age. The participants also met the eligibility criteria indicated by Neuman (2011) to determine the quality and reliability of the data at the time of the study. Participants were (a) paid employees of the manufacturing company to be truly representative of the population, (b) 18 years of age or older, (c) employed in the civilian labor force, (d) living in a city in the Southeastern United States, and (e) living in a household that was a noninstitutional residence.

To gain access to the participants, I obtained permission to use potential participants' information such as e-mail addresses for easy access to the participants from the facility manager of the subject organization. All potential participants received an e-mail that included the purpose of the study and instructions to follow if they agreed to be part of the study (Appendix B). The individuals committed to participating in the study

signed an informed consent form at the survey website. I repeated this process until I achieved a sufficient sample size. The informed consent form included the purpose of the study and the criteria for participation.

To ensure ethical protection for participants, I respected the participants and their organizational culture, as indicated by Singleton and Strait (2010). I ensured the participants had adequate time to read and understand that consent was voluntary without pressure of any kind; participants could have chosen to withdraw at any stage during the study without any penalties before final submission by aborting the survey. The consent form included an assurance of confidentiality of the results. The transmission of data involved an encrypted communication channel and all data collected will remain on a password-protected computer and in a fireproof and waterproof safe for at least 5 years before their destruction by the IRB regulation. There were no major psychological, physical, or economic risks as a result of participating in the study.

Research Method and Design

The study included a quantitative correlational design. Larsson and Sjoblom (2010) noted that a correlational design is the most applicable for reducing the number of limitations in a study. In a correlational study, researchers attempt to determine how two or more variables relate (Kumar, 2011). Data in a correlational study lend themselves to interpretations on the degree to which certain variables relate or tend to co-occur (Neuman, 2011). This design was consistent with the purpose of the study, which was to determine whether a relationship existed between the provision of formal and informal

organizational support and work-life quality among the employees of a large manufacturing organization.

The three most important features associated with quantitative research are objectivity, generalizability, and numbers (Vargas-Hernández, 2012). The study included the three features and a correlational research design to examine the IVs and DVs. Kumar (2011) emphasized that quantitative research is a formal, objective, systematic process in which researchers use numerical data to obtain information about the world. Therefore, quantitative correlational research method and design were the most appropriate method and design to examine the relationship between two variables. If a relationship exists, researchers can use a regression equation to make predictions about the population of a study (Larsson & Sjoblom, 2010).

Research Method

The research method used for this study was a quantitative method selected primarily based on the research questions. As noted by Vargas-Hernández (2012), researchers select quantitative methodology based on a goal of predicting and confirming the relationship between variables by testing certain null hypotheses. Kumar (2011) confirmed that quantitative research is the only way to test objective theories and examine the relationships among variables. Researchers can measure DVs and IVs on instruments to analyze the data using statistical procedures (Vargas-Hernández, 2012). Furthermore, the quantitative research methodology is needed to answer research questions that require statistical data to test hypotheses (Vargas-Hernández, 2012). A

quantitative methodology was more appropriate than a qualitative or mixed methodology for this study because of the purpose of examining the relationship between variables.

The three categories of research methodologies used in modern social science studies are quantitative, qualitative, and mixed methods (Kumar, 2011). A qualitative method was not suitable for this study because, in qualitative research, the researcher studies the complex nature of a phenomenon with descriptions of the phenomenon based on the participants' perspectives (Larsson & Sjoblom, 2010). Also, as discussed by Sargeant (2012), researchers in qualitative studies do not test predetermined hypotheses; therefore, they cannot prove or disprove specific hypotheses (Merriam, 2014). Pettigrew (2013) indicated that the intent of a researcher in a qualitative study is to develop an understanding of a particular social situation, event, role, group, or interaction using an investigative process by comparing, contrasting, replicating, and classifying the object of study. A qualitative study did not fit the purpose of this study and thus was not appropriate.

I considered a mixed-methods approach for this study, but the challenges with regard to time were unmanageable. According to Leedy and Ormrod (2010), the mixed-methods form of research requires a researcher to perform extensive data collection, and the process of analyzing text and numerical data is time intensive. Therefore, the quantitative method of research was most appropriate for this study. Researchers use the quantitative approach to study the relationships between variables that explain, predict, or control a phenomenon (Kumar, 2011), which was the purpose of this study.

Research Design

I used a correlational design to examine the relationship between the provision of formal and informal organizational support and work-life quality among the employees of a large manufacturing organization. Leedy and Ormrod (2010) defined a correlational design as a descriptive quantitative approach that involves examining possible relationships among variables. I chose a correlational design for this study over the experimental or quasi-experimental design because I found it relevant to the purpose of this study. I chose a correlational design to examine the evidence of the relationship between the provision of formal and informal organizational support (IV) and work-life quality (DV). Dependent variables Includes work-family conflict, job satisfaction, and workplace turnover rates (DV) among the employees of a large manufacturing organization located in a city in the Southeastern United States (Bond & Galinsky, 2011).

After reviewing experimental approaches and quasi-experimental methods, I found neither would be appropriate for this study. Such designs are alternate means of examining causality in situations not conducive to an experimental control (Neuman, 2011). In correlational studies, researchers examine the association among naturally occurring variables, whereas, in experimental design studies, researchers introduce a change and then monitor the effect (Leedy & Ormrod, 2010). Researchers conducting an experimental design cannot replicate real-life social situations, which require the random assignment of treatments to subjects. Only well controlled experimental designs allow conclusions about cause and effect (Neuman, 2011). The sample in such studies may not

be representative of the population of interest, which prevents researchers from generalizing findings to the population and limits the scope.

A quasi-experimental design is similar to a correlational design, but usually, involves more than one sample and often over an extended period (Leedy & Ormrod, 2010). Researchers using a correlational design can collect the data at one time, which can lead to a quicker turnaround in data collection than in a quasi-experimental design (Kumar, 2011). Therefore, a correlational design was appropriate for this study because the nature of the study was to determine the relationship between multiple variables rather than proving cause and effect (Neuman, 2011). Also, I chose a correlational design because survey research usually includes numeric descriptions of trends, attitudes, or opinions through a study of a sample taken from the target population. The strategy of using surveys with quantitative methods of analysis can enhance the quantitative research method (Bernard, 2013; Neuman, 2011).

Population and Sampling

The study included a population of 2,100 employees of a manufacturing organization. Chen et al. (2011) noted that for the sampling procedure to be valid, researchers should use a sample representative of the target population. To be representative means to provide a close approximation of certain characteristics of the target group (Singleton & Straits, 2010). Therefore, the sampling frames were the employees of a manufacturing organization in a city in the Southeastern United States.

After identifying the target population, the next step was to have a sampling strategy to obtain a representative sample. The two most important sampling techniques

are probabilistic sampling, which includes cluster, simple random, stratified, and systematic, and nonprobabilistic sampling, which includes adaptive, convenience, deviant case, purposive, quota, sequential, snowball, or theoretical (Neuman, 2011). Compared to nonprobabilistic sampling, probabilistic sampling is the best way to ensure results remain unbiased because researchers randomize subjects. I chose probabilistic sampling to ensure a high degree of correlation between the sampling frame and the study population.

I used a random sampling procedure in my quantitative correlational study. Random sampling is a procedure in which each member of the population has an equal and independent chance of being selected for a study (Bernard, 2013). As noted by Neuman (2011), random sampling is one of the best ways to achieve unbiased results. Random sampling includes choosing participants from a population through unpredictable means (Neuman, 2011). Random sampling was more suitable than other sampling methods because it was the best way to ensure results remained unbiased (Bernard, 2013). Singleton and Straits (2010) claimed that random sampling is much faster and is often less expensive to use, and as a result is a more efficient way to obtain results. Additionally, random sampling consistently provides results that are valid, which makes it easy for researchers to draw conclusions about large populations (Bernard, 2013).

Neuman (2011) noted that sample size accuracy depends mainly on the sampling frame, as the decision can affect every aspect of the sampling method. The standard error acceptable in a correlational analysis study will determine the sample size; a researcher must decide the level of accuracy expected of the estimates to determine the size of a

sample properly (Chen et al., 2011; Neuman, 2011). One way to choose an appropriate sample size for a study is to assess the sample size needed to achieve a particular level of statistical power (Neuman, 2011). To determine the sample size, a power analysis requires assumed values for the effect size, Type I error, and power, as well as the number of predictor variables. From the literature, the effect size should be small, the Type I error should be less than or equal to α , and power should be high for quantitative studies (Simon, 2010). The parameter values I chose to conduct the power analysis for this study were as follows. The anticipated effect size was $f^2 = 0.15$, which is a common effect size in work-family studies (Bond & Galinsky, 2011). The number of predictor variables was four. The number of predictor variables for this study consisted of two variables each for formal and informal organizational support: (a) dependent care benefits, (b) flexible work arrangements, (c) job autonomy, and (d) growth opportunities. The alpha value was .05, and the estimated statistical power level was .73.

The result of multiple regression, fixed model, nonzero value for R^2 indicated that of the plant population of 2,100 employees, I needed 84 participants through a random sampling method. However, 11 were not able to provide valid responses to some parts of the survey. I automatically excluded the responses with missing information in the statistical tests using data screening. Stemming from the valid number of responses collected, the actual power calculated from G*Power was .73. The actual sample size I employed for this study was 74.

Although the study participants had varied demographics such as gender, education level completed, race or ethnicity and age, participants also met several

eligibility criteria that Neuman (2011) indicated would determine the quality and reliability of the data at the time of the study. The participants were (a) paid employees of the manufacturing company to be truly representative of the population, (b) 18 years of age or older, (c) employed in the civilian labor force, (d) residing in a city in the Southeastern United States, and (e) living in a household that was a noninstitutional residence. For participants who lived in a home with more than one qualified person, I randomly select only one person to participate in the study. The survey method was consistent with the methodology used in previous work-life balance research, which mostly consisted of a survey obtained from employees (Neuman, 2011).

As suggested by Kumar (2011), standardized administration of the survey helped me ensure the reliability of the survey instrument and validity of the survey findings. Therefore, I administered the survey using Survey Monkey, a secured online survey host site for collecting data from participants. The participants gave their informed consent at the survey host site that indicated their involvement was voluntary and they could withdraw at any time during the survey. I also provided the participants with information about the expected timeline for study completion and a presentation of the research findings at the completion of the study.

Ethical Research

The IRB form and approval were necessary to ensure student and faculty research complies with Walden University's ethical standards and U.S. federal regulations. Staff and faculty members from the major research areas reviewed the information I supplied and provided IRB approval based on their assessment of the risks and benefits of the

study (Neuman, 2011). Participant selection began after receiving University Research Reviewer approval and Institutional Review Board (IRB) approval number 03-21-14-0185633 to ensure the study method and design adhered to the ethical research principles of the university. I also obtained a Certificate of Ethical Compliance the National Institutes of Health. Therefore, the recruitment strategy included the university's IRB approval. I strictly adhered to the four essential components of informed consent outlined by McNabb (2015): (a) the potential participant can consent to participation, (b) the potential participant is free to give consent, (c) the potential participant voluntarily agrees to consent, and (d) the consent form provides participants with information and knowledge about the research.

Singleton and Straits (2010) noted that potential harm, lack of informed consent, deception, and privacy invasion are problem areas about the ethical treatment of research participants. Therefore, the consent form included information for the participants that indicated consent was voluntary, without the pressure of any kind, and participants could choose to withdraw at any time during the study before the final submission of the survey. Other topics included in the consent form included the purpose and process of this study, potential uses of the findings, and participants' right to confidentiality.

Apart from the opportunity to provide feedback to improve management practices within the workplace and contribute to the general manufacturing organization body of knowledge, participants did not receive any incentives. Neuman (2011) advised that researchers should store and protect data for 5 years after research completion. Singleton and Straits (2010) noted that data storage should be in a secured environment. Therefore,

I used a password-protected computer to maintain an electronic version of the survey and backed up the data on a password-protected and fingerprint-protected hard drive. Only I knew the password, and the fingerprint technology could only identify my fingerprint. The electronic and physical data will remain stored and protected for 5 years following completion of the study. I designed and completed this study to conform to the ethical, moral, and responsible manners required by the university and the general research community.

Data Collection Instruments

I used the 2008 NSCW instrument, a survey used by Harris Interactive Incorporated for the Families and Work Institute to study workplace flexibility in manufacturing companies because of its relevance to the study as a data collection instrument. Researchers at Harris Interactive Incorporated designed the questionnaire to collect information about the behaviors and supervisors attitudes to work. These practices help employees determine the policies available to them at the workplace. (Bond & Galinsky, 2011). The 2008 NSCW survey included data used in the 1977 Quality of Employment Survey (QES). Bond and Galinsky (2011) examined issues at the workplace in a 30 years research, paying attention to the 1977 QES and comparing data from the surveys of 1992, 1997 with the 2002 NSCW surveys (Beutell & Schneer, 2014; Leschyshyn & Minnotte, 2014).

Data that comprised each variable measured by the instrument in this study were independent (formal and informal organizational supports), including (a) dependent care benefits, (b) flexible work arrangements, (c) job autonomy, and (d) growth opportunity.

The DVs included (a) work-family conflict, (b) job satisfaction, and (c) workplace turnover intention. Section 2 of the instrument related to employee outcomes on work-life quality such as job satisfaction, a degree of engagement with the job, physical health status, mental health status, and the likelihood of remaining with the current employer of immediate interest to employers. Section 3 of the instrument related to the practices of supervisors and managers, whether formalized in policy or not. The other survey questions, located in Section 1, related to background information on the manufacturing organization environment and demographic data of the research participants. The scales used to measure the attitudinal items of the survey are 2- and 4-level ordinal Likert-type scales (Bond & Galinsky, 2011).

I used data from the 2008 NSCW instrument in this study because of their appropriateness to the study of significant relationships between work-family spillover, commitment, interference, job satisfaction, retention, well-being, and loyalty (Bond & Galinsky, 2011; Prottas, 2013). I used the 2008 NSCW instrument to examine the relationship between the provision of formal and informal organizational support (IV) and employees' work-life quality (DV), among the employees of a large manufacturing organization located in a city in the Southeastern United States. A discussion of the relationship between formal and informal organizational support and employees' work-life quality appeared in Section 1.

Beginning in 1969, leaders in the U.S. Department of Labor funded three national investigations of the United States workforce as part of the QES (Bond & Galinsky, 2011). According to Bond and Galinsky (2011), the final survey conducted in 1977,

clearly showed, how research performed on a large portion of U.S. workers elicited information not only about the working lives of employees, but also their personal lives. At the expiration of the QES Program in 1977, a gap of 15 years allowed small-scale investigations of life at the workplace and home, but there has never been a large-scale, nationally representative research (Artz & Kaya, 2014). In 1990, leaders of the Families and Labor Institute obtained private support for the NSCW as an ongoing research program of the institute to provide valuable and timely information on the labor and personal or family lives of the U.S. workforce (Leschyshyn & Minnotte, 2014).

Researchers at Harris Interactive Inc. also used the 2008 NSCW instrument developed by developers at the Families and Work Institute (Bond & Galinsky, 2011). Researchers completed a nationwide 3,502 people interviews between November 12, 2007, and April 20, 2008. A cross-section of employed adults interviewed for 50-minutes each (47 minutes for substantive questions and 3 Minutes for the screener) with the aid of a computer- assisted telephoning interview system (Prottas, 2013). Interviewers coded open-ended responses, except occupation and industry, which analysts at the U.S. Bureau of the Census coded using 1990 three-digit occupation and industry classifications (Schieman & Young, 2015).

Researchers used 1990 Census classifications in 2008 to facilitate comparisons with the 1997 and 2002 NSCW surveys and employed the same codes. The 2008 study included telephone calls to a stratified (by region) unclustered random probability sample using random-digit-dial methods that included cash incentives to increase cooperation (Brown, Pitt-Catsouphes, McNamara, & Besen, 2014). Incentives began at \$25 and

increased to \$50 if necessary to convert initial refusals. The researchers limited sample eligibility to people who (a) worked as a salaried worker or operated an income-generating business, (b) were 18 years or older, (c) were employees in the civilian labor force, (d) lived in the contiguous 48 states, and (e) lived in a noninstitutional house with a telephone (Bond & Galinsky, 2011). The study included one person randomly selected for interview in a household with more than one eligible person. Of the 3,502 people interviewed, 2,769 were wage and salaried workers who worked for someone else, and 733 respondents who are self-employed themselves, of whom 255 were business owners who employed others and 478 were independent self-employed workers who did not employ anyone else. The NSCW study revealed a significant relationship between work-family interference, spillover, job satisfaction, commitment, retention, loyalty, and well-being with attitudinal scores calculated based on the highest score assigned to the response with the highest intensity of the attitude (Kumar, 2011). The NSCW studies also researched diversity in gender, ethnicity, family circumstances, and positions in organizational hierarchies using the NSCW, which showed that the researchers maintained validity (Artz & Kaya, 2014).

Researchers have used the NSCW instrument to examine previous theories and models to design and examine work and family conflict and the ways this conflict may interact with employees' lifestyles (Artz & Kaya, 2014; Prottas, 2013). Researchers have also used the findings to develop newer models that more accurately predict or study these outcomes (Artz & Kaya, 2014; Prottas, 2013). Prottas (2013) studied hypothesized associations, including reports of morally affected workers and how they see their

Manager's behavioral ethics (BI) and employees job satisfaction, job stress, job engagement, turnover rates, absenteeism rates, as well as conflicts affecting work and families, health issues and work-life satisfaction. Prottas used a sample size of 2,679 with data from the 2008 NSCW. From the test BI correlated positively with employees job satisfaction, job stress, job engagement, turnover rates, absenteeism rates, as well as conflicts affecting work and families, health issues and work-life satisfaction, while moral distress had an opposite influence on these outcomes. The associations with being content at work, being positively engaged in job contentment and life satisfaction was shown to be greater with BI than with moral distress. Moral distress clearly distinguished the associations between BI and laborer outcomes, further cementing the workers' perception that their Manager's BI will either positively or negatively influence the attitudes and behaviors of employees (Prottas, 2013).

Moreover, Beutell and Schneer (2014) used model predictors (autonomy, schedule flexibility, social support, and work hours) and outcomes (health and satisfaction) of work-family variables. In a quantitative study of 2,988 of Hispanics and non-Hispanic White participants, Beutell and Schneer used the 2008 NSCW to study more about the differences in gender among Hispanics and non-Hispanic Whites. The outcome clearly showed that Hispanic women had the highest rate of work-family conflicts, with their work interfering with their family and family interfering with their work. Examples of work interfering with family related to job resources for Hispanic women but not for Hispanic men. Job autonomy remained a predictor for work-family synergy for men and women. Coping mediated the relationship between depression and

life satisfaction. Work interfering with family and work-family synergy each significantly related to job satisfaction. Job satisfaction and life satisfaction significantly related for all groups except Hispanic women. Job satisfaction-turnover paths were significant (Beutell & Schneer, 2014).

Validity and reliability are constructs social scientists use to evaluate the quality of operational definitions. Construct validity refers to the equivalence between the concept and the operationalized definition (Neuman, 2011). Measurements are valid if the operational definition represents the construct. Reliability is the ability to measure a phenomenon consistently and dependably (Kumar, 2011). Measurements are reliable if researchers obtain similar results repeatedly (Neuman, 2011). According to Bond and Galinsky (2011), the Family and Work Institute's program is more explicit and comprehensive than the QES in addressing issues related to both work and personal life. The institute's program also showed a strong business perception, as well as the various views that formed the QES. The NSCW researchers examined samples of the workforce of the nation every 5-6 years, concerning the relevant and timely issues that came out through Institute report publications in journals of the academia, books, media, and public and private sectors decision maker's presentations (Shieman & Young, 2015).

The test-retest results of the NSCW instrument supported the assertion of the reliability of the instrument. The first NSCW survey took place in 1992; the second was in 1997, and the third was in 2002. The fourth was in 2008, with similar reliable results obtained consistently (Beutell & Schneer, 2014). The NSCW sample sizes are large enough to support analyses of many subgroups of interest; the 2008 NSCW sample was

3,502, with 2,769 wage and salaried workers, and the 2002 NSCW sample was 3,504, with 2,810 wage and salaried workers. These consistently large sample sizes increase the assurance of the survey's reliability (Bond & Galinsky, 2011). Researchers adjust all NSCW samples (that is, weight them) to ensure that they are in line with the total recent U.S. populations from the U.S. Bureau of the Census Statistics. The samples are adjusted to ensure there are no biases, and increase the research validity (Bond & Galinsky, 2011). The average response rates for all the NSCW surveys are above 50% (making allowance for the conservative method of calculation, recommended by the American Association for Public Research. The rate of response for households with eligible respondents in the year 2008 was 54.6%, ensuring a 99% rate of completion (Prottas, 2013). The rate of sampling error for the total wage and salaried research is estimated to plus or minus 1% approximately. The results of the study revealed an acceptable reliability value (as measured by Cronbach's alpha) of .838 (Singleton & Straits, 2010).

I made no revisions or adjustments to the 2008 NSCW instrument in this study. The instrument (see Appendix A) and the permission to use the instrument (see Appendix C without any modification were received from a representative of the Families and Work Institute. I will provide raw data upon request.

Data Collection Technique

The first step of data collection involved preparing the survey to deliver to the participants. The 2008 NSCW instrument contains questions to elicit answers pertinent to the research questions and hypotheses. Next, potential participants received an invitation to participate in this study, along with an explanation of the anticipated benefits, through

e-mail. I included a brief introduction to the research study, the survey purpose, survey instructions, information about the expected timeline for study completion, and an offer to provide a presentation of the research findings when I completed the research. I gave the participants the opportunity to ask questions before, during, and after taking the survey anonymously.

Participants signed the consent form through Skip Logic after reading and an explanation of the study to indicate their understanding of the information provided. Skip Logic is a feature within Survey Monkey that prompts participants to the page where they begin responding to the questionnaire after clicking “yes I agree” to participate in the survey. I forwarded the instrument to the e-mail addresses of consenting participants using Survey Monkey. I sent follow-up e-mails to the participants to maximize participation. I saved and downloaded information from the surveys upon completion and defined survey completion as receiving the target number of 74 completed and usable responses.

I selected employees of the subject manufacturing organization in a city in the Southeastern United States for the study so that I could gain an understanding of the relationship between organizational support and employees’ work-life quality. During the presentation of my research, I told the participants that I was a doctoral candidate researcher and was not acting in my position as a manufacturing employee. This explanation was necessary to help respondents understand that no negative consequences, whether real or perceived, could result from their decision to participate in the survey and

that their participation was private and confidential. It took respondents between 10 and 20 minutes to complete the survey.

Conducting a pilot study is beneficial to a study because it might give warnings about where the main research project could fail or where the study may not follow research protocols (Merriam, 2014). Pilot studies could also be time-consuming and expensive (Sargeant, 2012). I did not conduct a pilot study because I knew the developers of the data collection instrument had validated the instrument.

Data Organization Technique

Newman (2011) made it clear that proper data handling is crucial for ensuring the reliability of the research data because it addresses the concerns relating to privacy, security, maintenance, and retention of the research data. Proper planning for data handling, as espoused by Neuman (2011), ensures efficient and cost-effective storage, retrieval, and discarding of the data. I made certain that I collected data through a secure tool using input from a research log put in a Domo Excel spreadsheet with a software program for encrypting data and tracking any changes made to the data entered.

I also ensured I protected the data with a password to prevent data manipulation because data integrity was my primary concern. I did not change or erase stored data or allow access by unauthorized users. I also saved, backed up, and secured the electronic version using a password and a fingerprint-protected computer. Only I knew the password, and the fingerprint technology could only identify my fingerprint. Data will remain on a password-protected computer for 5 years, after which I will delete both the electronic and printed data accordingly.

Data Analysis Technique

The survey questions addressed to determine the relationship between the provision of formal and informal organizational support and employees' work-life quality follow. The IV for the study were the degrees of perceived formal and informal organization support whose values stemmed from the sum of the respondents' scores for (a) dependent care benefits, (b) flexible work arrangements, (c) job autonomy, and (d) growth opportunity. The DVs of the study were (a) work–family conflict, (b) job satisfaction, and (c) workplace turnover intention. The calculations for the values for each IV involved using a total sum of the highest respondent scores. The IV is a composite composed of two variables. I computed means for each of the two variables for the composite.

Dependent Variables

I computed the mean for work-family conflict by averaging the responses from five questions that had a 4-point scale, as shown in Appendix A:

1. How often have you not had enough time for your family or other important people in your life because of your job?
2. How often have you not had the energy to do things with your family or other important people in your life because of your job?
3. How often has work kept you from doing as good a job at home as you would like?
4. How often have you not been in as good a mood as you would like to be in at home because of your job?

5. How often has your job kept you from concentrating on important things in your family or personal life?

I assessed job satisfaction by averaging the responses from the two questions that employed a 4-point scale, as shown in Appendix A:

6. All in all, how satisfied are you with your job?

I assessed the likelihood of remaining with employer (another indicator of job satisfaction) using one question that had a 4-point scale:

7. Knowing what you know now, if you had to decide all over again whether to take the job you now have, how likely is it you would take it?

I assessed turnover intention by averaging responses from a question that had a 4-point scale, as shown in Appendix A.

8. Taking everything into consideration, how likely is it that you will make a genuine effort to find a new job with another employer within the next year?

Independent Variables

I assessed formal organizational support using the availability of two types of family-friendly benefits and the averages of responses to (a) dependent care benefits and (b) flexible work arrangements. I computed dependent care benefits using the average responses to five items rated on a 2-point scale. As the responses were binary, I added them all, which meant that 5 was the highest possible average score and 0 was the lowest:

9. Does your organization have a program or service that helps employee's find child care if they need it?

10. Does your organization have a program that helps employees get information about elder care or find services for elderly relatives if they need them?
11. Does your organization operate or sponsor a childcare center for the children of employees at or near your location?
12. Does your organization provide employees with any direct financial assistance for child care, that is, vouchers, cash, or scholarships?
13. Does your organization have a program that allows employees to put part of their income before taxes into an account that can be used to pay for childcare or other dependent care?

I assessed flexible work arrangements availability using average responses to one question rated on a 2-point scale. The response was binary.

14. How hard is it for you to take time off during your work day to take care of personal or family matters?

I assessed two types of informal organization support using the average responses to (a) job autonomy and (b) growth opportunity. I computed the mean score for job autonomy and growth opportunity using the average responses to three questions that had a 4-point scale:

15. I have the freedom to decide what I do on my job.
16. It is basically my own responsibility to decide how my job gets done.
17. I have a lot of say about what happens in my job.

I computer the mean score for growth opportunity using the average responses to three questions that employed a 4-point scale:

18. My job requires that I keep learning new things.

19. My job requires creativity.

20. My job lets me use my skills and abilities.

I used the responses from Survey Questions 1-5 and 9-17 to support or fail to support Null and Alternate Hypotheses 1.

H1₀: There is no relationship between the provision of formal and informal organizational support and employee work-family conflict.

H1_a: There is a relationship between the provision of formal and informal organizational support and employee work-family conflict.

I used the responses from Survey Questions 6-7 and 9-17 to support or fail to support Null and Alternative Hypotheses 2.

H2₀: There is no relationship between the provision of formal and informal organizational support and employee job satisfaction.

H2_a: There is a relationship between the provision of formal and informal organizational support and employee job satisfaction.

I used the responses from survey questions 8 through 17 to support or fail to support null and alternative hypotheses 3.

H3₀: There is no relationship between the provision of formal and informal organizational support and employee turnover intention.

H3_a: There is a relationship between the provision of formal and informal organizational support and employee turnover intention.

I used SPSS Version 14 to analyze the data. SPSS, as described by Green and Salkind (2014), is one of the most widely used and popular software packages for data analysis. It includes most of the procedures that social scientists employ, and researchers use it to analyze social science data. According to Vargas-Hernández (2012), descriptive statistics such as mean, median, mode, and frequency are the best methods to determine the demographic distribution of the data. The collected data consisted of two main groups of data. The first group of data was the demographic data determined from the questions asked at the beginning of the survey. Demographic data provided a summary of the research participants. I used descriptive statistical analysis to analyze the demographic data to obtain the essential characteristics of the participants. The second group of data was for examining the relationship between provision of organizational support, and quality of work-life was the central concept measured. I used multiple linear regressions models to test the hypotheses and thereby address the research questions.

Work-life balance researchers have used multiple regression analysis to determine the value of a variable based on the value of two or more variables (Kossek et al., 2012; Neuman, 2011). The variables used to determine the values of the DV are the IV or predictor variables (formal and informal organizational support). I used multiple linear regression models to determine the overall fit (variance explained) of the models and the relative contribution of each predictor variable. Therefore, I used multiple linear regression analysis to test Hypotheses 1-3.

Each case had scores for each IV (X) and the multiple DVs (Y). Hypotheses 1-3 addressed the relationship between the levels of provision of informal organizational

support and employee turnover based on Green and Salkind (2014). I performed data screening for missing data, and I assessed the internal consistency of the data by calculating Cronbach's alpha coefficient for scores from each variable with more than one survey question. Study variables were also subject to multicollinearity, heteroscedasticity, and Shapiro Wilk's test for normality (Osborne & Waters, 2002).

I examined whether any significant relationship existed at the .05 level between the levels of formal and informal organizational support and employees' perceptions of work-life quality, which includes work-family conflict, job satisfaction, and workplace turnover intention. I reviewed the results from the perspective of the social exchange theory, which states that when organizational leaders offer formal and informal work-life support, they demonstrate their commitment to the welfare of their employees. This commitment may lead to a more positive employee attitude toward the company, an increase in job satisfaction, and a reduction in turnover intention (Adkins & Premeaux, 2014; Kossek et al., 2012).

Study Reliability and Validity

Achieving perfect reliability and validity of studies is the goal of all researchers, but is almost impossible to obtain (Neuman, 2011). This section includes a discussion of the general concepts of reliability and validity and the particular techniques for ensuring the reliability and validity of this study.

Reliability

Instrument reliability is the degree to which an instrument consistently measures whatever it measures (Neuman, 2011). Reliability is an assessment of the degree of

consistency among multiple measurements of a variable (Neuman, 2011). Cronbach's coefficient alpha is a commonly used measure of reliability applied to measure the internal consistency among items of an instrument. The 2008 NSCW had an acceptable, reliable Cronbach's alpha value of .838. The two main types of reliability are stability reliability or stability of time and representative reliability or stability across groups (Neuman, 2011).

Researchers can largely attribute the reliability of the findings from design to the reliability of the instrument used for data collection. Several factors helped to improve the reliability of the present study. First, researchers have used the NSCW survey instrument with only minor variations for decades (Bond & Galinsky, 2011). Kumar (2011) outlined some of the main causes that affect the reliability of research instruments, including the wording of the questions, physical setting, respondent's mood, nature of interactions, and regression effect of an instrument. The consistency in a high percentage of the questions asked from survey to survey allowed for longitudinal evaluations, therefore making the NSCW 2008 instrument reliable (Shieman & Young, 2015). Because of the reliability of the 2008 NSCW instrument, I used specific questions from the instrument. Based on suggestions by Neuman (2011), the second method used to ensure a study's reliability is to have a clearly conceptualized construct because a study reliability increases when the survey items address only one concept, as in the 2008 NSCW instrument used in this study. The third means for ensuring the reliability of the study was using experts to review the measurement of the 2008 NSCW instrument, as suggested by Shieman and Young (2015); the experts found the 2008 NSCW questions to

be reliable. I contacted two experts with 15 years of management experience each to review the instrument about the purpose of my study. The experts found that 2008 NSCW included detailed questions to cover the attributes of work-life conflict and organizational policies, as related to the purpose of my study. The experts reviewed the processes followed to ensure the findings and conclusions of this study were reliable.

Validity

Validity is the degree to which researchers can use a test, a scale, or set of measures to accurately measure what they intended to measure; validity relates to measuring the fitness of the empirical indicator and the conceptual definition of the construct (Neuman, 2011). Some measurements of validity include construct validity, content validity, and criterion validity. Construct validity refers to the equivalence between the concept and the operationalized definition (Singleton & Straits, 2010). I established construct validity in this study through an in-depth review of the literature and the construct definition of work-life conflict. Content validity is the degree to which the content of an instrument reflects the intended construct of interest (Singleton & Straits, 2010). The key to content validity lies in the efficacy of procedures for developing and testing an instrument (Singleton & Straits, 2010).

Related to content validity, McNabb (2015) advocated peer review as part of the process for assessing the validity of research data. I contacted two experts who each had a minimum of 15 years of management experience in work-life conflict studies in the manufacturing organization to review the instrument content about the research objective. This review process ensured the coverage of the research topics reflected the construct of

interest. The 2008 NSCW instrument for this study consisted of survey questions related to the research question and the hypotheses of the study (see Appendix A). The questions I selected from the 2008 NSCW instrument covered the phenomenon under study and were suitable for exploring the extent to which employees in manufacturing companies have the same access to and desire for workplace flexibility as their peers in other industries, as well as the degree to which the employees used the flexibility. I used the survey questions to measure whether employees who provide greater workplace flexibility to manufacturing employees can benefit from doing so.

According to Bernard (2013), internal and external threats to validity exist. I performed two validity checks to ensure the appropriateness of the instrument in this study. Internal threats include (a) history, (b) maturation, (c) regression, (d) selection, (e) mortality, (f) diffusion of treatment, (g) compensatory demoralization, (h) compensation rivalry, (i) testing, and (j) instrumentation. For this study, the selection was the only relevant internal threat. Ensuring the participants satisfied the selection criteria for the study mitigated the risk of selection validity.

Kumar (2011) discussed external threats to validity that relate to the ability to generalize the study results. To reduce the external threat, I selected the population for the study based on the characteristics of the general manufacturing environment to ensure the possible generalization of the findings within similar settings or companies within manufacturing environments. External validity consists of two separate elements: accuracy and precision (Kumar, 2011). Accuracy concerns revolve around capturing the relevant population sample. The raw data of the NSCW 2008 studies stipulated the

boundaries of the sample with requirements for extensive screening to confirm compliance with those limitations. Precision refers to the influence of chance in drawing sample members and reflects potential sampling error.

The 2008 NSCW report included only wage and salaried workers, and the average sampling error for wage and salaried sample statistics in the study was +/-1% (Bond & Galinsky, 2011). The study involved assessing Cronbach's alpha for the variables before using the data to ensure the instrument's validity. Cronbach's alpha include: (a) work-family conflict had a Cronbach's alpha of .872, (b) dependent care benefits had a Cronbach's alpha of .709, (c) job autonomy had a Cronbach's alpha of .889, and (d) growth opportunity had a Cronbach's alpha of .827. Shapiro-Wilk's test for normality indicated work-family conflict had a normal distribution.

Transition and Summary

This section included a discussion of the research methodology, design, sample, and population, as well as the instrumentation, data collection processes, and data analysis process. The section included an examination of the reliability and validity of the instrument, ethical practice, and the rationale for using a quantitative correlational design to answer the research questions and accept or reject the derivative hypotheses. I used three multiple linear regression models in this study to evaluate whether a relationship existed between the provision of formal (dependent care benefits and flexible work arrangements) and informal (job autonomy and growth opportunities) organizational support and work-family conflict, job satisfaction, and workplace turnover rates in the manufacturing industry. The following section includes an analysis of the findings of this

study and detailed results of research related to each research question and hypothesis.

Section 3 also includes the implications for social change and recommendations for action and further study.

Section 3: Application to Professional Practice and Implications for Change

This section includes a discussion of the results of the study and their application to professional practice. I discuss the summary of findings concerning the research questions and hypotheses, address the contribution of the literature to the present research, and describe the possible implications for social change. Finally, I provide potential directions for future research and recommended actions on ways to disseminate the results.

Introduction

In this study, I addressed the increasing prevalence of work-life issues in the manufacturing industry, which poses problems to manufacturing employees in numerous ways (Crain & Hammer, 2013). The purpose of this quantitative correlational study was to examine the relationship between the level of provision of formal and informal organizational support, which included (a) dependent care benefits, (b) flexible work arrangements, (c) job autonomy, and (d) growth opportunities (IVs), and employees' perceptions of work-life quality, which included work-family conflict, job satisfaction, and workplace turnover intention among the employees of a large manufacturing organization located in a city in the Southeastern United States. I employed the 2008 NSCW, a survey used by Harris Interactive Incorporated for the Families and Work Institute, as the instrument to study workplace flexibility in manufacturing companies because of its relevance to the study (Bond & Galinsky, 2011).

The study included three multiple regression models for testing each of the three hypotheses. The results of the data analysis yielded several findings that did not support

rejecting the first null hypothesis for the alternate hypothesis, as there was no significant relationship between provision of formal and informal organizational support and employee work-family conflict. The findings supported rejecting the second null hypothesis for the alternate hypothesis, as the relationship between the level of provision of formal and informal organizational support and employee job satisfaction was significant. The findings indicated that having flexible work arrangements increased job satisfaction scores by 0.392, and having more growth opportunities increased job satisfaction scores by 0.428. To address potential violations of the parametric assumptions, I used bootstrapping. After examining the bootstrapped results, I concluded that both flexible work arrangements and growth opportunities were again significant predictors of job satisfaction, as having flexible work arrangements increased job satisfaction scores by 0.392, and for every unit increase in growth opportunities, job satisfaction scores increased by 0.428. The bootstrapping analysis yielded the same results and conclusions.

The findings supported rejecting the third null hypothesis for the alternate hypothesis, which indicated a relationship existed between the level of provision of formal and informal organizational support and employee turnover intention, where having flexible work arrangements decreased the turnover intention score by 0.663 points. Literature (Lee, 2013) and the three theoretical perspectives of the ecological systems theory, role theory, and social exchange theory supported the findings.

Presentation of the Findings

In this quantitative correlational study, I examined the relationship between the level of provision of formal and informal organizational policies (IVs) and work-life quality, including work-family conflict, job satisfaction, and workplace turnover intention (DVs) among the specific population of a manufacturing organization located in a city in the Southeastern United States. To address the hypotheses, I conducted three multiple linear regression analyses using SPSS software.

Research Questions and Hypotheses

RQ1: What is the relationship between the provision of formal and informal organizational support and employees' work-family conflict?

H₀1: There is no relationship between the provision of formal organizational and informal support and employee work-family conflict.

H_a1: There is a relationship between the provision of formal and informal organizational support and employee work-family conflict.

RQ2: What is the relationship between the provision of formal and informal organizational support and employees' job satisfaction?

H₀2: There is no relationship between the provision of formal and informal organizational support and employees' job satisfaction.

H_a2: There is a relationship between the provision of formal and informal organizational support and employees' job satisfaction.

RQ3: What is the relationship between the provision of formal and informal organizational support and employees' turnover intention?

H_{03} : There is no relationship between the provision of formal and informal organizational support and employees' turnover intention.

H_{a3} : There is a relationship between the provision of formal and informal organizational support and employees' turnover intention.

Descriptive statistics. The study sample included 74 randomly selected employees from a manufacturing population of 2,100. This section includes the descriptive information about the demographic and study variables of the sample. The demographic variables were gender, marital status, caring responsibilities, employment status of partner, and employment status. Table 2 below is a frequency table for the gender of the respondents.

Table 2

Frequency Table of Gender

	<i>n</i>	%
Male	26	35.1
Female	48	64.9
Total	74	100.0

Table 3 includes the frequency table for the marital status of the participants.

Table 3

Frequency Table of Marital Status

	<i>N</i>	%
Single or never married	14	18.9
Married or domestic partnership	50	67.6
Divorced or separated	10	13.5
Total	74	100.0

Table 4 is the frequency table for the care responsibilities of the samples.

Table 4

Frequency Table of Care Responsibilities

	<i>n</i>	%
Child care	28	37.8
Elder care	5	6.7
Other family care (sick/special needs)	7	9.4
None	34	46.0
Total	74	100.0

Table 5 is the frequency table for the employment status of the participants' partners. Six participants failed to give a response to this question.

Table 5

Frequency Table of Employment Status of Partner

	<i>n</i>	%
Employed full time	45	60.8
Employed part-time	6	8.1
Volunteer (unpaid) activities only	1	1.3
Currently unemployed or seeking work	2	2.7
Not employed and not seeking work	14	18.9
No response	6	8.1
Total	74	100.0

Table 6 is the frequency table for the employment status of the participants.

Table 6

Frequency Table of Employment Status of Participant

	<i>n</i>	%
Employed full time	71	96.0
Employed part-time	3	4.0

Distribution statistics of study variables. The response values for the study variables came from the participants' responses to the 2008 NSCW instrument through online surveys. The IVs for the study were the degrees of perceived formal and informal organization support whose values stemmed from the sum of the respondents' scores for (a) dependent care benefits, (b) flexible work arrangements, (c) job autonomy, and (d) growth opportunity. The DVs of the study were (a) work-family conflict, (b) job satisfaction, and (c) workplace turnover intention. I calculated the values for each variable using a sum of the respondent scores for the variable. I computed means for each of the two variables for the composite. Table 7 includes the descriptive statistics of the study variables, and Table 8 is the frequency table for the categorical study variable of the response category frequencies for flexible work arrangements.

As shown in Table 8, 74 participants responded to the survey questions about the study variables. As shown in Table 7, the work-family conflict had a minimum score of 1, a maximum of 4, and an average of 2.59 (SD = 0.63). Job satisfaction had a minimum score of 1, a maximum of 4, and an average of 2.09 (SD = 0.64). The turnover intention had a minimum score of 1, a maximum of 4, and an average of 2.61 (SD = 1.11). Dependent care benefits had a minimum score of 0, a maximum of 5, and an average of 1.34 (SD = 1.49). Job autonomy had a minimum score of 1, a maximum of 4, and an

average of 2.25 (SD = 0.71). Growth opportunity had a minimum score of 1, a maximum of 3, and an average of 1.80 (SD = 0.57). As shown in Table 8, 59.4% (n = 44) had no flexible work arrangements, while 40.5% (n = 30) had flexible work arrangements.

Table 7

Descriptive Statistics of Response Distributions for Ratio-Scaled Variables

	Minimum	Maximum	Mean	SD
Independent variables				
Dependent care benefits	0	5	1.3378	1.49224
Job autonomy	1	4	2.2523	0.71473
Growth opportunities	1	3	1.8018	0.57582
Dependent variables				
Work-family conflict	1	4	2.5865	0.63188
Job satisfaction	1	4	2.0946	0.64466
Turnover intention	1	4	2.6081	1.10810

Note. N = 74.

Table 8

Frequency Table of Responses to Flexible Work Arrangements Availability

	n	%
No	44	59.4
Yes	30	40.5
Total	74	100.0

Data screening. The process of screening data responses began with an assessment of missing data. I excluded observations with missing data on the study variables from the analysis. Although the sample size was initially 84, the final sample size after removing observations with missing data was 74. I automatically excluded the samples with missing information in the statistical tests, as observed in the total degrees of freedom ($N - 1 = 74$).

Test for internal consistency. Assessing the internal consistency of the data involved calculating Cronbach's alpha coefficient for scores from each variable with more than one survey question. These variables were work-family conflict with five survey items, dependent care benefits with five survey items, job autonomy with three survey items, and growth opportunity with three survey items. The internal consistency of each of the four variables (survey items for each variable presented in Section 2) as measured through the Cronbach's alpha ranged from acceptable to good (Osborne & Waters, 2002). Work-family conflict had a Cronbach's alpha of .872. Dependent care benefits had a Cronbach's alpha of .709. Job autonomy had a Cronbach's alpha of .889. Growth opportunity had a Cronbach's alpha of .827, as shown in Table 9.

Table 9

Instrument Reliability by Scale

Scale label	# of survey items	Cronbach's alpha	Mean	Variance	SD
Work-family conflict	5	.872	12.9324	9.982	3.15938
Dependent care benefits	5	.709	8.6622	2.227	1.49224
Job autonomy	3	.889	6.7568	4.598	2.14419
Growth opportunity	3	.827	5.4054	2.984	1.72745

Note. $N = 74$.

Test for normality. I tested each of the continuous study variables for normality using the Shapiro-Wilk test. Table 10 contains the results of the Shapiro-Wilk test for normality. As observed, only the variable work-family conflict had a normal distribution ($p = .270$). No other study variables had a normal distribution ($p < .05$). I chose to proceed with the multiple linear regression tests, as the multiple regression analysis techniques are robust in that it can accommodate nonnormally distributed data and still

provide valid results (Osborne & Waters, 2002). I also used the bootstrapping feature in SPSS to verify my findings and conclusions, as shown in Table 10.

Table 10

Shapiro-Wilk Test for Normality of Independent and Dependent Variables

	Statistic	<i>df</i>	Sig.
Dependent care benefits	0.811	74	0
Job autonomy	0.955	74	.011
Work-family conflict	0.979	74	.270
Job satisfaction	0.772	74	0
Turnover intention	0.857	74	0

Scatterplots for assessing heteroscedasticity. Figures 1 to 8 are scatterplots of standardized residuals against the standardized predicted values for each of the three linear regression models. A funnel or a curved shape would indicate heteroscedasticity. The scatterplots of the regression models in Figures 3, 4, 7, and 8 indicate heteroscedasticity. In the regression models of Figures 5 and 7, the IV was the turnover intention, a dichotomous variable that may be the cause of heteroscedasticity. Due to the presence of heteroscedasticity noted for some of the linear regression analyses, I employed the bootstrapping resampling technique with 1,000 samples. The bootstrapped model summaries appear later.

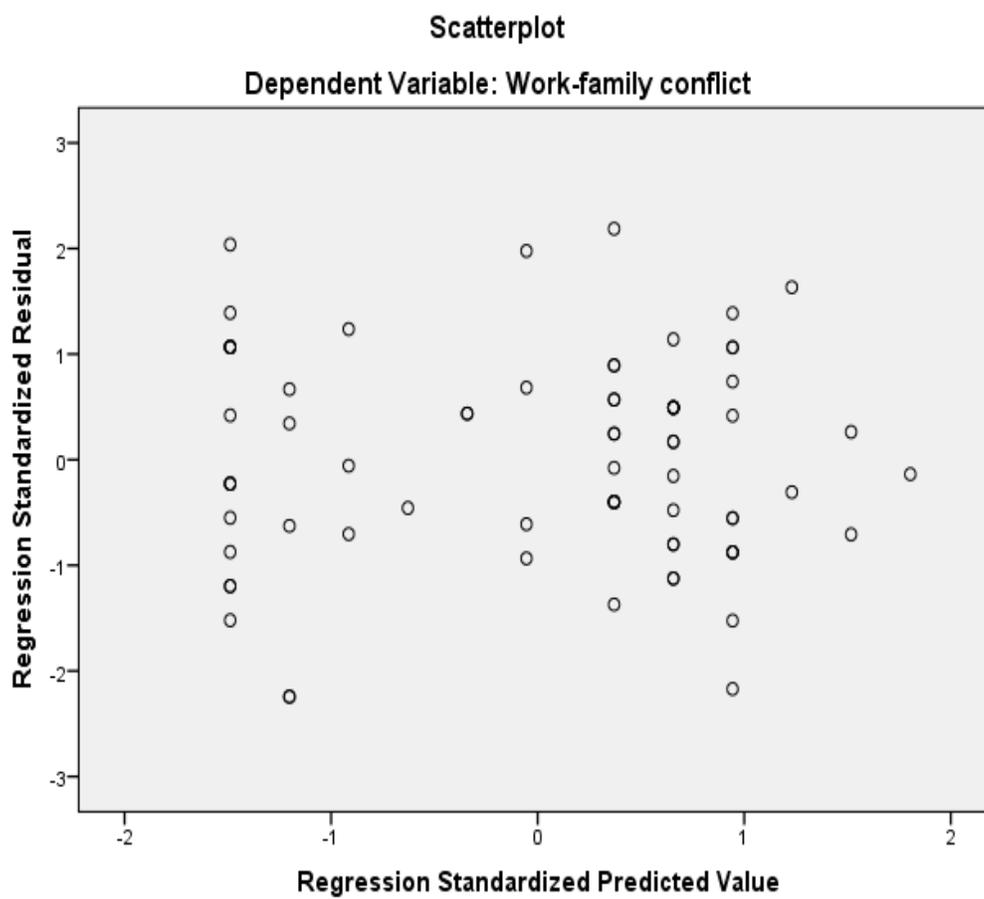


Figure 1. Work-family conflict (dependent variable) and dependent care benefits, flexible work arrangements availability (independent variables).

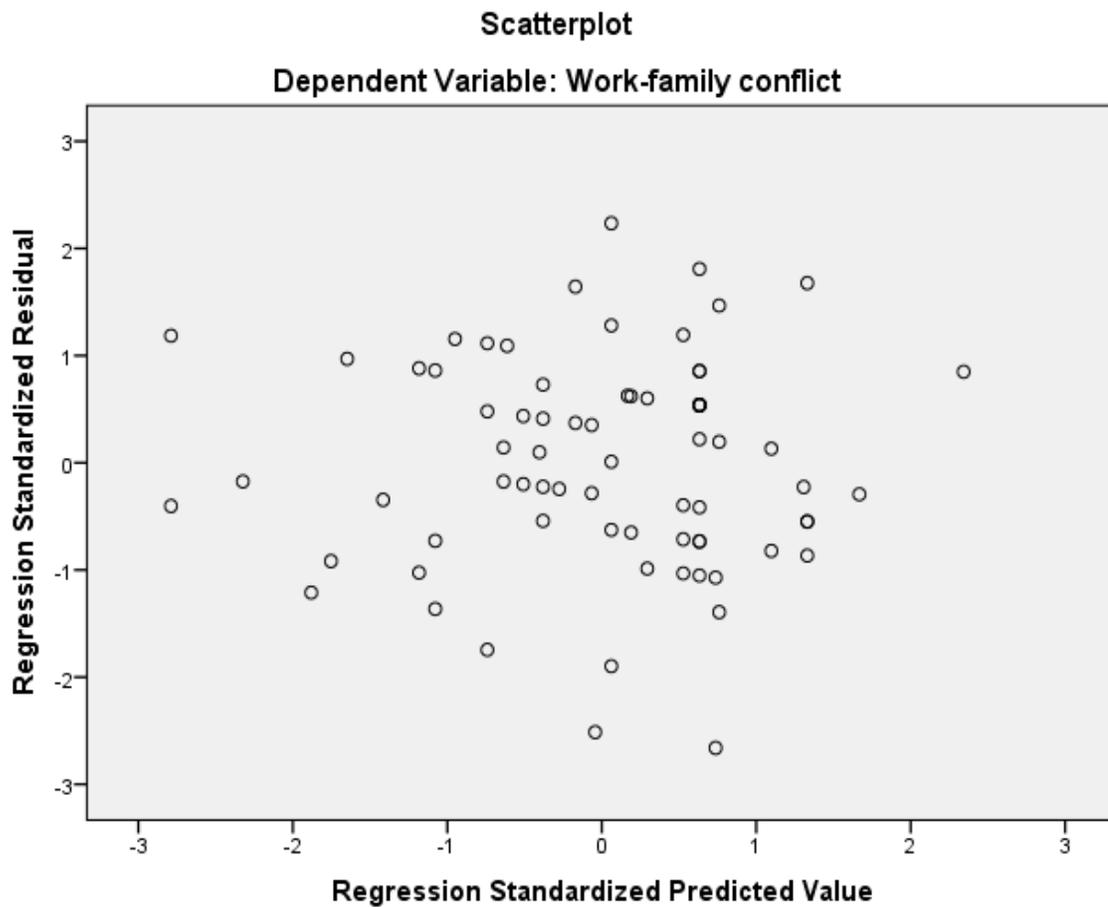


Figure 2. Work-family conflict (dependent variable) and job autonomy, growth opportunities (independent variables).

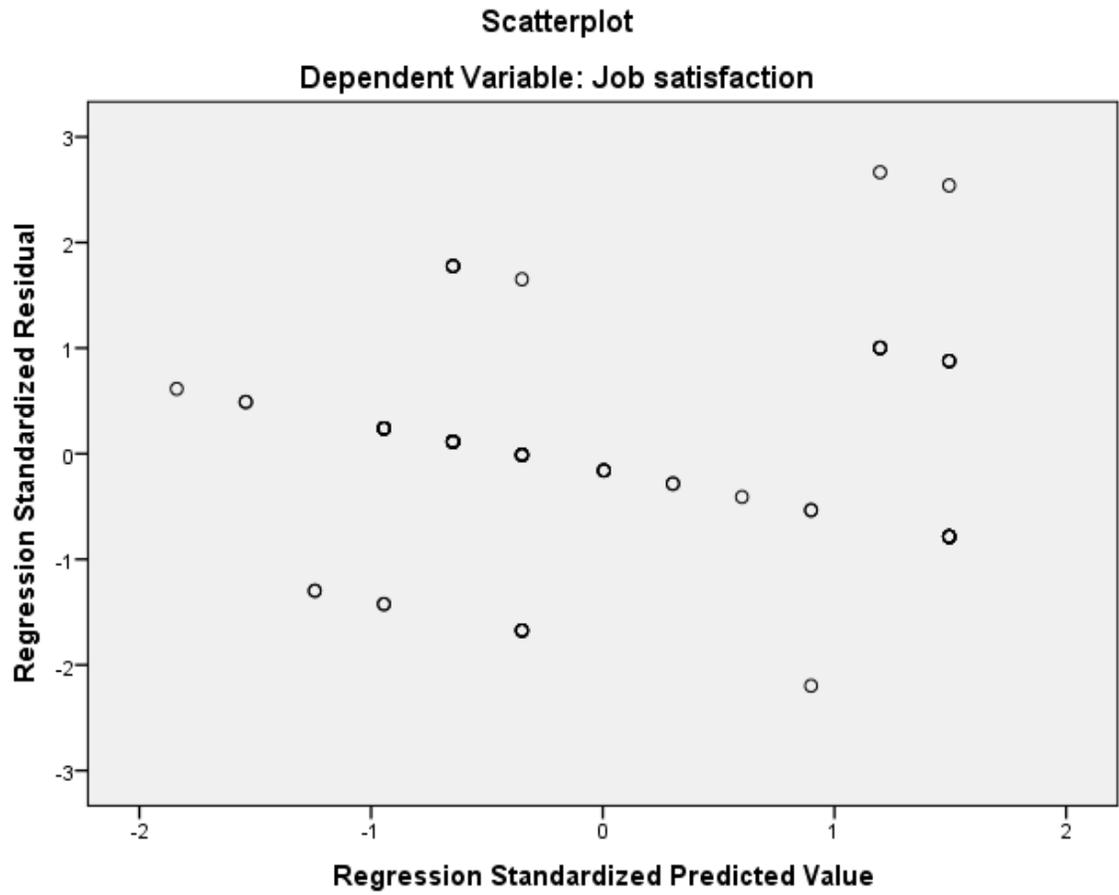
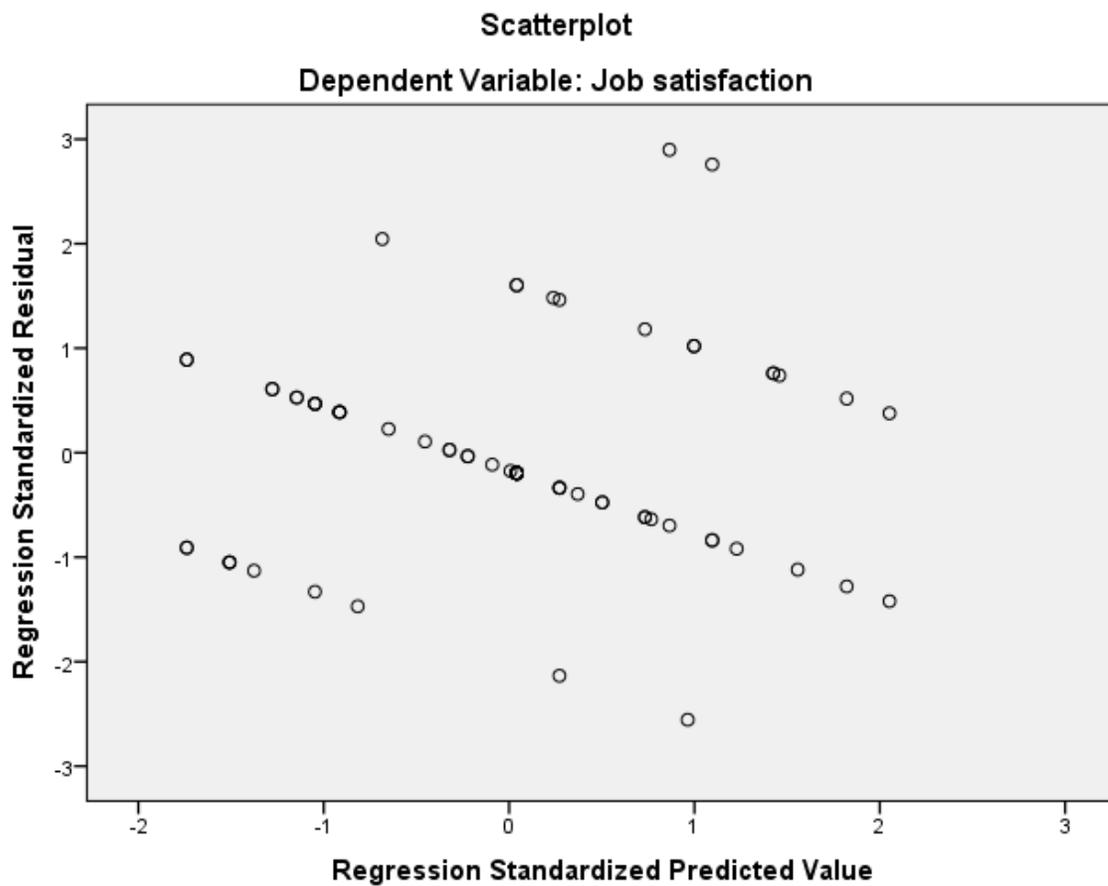


Figure 3. Job satisfaction (dependent variable) and dependent care benefits, flexible work arrangements availability (independent variables).



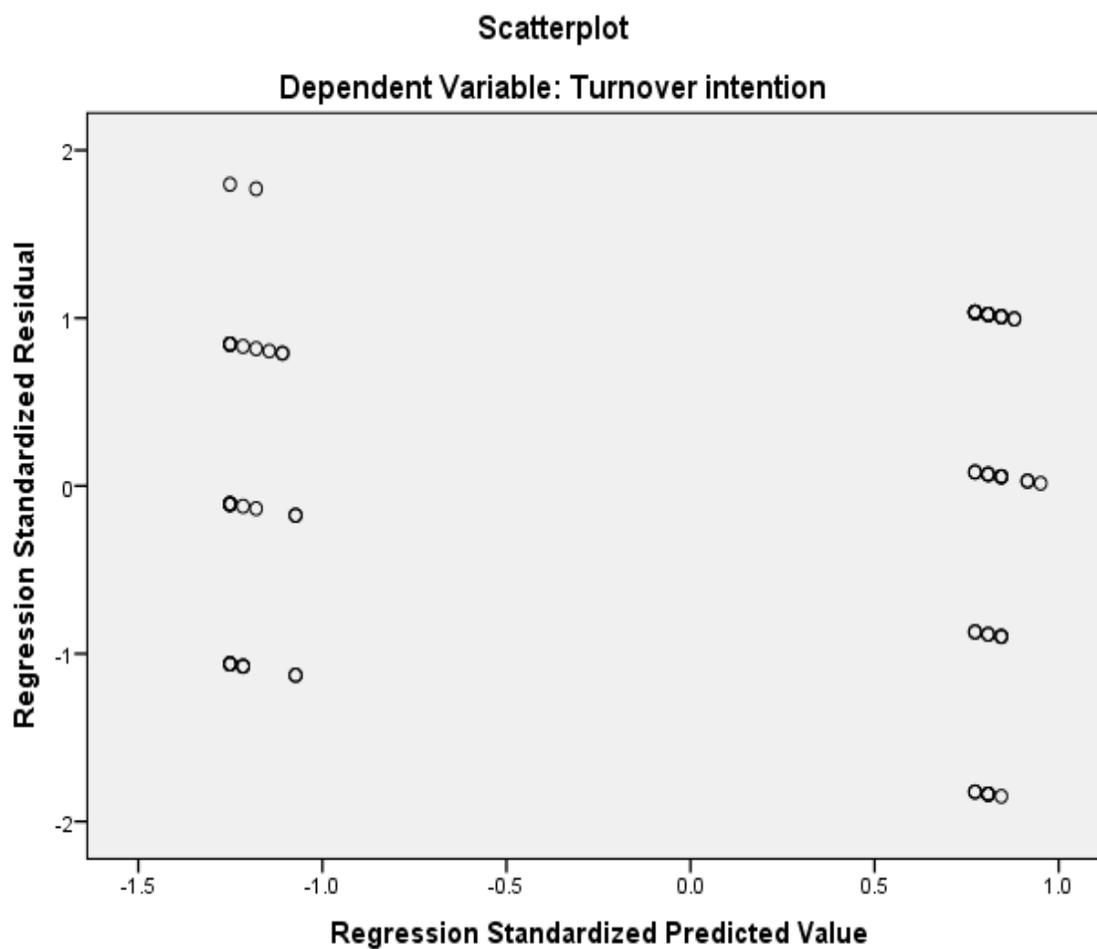


Figure 5. Turnover intention (dependent variable) and dependent care benefits, flexible work arrangements (independent variables).

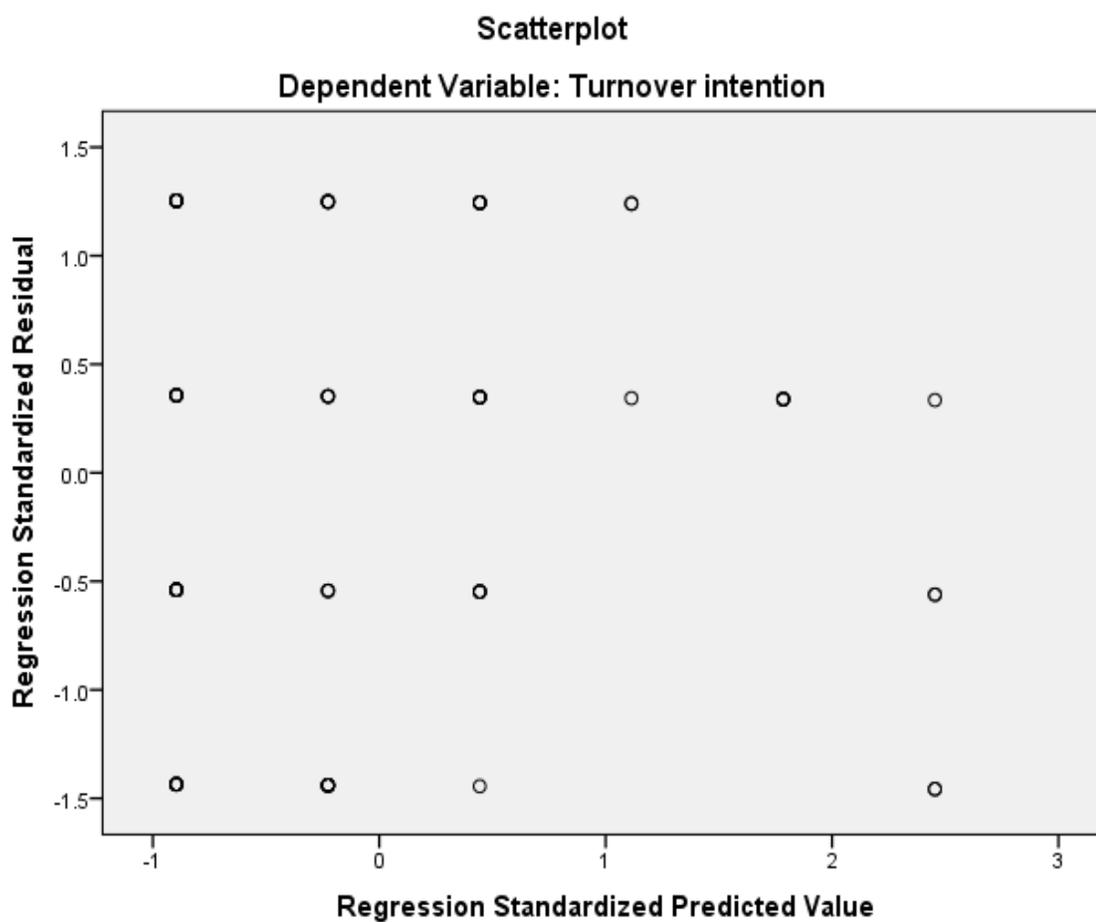


Figure 6. Turnover intention (dependent variable) and dependent care benefits (independent variable).

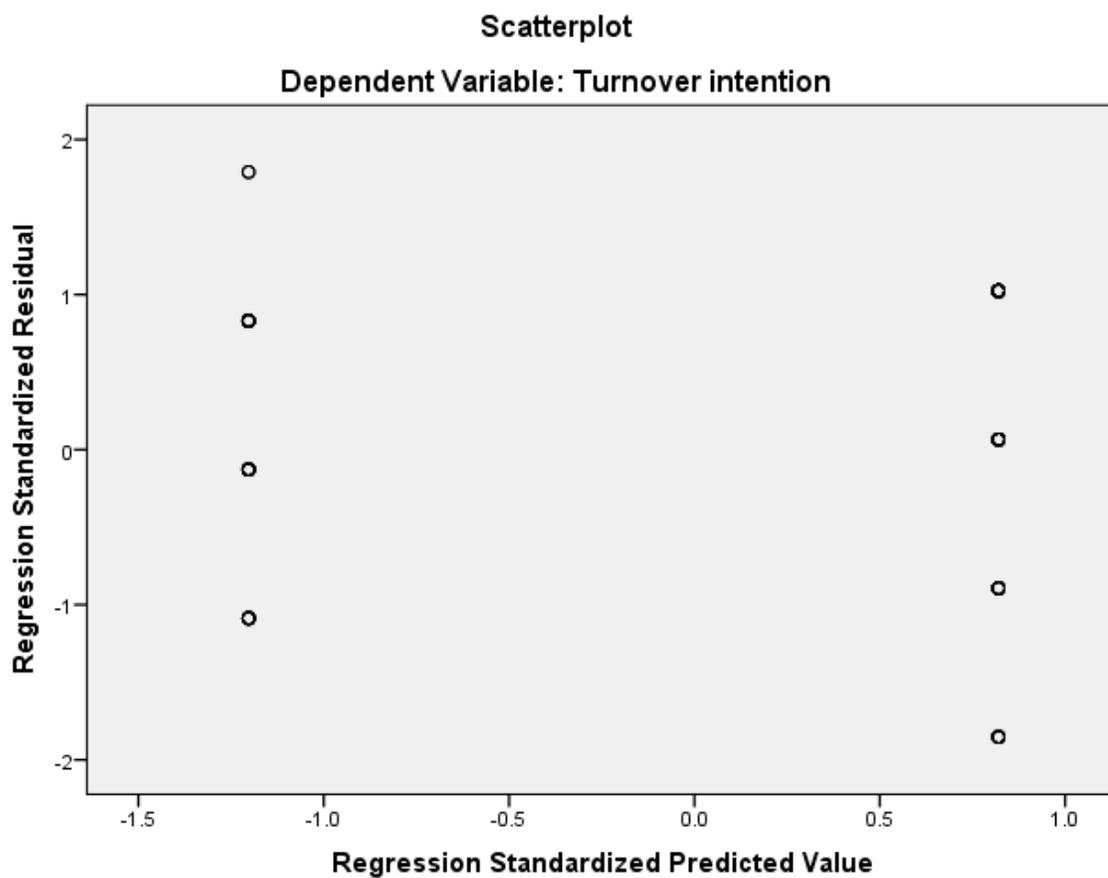


Figure 7. Turnover intention (dependent variable) and flexible work arrangements availability (independent variable).

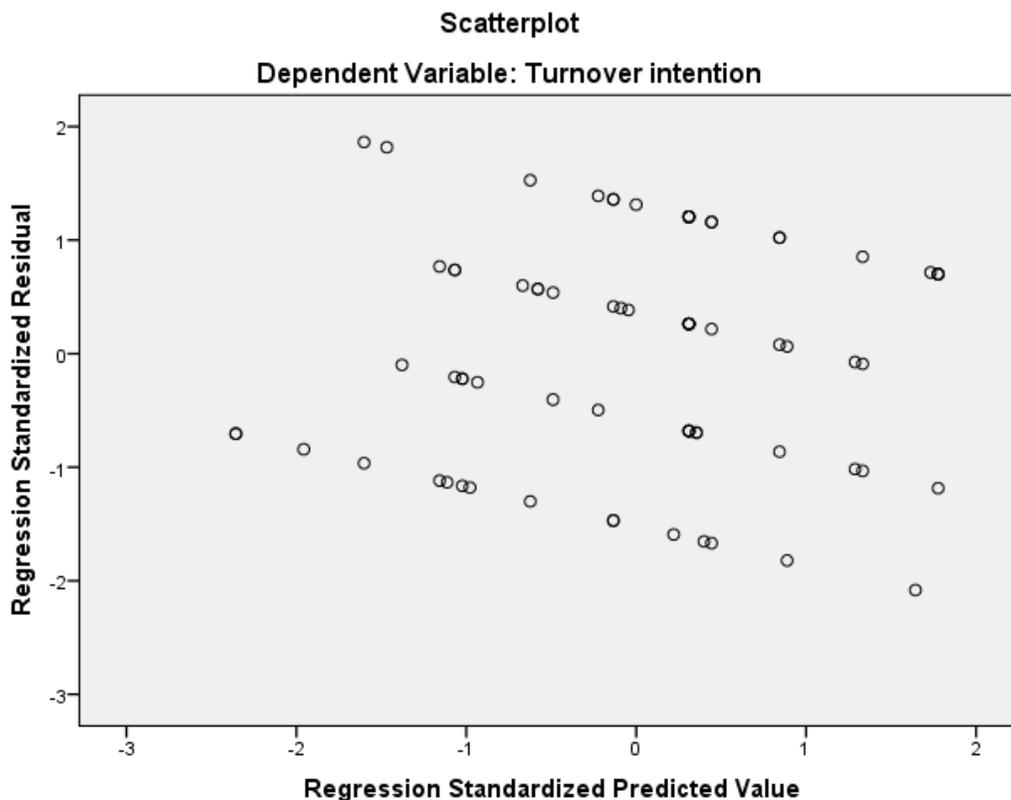


Figure 8. Turnover intention (dependent variable) and job autonomy, growth opportunities (independent variables).

Inferential Statistics

To test the three hypotheses, I calculated the test statistics to draw inferences about the data. This subsection includes the results of the multiple regression analysis and the extent of the relationships for each hypothesis. Tables 11 to 13 include the collinearity statistics of tolerance and variance inflation factor (VIF) values for each regression model. Table 11 includes the result of the SPSS multiple regression analysis of the relationship between formal (dependent care benefits and flexible work arrangements) and informal (job autonomy and growth opportunities) organizational support (IVs) and work-family conflict (DV). Table 12 includes the result of the SPSS multiple regression

analysis for examining the relationship between formal (dependent care benefits and flexible work arrangements) and informal (job autonomy and growth opportunities) organizational support (IVs) and job satisfaction (DV). The contents in Table 13 reflect the relationship between formal (dependent care benefits and flexible work arrangements) and informal (job autonomy and growth opportunities) organizational support (IVs) and turnover intention (DV). Tolerance and VIF are statistics for examining multicollinearity among the IVs. Slight values of tolerance that are less than .10 warrant further investigation, as this may indicate redundancy of a predictor, while VIF values greater than 10 may also merit further investigation (Miles, 2014). As observed with all multiple regression tables with collinearity statistics (see Tables 11 to 13), the tolerance for the IVs were all greater than .10 and VIF values were all lower than 10, which indicated that the IVs for each respective model did not significantly correlate.

Table 11

Multiple Regression Coefficients Tables With Collinearity Statistics for Formal (Dependent Care Benefits and Flexible Work Arrangements) and Informal (Job Autonomy and Growth Opportunity) Organizational Support (Independent Variables) and Work-Family Conflict (Dependent Variable)

Model	Unstandardized coefficients		Standardized coefficients	<i>t</i>	Sig.	Collinearity statistics	
	<i>B</i>	Std. error	Beta			Tolerance	VIF
(Constant)	2.770	.281		9.855	.000		
Dependent care benefits	.044	.049	.104	.896	.374	.990	1.010
Flexible work arrangements availability	-.259	.156	-.202	-1.654	.103	.891	1.123
Job autonomy	-.127	.133	-.143	-.950	.345	.586	1.707
Growth opportunities	.082	.158	.075	.519	.606	.641	1.561

Table 12

Multiple Regression Coefficients Tables With Collinearity Statistics for the Relationship Between Formal (Dependent Care Benefits and Flexible Work Arrangements) and Informal (Job Autonomy and Growth Opportunity) Organizational Support (Independent Variables) and Job Satisfaction (Dependent Variable)

Model	Unstandardized coefficients		Standardized coefficients	<i>t</i>	Sig.	Collinearity statistics	
	<i>B</i>	Std. error	Beta			Tolerance	VIF
(Constant)	.977	.237		4.119	.000		
Dependent care benefits	-.059	.041	-.137	-1.427	.158	.990	1.010
Flexible work arrangements availability	.392	.132	.300	2.969	.004	.891	1.123
Job autonomy	.119	.112	.132	1.055	.295	.586	1.707
Growth opportunities	.428	.134	.382	3.205	.002	.641	1.561

Table 13

Multiple Regression Coefficients Tables With Collinearity Statistics for the Relationship Between Formal and (Dependent Care Benefits and Flexible Work Arrangements) and Informal (Job Autonomy and Growth Opportunity) Organizational Support (Independent Variables) and Turnover Intention (Dependent Variable)

Model	Unstandardized coefficients		Standardized coefficients	<i>t</i>	Sig.	Collinearity statistics	
	<i>B</i>	Std. error	Beta			Tolerance	VIF
(Constant)	3.849	.464		8.303	.000		
Dependent care benefits	-.003	.081	-.004	-.039	.969	.990	1.010
Flexible work arrangements availability	-.663	.258	-.296	-2.571	.012	.891	1.123
Job autonomy	-.305	.220	-.197	-1.387	.170	.586	1.707
Growth opportunities	-.156	.261	-.081	-.597	.553	.641	1.561

Research Question 1 and Hypothesis 1. The first research question and its respective hypothesis were as follows:

RQ1: What is the relationship between the provision of formal and informal organizational support and employees' work-family conflict?

H_01 : There is no relationship between provision of formal and informal organizational support and employee work-family conflict

H_{a1} : There is a relationship between provision of formal and informal organizational support and employee work-family conflict.

I performed a multiple linear regression to test Hypothesis 1 for the relationship between formal and informal organization support with dependent care benefits, flexible work arrangements availability, job autonomy, and growth opportunity as the IVs and work-family conflict as the DV. Results of the analysis are in Tables 14 to 16. As observed in Table 14, the R square value is .081, which means that the independent variables could explain only 8.1% of the variability of work-family conflict. Table 15, the analysis of variance (ANOVA) table, shows that the overall regression model is not a good fit for the data. The independent variables provision of dependent care benefits, flexible work arrangements availability, job autonomy, and growth opportunities did not significantly statistically predict work-family conflict in combination, $F(4, 69) = 1.512, p = .208$, as shown in Table 14.

Table 14

Hypothesis 1 Multiple Regression Model Summary for the Relationship Between Formal (Dependent Care Benefits and Flexible Work Arrangements) and Informal (Job Autonomy and Growth Opportunity) Organizational Support (Independent Variables) and Work-Family Conflict (Dependent Variable)

Model	R	R square	Adjusted R square	Std. error of the estimate
1	.284	.081	.027	.62319

Table 15

Hypothesis 1 Multiple Regression ANOVA Table for the Relationship Between Formal (Dependent Care Benefits and Flexible Work Arrangements) and Informal (Job Autonomy and Growth Opportunity) Organizational Support (Independent Variables) and Work-Family Conflict (Dependent Variable)

Model	Sum of squares	<i>df</i>	Mean square	<i>F</i>	Sig.
Regression	2.349	4	.587	1.512	.208
Residual	26.798	69	.388		
Total	29.146	73			

From Table 16, none of the independent variables of dependent care benefits, flexible work arrangements availability, job autonomy, and growth opportunities were statistically significant predictors of work-family conflict ($p = .374, .103, .345, .606$, respectively). Given that none of the formal and informal organizational support variables were statistically significant predictors of work-family conflict, there was not enough evidence to reject the first null hypothesis in for its alternate hypothesis; there is no relationship between provision of formal and informal organizational support and employee work-family conflict, as shown in Table 16.

Table 16

Hypothesis 1 Multiple Regression Coefficients Table for the Relationship Between Formal (Dependent Care Benefits and Flexible Work Arrangements) and Informal (Job Autonomy and Growth Opportunity) Organizational Support (Independent Variables) and Work-Family Conflict (Dependent Variable)

Model	Unstandardized coefficients		Standardized coefficients	<i>t</i>	Sig.	95% confidence interval for <i>B</i>	
	<i>B</i>	Std. error	Beta			Lower	Upper
(Constant)	2.770	.281		9.855	.000	2.209	3.331
Dependent care benefits	.044	.049	.104	.896	.374	-.054	.142
Flexible work arrangements availability	-.259	.156	-.202	-1.654	.103	-.570	.053
Job autonomy	-.127	.133	-.143	-.950	.345	-.393	.139
Growth opportunities	.082	.158	.075	.519	.606	-.234	.398

Research Question 2 and Hypothesis 2. The second research question and its respective hypothesis were as follows:

RQ2: What is the relationship between the provision of formal and informal organizational support and employees' job satisfaction?

*H*₀₂: There is no relationship between provision of formal and informal organizational support and employee job satisfaction.

*H*_{a2}: There is a relationship between provision of formal and informal organizational support and employee job satisfaction.

I used the multiple linear regression models to examine the second hypothesis for the relationship between formal (dependent care benefits and flexible work arrangements availability) and informal (job autonomy and growth opportunities) organizational support as the IVs and job satisfaction as the DV. Results of the analysis are in Tables 17 to 20. As observed in Table 17, the *R* square value is .371, which means that the

independent variables explained 37.1% of the variability of job satisfaction. Table 18, the ANOVA table, shows that the overall regression model was a good fit for the data. The independent variables of dependent care benefits, flexible work arrangements availability, job autonomy, and growth opportunities significantly statistically predicted job satisfaction in combination, $F(4, 69) = 10.185, p < .001$.

Table 17

Hypothesis 2 Multiple Regression Model Summary for the Relationship Between Formal (Dependent Care Benefits and Flexible Work Arrangements) and Informal (Job Autonomy and Growth Opportunity) Organizational Support (Independent Variables) and Job Satisfaction (Dependent Variable)

Model	R	R square	Adjusted R square	Std. error of the estimate
1	.609	.371	.335	.52579

Table 18

Hypothesis 2 Multiple Regression ANOVA Table for the Relationship Between Formal (Dependent Care Benefits and Flexible Work Arrangements) and Informal (Job Autonomy and Growth Opportunity) Organizational Support (Independent Variables) and Job Satisfaction (Dependent Variable)

Model	Sum of squares	df	Mean square	F	Sig.
Regression	11.262	4	2.816	10.185	.000
Residual	19.075	69	.276		
Total	30.338	73			

From Table 19, I determined that flexible work arrangements availability is a statistically significant positive predictor of job satisfaction ($B = .392, p = .004$), with flexible work arrangements availability contributing to higher job satisfaction scores. Growth opportunities was also a statistically significant positive predictor of job satisfaction ($B = .428, p = .002$), with more growth opportunities contributing to higher job satisfaction scores. The extent of the relationship between flexible work arrangements availability and job satisfaction was that having flexible work arrangements availability

increased job satisfaction score by 0.392 points. The extent of the relationship between growth opportunities and job satisfaction was that for every point in growth opportunities, job satisfaction score increased by 0.428. The coefficient of determination, $R^2 = .371$, also indicated that a medium positive correlation existed based on Neuman's (2011) criteria, as shown in Table 19.

Table 19

Hypothesis 2 Multiple Regression Coefficients Table for the Relationship Between Formal (Dependent Care Benefits and Flexible Work Arrangements) and Informal (Job Autonomy and Growth Opportunity) Organizational Support (Independent Variables) and Job Satisfaction (Dependent Variable)

Model	Unstandardized coefficients		Standardized coefficients	<i>t</i>	Sig.	95% confidence interval for <i>B</i>	
	<i>B</i>	Std. error	Beta			Lower	Upper
(Constant)	.977	.237		4.119	.000	.504	1.450
Dependent care benefits	-.059	.041	-.137	-1.427	.158	-.142	.024
Flexible work arrangements availability	.392	.132	.300	2.969	.004	.129	.655
Job autonomy	.119	.112	.132	1.055	.295	-.106	.343
Growth opportunities	.428	.134	.382	3.205	.002	.162	.694

Since heteroscedasticity was present for this multiple linear regression model, I conducted bootstrap resampling with the multiple linear regression. The multiple linear regression model with bootstrapping confirmed that both flexible work arrangements and growth opportunities are statistically significant predictors of job satisfaction ($p = .004$ and $.004$, respectively).

Table 20

Hypothesis 2 Multiple Regression Coefficients Table (With Bootstrap) for the Relationship Between Formal (Dependent Care Benefits and Flexible Work Arrangements) and Informal (Job Autonomy and Growth Opportunity) Organizational Support (Independent Variables) and Job Satisfaction (Dependent Variable)

Model	B	Bias	Std. error	Sig. (2-tailed)	Bootstrap	
					95% confidence interval	
					Lower	Upper
(Constant)	.977	.009	.234	.001	.554	1.438
Dependent care benefits	-.059	-.002	.033	.084	-.128	.004
Flexible work arrangements availability	.392	.009	.131	.004	.153	.655
Job autonomy	.119	-.006	.122	.337	-.145	.331
Growth opportunities	.428	.005	.136	.004	.172	.715

In testing for Hypothesis 2, flexible work arrangements availability and growth opportunities were significant predictors of job satisfaction. With these findings, the data supported rejecting the second null hypothesis in favor of its alternate hypothesis: There is a relationship between provision of formal and informal organizational support and employee job satisfaction.

Research Question 3 and Hypothesis 3. The third research question and its respective hypothesis are as follows:

RQ3: What is the relationship between the provision of formal and informal organizational support and employees' turnover intention?

H_03 : There is no relationship between provision of formal and informal organizational support and employee turnover intention.

H_{a3} : There is a relationship between provision of formal and informal organizational support and employee turnover intention.

I tested the multiple linear regression models to examine the third hypothesis for a relationship between formal (dependent care benefits and flexible work arrangements) and informal (job autonomy and growth opportunities) organizational supports (IVs) and turnover intention (DV). Results of the analysis are in Tables 21 to 24. As observed in Table 21, the R^2 value is .432, which means the independent variables explain 43.2% of the variability of turnover intention. The ANOVA table (see Table 22) shows that the overall regression model is a statistically significant fit for the data. The independent variables of dependent care benefits, flexible work arrangements availability, job autonomy, and growth opportunities were in combination statistically significantly predictors of turnover intention, $F(4, 69) = 3.966, p = .006$.

Table 21

Hypothesis 3 Multiple Regression Model Summary for the Relationship Between Formal (Dependent Care Benefits and Flexible Work Arrangements) and Informal (Job Autonomy and Growth Opportunity) Organizational Support (Independent Variables) and Turnover Intention (Dependent Variable)

Model	R	R square	Adjusted R square	Std. error of the estimate
1	.432	.187	.140	1.02772

Table 22

Hypothesis 3 Multiple Regression ANOVA Table for the Relationship Between Formal (Dependent Care Benefits and Flexible Work Arrangements) and Informal (Job Autonomy and Growth Opportunity) Organizational Support (Independent Variables) and Turnover Intention (Dependent Variable)

Model	Sum of squares	df	Mean square	F	Sig.
Regression	16.756	4	4.189	3.966	.006
Residual	72.879	69	1.056		
Total	89.635	73			

From Table 23, I determined that flexible work arrangements availability is a statistically significant negative predictor of turnover intention ($B = - 0.663, p = .012$), with flexible work arrangements availability contributing to lower turnover intention score. The extent of the relationship between flexible work arrangements availability and turnover intention is that having flexible work arrangements decreases turnover intention score by 0.663 points. The coefficient of determination, R^2 , was .432 ($B = - .663, p = .012$), which also indicated that a large positive correlation existed based on the Neuman (2011) criteria.

As heteroscedasticity was present for this multiple linear regression models, I conducted bootstrap resampling. The multiple linear regression models with bootstrapping indicated the significance of the IVs as predictors remained the same, with flexible work arrangements availability as the sole significant predictor of turnover intention ($p = .012$), as shown in Table 24.

Table 23

Hypothesis 3 Multiple Regression Coefficients Table for the Relationship Between Formal (Dependent Care Benefits and Flexible Work Arrangements) and Informal (Job Autonomy and Growth Opportunity) Organizational Support (Independent Variables) and Turnover Intention (Dependent Variable)

Model	Unstandardized coefficients		Standardized coefficients	t	Sig.	95% confidence interval for B	
	B	Std. error	Beta			Lower	Upper
(Constant)	3.849	.464		8.303	.000	2.924	4.773
Dependent care benefits	-.003	.081	-.004	-.039	.969	-.165	.158
Flexible work arrangements availability	-.663	.258	-.296	-2.571	.012	-1.177	-.149
Job autonomy	-.305	.220	-.197	-1.387	.170	-.744	.134
Growth opportunities	-.156	.261	-.081	-.597	.553	-.676	.365

Table 24

Hypothesis 3 Multiple Regression Coefficients Table (with Bootstrap) for the Relationship Between Formal (Dependent Care Benefits and Flexible Work Arrangements) and Informal (Job Autonomy and Growth Opportunity) Organizational Support (Independent Variables) and Turnover Intention (Dependent Variable)

Model	B	Bias	Std. error	Sig. (2-tailed)	Bootstrap	
					95% confidence interval	
					Lower	Upper
(Constant)	3.849	-.006	.501	.001	2.820	4.764
Dependent care benefits	-.003	.003	.066	.961	-.126	.135
Flexible work arrangements availability	-.663	-.009	.245	.012	-1.167	-.199
Job autonomy	-.305	.011	.237	.200	-.738	.195
Growth opportunities	-.156	-.014	.296	.619	-.739	.387

In testing for Hypothesis 3, flexible work arrangements availability was a significant predictor of turnover intention. As such, the data supported rejecting the third null hypothesis for its alternate hypothesis: There is a relationship between provision of formal and informal organizational support and employee turnover intention.

Summary of Findings

Seventy-four manufacturing employees participated in this research study. Of that number, 35.5% were male, and 64.5% were female. Responses on marital status indicated that 19.7% of the participants were single or never married, 65.8% were married or in a domestic partnership, and 13.2% were divorced or separated; one participant failed to give a response to this question. Also, 36.8% had child care responsibilities, 6.6% had elder care responsibilities, 9.2% had other family care responsibilities, and 46.1% had no responsibilities; one participant failed to give a response to this question. Responses indicated that 59.2% of the participants' partners worked full time, 7.9% worked part-

time, 1.3% participated in volunteer activities only, 2.6% were unemployed or seeking work, and 18.4% were not employed and not seeking work, eight participants failed to give a response to this question. Furthermore, 93.4% of the participants worked full-time, and 6.6% worked part-time.

The result of the first research question revealed there was no significant relationship between the provision of formal organizational support (dependent care benefits and flexible work arrangement (IV) and the work-family conflict (DV), although the result of the analysis revealed there was insufficient evidence to show the relationships. Several other researchers demonstrated that the provision of formal organizational support is an important consideration in the evaluation of work-life quality (Lee, 2013). The degree of support an individual has in one situation may affect the entire stress process (Michel & Clark, 2012). For example, if an employee experiences work-family conflict, receiving a fair amount of support (dependent care benefits) from the organization will reduce the stress of balancing both roles (Kelly et al., 2014).

Employees caring for children or aging relatives may need dependent care support, which may help them to obtain high-quality care for their dependents (Kar & Misra, 2013). Hence, high-quality dependent care may help employees focus while working rather than worry about their dependents (Kar & Misra, 2013). The result of Hypothesis 1 was consistent with the ecological systems theory that work-family interaction is bidirectional; that is, work affects family and family affects work (Beutell, 2013), although the results of the analysis indicated there was no relationship between the provision of informal organizational support and employees' work-family conflict.

Informal organizational support is critical in addressing problems and managing challenging family-related issues, which can help effectively in maintaining the necessary balance between work and family (Crain & Hammer, 2013). Some researchers emphasized the importance of informal work-family organizational supports, stressing the positive effect on employees work-family responsibilities. Although family-friendly benefits did not particularly contribute to the levels of conflicts experienced by workers, while the informal family support positively impacted the levels of work conflict experienced by the workers (Rathi & Barath, 2013).

The result of the second research question revealed a medium relationship between the provision of formal and informal organizational support (IVs: dependent care benefits, flexible work arrangement, growth opportunity, and job autonomy) and employee job satisfaction (DV). The result from the analysis was consistent with ecological systems theory and perceived organizational support theory, the supporters of which have claimed that employees believe in organization leaders, and this belief may influence how they view their work. If employees believe in their leaders, then they may work harder, more diligently, and have more positive reactions to their workplace environment (Ramadoss & Lape, 2014). The positive outcomes will heighten job fulfillment levels and will help to retain employees (Ramadoss & Lape, 2014). Crain and Hammer (2013) suggested that the informal supports such as growth opportunity, job autonomy, and the general supportiveness of the work-life culture are crucial variables for integrating work and life responsibilities.

The more often employees perceive an organization as family-supportive, the more often they feel satisfied with their job (De-Tienne et al., 2012). Theorists who have approached these issues from the viewpoint of social exchange and communal support have posited that individuals enjoy helping others who have come to their aid in the past (Ferrero et al., 2014). If a company has beneficial packages for employees, the employees may feel more likely to work harder, be more dependable and consistent, and stay loyal to the company (Ferrero et al., 2014). The perceptions of family-supportive work environments indicated a significant amount of variance in job satisfaction levels. Job autonomy refers to the degree to which jobs provide substantial freedom, independence, and discretion to individuals, as well as a choice of individuals in scheduling the work and in determining the procedures to use in carrying it out (Hammer et al., 2013). An association exists between autonomy and higher levels of job satisfaction (Kar & Misra, 2013).

Employees can perceive growth opportunities as opportunities offered by the leaders of their respective organization for career development, training, and general skill development (Kossek et al., 2012). Such opportunities typically induce motivation and attachment to the organization (Hammer et al., 2013). Ferrero et al. (2014) showed that growth opportunities increase employees' job fulfillment levels and productivity levels. Employers who provide workers with opportunities for growth and development within the company may also reduce stress by raising satisfaction through increases in salaries or benefits (Kossek et al., 2011). Opportunities for growth and development within a company represent a type of investment as the company leaders focus on the

development of their employees and seek to ascertain a continuous social exchange relationship with their employees (Kossek et al., 2011).

The result of the third research question revealed a strong relationship between the provision of formal and informal organizational support (IVs: dependent care benefits, flexible work arrangement, growth opportunity, and job autonomy) and employees' turnover intention (DV). Organizational benefits may include assisting employees with caring for their dependents (Kossek et al., 2011). Such benefits can include helping in emergency situations by providing paid time off, temporary leave to care for the sick or elderly in their family, and excused absences for emergencies (Kossek et al., 2011). These benefits may help lower employee turnover intention by increasing employees' levels of job satisfaction. The benefits also represent another way to ensure employees have a work-family balance (Kossek et al., 2011). Employers can provide child care at the office by offering a family room with staff to look after their children while they are working. On-site facilities may help employees to be more productive at work (Beutell & Schneer, 2014). This outcome not only provides employers with more labor hours to use at their discretion but also provides workers with a more flexible lifestyle and lowers their need to worry about family and personal issues while working (Collins et al., 2013). The concept of providing flexibility for employees stems from the role theory of expectations (Turliuc & Buliga, 2014). The integration of responsibilities deriving from work and life may require job autonomy, which will enable employees to have more control over their decisions, especially those that may directly affect their lives (Kossek et al., 2011).

Kar and Misra (2013) studied autonomy and the workplace and presented some positive outcomes from their study. One positive result was increasing work demand control, which makes employees think they have more freedom in their lives due to job autonomy (Kar & Misra, 2013). Autonomy may help organizational leaders retain their employees (Ferrero et al., 2014). If organizational leaders use the social exchange theory, employees may perceive them more favorably. Perceiving leaders as caring individuals will help employees feel more confident in their occupations and increase their job satisfaction levels (Ferrero et al., 2014). This support creates attitudes toward an organization that are more positive and can lead to increased job satisfaction and reduced turnover intention (Kossek et al., 2011). Hammer et al. (2013) noted that provision of informal organizational supports such as growth opportunity and job autonomy help employees to effectively manage competing work and life demand by providing the needed resources to cope with both demands while producing positive motivational outcomes.

Applications to Professional Practice

The way to achieve and enhance work-life balance represents an important issue facing manufacturing employees. Researchers, organizational leaders, and employees have begun to show an interest in this issue (Almalki et al., 2012). The media have also started exploring work-life balance issues, as each generation seems to place greater emphasis on a desire and a right to obtain such balance in their lives (Almalki et al., 2012). The competing and multifaceted demands of work and home have increased in relevance because of demographic and workplace changes. These changes include more

women in the workforce (dual-career couples), the transformation of family structures (more single-parent households), a growing reluctance to accept longer working hours, and the use of advanced technologies (Banerjee & Yang, 2013).

Long working hours and other interrelated factors can contribute to internal conflicts for workers who have only finite time and energy resources to deal with work-life pressures (Goh et al., 2015). The increasing concern for employee ability and skill development has resulted in increasing turnover intentions, as well as increasing the cost of recruiting and replacing an employee, which makes employee fulfillment and dedication a concern for organizational leaders (Adkins & Premeaux, 2014). In response to changes made and the conflict generated regarding the multiple roles that individuals fulfill, organization leaders have been under increased pressure to design organizational policies that will enable employees to balance their work and life commitments (Umer & Zia-ur Rehman, 2013). To encourage the implementation of such policies, researchers must address the following questions: (a) What is the relationship between the provision of formal and informal organizational support and employees' work-family conflict? (b) What is the relationship between the provision of formal and informal organizational support and employees' job satisfaction? (c) What is the relationship between the provision of formal and informal organizational support and employees' turnover intention?

Positive outcomes from the provision of organizational benefits to employees include higher job satisfaction, improved organizational commitment, lower job stress, less work-family conflict, and lower turnover intention (Park, 2014). Without these

organizational benefits, issues may arise (Turliuc & Buliga, 2014). Because of the nature of work in the manufacturing industry, these problems could result in great general psychological strain, various somatic or physical symptoms, high depression incidence, and burnout (Rupert et al., 2012). The majority of the manufacturing employees in this study reported that formal and informal organizational support is essential to them having employee work-life quality and thus could result in reduced employee turnover, increased job satisfaction, and reduced work-life conflicts.

Although formally evaluating work-life practices is often difficult because of the problem of calculating the costs and benefits of different strategies, the leaders of some companies have attempted to quantify the outcomes of specific policies (Schjoedt, 2013). The most commonly used measures of organizational outcomes include reduced costs, particularly those related to reduced absenteeism and turnover, enhanced corporate image, and retention of desirable employees. Organizations perceived as having innovative work-life balance practices have improved reputations in the public domain, as well as increased productivity and employee performance (Goh et al., 2015).

Implications for Social Change

The consequences of the work-life conflict and ways to achieve and enhance the work-life balance are important issues in the areas of human resource and psychology management (Almalki et al., 2012). Therefore, recommendations offered in this study will apply to manufacturing employers and should receive significant attention government agencies, and society in general. Work and life are factors embedded within the context of the community in which people engage (Prottas, 2013). Friendships,

relationships, and participation in community activities are particularly valuable resources in managing work-life responsibilities, whereas a lack of adequate community engagement encumbers work-life activities. In addition to affecting the sustainability of the community or the economy, distress may manifest at the societal level as the use of health care services increases (Cegarra-Leiva et al., 2012). Researchers have shown an imbalance in the work-life relationship. The absence of social attachments can influence the everyday work experience, which may create contextual forces that directly affect employees' job attitudes (Adkins & Premeaux, 2014).

As people experience more conflict in their work-life roles, their levels of job and life satisfaction decrease (Banerjee & Yang, 2013). The leaders of several organizations recently adopted work-life balance or work-life policies to reduce the negative impact of work-life conflicts on employees' well-being and to help employees manage their work-life duties more efficiently (Park, 2014). In general, everyone can benefit from engaging in practices that can improve the work-life balance (Schjoedt, 2013). The economy can improve as more skilled and knowledgeable people are available to work; businesses can also improve through easier recruitment, improved retention, and easier service delivery. Parents can spend quality time at home as well as gain financial support through work, while people with disabilities can have improved access to work. Employees are better able to balance work duties with other aspects of their lives (Goh et al., 2015).

Recommendations for Action

Employees who have a work-life balance can achieve equilibrium between their work and home lifestyles and feel better able to work, feel healthier, have less stress, and

feel more loyal to their employers (Rathi & Barath, 2013). Despite the positive outcomes of work-life balance, issues and adversity remain for organizational leaders. These issues include cost, management of initiatives, lack of knowledge, and increased expectations of employees. Rathi and Barath (2013) stressed that analyzing the levels of workers' demands for work-life integration, the available and use of resources, the effectiveness of strategies and tactics adapted for use to fulfill their work, and life responsibilities could enhance the efficiency of employees' work-life balance policies and programs.

Employers, government leaders, and members of society should pay more attention to work-life balance and view the provision of organizational policies as a way of creating a work-life balance not just for increased employees job engagement but also for improved organizational performance. According to Parakandi and Behery (2016), company leaders are increasingly becoming aware of the need to have policies and practices that lead to a sustainable workforce and embrace the concept of work-life balance, and these policies and practices can improve employee productivity, satisfaction, and retention. I will disseminate the findings from this study through manufacturing organization conferences and seminars and through online articles on manufacturing employees' quality of work-life to explain how the findings can lead to positive changes for manufacturing employees, organizations, and society. Leaders of manufacturing organizations might use the findings from this study to achieve their goal of minimizing manufacturing costs, maximizing customer service, minimizing distribution cost, minimizing operating costs, and improving employee management through the provision of formal and informal organizational supports to improve employees' work-life quality.

Society might also experience positive changes through an improved economy, as more skilled and knowledgeable people can experience improved work-life quality.

Recommendations for Further Research

Several key implications and concerns warrant the interest of future researchers as a result of the findings and limitations of this study, including a decision on the metrics for effective and efficient work-life initiatives. These key factors that can positively affect profitability can be helpful in measuring return on investment. Future researchers may find it interesting to explore how the beneficial practices of balancing work and home lifestyles may directly influence employee job-related stress, turnover and replacement cost, and the cost of health care (Kumar, 2011). Kumar (2011) showed that self-report surveys are subject to biases due to the inability to cross-validate a respondent's feelings, which compromises the validity of the study. Future researchers should search for a better method to cross-validate respondents' feelings.

Another prospective direction for future research is to discover several potential moderators to the issue of the work-life conflict, such as job characteristics, employee traits, coping styles, and family dynamics (Carlson et al., 2014). Researchers could build on existing research by incorporating some of these moderators. Park and Shaw (2013) noted the use of a particular manufacturing industry is a study limitation because the original information provided serves as the basis for conclusions and recommendations. Because of the size of the study population, the research finding may not be generalizable to a broader manufacturing population. Therefore, future researchers might use several manufacturing industries with a larger population size.

Reflections

During the data collection process of this research study, I was careful to obtain volunteer participants, even when the survey instrument was online and anonymous. I did not offer any inducements, such as monetary compensation, which could initiate bias into the resulting data. The research methodology for this study included reliance on the assumption that even with low response rates, providing survey invitations to all participants would yield a sufficient answer. Because of its relevance to this study, I used the 2008 NSCW-validated instrument to study the workplace flexibility in manufacturing companies and collected 74 responses. As a former logistic specialist in the focus organization, I was familiar with the research topic. Therefore, I began this study with the solid idea that all the variables in this study correlated significantly. However, this preconceived idea did not affect the results because the survey was anonymous, and I did not and was not able to influence the results of this study. Through the findings of this study, I rejected five of the six null hypotheses for their alternate hypotheses, but I did not reject Null Hypothesis 1 (There is no relationship between the provision of formal and informal organizational support and employee work-family conflict) because there was not enough evidence. The results of this study could serve as tools for other researchers to examine the relationship between the provision of organizational support and employees' work-life quality and to consider other factors that may also affect this relationship.

Conclusion

Although researchers have investigated and documented the key implication of work-life issues on employees and organizations in a growing amount of research, very

few researchers had examined the manufacturing sector of industries, which I addressed in this study. The varying demographics compel the shift to embrace work-life programs because the traditional family unit has experienced changes in composition, including an increase of single-parent households and children with two working parents. The change in family composition indicates increased work-life conflicts, but the more benefits that employees feel are available to them, the more they can balance their work-life responsibilities. Findings and conclusions from this research revealed the key role of formal and informal organizational support for all three dependent variables: work-family conflict, job satisfaction, and turnover intention. The findings from this study also showed that work-life balance practices are most effective when they enhance employees' job autonomy, growth opportunity, and dependent care benefits and increase employees' capacity to perform well in work-life situations.

A successful convergence of work-life responsibilities can be beneficial not only to employees but also to organizational leaders. Improving work-life balance approaches can increase the performance levels of businesses by increasing healthy employee attitudes and behaviors toward their job (Parakandi & Behery, 2016). Even if difficulties occur from adopting new beneficial practices in the workplace, the outcome will outweigh those issues (Parakandi & Behery, 2016). Positive outcomes can involve reducing stress, retaining workers, and increasing output in the businesses. Turliuc and Buliga (2014) noted that organizational leaders could experience increased retention of their valuable employees if there is an increase in employee organizational commitment and loyalty, which will also lower employee turnover intention, as well as recruitment

and training costs of employee replacement. Positive outcomes also affect monetary savings for organizational leaders, customer satisfaction levels, and increased output; therefore, addressing the balance between work and home lifestyles represents a vital issue that requires an evolutionary approach to matching current and future demographics

(Turliuc & Buliga, 2014).

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	Three Four or more
Older than 18 years	One Two Three Four or more
6. What is your current employment status	Employed full time Employed part-time

Dependent Variables

Work-family conflict will be measured using responses on 4-point scale using 1 (*very often*), 2 (*often*), 3 (*less often*), 4 (*not at all*):

1. How often have you not had enough time for your family or other important people in your life because of your job?
2. How often have you not had the energy to do things with your family or other important people in your life because of your job?
3. How often has work kept you from doing as good a job at home as you would like?
4. How often have you not been in as good a mood as you would like to be in at home because of your job?
5. How often has your job kept you from concentrating on important things in your family or personal life?

Job satisfaction will be measured using the responses to two items measured on a 4-point scale using 1 (*very satisfied*), 2 (*satisfied*), 3 (*less satisfied*), 4 (*not satisfied*)

6. All in all, how satisfied are you with your job?

Responses to question 7 will be measured using 1 (*very likely*), 2 (*likely*), 3 (*less likely*), 4 (*not likely*)

7. Knowing what you know now, if you had to decide all over again whether to take the job you now have, how likely is it you would take it?

Turnover intention will be measured by one item rated on a 4-point Likert scale from 1 (*very likely*), 2 (*likely*), 3 (*less likely*), 4 (*not likely*)

8. Taking everything into consideration, how likely is it that you will make a genuine effort to find a new job with another employer within the next year?

Independent Variable

Dependent care benefit and flexible work arrangement will be measured using the responses to two items measured on a 2-point Likert scale 1(*yes*), 2(*no*) and 4-point scale Likert scale using 1 (*strongly agree*), 2 (*agree*), 3 (*disagree*), 4 (*strongly disagree*).

Formal organizational support: The availability of two types of family-friendly benefits will be assessed: (a) dependent care benefits and (b) flexible work arrangements.

Dependent care benefits will be assessed using the following five items, rated on 2-point scale: 1 (*yes*), 2 (*no*)

9. Does your organization have a program or service that helps employee's find child care if they need it?

10. Does your organization have a program that helps employees get information about elder care or find services for elderly relatives if they need them?

11. Does your organization operate or sponsor a childcare center for the children of employees at or near your location?

12. Does your organization provide employees with any direct financial assistance for child care, that is, vouchers, cash, or scholarships?

13. Does your organization have a program that allows employees to put part of their income before taxes into an account that can be used to pay for childcare or other dependent care?

Flexible work arrangements availability will be measured using one item rated on 2-point scale: 1 (yes), 2 (No)

14. How hard is it for you to take time off during your work day to take care of personal or family matters?

Informal organization support: Two types of support will be assessed: (a) job autonomy and (b) growth opportunity

Job autonomy and growth opportunity will be measured by three items measured on a 4-point Likert scale using 1 (strongly agree), 2 (agree), 3 (disagree), 4 (strongly disagree).

15. I have the freedom to decide what I do on my job.

16. It is basically my own responsibility to decide how my job gets done.

17. I have a lot of say about what happens in my job.

Growth opportunities will be measured by three items measured on a 4-point Likert scale using 1 (strongly agree), 2 (agree), 3 (disagree), 4 (strongly disagree).

18. My job requires that I keep learning new things.

19. My job requires creativity.

20. My job lets me use my skills and abilities.

Appendix B: E-mail Script

Hello, my name is Esther Ogunsanya. I am a Doctoral Candidate at Walden University. I am conducting a research study on the relationship between organizational support and employees' work-life quality in the manufacturing organization. You may already know me as your colleague, but in this study am acting as a doctoral candidate researcher, and not as a manufacturing employee, so this study is separate from my role as a logistic specialist. My study has been approved by the Institutional Review Board at Walden University. I would like to take a few minutes to discuss the details of my study and determine if you would be interested in participating in the study.

The purpose of my study is to examine the relationship between the provision of formal and informal organizational support and employees' work-life quality, which includes work-family conflict, job satisfaction, and workplace turnover rates among the employees of a manufacturing organization. Your participation will involve answering questions in an online survey. The survey should take no longer than 10 to 20 minutes to complete. Your participation in this study is voluntary without any penalties.

To participate in this study, you must be able to answer yes to the following questions:

- (1) Are you a paid employee of the manufacturing company to be truly representative of the sample population?
- (2) Are you 18 years of age or older
- (3) Are you employed in the civilian labor force?
- (4) Do you reside in a city in the United States?
- (5) Do you live in a household (a noninstitutional residence).

If you can answer "Yes" to each of the questions above, then you are eligible to participate in the study. If you choose to participate in this study, please click the link below to go to the survey website (or copy and paste the survey link into your internet browser)

<https://www.surveymonkey.com/s/work-lifesurvey>

Thank you for considering participation in this study.

Sincerely

Esther Ogunsanya

Appendix C: Instrument Use Permission



Families and Work Institute

**National Study of the Changing Workforce
Data Use Agreement**

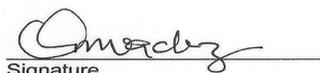
I agree to the following terms regarding the use of the Families and Work Institute National Study of the Changing Workforce (NSCW) data files:

- Distribution or duplication of the data files is prohibited.
- We ask that you cite Families and Work Institute as the source of the data in any papers or publications about any findings based on NSCW data.
- We strongly encourage others to use our questions in their research but ask that the Families and Work Institute National Study of the Changing Workforce and any named sources for specific questions be cited when portions of the questionnaire are quoted or used in other research studies. When specific sources are not provided for questions, it can be assumed that these questions are of a non-proprietary nature and were developed by James T. Bond, Ellen Galinsky, and/or other staff of Families and Work Institute—often inspired by their colleagues in the work-life field.
- We would very much appreciate knowing about any publications resulting from your analysis of NSCW data. Copies of papers are also welcome.
- If you have any questions regarding the National Study of the Changing Workforce or the use of the data files, please do not hesitate to contact Ken Matos at 212.465.2044.

Please sign and date the form below and return it to Families and Work Institute, 267 Fifth Avenue, New York, NY 10016.

ESTHER OGUNSANJA

Name



Signature

03/10/13

Date