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香港家庭友善僱傭措施的影響：一項追蹤小組研究

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Final Report

總結報告

**Impact of Family Friendly Policies:
A Panel Study in Hong Kong**

《香港家庭友善僱傭措施的影響：一項追蹤小組研究》

Project Number: 2014.A5.007.15A

Research Team

**Department of Asian and Policy Studies
The Education University of Hong Kong**

30 April 2017

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Some Abbreviations Used in the Report

FFP	Family Friendly Policy
TPU	Tertiary Planning Unit
PI	Principal Investigator
Co-I	Co-Investigator
T1	Phase 1 of the data collection process
T2	Phase 2 of the data collection process
OCB	Organizational Citizenship Behavior

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Abstract

The employees in Hong Kong, as in many other industrialized societies, are facing competing demands from their work and family. Long working hours and the associated problem of work-family conflict is a serious social policy issue in the society. Although a number of family friendly policies (such as the five-day working week, paternal leave, and flexible working time or location) have been introduced, their effectiveness on enhancing work attitudes and behaviors is still largely unknown, especially in the local context. With the growing number of dual-earner couples and intensifying work-life conflict, this study is a timely and comprehensive one that examined both the effect of individual policies and the sum of a number of such policies, aiming to distinguish the effect of support and flexibility measures. The study looked into the impact of availability and the use of family friendly policies in relation to work-related outcomes of employees, and examined if a family friendly organization can have an impact on the utilization of such benefits in society.

The results of this study have strong theoretical and practical implications for future research on supervisory family support. While past research mainly focused on the direct impacts of family friendly policies and their outcomes, this study is one of the first that explored the role of the mediator, that is, organizations perceived by employees as family supportive. Our study indicates that the availability and utilization of family-friendly policies influence the attitudes of employees toward work. For both employees and the organization as a whole, supervisors play a meaningful part in establishing the way employees perceive and experience the organization's environment, and hence high-quality relationships between employees and supervisors is crucial for developing employee-organization exchange. What is more, our study demonstrates that supervisor social exchange was linked to positive work-related outcomes such as work performance, organizational citizenship behaviors, and organizational commitment, it is therefore recommended to develop high-quality exchange relationships between employees and their supervisors, and hence employees and their organization. All in all, supervisor support and employees' perception of how their organization supports their family are fundamental to developing positive work attitudes in the workplace, improving job satisfaction, and reducing work-family life conflicts. If supervisor support is absent, or an organization is not perceived to be family-supportive, availability and utilization of family friendly arrangements will be unlikely to generate positive work attitudes and behaviors.

摘要

工業化社會的僱員普遍面對工作與家庭責任無法平衡的問題，香港的僱員也不例外。香港的工時長，引發一系列相關的工作與家庭領域之間的衝突，繼而帶來嚴重的社會政策問題。儘管香港部分僱主已經引入不同的家庭友善措施（例如五天工作週、侍產假、彈性上班時間或地點），不過有關措施對能否改善本地僱員的工作態度和行為，其成效仍然是一個問號。隨著越來越多雙職夫婦面對越來越激化的工作和家庭矛盾，這項研究及時、全面的探討個別家庭友善政策以及不同家庭友善政策組合的成效。是項研究旨在區別支援和彈性政策的效果。本研究審視了提供和使用家庭友善政策與員工的工作表現之間的關係，並探討家庭友善企業能否帶動社會採納有關待遇。

這項研究的結果對未來就著上司支援僱員這個範疇的研究，不論在理論和實踐層面之上，均甚具意義。過去的研究主要集中討論家庭友善政策的直接影響及其效果，但這項研究是其中一個探討調解因素（即僱員對企業如何支持自己兼顧家庭和工作的認知）的先驅。本研究指出，提供家庭友善政策和讓員工使用有關待遇，將會影響員工對工作的態度。對於員工和企業整體而言，上司在員工建立對企業環境的認知和經歷方面發揮了關鍵作用，因此員工和上司之間的良好關係，對能否促進員工和企業之間的良好關係尤為重要。更重要的是，本研究證實員工和上司之間的良好關係，與工作績效、組織公民行為（**organizational citizenship behaviors**）和企業承諾等工作相關的積極結果甚有關聯，因此研究團隊建議企業鼓勵員工與上司之間建立良好的關係，繼而促進員工與企業之間建立良好的關係。總而言之，上司支持以及員工對企業如何支持自己兼顧家庭和工作的認知，均大大影響員工能否建立正面的、積極的工作態度，提升工作的滿足感，以及減少工作與家庭生活之間的矛盾。如果員工缺乏上司的支持，或者員工認為企業不會支持他們兼顧家庭和工作的話，即使企業提供了家庭友善政策或讓員工使用有關待遇，員工會否因此改善工作態度和行為，機會仍然十分渺茫。

Chapter 1. Introduction

1.1 The Steering Committee on Population Policy published a population policy consultation paper last October, and the consultation was completed at the end of February this year. Aging population and scarcity of workers remains the top concern of policy makers, and thus issues such as family friendly measures and work-life balance have come in the limelight to foster a supportive environment for forming and raising families. The Hong Kong SAR Government is under constant pressure of manpower shortage, and is thus determined to maximize the utilization of the workable workforce through introducing homemakers to the labor market. In order to attract housewives to join the labor market, Hong Kong needs more effective, wide-reaching and coordinated family friendly policies (FFP) through public-private partnerships.

Importance of Family Friendly Policies

1.2 The changes in the workforce demographics have aroused policy makers' awareness of the need for implementing family friendly policies. The 2011 Population Census revealed that the number of dual-earner married couples and the percentage of employed mothers with children under the age of 17 were on a rise (Census and Statistics Department HKSAR, 2012). The gap between adult men and women participating in the labor force substantially narrowed in the past 30 years. The proportion of children living in single-parent families also increased from 61 431 in 2001 to 81 705 in 2011. On the other hand, due to the aging population, the need for elder care is likely to increase greatly, and it is foreseen that the labor shortage is becoming acute in the coming three decades.

1.3 The issue of long work hours is so common in Hong Kong's labor force that over one quarter of them (25.8%) work more than 50 hours per week (Chung *et al.*, 2010). Moreover, employees in Hong Kong are more likely to worry about the effects of long work hours on their personal lives than their counterparts in London and in three cities in the United States (Wharton & Blair-Loy, 2006). It was empirically found that work-family conflict in Hong Kong is at least as intense as or even worse than the situation in the Western countries (Ngo *et al.*, 2009; Ngo & Lau, 1998). It is a well-known fact that the implementation of family friendly policies is not only associated with lower levels of work-family conflict (Allen, 2001; Bond *et al.*, 2002; Gajendran & Harrison, 2007), but also related to a range of benefits for workers and organizations, including improved health (Boushey, 2008; Butler *et al.*, 2009; Halpern, 2005; Jang, 2009), better work-family balance and enhancement in both the work and family domains (Boushey, 2008; Jang, 2009). Organizations may also benefit from these policies through increased employee engagement, commitment, attachment to the organization (Casper & Harris, 2008; Halpern, 2005), decreased absenteeism (Halpern, 2005), and work performance (Anderson *et al.*, 2002; Glass & Finley, 2002; Wang & Walumbwa, 2007). **Whilst family friendly arrangements are associated with a number of benefits, there are very few studies focusing on the impacts of family friendly policies on employees' work attitudes (e.g. job satisfaction, affective commitment, and intention to stay) and behaviors (e.g. work performance).**

Inconclusive Results regarding the impact of family friendly policies

1.4 Although family friendly policies are meant to help attract and maintain human resources, and enhance employees' work attitudes (Kossek & Friede, 2006), there have been no consistent findings on the positive link between family friendly policies and employees' attitudes (Kelly et al., 2008). While family friendly policies are found to be associated with higher organizational commitment (Grover & Crooker, 1995), intention to stay (Thompson & Prottas, 2006), and lower levels of work life conflict (Thompson et al., 1999). On the other hand, some investigators have failed to identify its link with job satisfaction (Thomas & Ganster, 1995), intention to stay (Glass & Riley, 1998), and work life conflict (Goff et al., 1990). Similarly, mixed findings have been reported in the relationship between family friendly policies and employees' work behaviors in previous studies (Anderson et al., 2002; Glass & Finley, 2002; Wang & Walumbwa, 2007).

Limitations of previous studies

1.5 The reasons for these mixed results may be attributed to how family friendly policies were measured. First, some studies examined only one policy or measure, while others explored a list of policies or measures (Kelly et al., 2008). The aforesaid difference is important because there may be a dosage effect of the availability or utilization of family friendly policies (Arthur, 2003; Casper & Buffardi, 2004). Second, some investigators argued that family friendly policies were not homogeneous, and there were two main categories: support measures which provided resources for dependent care such as child care centers; flexibility measures which offered alternative work locations or work time, e.g. flextime or home offices. **In this study, we examined both the effect of individual family friendly policies and the sum of a number of such policies, and distinguished the effect of support and flexibility measures.**

1.6 Third, most previous studies have examined the impacts of family friendly policies on employees' well-being but not their job performance (Bagger & Li, 2014; Muse et al., 2008). Job performance could be measured by discretionary behaviors of employees (Rotundo & Sackett, 2002), which may be composed of task and contextual performance, citizenship behavior toward supervisors, and work withdrawal. Task performance refers to the degree of which workers satisfactorily accomplish the job assigned (Williams & Anderson, 1991), while contextual performance consists of a set of social behaviors such as cooperation, consideration, helpful act, that support the interpersonal context in which jobs could be achieved (Borman & Motowidlo, 1993; Van Scotter & Motowidlo, 1996). Citizenship behavior toward supervisors refers to workers' extra-role behaviors to benefit their supervisors (Gerstner & Day, 1997), while work withdrawal is defined as tactics that employees utilize to minimize time or effort on their work, and thus results in behaviors such as absence from work without a legitimate reason and taking longer time-out (Hanisch & Hulin, 1990; Robinson & Bennett, 1995). Moreover, most studies rely on self-reported data by employees themselves to measure work behaviors (Casper et al., 2007). To reduce such same-source bias which are common in work-family literature, we measured work behaviors by asking respondents' immediate supervisors. **In this study, we measured work behaviors including task and contextual performance, citizenship behaviors towards supervisors, and work withdrawal based on the reports from employees' immediate supervisors.**

1.7 Likewise, another major limitation of previous studies regarding the impacts of family friendly policies is that the mechanism underlying the link between policies and employees' work attitudes has not been examined systematically. Also, most previous studies are cross-sectional in design; therefore, the temporal order of the relationship between family friendly policies and outcome measures cannot be ascertained. To address all the aforementioned limitations, **not only did we examine the direct effects of family friendly policies and their outcomes, but also the mediators in the link. To do so, we conducted a one-year panel study as a basement assessment, in which respondents were interviewed two times a year.**

Availability and Use of Family Friendly Policies

1.8 Another explanation for the inconsistent findings is that some studies examined the availability of family friendly policies, while others measured the utilization of those policies. However, it is well established that these two constructs are related but not the same at all. In fact, the availability of family friendly policies may not necessarily result in their utilization (Fried, 1998; Hochschild & Machung, 1997). It has been found that the correlation between provision of such policies and their utilization ranged from weak to moderate (Allen, 2001). Similar results were reported in Hong Kong where only about 60% of employees actually utilized family friendly policies, although they could access at least one family friendly policy (Vyas et al., 2016). Some also suggested that accessibility and utilization of family friendly policies may be associated with different outcomes (Kossek, 2005; Kossek et al., 2006). **Therefore, the impacts of these two constructs, namely the availability and utilization of family friendly policies, were examined separately in this study.**

Availability of Family Friendly Policies, Perceived family-support organization and work attitudes as well behaviors

1.9 The literature has suggested a positive link between the availability of family friendly policies and employees' work attitudes (Beauregard & Henry, 2009; Butts *et al.*, 2013). Based on the Signaling Theory (Spence, 1973), it is the case because employees may form impression of their employers' motives (not observable) by interpreting their employers' behaviors (observable). For instance, if the organization allocates substantial financial resources to employee training, it may give employees the impression that their employers value them, and is committed to long-term employment (Suazo *et al.*, 2009). Similarly, the availability of family friendly policies may be interpreted as a signal by employees that their organization cares about them (Butts *et al.*, 2013; Casper & Harris, 2008; Grover & Crooker, 1995) and their families, i.e. the family-supportive organization perception (Allen, 2001). In accordance with the social exchange theory, the relationship between employees and employers is not only based on economic exchange, but also non-financial exchange (Blau, 1964). Hence, employees may respond positively by forming positive work attitudes and behaviors. **In relation to this study, the first objective was to evaluate the impacts of the availability of family friendly policies on employees' work attitudes (job satisfaction, affective commitment, and intention to stay) and their behaviors (work withdrawal and contextual performance), and to examine whether the link would be mediated through family-supportive organization perception.**

1.10 For employees who actually utilize family friendly policies available in their organization, they will learn more about the policies, at the same time, they will experience less work-life conflict after using those policies. According to the self-interest theory (Lind & Tyler, 1988), employees who receive benefits of family friendly policies will experience reduced work-life conflict. Likewise, employees' work attitudes will become more and more positive, and their work behaviors will improve so as to maintain the gain received by utilizing family friendly policies. In other words, the impact of family friendly policies on work attitudes and behaviors is mediated by the reduction of work-life conflict (Beauregard & Henry, 2009; Butts et al., 2013; Grover & Crooker, 1995). **The second objective of this study was to evaluate the impacts of the use of family friendly policies on work attitudes (job satisfaction, affective commitment, and intention to stay) and their behaviors (work withdrawal and contextual performance), and to examine whether the link would be mediated through reduced work-life conflict.**

The role of Supportive Supervisor

1.11 Aside from formal family friendly policies, informal family support practices such as the presence of family-supportive supervisors (Allen, 2001; Jahn *et al.*, 2003) has also been found to be associated with positive work-related outcomes. According to social exchange theory, if the supervisor is continuously family-supportive, employees will reciprocate the favor by developing and maintaining one type of leader-member exchange, namely a quality exchange relationship with a high level of mutual trust, respect and liking (Graen & Scandura, 1987). In fact, the effectiveness of family friendly policies on improving work attitudes will be marginal if employees' supervisors are not family supportive (Behson, 2005; Rooney & Gottlieb, 2007; Thompson *et al.*, 2004). Supervisory family support refers to how supervisors facilitate their employees in achieving work-life balance (Thomas & Ganster, 1995), for example, expressing concerns to employees, encouraging employees who experience high work-life conflict, caring about employees' family obligations or needs, and offering employees more flexibility to help them strike work-life balance. By the same token, supervisory family support is highly associated with work attitudes such as job satisfaction and intention to stay (Anderson *et al.*, 2002; Breaugh & Frye, 2008; Cook, 2009), as well as work behaviors (Aryee *et al.*, 2013). In an intervention study, it has been shown that enhancing supervisors' family supportiveness has a positive impact on work attitudes including job satisfaction and the turnover intention of employees (Hammer *et al.*, 2011).

1.12 Although previous studies have examined the role of supervisors on their staff's work attitudes (Behson, 2005; Hammer et al., 2009) and behaviors (Aryee et al., 2013), another major limitation is that the mechanism underlying the link between supervisory family support, work attitudes and behaviors has not been examined except for two recent studies (Aryee et al., 2013; Bagger & Li, 2014). Social exchange theory can be applied to explain the relationship between supportive supervisors and employees' work attitudes (Bagger & Li, 2014). According to social exchange theory, if a supervisor is continuously family-supportive, employees will reciprocate the favor by forming positive work attitudes through developing and maintaining leader-member exchange, specifically a high-quality exchange relationship featuring high levels

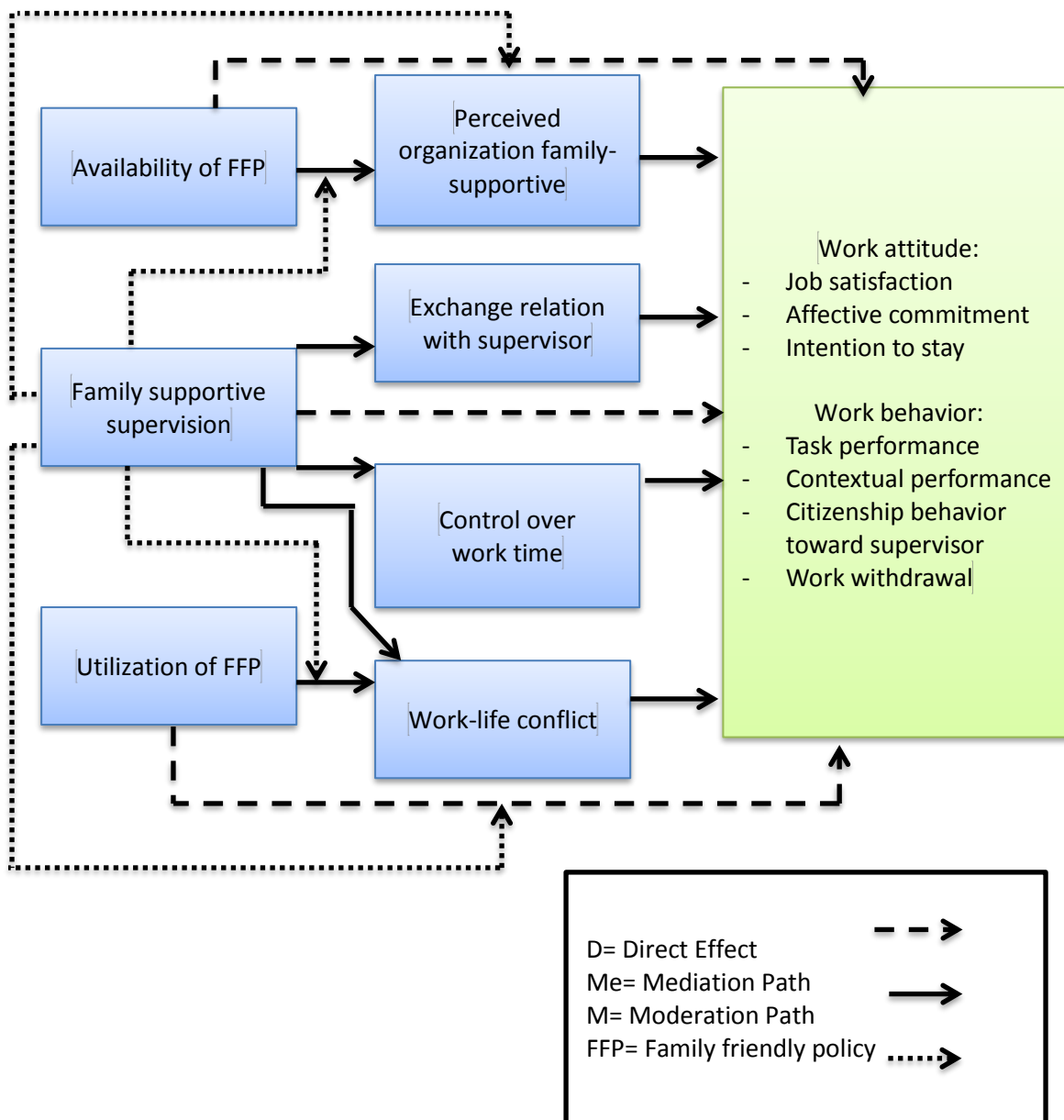
of mutual trust, respect and liking (Graen & Scandura, 1987).

- 1.13 Additionally, work-life conflict (Anderson et al., 2002) and perceived control over work time (Thompson & Prottas, 2006) may also mediate the relationship between supervisory family support, work attitudes and behaviors. **In this study, we tested the relationship between supervisory family support, employees' work attitudes and behaviors, and examined the relative roles of these three mediators, namely high quality exchange relationship, work-life conflict, and perceived control over working time, in the link between supervisory family support, employees' work attitudes, and behaviors.**

Moderating Effect

- 1.14 Another limitation of previous studies on the impact of supervisory family support in relation to employees' work attitudes and behaviors is that the link between informal organizational support and formal organizational support has not been examined. One exception is a recent study in which the interaction effect between supervisory family support and the availability of family friendly policies was examined (Bagger & Li, 2014). In that study, the availability of family friendly policies moderated the impact of supervisory family support on high-quality exchange relationship and work-related outcomes, such as work performance and citizenship behavior toward supervisors (Bagger & Li, 2014). Specifically, the study showed that supervisor family support was more strongly associated with high-quality exchange relationship (the mediator) and work-related outcomes when a few formal family friendly policies were available. It may be due to the fact that when there are few family friendly policies available, the supervisor will become the major source of support that employees will receive to lower their work-life conflict. Similarly, the study indicated that the impact of supervisory family support was stronger for work performance and citizenship behavior to supervisors when there were a few family friendly policies available (Bagger & Li, 2014). However, the use of family friendly policies has not been measured in that study (Bagger and Li, 2014).
- 1.15 We argued that a similar interaction effect may occur for supervisory family support and the utilization of family friendly policies. Employees who use family friendly policies may not be fully satisfied with the policies, or may not experience less work-life conflict if they are afraid of backlash and other negative career consequences after utilizing those policies (Kirby & Krone, 2002). For instance, a supervisor may consider employees who make use of family friendly arrangements being less committed to the organization, and less likely to prioritize their family over their career, so he may punish them by giving them more workload (Allen & Russell, 1999; Grover, 1991; Ryan & Kossek, 2008). On the contrary, if the supervisor is family-supportive, the aforesaid consequences resulted from utilization of such arrangements may not be actualized. **Thus, the fourth objective of this study was to examine the moderating effect of supervisory family support, and the relationship between the availability and utilization of family friendly policies on employees' work attitudes and behaviors, and the relationship between the availability and utilization of family friendly policies with their potential mediators.**

1.16 A graphic representation of the model presented in this report is given below:



Chapter 2. Objectives of the Study

2.1. The overall objectives of the proposed study are to identify the underlying mechanism and examine the effect of family-friendly policies on workers. The specific objectives of this study are as follows:

2.1.1. To evaluate the effect and impact of the availability of family-friendly policies on work attitudes (e.g. job satisfaction, affective commitment, and intentions to stay) and behaviors (e.g. task and contextual performance, behavior towards the immediate supervisor, and work withdrawal) as well as examine whether the link is mediated through family-supportive organizational perception;

2.1.2. To evaluate the impact of the utilization of family-friendly policies on work attitudes and behaviors as well as examine whether the link is mediated through reduced work-life conflict;

2.1.3. To test the effect of supervisory family support and work attitudes as well as behaviors, and examine the relative role of these three mediators, namely high quality exchange relationship, perceived control over working time, and reduced work-life conflict in the link between supervisory family support and work attitudes as well as behaviors; and

2.1.4. To examine the moderating effect of the supervisory family support in the link of the availability and utilization of family-friendly policies on the work attitudes and behaviors as well as on the relationship between the availability and utilization of family-friendly policies with their potential mediators.

Chapter 3. Scope of the Study

3.1 To achieve the objectives mentioned in Chapter 2, a two-wave panel study was conducted to establish the temporal relationship between family friendly policies and two outcome variables, i.e. work attitudes and work behaviors. The study was composed of two stages, namely the baseline assessment and the follow-up assessment.

3.2 **Baseline Assessment:** A panel study was conducted as a baseline assessment, in which respondents were interviewed two times a year.

3.3 **Follow-up Assessment:** A one-year follow-up assessment was undertaken upon completion of the one-year panel study to increase the reliability of the research results, considering the fact that the one-year panel study was too short to capture the changes in employees' work attitudes and behaviors.

Chapter 4. Baseline & Follow-up Assessments: Methodology

Sampling

- 4.1 A survey method with probability sampling, that is, a multi-stage random sampling method was adopted to select an entirely new sample of respondents. The target respondents satisfying the following criteria were selected: 1) aged 25 or above; 2) fluency in speaking Cantonese; 3) residing and working in Hong Kong; 4) being married with at least one dependent aged 17 or younger; 5) being employed on a full-time basis during the research period; and 6) working under an immediate supervisor. If there was more than one potential respondent in a household, the potential respondent would be randomly selected for an interview according to the “next birthday” rule, that is, the person whose next birthday would be the soonest was selected.
- 4.2 At first, 1,000 companies were randomly selected from Hong Kong Yellow Pages, a phone directory where the contacts of Hong Kong’s business establishments are listed. A letter was sent to each of the 1,000 companies, where they were informed of the purpose of the study. Following the letter, a follow-up phone call was made to each of them to solicit their participation in the study. If they agreed to do so, each participating company was asked to nominate an employee-supervisor pair for the study. Following that, well-trained and experienced interviewers paid a visit to all participating companies and conducted a face-to-face interview with the participants on-site.
- 4.3 Household addresses were randomly selected from the Census and Statistics Department’s list through multiple stages. For instance, the segment frame began with geographical areas: districts, Tertiary Planning Units (TPU), streets and blocks. The selection of respondents was also based on the classification of quarters made by the Census and Statistics Department to maximize the efficiency of the sampling method. Also, the immediate supervisors of the employees were invited to participate in the study.

Data Collection

- 4.4 Consequently, 401 dyads of employees and their immediate supervisors were interviewed in the one-year baseline assessment, yielding a response rate of 47.1%. The average age of the employees was 38 (SD = 7.9), and 66% of them were women. Among those participants, 91% of them were married, and the average number of working hours per week was 50 (SD = 8.8). As for the two-year follow-up assessment, it was conducted with the participants 12 months following their first interviews. Consequently, 252 dyads of employees and their immediate supervisors were re-interviewed. Face-to-face interviews were conducted with the participants, which was the most appropriate way of data collection because the length of questionnaires might limit the responses obtainable from the respondents. Data were also collected by making use of questionnaires, which were mostly composed of close-ended questions. Two rounds of

interviews were conducted with each employee-supervisor pair: the first round of interviews lasted for three months, and started from the fourth month; and the second round of interviews started from the 15th month, and were completed by the end of the 17th month.

- 4.5 It took about 30 minutes to complete an interview. Interviews were performed by four well-trained, experienced part-time interviewers, who were closely monitored by a fieldwork supervisor. The supervisor ensured the quality of data collected by the interviewers through daily supervision. Random checking of 10% of all completed questionnaires was also performed by the principal investigator (PI) and co-investigators (Co-Is). Intensive training was provided to interviewers to ensure inter-rater reliability and their performance over time. The interviewers were provided with an entire set of materials, including an interviewer manual, a letter from the PI explaining the significance and objectives of the study, a name tag, and a set of questionnaire with a cover page for tracking purposes. **The questionnaires distributed to employees and their immediate supervisors during the baseline assessment stage are appended at Appendices A and B, and those to employee-supervisor pairs during the follow-up assessment stage are appended at Appendices C and D.**
- 4.6 It was crucial to make sure that the interviews conducted for the baseline assessment and the interviews conducted for the follow-up assessment were approximately one year apart. If the time interval between them varied among different employee-supervisor pairs, it would seriously complicate the analysis. To avoid this from happening, respondents and their immediate supervisors were contacted one month before the follow-up interview, so that all employee-supervisor pairs would be interviewed as per the schedule.
- 4.7 Locating respondents for follow-up assessment was a major challenge of the study. According to our research experience, Hong Kong respondents tend to be highly mobile (Chi & Chou, 1998). Preventive measures should be taken into account in the research design process, and implemented at the beginning of the study to minimize the dropout rate. The locator form initiated at the time of enrollment in the study could help us to locate or track individuals successfully (Anglin *et al.*, 1996). Agreement of our using the locator form was obtained from the respondents. The purpose of using the locator form was to collect information including the respondents' names, work addresses, and phone numbers, as well as the names, telephone numbers, and addresses of two of their family members or friends. Such information helped us to locate the respondents in the follow-up assessment. Lastly, the time interval between the first interview for baseline assessment and the second interview for follow-up assessment was 12-month long. In order to update the locator form, the respondents were contacted by phone six months following the baseline assessment.
- 4.8 The attrition rate was 37% for non-legitimate reasons, such as refusal, moving out without notice, or immigration. Attrition analysis was conducted to assess the differences between the dropouts and survivors by making use of t- or Chi-square tests featuring Bonferroni adjustment and logistic regression. The comparison using t- or Chi-square tests was made to measure all dependent, independent and control variables. A logistic regression was run using the dependent, independent and control variables as the predictors, and retention in the two-year follow-up assessment as the dependent variable.

Major Dependent Measures

4.9 Work attitudes. Work attitudes including **job satisfaction, affective commitment, intention to stay, and job engagement** served as the dependent variables in this study. Job satisfaction was measured by three items extracted from Michigan Organization Assessment Questionnaire (Camman *et al.*, 1979). An example item of job satisfaction was “All in all, I am satisfied with my job.” Affective commitment as a sub-scale of organizational commitment (Meyer & Allen, 1993) was used to measure affective commitment. An example item was “I enjoy discussing my organization with people outside it,” and “This organization has a great deal of personal meaning for me.” Intention to stay was measured by three items adopted from a previous study (Cropanzano *et al.*, 1997).

4.10 Work behaviors. Work behaviors including **task performance, contextual performance, citizenship behavior toward supervisor, and work withdrawal** were measured by interviewing respondents’ immediate supervisors. Task performance was assessed using a 7-item scale developed by Williams and Anderson (1991), in which all items were rated on a 7-point scale ranging from 1 (strongly disagree) to 7 (strongly agree). An example item of the scale was “In general, your employee adequately completes assigned duties.” Secondly, contextual performance was measured using a 15-item scale developed by Van Scotter and Motowidlo (1996), in which all items were rated on a 5-point scale ranging from 1 (not at all likely) to 5 (extremely likely). Some example items included “Praise co-workers when they are successful,” “Say things to make people feel good about themselves or the work group,” “Take the initiative to solve a work problem,” and “Exercise personal discipline and self-control.” Following the practice adopted by several recent studies, the scores on the dimensions of interpersonal facilitation and job dedication were combined to form a composite item to assess contextual performance (Berry *et al.*, 2007; LePine *et al.*, 2002). As for citizenship behavior toward supervisor, it was measured using a 5-item scale developed by Rupp and Cropanzano (2002), in which all items were rated on a 5-point scale ranging from 1 (never) to 5 (very often). One example item was “How often does your subordinate help you when you have a heavy work load.” Work withdrawal was measured using a 12-item scale developed by Hanisch and Hulin (1990), in which all items were rated on an 8-point scale ranging from 1 (never) to 8 (more than once weekly). Some example items included “Taking sick leaves without being sick” and “Making excuses to take a long break.”

Major Independent Measures

4.11 Availability and Utilization of Family Friendly Policies. According to Kossek and Michel (2010), family friendly policies are categorized into five types: (1) flexibility in the timing of work including flexible working time, five-day work week, and compressed work week; (2) flexibility in work continuity including paternity leave, extended maternity leave, taking career breaks, and taking time off or extra unpaid leave to meet family obligations; (3) flexibility in the amount of work, including reducing work hours while remaining in the same position, and having input into the amount of over-time hours worked; (4) flexibility in the place of work, including the option of working remotely or at home; (5) supporting measures including child care services.

Each option was analyzed using separate models to preserve information in their distinct dynamics, and to ensure that the distinction between access to and utilization of flexible options would be dealt with as rigorously as possible. For each option, respondents were first asked “Do you have access to the following option at your workplace”, and if “yes, have you used it before or in the past year”. The responses available for choice included the following: “No, I have no access to this measure”, “Yes, but I have never used it before”, “Yes, I have used it before”, and “Yes, I have used it in the past year”. Respondents could either choose the fourth or the last options at the same time..

- 4.12 Supervisory family support. 4 items adopted from previous studies (Bagger & Li, 2014; Thomas & Ganster, 1995) were used to measure supervisory family support. Such items included: “My supervisor share ideas or advice about handling work and family responsibilities,” “My supervisor switches schedules to accommodate my family responsibilities,” “My supervisor listens when I talk about my family,” All items were rated on a 5-point scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Mediators

- 4.13 Perceived organizational family supportive. An 8-item scale was used to evaluate whether an organization was perceived to be family supportive (Jahn *et al.*, 2003). Some example items included: “My organization makes an active effort to help employees when there is a conflict between work and family life,” and “My organization helps employees with families find the information they need to balance work and family.” Respondents were asked to rate on a 5-point scale ranging from 1 (strongly disagree) to 5 (strongly agree).
- 4.14 Exchange relationship with supervisors. The social exchange quality relationship between employees and their supervisors was assessed by an 8-item scale developed by Rupp and Cropanzano (2002). The scale represented to what extent an employee believed that the relationship was of high quality in social exchange. Some example items included: “My supervisor has made a significant investment in me,” and “I have an effective working relationship with my supervisor.” All items were rated on a 5-point scale ranging from 1 (strongly disagree) to 5 (strongly agree).
- 4.15 Control over work time. Control over work time was assessed on a 7-item scale developed by Thomas and Ganster (1995). Respondents were asked to rate how much control they had over work time on a 5-point scale ranging from 1 (very little) to 5 (very much). Some example items were “when you begin and end each workday or each work week,” “when you take vacations or day off,” “when you can take a few hours off,” “the number of hours you work each week,” and “the number of times you make or receive personal phone calls when you are at work.”
- 4.16 Work-to-family conflict. Work-to-family conflict was measured by two sub-scales developed by Carlson, Kacmar, and Williams (2000), namely strain-based and time-based work-to-family conflicts. Each of them was assessed based on five items. An example item of strain-based work-to-family conflict was “I am often so emotionally drained when I get home from work that

it prevents me from contributing to my family”, and an example item of for time-based work-to-family conflict was “My work keeps me from my family activities more than I would like”. Items were rated on a 5-point scale. The Chinese version of the two scales were used in previous cross-cultural studies of work and family balance (Masuda *et al.*, 2011).

- 4.17 **Control variables.** We also included six control variables in the study, namely age, gender, marital status, number of children under the age of 15, average number of working hours per week, and their tenure with their employers (in years).
- 4.18 All dependent, independent and control variables were assessed in the baseline assessment, whilst only the dependent variables were assessed in the two-year follow-up assessment. Besides, only the utilization of family friendly policies in the past year was measured in the follow-up assessment.

Statistical analysis

- 4.19 A model was estimated in which the T2 levels of outcome measured: **job satisfaction, affective commitment, intention to stay, job engagement, task and contextual performance, citizenship behavior toward supervisors, and work withdrawal** was regressed on T2 predictors, while holding the initial level of the dependent variable constant in the equations (i.e. conditional-change model; see Finkel, 1995). The assumption behind this specification is that the causal lag is short, compared with the 12-month duration between two measurement waves. Such a specification allows the findings to be interpreted as the immediate impact of a family friendly policy and of a supervisor on employees’ work attitudes or behaviors, over and above what is expected based on previous levels of work attitudes or behaviors. The model thus accounted for the presence of inertia in work-related attitudes or behaviors, and the likely trend of workers who did not change their work attitudes or behaviors. By adjusting for previous levels of work attitudes or behaviors when predicting the current one, the model also indirectly accounts for unmeasured, previous effects on the outcome (Davies, 1994).
- 4.20 To achieve our objectives, hierarchical multiple regression analyses were performed for the four measures of work attitudes: **job satisfaction, affective commitment, intention to stay, and job engagement**, as well as four measures of work behaviors: **task and contextual performance, citizenship behavior towards supervisors, and work withdrawal**. The independent variables were categorized into three blocks that were consecutively taken into the regression model. The variables in the first block were used as control variables including the dependent variable at Time 1, age, gender, marital status, number of children under the age of 15, the average number of working hours per week, and their tenure with their employers. The second block covered all major independent variables, namely, availability of family friendly policies, use of the policies, and supervisory family support. The third block was composed of the potential mediators, namely perceived organizational family supportive, exchange quality relationship, control over work time, and work-to-family conflict.
- 4.21 The mediation effect of perceived organizational family supportive, exchange quality relationship, control over work time, and work-to-family conflict on the link between availability

and use of family friendly policies as well as supervisory family support and work attitudes and behaviors was evaluated after having been adjusted for all three blocks of variables mentioned above (Baron & David, 1986). That is, when the mediating role of organizations perceived to be family supportive was tested in the relationship between availability of family friendly policies and employees' work attitudes, three conditions were tested.

- 4.22 First, we tested if there was a significant association between availability of family friendly policies in the first phase of the data collection process (that is, the baseline assessment, aka T1), and employees' work attitudes (job satisfaction, affective commitment, or intention to stay) in the second phase of the data collection process (that is, one year following completion of the baseline assessment, aka T2) after having been adjusted for other variables at T1 including work attitudes variables, age, gender, marital status, number of children under the age of 15, the average number of working hours per week, and their tenure with their employers (Condition 1). Secondly, we evaluated whether there was a significant association between organizations perceived to be family supportive at T1 (the mediator) and the work attitudes variables at T2 after having been adjusted for other variables at T1, including employees' work attitudes variable and six control variables (Condition 2). Thirdly, we verified if there was a significant association between organizations perceived to be family supportive at T1 (the mediator) and employees' work attitudes variable at T2 after controlling for work attitudes variable at T1, with the association between organizations perceived to be family supportive at T1 (the mediator) and employees' work attitudes variable at T2 being non-significant (supporting the presence of a completed mediating effect), or reduced significantly (supporting the presence of a partial mediating effect) when received organizational family supportive at T1 (the mediator) was controlled (Condition 3) (Baron and David, 1986).
- 4.23 To examine whether the interaction effects of supervisory family support and the availability or use of family friendly policies on work attitudes and behaviors would be mediated by the mediators (perceived organizational family supportive, exchange quality relationship, control over work time, and work-to-family conflict), a moderated, mediated analysis was conducted (Preacher *et al.*, 2007). First, we tested if the interaction effect would have a significant impact on the mediator. Second, we evaluated whether the interaction effect would affect the work attitudes variable. Third, we then examined if the interaction would affect the work attitudes or behaviors variable when the mediator was adjusted. Finally, we performed bootstrapping analysis to test the significance of the conditioned indirect effect.

Chapter 5. Research Findings & Results

5.1 In this section, the research methods and the results are presented under two sections, one covering the baseline assessment, and the other covering the follow-up assessment.

5.2 To increase the reliability of the research results, the availability and utilization of family friendly policies were treated as five different variables based on their types, and they were used to see if any difference would be identified. It was found that the results were similar.

A. Baseline Assessment

5.3 The descriptive statistics for and the intercorrelations among the variables are detailed in Table 1. The study focused on 17 family friendly benefits. Participants were asked to indicate whether any of the benefits were provided by their employers, and whether they had ever utilized them. As for those variables resulted from a combination of items, the Cronbach's alpha indicating the reliability of the combined scores is also reported in Table 1.

Table 1. Descriptive statistics and intercorrelations among study variables

Variable	M	SD	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
1. Economic exchange relationship	22.96	6.87	(.92)																
2. Social exchange relationship	18.90	4.60	.13*	(.88)															
3. Work-family conflict	23.87	10.58	.15*	-.16**	(.93)														
4. Perceived control over working time	12.19	4.07	-.20**	.11*	.04	(.86)													
5. Perceived family supportive organisation	26.15	9.15	-.11*	.15*	-.05	.26*	(.94)												
6. Supervisory family support	9.35	2.43	-.10	.38*	-.36*	.20*	.37*	(.86)											
7. Number of family friendly policy available	4.13	3.21	-.07	.04	.10*	.35*	.28*	.03											
8. Number of family friendly policy used before	2.55	2.20	-.12*	.04	.05	.36*	.26*	.09	.83*										
9. Job satisfaction	11.66	2.76	-.19**	.21*	-.25**	.17*	.16*	.24*	.05	.07	(.77)								
10. Affective commitment	28.46	7.83	-.17**	.32*	-.10	.30*	.33*	.33*	.16*	.13*	.59*	(.92)							
11. Intention to stay	7.26	2.38	-.18**	.27*	-.26**	.26*	.27*	.38*	.14*	.13*	.58*	.77*	(.90)						
12. Job engagement	29.07	9.20	-.19**	.27*	-.11*	.22*	.36*	.26*	.18*	.23*	.45*	.58*	.44*	(.95)					
13. Task performance	18.46	3.20	-.03	.13*	-.06	-.05	.11*	.16*	-.02	-.05	.34*	.29*	.24*	.23*	(.94)				
14. Contextual performance: OCB(I)	19.96	5.24	-.16**	.14*	-.01	.07	.13*	.15*	-.05	-.01	.23*	.16*	.10*	.29*	.40*	(.90)			
15. Contextual performance: OCB(O)	17.93	5.76	-.15**	.15*	-.04	.09	.21*	.12*	.03	.03	.26*	.29*	.19*	.34*	.30*	.58*	(.91)		
16. Citizenship behaviour	12.98	3.77	-.06	.23*	-.04	.11*	.07	.15*	-.05	-.06	.31*	.23*	.17*	.21*	.48*	.65*	.48*	(.86)	
17. Work withdrawal	11.16	4.55	.23*	-.15**	.18*	-.02	-.18*	-.16*	-.03	-.07	-.50**	-.45**	-.43**	-.47**	-.21**	-.19**	-.21**	-.20**	(.84)

** p<0.01; * p<0.05. The Cronbach's alpha is shown diagonally.

Mediating Analysis

5.4 Hierarchical regression was performed to examine the mediating effect of perceived family supportive organization on the link between the number of family friendly policies available, employees' work attitude and work behaviors. It was found that the number of family friendly policies available was significantly correlated with the mediator, namely perceived family supportive organization ($\beta = 0.83$, $p < 0.01$). It fulfilled the first requirement of mediation (**Baron & Kenny, 1986**). As Table 2 revealed, the number of family friendly policies available was significantly correlated with affective commitment, intention to stay, and job engagement, which met the second condition of mediation. Also, the mediator was significantly correlated with job satisfaction, affective commitment, intention to stay, and job engagement, which satisfied the third condition of mediation. More importantly, with the inclusion of the mediator, the association of the number of family friendly policies available with affective commitment, intention to stay, and job engagement significantly diminished, showing that the Sobel's (1982) test was passed. Therefore, perceived family supportive organization is the partial mediator in the relationship between the number of available family friendly policies and affective commitment, intention to stay, and job engagement.

Table 2. Mediating analysis of perceived family supportive organization in the impact of family friendly policy on work attitude

	Job satisfaction			Affective commitment			Intention to stay			Job engagement		
Variable	β	Total R ²	ΔR^2	β	Total R ²	ΔR^2	β	Total R ²	ΔR^2	β	Total R ²	ΔR^2
Step 1: Control variables		0.05			0.12			0.11			0.03	
Age	0.05**			0.32**			0.08**			0.19**		
Gender (Ref: Male)												
Female	0.72*			1.18			0.26			0.54		
Education attainment (Ref: Upper secondary or below)												
Matriculation	0.90*			1.95			0.49			0.96		
Post-secondary or above	0.69			3.84**			1.31**			3.46*		
Marital status (Ref: Not married)												
Married	0.95*			2.65*			1.23**			-0.25		
Step 2: Independent variable		0.05	0.00		0.16	0.04		0.14	0.03		0.07	0.04
Number of family friendly policy available	0.06			0.50**			0.13**			0.58**		
Step 3: Mediator		0.07	0.02		0.23	0.07		0.19	0.05		0.17	0.10
Perceived family supportive organisation	0.04**			0.24**			0.06**			0.33**		
Number of family friendly policy available	0.02			0.29*			0.08*			0.31*		
Sobel's test	---			Z=4.29**			Z=3.77**			Z=4.50**		

** p<0.01; * p<0.05.

5.5 Then we examined the mediating role of perceived family supportive organization in the relationship between the number of family friendly measures available and work behaviors including task performance, contextual performance, citizenship behaviour and work withdrawal (see Tables 3a and 3b). As mentioned above, the first condition of mediation was met. However, the number of family friendly measures available was not significantly associated with task performance, two measures of contextual performance, citizenship behaviour, and work withdrawal, while perceived family supportive organization was significantly related to task performance, two measures of contextual performances, and work withdrawal. Based on these results, perceived family supportive organization did not correlate with the number of family friendly policies available and five measures of work behaviors.

Table 3a. Mediating analysis of perceived family supportive organization in the impact of family friendly policy on work behaviors

Variable	Task performance			Contextual performance: OCB(I)			Contextual performance: OCB(O)		
	β	Total R ²	ΔR^2	β	Total R ²	ΔR^2	β	Total R ²	ΔR^2
Step 1: Control variables		0.01			0.04			0.04	
Age	0.02			0.01			0.04		
Gender (Ref: Male)									
Female	0.27			-0.29			0.36		
Education attainment (Ref: Upper secondary or below)									
Matriculation	0.48			2.01**			2.24**		
Post-secondary or above	-0.08			2.66**			2.92**		
Marital status (Ref: Not married)									
Married	0.86			-0.18			-0.16		
Step 2: Independent variable		0.01	0.00		0.05	0.01		0.04	0.00
Number of family friendly policy available	-0.01			-0.12			0.05		
Step 3: Mediator		0.03	0.02		0.07	0.02		0.08	0.04
Perceived family supportive organization	0.04*			0.09**			0.14**		
Number of family friendly policy available	-0.05			-0.19*			-0.07		

** p<0.01; * p<0.05.

Table 3b. Mediating analysis of perceived family supportive organization in the impact of family friendly policy on work behaviors

Variable	Citizenship behaviour			Work withdrawal		
	β	Total R ²	ΔR^2	β	Total R ²	ΔR^2
Step 1: Control variables		0.02			0.07	
Age	0.02			-0.12**		
Gender (Ref: Male)						
Female	0.01			-1.23**		
Education attainment (Ref: Upper secondary or below)						
Matriculation	0.82			-0.28		
Post-secondary or above	1.22*			-1.54*		
Marital status (Ref: Not married)						
Married	0.65			-1.93		
Step 2: Independent variable		0.02	0.00		0.07	0.00
Number of family friendly policy available	-0.07			-0.09		
Step 3: Mediator		0.03	0.01		0.10	0.03
Perceived family supportive organization	0.04			-0.09**		
Number of family friendly policy available	-0.10			0.01		

** p<0.01; * p<0.05.

5.6 Thus, we examined the mediating role of work-life conflict in the association of utilization of family friendly measures with work attitude and work behaviors. However, the number of family-friendly benefits used was not significantly associated with work-life conflict. Therefore, the first criterion for mediation was not met. However, both the number of family-friendly policies utilized and work-life conflict were significantly related to intention to stay and job engagement (see Table 4):

Table 4. Mediating analysis of work-life conflict in the impact of use of family friendly policy on work attitude

Variable	Job satisfaction			Affective commitment			Intention to stay			Job engagement		
	β	Total R ²	ΔR^2	β	Total R ²	ΔR^2	β	Total R ²	ΔR^2	β	Total R ²	ΔR^2
Step 1: Control variables		0.05			0.12			0.11			0.03	
Age	0.05**			0.32**			0.08**			0.19**		
Gender (Ref: Male)												
Female	0.72*			1.18			0.26			0.54		
Education attainment (Ref: Upper secondary or below)												
Matriculation	0.90*			1.95			0.49			0.96		
Post-secondary or above	0.69			3.84**			1.31**			3.46*		
Marital status (Ref: Not married)												
Married	0.95*			2.65*			1.23**			-0.25		
Step 2: Independent variable		0.05	0.00		0.14	0.02		0.12	0.01		0.09	0.06
Number of family friendly policy used before	0.09			0.52**			0.14**			1.00**		
Step 3: Mediator		0.12	0.07		0.14	0.00		0.18	0.06		0.10	0.01
Work-life conflict	-0.07**			-0.06			-0.06**			-0.10*		
Number of family friendly policy used before	0.10			0.53**			0.15**			1.02**		
Sobel's test	---			---			Z=-0.90			Z=-0.86		

** p<0.01; * p<0.05.

5.7 Conversely, work-life conflict was significantly associated with one measure of work behavior, namely work withdrawal (see Tables 5a and 5b).

Table 5a. Mediating analysis of work-life conflict in the impact of use of family friendly policy on work behavior

Variable	Task performance			Contextual performance: OCB(I)			Contextual performance: OCB(O)		
	β	Total R ²	ΔR^2	β	Total R ²	ΔR^2	β	Total R ²	ΔR^2
Step 1: Control variables		0.01			0.04			0.04	
Age	0.02			0.01			0.04		
Gender (Ref: Male)									
Female	0.27			-0.29			0.36		
Education attainment (Ref: Upper secondary or below)									
Matriculation	0.48			2.01**			2.24**		
Post-secondary or above	-0.08			2.66**			2.92**		
Marital status (Ref: Not married)									
Married	0.86			-0.18			-0.16		
Step 2: Independent variable		0.01	0.00		0.04	0.00		0.04	0.00
Number of family friendly policy used before	-0.07			-0.09			0.03		
Step 3: Mediator		0.02	0.01		0.04	0.00		0.04	0.00
Work-life conflict	-0.02			-0.01			-0.03		
Number of family friendly policy used before	-0.07			-0.09			0.03		

** p<0.01; * p<0.05.

Table 5b. Mediating analysis of work-life conflict in the impact of use of family friendly policy on work behavior

Variable	Citizenship behaviour			Work withdrawal		
	β	Total R ²	ΔR^2	β	Total R ²	ΔR^2
Step 1: Control variables		0.02			0.07	
Age	0.02			-0.12**		
Gender (Ref: Male)						
Female	0.01			-1.23**		
Education attainment (Ref: Upper secondary or below)						
Matriculation	0.82			-0.28		
Post-secondary or above	1.22*			-1.54*		
Marital status (Ref: Not married)						
Married	0.65			-1.93		
Step 2: Independent variable		0.02	0.00		0.08	0.01
Number of family friendly policy used before	-0.13			-0.15		
Step 3: Mediator		0.03	0.01		0.10	0.02
Work-life conflict	-0.01			0.07**		
Number of family friendly policy used before	-0.13			-0.17		

** p<0.01; * p<0.05.

5.8 Finally, we examined the association of supervisory family support on job attitude and behavior, as well as the mediating role in exchange relationship, work-life conflict and perceived control over working time in that link. The first condition of mediation was met for all four mediators, namely economic ($\beta = -0.31$, $p < 0.05$) and social exchange relationship ($\beta = 0.71$, $p < 0.01$), work-life conflict ($\beta = 1.52$, $p < 0.01$), and perceived control over working time ($\beta = 0.37$, $p < 0.01$). As Table 6 revealed, supervisory family support was significantly correlated with four measures of job attitude, job satisfaction, affective commitment, intention to stay, and job engagement:

Table 6. Mediating analysis of the impact of supervisory family support on work attitude

Variable	Job satisfaction			Affective commitment			Intention to stay			Job engagement		
	β	Total R ²	ΔR^2	β	Total R ²	ΔR^2	β	Total R ²	ΔR^2	β	Total R ²	ΔR^2
Step 1: Control variables		0.05			0.12			0.11			0.03	
Age	0.05**			0.32**			0.08**			0.19**		
Gender (Ref: Male)												
Female	0.72*			1.18			0.26			0.54		
Education attainment (Ref: Upper secondary or below)												
Matriculation	0.90*			1.95			0.49			0.96		
Post-secondary or above	0.69			3.84**			1.31**			3.46*		
Marital status (Ref: Not married)												
Married	0.95*			2.65*			1.23**			-0.25		
Step 2: Independent variable		0.11	0.06		0.23	0.11		0.26	0.15		0.10	0.07
Supervisory family support	0.29**			1.09**			0.38**			1.00**		
Step 3: Mediator												
1) Economic exchange relationship	-0.07**	0.14	0.03	-0.12*	0.24	0.01	-0.04*	0.27	0.01	-0.21**	0.12	0.02
Supervisory family support	0.26**			1.05**			0.37**			0.93**		
2) Social exchange relationship	0.08*	0.13	0.02	0.33**	0.26	0.03	0.06*	0.27	0.01	0.37**	0.13	0.03
Supervisory family support	0.23**			0.86**			0.34**			0.74**		
3) Work-life conflict	-0.05**	0.14	0.03	0.04	0.23	0.00	-0.03*	0.27	0.01	-0.01	0.10	0.00
Supervisory family support	0.21**			1.14**			0.34**			0.98**		
4) Perceived control over working time	0.08*	0.12	0.01	0.44**	0.27	0.04	0.10**	0.28	0.02	0.39**	0.13	0.03
Supervisory family support	0.26**			0.93**			0.34**			0.85**		
Sobel's test												
Economic exchange relationship	Z=1.91			Z=1.64			Z=1.61			Z=1.85		

Social exchange relationship	Z=2.42*	Z=3.65**	Z=2.33*	Z=3.28**
Work-life conflict	Z=3.43**	---	Z=2.40*	---
Perceived control over working time	Z=2.10*	Z=3.43**	Z=2.94**	Z=2.79**

5.9 In addition, the study revealed that supervisory family support was significantly correlated with five measures of job behavior, task performance, two measure of contextual performance, citizenship behaviour, and work withdrawal, which fulfilled the second condition of mediation (see Tables 7a and 7b).

Table 7a. Mediating analysis of the impact of supervisory family support on work behavior

Variable	Task performance			Contextual performance: OCB(I)			Contextual performance: OCB(O)		
	β	Total R ²	ΔR^2	β	Total R ²	ΔR^2	β	Total R ²	ΔR^2
Step 1: Control variables		0.01			0.04			0.04	
Age	0.02			0.01			0.04		
Gender (Ref: Male)									
Female	0.27			-0.29			0.36		
Education attainment (Ref: Upper secondary or below)									
Matriculation	0.48			2.01**			2.24**		
Post-secondary or above	-0.08			2.66**			2.92**		
Marital status (Ref: Not married)									
Married	0.86			-0.18			-0.16		
Step 2: Independent variable		0.04	0.03		0.07	0.03		0.06	0.02
Supervisory family support	0.22**			0.35**			0.32**		
Step 3: Mediator									
1) Economic exchange relationship	-0.01	0.04	0.00	-0.07	0.08	0.01	-0.08	0.07	0.01
Supervisory family support	0.22**			0.33**			0.30*		
2) Social exchange relationship	0.06	0.05	0.01	0.09*	0.07	0.00	0.14*	0.07	0.01
Supervisory family support	0.17*			0.28*			0.22		
3) Work-life conflict	-0.00	0.04	0.00	0.02	0.07	0.00	0.00	0.06	0.00
Supervisory family support	0.21**			0.38**			0.32*		
4) Perceived control over working time	-0.08	0.05	0.02	-0.00	0.07	0.00	0.05	0.06	0.00
Supervisory family support	0.25**			0.35**			0.30*		
Sobel's test									
Economic exchange relationship	---			---			---		
Social exchange relationship	---			---			Z=2.02*		
Work-life conflict	---			---			---		
Perceived control over working time	---			---			---		

** p<0.01; * p<0.05.

Table 7b. Mediating analysis of the impact of supervisory family support on work behavior

Variable	Citizenship behaviour			Work withdrawal		
	β	Total R ²	ΔR^2	β	Total R ²	ΔR^2
Step 1: Control variables		0.02			0.07	
Age	0.02			-0.12**		
Gender (Ref: Male)						
Female	0.01			-1.23**		
Education attainment (Ref: Upper secondary or below)						
Matriculation	0.82			-0.28		
Post-secondary or above	1.22*			-1.54*		
Marital status (Ref: Not married)						
Married	0.65			-1.93		
Step 2: Independent variable		0.04	0.02		0.10	0.03
Supervisory family support	0.24**			-0.30**		
Step 3: Mediator						
1) Economic exchange relationship	-0.01	0.04	0.00	0.15**	0.14	0.04
Supervisory family support	0.24**			-0.25**		
2) Social exchange relationship	0.16**	0.07	0.03	-0.07	0.10	0.00
Supervisory family support	0.13			-0.25*		
3) Work-life conflict	0.00	0.04	0.00	0.05*	0.11	0.01
Supervisory family support	0.25**			-0.22*		
4) Perceived control over working time	0.05	0.04	0.00	0.02	0.10	0.00
Supervisory family support	0.22			-0.31**		
Sobel's test						
Economic exchange relationship	---			Z=-2.06*		
Social exchange relationship	Z=3.31**			---		
Work-life conflict	---			Z=-2.15*		
Perceived control over working time	---			---		

** p<0.01; * p<0.05.

5.10 We then entered four potential mediators one by one. It was revealed that all four mediators were significantly associated with four measures of job attitudes, except for work-life conflict which was not significantly related to affective commitment and job engagement (see Table 6). The inclusion of the mediator, both social exchange relationship and perceived control over working time, the magnitude of the association of supervisory family support with four work attitudes significantly reduced, as indicated in Sobel's test. In addition, the inclusion of work-life conflict also significantly lessened the association of supervisory family support with job satisfaction and intention to stay. In other words, both social exchange relationship and perceived control over time were partial mediators in the link between supervisory family support and all four measures of work attitude, while work-life conflict partially mediated the effect of supervisory family support on job satisfaction and intention to stay.

5.11 When we introduced the mediators to the link between supervisory family support and job behaviour, only four mediating effects were found; specifically, social exchange relationship completely mediated the effect of supervisory family support on contextual performance, organizational citizenship behavior (OCB (O)), and citizenship behavior, while both economic social exchange relationship and work-life conflict were partial mediators in the relationship between supervisory family support and work withdrawal (see Table 7).

Moderating Analysis

5.12 The interaction between supervisory family support and the number of family friendly benefits available significantly impacted affective commitment and intention to stay (Tables 8a and 8b), while supervisory family support interacted with the number of family friendly measures used (Tables 8a and 8b). The study did not indicate any significant interaction term for job behaviors including task performance, contextual performance, citizenship behavior, and work withdrawal.

Table 8a. Interaction effect of family friendly policy available and supervisory family support on mediators

	Economic exchange relationship			Social exchange relationship			Work-life conflict			Perceived control over working time		
Variable	β	Total R ²	ΔR^2	β	Total R ²	ΔR^2	β	Total R ²	ΔR^2	β	Total R ²	ΔR^2
Step 1: Control variables		0.09			0.03			0.03			0.05	
Age	-0.01			0.04			-0.05			-0.01		
Gender (Ref: Male)												
Female	1.24			0.27			-0.93			-1.01*		
Education attainment (Ref: Upper secondary or below)												
Matriculation	-2.38*			-0.92			4.09**			1.28*		
Post-secondary or above	-5.45**			1.66*			-2.03			1.48*		
Marital status (Ref: Not married)												
Married	-0.54			0.33			-1.37			1.01		
Step 2: Main effects		0.10	0.01		0.17	0.14		0.16	0.13		0.20	0.15
Supervisory family support (SFS)	-0.31*			0.70**			-1.54**			0.35**		
Number of family friendly policy available	-0.09			0.04			0.38*			0.42**		
Step 3: Interactions		0.10	0.00		0.18	0.01		0.16	0.00		0.20	0.00
SFS x number of FFP available	-0.04			-0.06*			0.00			0.00		

** p<0.01; * p<0.05.

Table 8b. Interaction effect of family friendly policy used and supervisory family support on mediators

	Economic exchange relationship			Social exchange relationship			Work-life conflict			Perceived control over working time		
Variable	β	Total R ²	ΔR^2	β	Total R ²	ΔR^2	β	Total R ²	ΔR^2	β	Total R ²	ΔR^2
Step 1: Control variables		0.09			0.03			0.03			0.05	
Age	−0.01			0.04			−0.05			−0.01		
Gender (Ref: Male)												
Female	1.24			0.27			−0.93			−1.01*		
Education attainment (Ref: Upper secondary or below)												
Matriculation	−2.38*			−0.92			4.09**			1.28*		
Post-secondary or above	−5.45**			1.66*			−2.03			1.48*		
Marital status (Ref: Not married)												
Married	−0.54			0.33			−1.37			1.01		
Step 2: Main effects		0.11	0.02		0.16	0.13		0.16	0.13		0.20	0.15
Supervisory family support (SFS)	−0.29*			0.71**			−1.55**			0.32**		
Number of family friendly policy used before	−0.22			−0.00			0.40			0.60**		
Step 3: Interactions		0.11	0.00		0.17	0.01		0.16	0.00		0.20	0.00
SFS x number of FFP used before	−0.06			−0.06			0.01			0.04		

Note: ** p<0.01; * p<0.05.

5.13 Moreover, Tables 9a and 9b showed that social exchange relationship was a mediator when it came to the impact of supervisory family support on the number of family friendly measures available on intention to stay. First, the interaction was significantly associated with social exchange relationship ($\beta = -0.06$, $p < 0.05$), which met the first condition of mediation. The second condition was fulfilled as discussed above. When we introduced the mediator, social exchange relationship, it was not only significantly associated with intention to stay ($\beta = 0.05$, $p < 0.05$), but also led to the disappearance of the association between the interaction terms and intention to stay.

Table 9a. Hierarchical regression analysis on work attitude

	Job satisfaction			Affective commitment			Intention to stay			Job engagement		
Variable	β	Total R ²	ΔR^2	β	Total R ²	ΔR^2	β	Total R ²	ΔR^2	β	Total R ²	ΔR^2
Step 1: Control variables		0.05			0.12			0.11			0.03	
Age	0.05**			0.32**			0.08**			0.19*		
Gender (Ref: Male)												
Female	0.72*			1.18			0.26			0.54		
Education attainment (Ref: Upper secondary or below)												
Matriculation	0.90*			1.95			0.49			0.96		
Post-secondary or above	0.69			3.84**			1.31**			3.46*		
Marital status (Ref: Not married)												
Married	0.95*			2.65*			1.23**			-0.25		
Step 2: Main effects		0.11	0.06		0.26	0.14		0.28	0.17		0.14	0.11
Supervisory family support (SFS)	0.28**			1.06**			0.37**			0.96**		
Number of family friendly policy available	0.05			0.46**			0.12**			0.55**		
Step 3: Interactions		0.12	0.01		0.27	0.01		0.29	0.01		0.15	0.01
SFS x number of FFP available	-0.03			-0.11*			-0.03*			-0.11		
Step 4: Mediator												
1) Economic exchange relationship	-0.07**	0.15	0.03	-0.12*	0.28	0.01	-0.03*	0.30	0.01	-0.20**	0.17	0.02
SFS x number of FFP available	-0.04*			-0.11*			-0.03*			-0.11*		
2) Social exchange relationship	0.07*	0.13	0.01	0.30**	0.30	0.03	0.05*	0.30	0.01	0.34**	0.17	0.02
SFS x number of FFP available	-0.03			-0.09*			-0.02			-0.08		
3) Work-life conflict	-0.05**	0.16	0.04	0.02	0.27	0.00	-0.03**	0.30	0.01	-0.03	0.15	0.00
SFS x number of FFP available	-0.03*			-0.11*			-0.03*			-0.11		
4) Perceived control over working time	0.08*	0.13	0.01	0.35**	0.30	0.03	0.08**	0.30	0.01	0.27*	0.16	0.01

SFS x number of FFP available	-0.03*			-0.11*			-0.03*			-0.11		
Sobel's test												
Social exchange relationship	---			Z=-1.91			Z=-1.55			---		

** p<0.01; * p<0.05.

Table 9b. Hierarchical regression analysis on work attitude

	Job satisfaction			Affective commitment			Intention to stay			Job engagement		
Variable	β	Total R ²	ΔR^2	β	Total R ²	ΔR^2	β	Total R ²	ΔR^2	β	Total R ²	ΔR^2
Step 1: Control variables		0.05			0.12			0.11			0.03	
Age	0.05**			0.32**			0.08**			0.19*		
Gender (Ref: Male)												
Female	0.72*			1.18			0.26			0.54		
Education attainment (Ref: Upper secondary or below)												
Matriculation	0.90*			1.95			0.49			0.96		
Post-secondary or above	0.69			3.84**			1.31**			3.46*		
Marital status (Ref: Not married)												
Married	0.95*			2.65*			1.23**			-0.25		
Step 2: Main effects		0.11	0.06		0.24	0.12		0.27	0.16		0.15	0.12
Supervisory family support (SFS)	0.28**			1.05**			0.37**			0.91**		
Number of family friendly policy used before	0.05			0.40*			0.10*			0.90**		
Step 3: Interactions		0.12	0.01		0.25	0.01		0.27	0.00		0.15	0.00
SFS x number of FFP used before	-0.03			-0.15*			-0.04			-0.12		
Step 4: Mediator												
1) Economic exchange relationship	-0.07**	0.14	0.02	-0.12*	0.26	0.01	-0.03*	0.28	0.01	-0.19**	0.17	0.02
SFS x number of FFP used before	-0.04			-0.16*			-0.04			-0.13		
2) Social exchange relationship	0.08*	0.13	0.01	0.32**	0.28	0.03	0.06*	0.28	0.01	0.36**	0.18	0.03
SFS x number of FFP used before	-0.03			-0.13			-0.04			-0.09		
3) Work-life conflict	-0.05**	0.15	0.03	0.03	0.25	0.00	-0.03**	0.28	0.01	-0.03	0.15	0.00
SFS x number of FFP used before	-0.03			-0.15*			-0.04			-0.12		
4) Perceived control over working time	0.08*	0.13	0.01	0.42**	0.29	0.04	0.09**	0.29	0.02	0.26*	0.16	0.01
SFS x number of FFP used before	-0.03			-0.17*			-0.04*			-0.13		

** p<0.01; * p<0.05.

5.14 It was found in the baseline assessment that while FFPs affected employees' attitudes, the same did not necessarily apply to employees' behaviors. However, the baseline assessment showed that supervisor support had grave impacts on both individual and employer levels. While employees can enjoy job and life satisfaction and better family-life balance, employers can benefit from enhanced performance of employees, reduced absenteeism, and staff-turnover. This study is one of the few studies that evaluated the consequences of family-supportive supervisor behaviour, and its impact on cultivating family-work balance. It is suggested that supervisory support should be provided via training. That will help to redesign, rationalize, or modify the prevailing family friendly initiatives.

B. Follow-up Assessment

5.15 This section covers the research results of the follow-up assessment. Table 1 details the descriptive statistics for the dependent variables, major independent variables, and mediators. In addition, Table 1 shows the intercorrelations among the variables. For those variables resulted from a combination of items, the Cronbach's alpha which indicates the reliability of the combined scores is also reported in Table 1.

Table 1. Descriptive statistics and intercorrelations among study variables (N = 252)

Variable	M	SD	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
1. Economic exchange relationship (T1)	16.29	6.15	(.91)																
2. Social exchange relationship (T1)	19.21	4.88	-.10	(.91)															
3. Work-family conflict (T1)	24.17	10.75	-.09	-.24**	(.95)														
4. Perceived control over working time (T1)	12.24	4.16	.32**	.12	.04	(.87)													
5. Perceived family supportive organisation (T1)	26.62	9.11	.26**	.10	-.02	.24**	(.94)												
6. Supervisory family support (T1)	9.32	2.51	.19**	.44**	-.38**	.22**	.32**	(.87)											
7. Number of family friendly policy available (T1)	3.94	3.11	.17**	.06	.15*	.35**	.22**	.02											
8. Number of family friendly policy used before (T1)	2.40	2.21	.15*	.07	.08	.37**	.21**	.08	.84**										
9. Job satisfaction (T2)	12.57	2.53	.14*	.19**	-.11	.19**	.07	.11	.24**	.23**	(.72)								
10. Affective commitment (T2)	29.40	6.31	.02	.29**	-.27**	.13*	.13*	.34**	.13*	.17**	.64**	(.91)							
11. Intention to stay (T2)	7.42	2.35	.04	.27**	-.27**	.12	.06	.32**	.02	.11	.53**	.76**	(.92)						
12. Job engagement (T2)	30.72	7.97	.15*	.05	-.12	.17**	.14*	.21**	.16**	.24**	.59**	.53**	.45**	(.95)					
13. Task performance (T2)	17.83	3.00	-.08	.09	-.12	.08	.09	.13*	.08	.07	.32**	.38**	.26**	.34**	(.93)				
14. Contextual performance: OCB(I) (T2)	19.52	4.71	.03	.14*	-.18**	-.05	.04	.12	.01	.04	.19**	.29**	.21**	.32**	.42**	(.91)			
15. Contextual performance: OCB(O) (T2)	18.84	5.30	.16*	.11	-.20**	.09	.13*	.20**	.11	.17**	.23**	.29**	.22**	.45**	.33**	.71**	(.92)		
16. Citizenship behaviour (T2)	12.39	3.30	.07	.16*	-.19**	.12	.06	.15*	.03	.06	.22**	.30**	.19**	.28**	.49**	.62**	.57**	(.87)	
17. Work withdrawal (T2)	10.92	4.46	-.08	-.03	-.02	-.11	-.09	-.01	-.16*	-.12	-.29**	-.30**	-.22**	-.40**	-.35**	-.19**	-.18**	-.25**	(.86)

Note: ** $p < 0.01$; * $p < 0.05$. The Cronbach's alpha is shown diagonally.

5.16 Following the descriptive statistics, we evaluated the effect of using family friendly policies on employees' work attitudes, and whether such a link was mediated through the mediators (namely, perceived family supportive organization, economic exchange relationship, social exchange relationship, perceived control over working time, and work-family conflict). The results are detailed in Table 2. Our findings indicate that utilization of family friendly policies generated positive impacts on job satisfaction, affective commitment, and job engagement (**see Step 2**). Also, our findings establish that social exchange relationship and work-family conflict mediated the effects of using family friendly policies on affective commitment (**see Step 3**).

Table 2. Mediating analysis of the impact of family friendly policy on work attitudes

Variable	Job satisfaction			Affective commitment			Intention to stay			Job engagement		
	β	Total R ²	ΔR^2	β	Total R ²	ΔR^2	β	Total R ²	ΔR^2	β	Total R ²	ΔR^2
Step 1: Control variables		0.16			0.21			0.18			0.12	
Age	-0.02			0.05			0.06**			-0.00		
Gender (Ref: Male)												
Female	-0.16			-0.04			-0.21			-1.49		
Marital status (Ref: Not married)												
Married	0.34			-0.54			0.20			-0.89		
Number of children aged under 15	-0.18			-0.27			-0.01			-0.50		
Number of working hours per week	0.02			0.05			0.01			-0.03		
Tenure with supervisors	0.08			-0.03			0.03			-0.12		
Work attitude variables at T1												
Job satisfaction	0.33**											
Affective commitment				0.38**								
Intention to stay							0.27**					
Job engagement										0.28**		
Step 2: Independent variable		0.20	0.04		0.23	0.02		0.19	0.01		0.15	0.03
Number of family friendly policy used before	0.26**			0.44**			0.12			0.64**		
Step 3: Mediator												
1) Perceived family supportive organisation	-0.01	0.21	0.01	-0.01	0.23	0.00	-0.01	0.20	0.01	-0.00	0.15	0.00
Number of family friendly policy used before	0.27**			0.44**			0.13*			0.64**		
2) Economic exchange relationship	-0.00	0.20	0.00	-0.12	0.24	0.01	-0.02	0.19	0.00	0.07	0.15	0.00
Number of family friendly policy used before	0.26**			0.47**			0.13*			0.63**		
3) Social exchange relationship	0.05	0.21	0.01	0.18*	0.25	0.02	0.09**	0.22	0.03	-0.05	0.15	0.00
Number of family friendly policy used before	0.25**			0.43*			0.11			0.64**		
4) Perceived control over working time	0.02	0.20	0.00	-0.13	0.24	0.01	-0.01	0.19	0.00	0.05	0.15	0.00
Number of family friendly policy used before	0.25**			0.51**			0.12			0.61*		
5) Work-family conflict	-0.01	0.21	0.01	-0.13**	0.28	0.05	-0.04**	0.23	0.04	-0.09	0.16	0.01

Number of family friendly policy used before	0.26**			0.50**			0.14*			0.68**		
Sobel's test												
Perceived family supportive organization		---			---			---			---	
Economic exchange relationship		---			---			---			---	
Social exchange relationship		---			Z=0.34			---			---	
Perceived control over working time		---			---			---			---	
Work-family conflict		---			Z=-1.50			Z=-1.57			---	

Note: ** p<0.01; * p<0.05.

5.17 We then turned to evaluating the impacts of using family friendly policies on employees' work behaviors, and whether such a link was mediated through the mediators (namely, perceived family supportive organization, economic exchange relationship, social exchange relationship, perceived control over working time, and work-family conflict). The results are detailed in Tables 3a and 3b. Our findings indicate that utilization of family friendly policies generated positive impacts on contextual performance, that is, OCB(O) only (**see Step 2**). Also, it was demonstrated that work-family conflict mediated the effect of utilizing family-friendly policies on contextual performance: OCB(O) (**see Step 3**).

Table 3a. Mediating analysis of the impact of family friendly policy on work behaviour

Variable	Task performance			Contextual performance: OCB(I)			Contextual performance: OCB(O)		
	β	Total R ²	ΔR^2	β	Total R ²	ΔR^2	β	Total R ²	ΔR^2
Step 1: Control variables		0.05			0.09			0.13	
Age	0.03			0.11**			0.04		
Gender (Ref: Male)									
Female	-0.45			-0.36			-1.34		
Marital status (Ref: Not married)									
Married	0.95			0.43			-0.74		
Number of children aged under 15	-0.09			-0.37			-0.53		
Number of working hours per week	0.02			0.02			-0.08		
Tenure with supervisors	-0.03			-0.20*			-0.22*		
Work behaviour variables at T1									
Task performance	0.19**								
Contextual performance: OCB(I)				0.20**					
Contextual performance: OCB(O)							0.26**		
Step 2: Independent variable		0.06	0.01		0.09	0.00		0.15	0.02
Number of family friendly policy used before	0.11			0.14			0.38**		
Step 3: Mediator									

2) Perceived family supportive organisation	0.02	0.06	0.01	-0.02	0.09	0.00	0.02	0.15	0.00
Number of family friendly policy used before	0.10			0.16			0.36*		
2) Economic exchange relationship	-0.07*	0.08	0.02	-0.02	0.09	0.00	0.07	0.16	0.01
Number of family friendly policy used before	0.13			0.15			0.36*		
3) Social exchange relationship	0.03	0.06	0.00	0.13*	0.11	0.02	0.11	0.16	0.01
Number of family friendly policy used before	0.11			0.12			0.37*		
4) Perceived control over working time	0.03	0.06	0.00	-0.11	0.10	0.01	-0.01	0.15	0.00
Number of family friendly policy used before	0.09			0.22			0.39*		
5) Work-family conflict	-0.03	0.07	0.01	-0.08**	0.12	0.03	-0.10**	0.19	0.04
Number of family friendly policy used before	0.12			0.17			0.42**		
Sobel's test									
Perceived family supportive organization	---			---			---		
Economic exchange relationship	---			---			---		
Social exchange relationship	---			---			---		
Perceived control over working time	---			---			---		
Work-family conflict	---			---			Z=-1.25		

Note: ** p<0.01; * p<0.05.

Table 3b. Mediating analysis of the impact of family friendly policy on work behavior

Variable	Citizenship behaviour			Work withdrawal		
	β	Total R ²	ΔR^2	β	Total R ²	ΔR^2
Step 1: Control variables		0.11			0.09	
Age	0.01			0.03		
Gender (Ref: Male)						
Female	-0.13			0.75		
Marital status (Ref: Not married)						
Married	1.37*			-0.34		
Number of children aged under 15	-0.02			0.31		
Number of working hours per week	-0.02			-0.00		
Tenure with supervisors	-0.08			0.06		
Work behaviour variables at T1						
Citizenship behaviour	0.24**					
Work withdrawal				0.26**		
Step 2: Independent variable		0.11	0.00		0.10	0.01
Number of family friendly policy used before	0.09			-0.21		
Step 3: Mediator						
3) Perceived family supportive organisation	0.01	0.11	0.00	-0.01	0.10	0.00
Number of family friendly policy used before	0.09			-0.21		
2) Economic exchange relationship	0.00	0.11	0.00	0.02	0.10	0.00
Number of family friendly policy used before	0.09			-0.22		
3) Social exchange relationship	0.08	0.12	0.01	0.01	0.10	0.00
Number of family friendly policy used before	0.08			-0.21		
4) Perceived control over working time	0.05	0.11	0.00	-0.05	0.10	0.00
Number of family friendly policy used before	0.06			-0.18		
5) Work-family conflict	-0.05**	0.14	0.03	-0.02	0.10	0.00
Number of family friendly policy used before	0.12			-0.21		

Note: ** p<0.01; * p<0.05.

5.18 Apart from examining the relationship between utilization of family friendly policies and employees' work attitudes and work behaviors, we evaluated the impacts of availability of family friendly policies on employees' work attitudes, and whether such a link was mediated through the mediators. The results are detailed in Table 4. Our findings indicate that availability of family friendly policies generated positive impacts on job satisfaction only (**see Step 2**). It was interesting to find that availability of family friendly policies impacted affective commitment positively as long as work-family conflict was introduced into the model (**see Step 3**)

Table 4. Mediating analysis of the impact of family friendly policy on work attitude

Variable	Job satisfaction			Affective commitment			Intention to stay			Job engagement		
	β	Total R ²	ΔR^2	β	Total R ²	ΔR^2	β	Total R ²	ΔR^2	β	Total R ²	ΔR^2
Step 1: Control variables		0.16			0.21			0.18			0.12	
Age	-0.02			0.05			0.06**			-0.00		
Gender (Ref: Male)												
Female	-0.16			-0.04			-0.21			-1.49		
Marital status (Ref: Not married)												
Married	0.34			-0.54			0.20			-0.89		
Number of children aged under 15	-0.18			-0.27			-0.01			-0.50		
Number of working hours per week	0.02			0.05			0.01			-0.03		
Tenure with supervisors	0.08			-0.03			0.03			-0.12		
Work attitude variables at T1												
Job satisfaction	0.33**											
Affective commitment				0.38**								
Intention to stay							0.27**					
Job engagement										0.28**		
Step 2: Independent variable		0.20	0.04		0.22	0.01		0.18	0.00		0.13	0.01
Number of family friendly policy available	0.17**			0.19			0.03			0.26		
Step 3: Mediator												
1) Perceived family supportive organisation	-0.01	0.20	0.00	0.00	0.22	0.00	-0.01	0.18	0.00	0.01	0.13	0.00
Number of family friendly policy available	0.18**			0.19			0.03			0.25		
2) Economic exchange relationship	-0.00	0.20	0.00	-0.11	0.23	0.01	-0.02	0.18	0.00	0.07	0.13	0.00
Number of family friendly policy available	0.17**			0.22			0.03			0.24		
3) Social exchange relationship	0.05	0.21	0.01	0.19*	0.23	0.01	0.09**	0.21	0.03	-0.05	0.13	0.00
Number of family friendly policy available	0.17**			0.20			0.02			0.26		
4) Perceived control over working time	0.02	0.20	0.00	-0.09	0.22	0.00	0.01	0.18	0.00	0.10	0.13	0.00
Number of family friendly policy available	0.16**			0.23			0.02			0.21		

5) Work-family conflict	-0.01	0.20	0.00	-0.14**	0.27	0.05	-0.04**	0.21	0.03	-0.09	0.14	0.01
Number of family friendly policy available	0.18**			0.27*			0.05			0.30		
Sobel's test												
Perceived family supportive organization	---			---			---			---		
Economic exchange relationship	---			---			---			---		
Social exchange relationship	---			---			---			---		
Perceived control over working time	---			---			---			---		
Work-family conflict	---			Z=-2.18*			---			---		

Note: ** p<0.01; * p<0.05.

5.19 Likewise, we evaluated the impacts of availability of family friendly policies on employees' work behaviors, and whether such a link was mediated through the mediators. The results are detailed in Tables 5a and 5b. Our findings indicate that availability of family friendly policies generated negative impacts on work withdrawal only (**see Step 2**). Interestingly, it was also found that availability of family friendly policies impacted contextual performance: OCB(O) positively as long as work-family conflict was introduced into the model (**see Step 3**).

Table 5a. Mediating analysis of the impact of family friendly policy on work behavior

Variable	Task performance			Contextual performance: OCB(I)			Contextual performance: OCB(O)		
	β	Total R ²	ΔR^2	β	Total R ²	ΔR^2	β	Total R ²	ΔR^2
Step 1: Control variables		0.05			0.09			0.13	
Age	0.03			0.11**			0.04		
Gender (Ref: Male)									
Female	-0.45			-0.36			-1.34		
Marital status (Ref: Not married)									
Married	0.95			0.43			-0.74		
Number of children aged under 15	-0.09			-0.37			-0.53		
Number of working hours per week	0.02			0.02			-0.08		
Tenure with supervisors	-0.03			-0.20*			-0.22*		
Work behaviour variables at T1									
Task performance	0.19**								
Contextual performance: OCB(I)				0.20**					
Contextual performance: OCB(O)							0.26**		
Step 2: Independent variable		0.06	0.01		0.09	0.00		0.14	0.01
Number of family friendly policy available	0.09			0.06			0.18		
Step 3: Mediator									
2) Perceived family supportive organisation	0.01	0.06	0.01	-0.01	0.09	0.00	0.03	0.14	0.00

Number of family friendly policy available	0.08			0.07			0.16		
2) Economic exchange relationship	-0.07*	0.08	0.02	-0.02	0.09	0.00	0.07	0.14	0.00
Number of family friendly policy available	0.11			0.07			0.16		
3) Social exchange relationship	0.03	0.06	0.00	0.13*	0.11	0.02	0.12	0.15	0.01
Number of family friendly policy available	0.08			0.05			0.17		
4) Perceived control over working time	0.03	0.06	0.00	-0.10	0.10	0.01	0.02	0.14	0.00
Number of family friendly policy available	0.07			0.11			0.17		
5) Work-family conflict	-0.03	0.07	0.01	-0.08**	0.12	0.03	-0.10**	0.17	0.03
Number of family friendly policy available	0.10			0.10			0.22*		
Sobel's test									
Perceived family supportive organization	---			---			---		
Economic exchange relationship	---			---			---		
Social exchange relationship	---			---			---		
Perceived control over working time	---			---			---		
Work-family conflict	---			---			Z=-1.80		

Note: ** p<0.01; * p<0.05.

Table 5b. Mediating analysis of the impact of family friendly policy on work behaviour

Variable	Citizenship behaviour			Work withdrawal		
	β	Total R ²	ΔR^2	β	Total R ²	ΔR^2
Step 1: Control variables		0.11			0.09	
Age	0.01			0.03		
Gender (Ref: Male)						
Female	-0.13			0.75		
Marital status (Ref: Not married)						
Married	1.37*			-0.34		
Number of children aged under 15	-0.02			0.31		
Number of working hours per week	-0.02			-0.00		
Tenure with supervisors	-0.08			0.06		
Work behaviour variables at T1						
Citizenship behaviour	0.24**					
Work withdrawal				0.26**		
Step 2: Independent variable		0.11	0.00		0.10	0.01
Number of family friendly policy available	0.03			-0.19*		
Step 3: Mediator						
3) Perceived family supportive organisation	0.01	0.11	0.00	-0.00	0.10	0.00
Number of family friendly policy available	0.02			-0.19*		
2) Economic exchange relationship	0.01	0.11	0.00	0.03	0.10	0.00
Number of family friendly policy available	0.02			-0.20*		
3) Social exchange relationship	0.08	0.12	0.01	0.01	0.10	0.00
Number of family friendly policy available	0.02			-0.20*		
4) Perceived control over working time	0.07	0.11	0.00	-0.04	0.10	0.00
Number of family friendly policy available	-0.01			-0.18		
5) Work-family conflict	-0.05**	0.14	0.03	-0.02	0.11	0.01
Number of family friendly policy available	0.05			-0.18*		

Note: ** p<0.01; * p<0.05.

5.20 Following that, we turned to examining the impacts of supervisory family support on employees' work attitudes, and whether such a link was mediated through the mediators (namely, perceived family supportive organization, economic exchange relationship, social exchange relationship, perceived control over working time, and work-family conflict). The results are detailed in Table 6. Our findings indicate that supervisory family support generated positive impacts on affective commitment, intention to stay and job engagement (**see Step 2**). However, it was found that work-family conflict mediated the effect of supervisory family support on affective commitment and intention to stay (**see Step 3**). Social exchange relationship was also a possible mediator as the effect of supervisory family support diminished with the presence of the mediator.

Table 6. Mediating analysis of the impact of supervisory family support on work attitude

Variable	Job satisfaction			Affective commitment			Intention to stay			Job engagement		
	β	Total R ²	ΔR^2	β	Total R ²	ΔR^2	β	Total R ²	ΔR^2	β	Total R ²	ΔR^2
Step 1: Control variables		0.16			0.21			0.18			0.12	
Age	-0.02			0.05			0.06**			-0.00		
Gender (Ref: Male)												
Female	-0.16			-0.04			-0.21			-1.49		
Marital status (Ref: Not married)												
Married	0.34			-0.54			0.20			-0.89		
Number of children aged under 15	-0.18			-0.27			-0.01			-0.50		
Number of working hours per week	0.02			0.05			0.01			-0.03		
Tenure with supervisors	0.08			-0.03			0.03			-0.12		
Work attitude variables at T1												
Job satisfaction	0.33**											
Affective commitment				0.38**								
Intention to stay							0.27**					
Job engagement										0.28**		
Step 2: Independent variable		0.16	0.00		0.24	0.03		0.21	0.03		0.14	0.02
Supervisory family support	0.01			0.49**			0.19**			0.44*		
Step 3: Mediator												
1) Perceived family supportive organisation	-0.01	0.16	0.00	-0.02	0.24	0.00	-0.02	0.22	0.01	-0.01	0.14	0.00
Supervisory family support	0.02			0.51**			0.21**			0.45*		
2) Economic exchange relationship	0.01	0.16	0.00	-0.12	0.25	0.01	-0.02	0.22	0.01	0.06	0.14	0.00
Supervisory family support	0.01			0.51**			0.20**			0.43*		
3) Social exchange relationship	0.06	0.17	0.01	0.12	0.25	0.01	0.06*	0.23	0.02	-0.16	0.15	0.01
Supervisory family support	0.03			0.42*			0.15*			0.56*		

4) Perceived control over working time	0.07	0.17	0.01	-0.05	0.24	0.00	0.01	0.21	0.00	0.11	0.14	0.00
Supervisory family support	-0.00			0.50**			0.19**			0.41*		
5) Work-family conflict	-0.00	0.16	0.00	-0.10**	0.26	0.02	-0.03*	0.23	0.02	-0.04	0.14	0.00
Supervisory family support	0.01			0.33*			0.15*			0.37		
Sobel's test												
Perceived family supportive organization	---			---			---			---		
Economic exchange relationship	---			---			---			---		
Social exchange relationship	---			---			Z=1.93			---		
Perceived control over working time	---			---			---			---		
Work-family conflict	---			Z=2.49*			Z=2.04*			---		

Note: ** p<0.01; * p<0.05.

5.21 Likewise, we examined the impacts of supervisory family support on employees' work behaviors, and whether such a link was mediated through the mediators (namely, perceived family supportive organization, economic exchange relationship, social exchange relationship, perceived control over working time, and work-family conflict). The results are detailed in Tables 7a and 7b. Our findings indicate that supervisory family support generated positive impacts on contextual performance only, that is, OCB(O) (**see Step 2**). However, work-family conflict mediated (and offset) the effect of supervisory family support on contextual performance, namely, OCB(O) (**see Step 3**).

Table 7a. Mediating analysis of the impact of supervisory family support on work behaviour

Variable	Task performance			Contextual performance: OCB(I)			Contextual performance: OCB(O)		
	β	Total R ²	ΔR^2	β	Total R ²	ΔR^2	β	Total R ²	ΔR^2
Step 1: Control variables		0.05			0.09			0.13	
Age	0.03			0.11**			0.04		
Gender (Ref: Male)									
Female	-0.45			-0.36			-1.34		
Marital status (Ref: Not married)									
Married	0.95			0.43			-0.74		
Number of children aged under 15	-0.09			-0.37			-0.53		
Number of working hours per week	0.02			0.02			-0.08		
Tenure with supervisors	-0.03			-0.20*			-0.22*		
Work behaviour variables at T1									
Task performance	0.19**								
Contextual performance: OCB(I)				0.20**					
Contextual performance: OCB(O)							0.26**		
Step 2: Independent variable		0.06	0.01		0.10	0.01		0.16	0.03
Supervisory family support	0.11			0.17			0.38**		
Step 3: Mediator									
1) Perceived family supportive organisation	0.01	0.06	0.00	-0.02	0.10	0.00	0.01	0.16	0.00
Supervisory family support	0.10			0.19			0.37**		
2) Economic exchange relationship	-0.07*	0.08	0.02	-0.03	0.10	0.00	0.06	0.16	0.00
Supervisory family support	0.14			0.18			0.36**		
3) Social exchange relationship	0.01	0.06	0.00	0.12	0.11	0.01	0.05	0.16	0.00
Supervisory family support	0.10			0.07			0.34*		
4) Perceived control over working time	0.04	0.06	0.00	-0.10	0.10	0.00	0.02	0.16	0.00
Supervisory family support	0.10			0.20			0.38**		
5) Work-family conflict	-0.02	0.06	0.00	-0.07*	0.12	0.02	-0.07*	0.17	0.01
Supervisory family support	0.08			0.06			0.28*		
Sobel's test									
Perceived family supportive organization		---			---			---	
Economic exchange relationship		---			---			---	
Social exchange relationship		---			---			---	
Perceived control over working time		---			---			---	
Work-family conflict		---			---			Z=2.01*	

Note: ** p<0.01; * p<0.05.

Table 7b. Mediating analysis of the impact of supervisory family support on work behavior

Variable	Citizenship behaviour			Work withdrawal		
	β	Total R ²	ΔR^2	β	Total R ²	ΔR^2
Step 1: Control variables		0.11			0.09	
Age	0.01			0.03		
Gender (Ref: Male)						
Female	-0.13			0.75		
Marital status (Ref: Not married)						
Married	1.37*			-0.34		
Number of children aged under 15	-0.02			0.31		
Number of working hours per week	-0.02			-0.00		
Tenure with supervisors	-0.08			0.06		
Work behaviour variables at T1						
Citizenship behaviour	0.24**					
Work withdrawal				0.26**		
Step 2: Independent variable		0.12	0.01		0.09	0.00
Supervisory family support	0.15			0.06		
Step 3: Mediator						
1) Perceived family supportive organisation	0.00	0.12	0.00	-0.02	0.09	0.00
Supervisory family support	0.15			0.09		
2) Economic exchange relationship	0.00	0.12	0.00	0.01	0.09	0.00
Supervisory family support	0.15			0.06		
3) Social exchange relationship	0.06	0.12	0.01	-0.01	0.09	0.00
Supervisory family support	0.10			0.07		
4) Perceived control over working time	0.05	0.12	0.00	-0.10	0.09	0.00
Supervisory family support	0.13			0.09		
5) Work-family conflict	-0.04*	0.13	0.01	-0.03	0.09	0.00
Supervisory family support	0.08			0.02		

Note: ** p<0.01; * p<0.05.

5.22 We subsequently focused on assessing the interaction effect of the major independent variables (namely, supervisory family support and availability and utilization of family friendly policies) on the potential mediators (namely, perceived family supportive organization, economic exchange relationship, social exchange relationship, perceived control over working time, and work-family conflict). The results are presented from Table 8a to Table 8d. Our findings confirmed the interaction effect of supervisory family support and availability of family-friendly policies on perceived family supportive organizations (**Step 3 of Table 8b**). However, our findings do not indicate any interaction effect of supervisory family support and utilization of family friendly policies on all mediators.

Table 8a. Interaction effect of family friendly policy used before and supervisory family support on mediators

Variable	Perceived family supportive organization			Economic exchange relationship			Social exchange relationship		
	β	Total R ²	ΔR^2	β	Total R ²	ΔR^2	β	Total R ²	ΔR^2
Step 1: Control variables		0.02			0.05			0.03	
Age	0.02			-0.08			-0.01		
Gender (Ref: Male)									
Female	-2.16			-2.32**			0.02		
Marital status (Ref: Not married)									
Married	-0.80			0.44			1.23		
Number of children aged under 15	-0.16			0.17			0.59		
Number of working hours per week	0.06			0.00			0.05		
Tenure with supervisors	0.19			0.24*			0.16		
Step 2: Main effects		0.15	0.13		0.09	0.04		0.21	0.18
Supervisory family support (SFS)	1.07**			0.38*			0.82**		
Number of family friendly policy used before	0.78**			0.31			0.07		
Step 3: Interactions		0.16	0.01		0.09	0.00		0.21	0.00
SFS x number of FFP used before	0.22			-0.04			0.00		

Note: ** p<0.01; * p<0.05.

Table 8b. Interaction effect of family friendly policy available and supervisory family support on mediators

Variable	Perceived family supportive organization			Economic exchange relationship			Social exchange relationship		
	β	Total R ²	ΔR^2	β	Total R ²	ΔR^2	β	Total R ²	ΔR^2
Step 1: Control variables		0.02			0.05			0.03	
Age	0.02			-0.08			-0.01		
Gender (Ref: Male)									
Female	-2.16			-2.32**			0.02		
Marital status (Ref: Not married)									
Married	-0.80			0.44			1.23		
Number of children aged under 15	-0.16			0.17			0.59		
Number of working hours per week	0.06			0.00			0.05		
Tenure with supervisors	0.19			0.24*			0.16		
Step 2: Main effects		0.16	0.14		0.10	0.05		0.21	0.18
Supervisory family support (SFS)	1.10**			0.39*			0.82**		
Number of family friendly policy available	0.65**			0.30*			0.09		
Step 3: Interactions		0.19	0.03		0.11	0.01		0.21	0.00
SFS x number of FFP available	0.21**			-0.07			-0.02		

Note: ** p<0.01; * p<0.05.

Table 8c. Interaction effect of family friendly policy used before and supervisory family support on mediators

Variable	Perceived control over working time			Work-life conflict		
	β	Total R ²	ΔR^2	β	Total R ²	ΔR^2
Step 1: Control variables		0.08			0.06	
Age	-0.03			-0.18		
Gender (Ref: Male)						
Female	-2.06**			2.78		
Marital status (Ref: Not married)						
Married	0.90			-0.63		
Number of children aged under 15	0.22			-0.84		
Number of working hours per week	-0.06			0.26**		
Tenure with supervisors	0.11			-0.10		
Step 2: Main effects		0.22	0.14		0.21	0.15
Supervisory family support (SFS)	0.29**			-1.63**		
Number of family friendly policy used before	0.64**			0.55		
Step 3: Interactions		0.23	0.01		0.22	0.01
SFS x number of FFP used before	0.06			0.19		

Note: ** p<0.01; * p<0.05.

Table 8d. Interaction effect of family friendly policy available and supervisory family support on mediators

Variable	Perceived control over working time			Work-life conflict		
	β	Total R ²	ΔR^2	β	Total R ²	ΔR^2
Step 1: Control variables		0.08			0.06	
Age	-0.03			-0.18		
Gender (Ref: Male)						
Female	-2.06**			2.78		
Marital status (Ref: Not married)						
Married	0.90			-0.63		
Number of children aged under 15	0.22			-0.84		
Number of working hours per week	-0.06			0.26**		
Tenure with supervisors	0.11			-0.10		
Step 2: Main effects		0.23	0.15		0.22	0.16
Supervisory family support (SFS)	0.31**			-1.61**		
Number of family friendly policy available	0.47**			0.49*		
Step 3: Interactions		0.23	0.00		0.22	0.00
SFS x number of FFP available	-0.00			0.07		

Note: ** p<0.01; * p<0.05.

5.23 We then turned to assessing the moderation effect of supervisory family support and the availability of family friendly policies on employees' work attitudes, as well as the relationship between the availability of family-friendly policies and their potential mediators. The results are presented in Table 9. Our findings do not indicate any interaction effect of supervisory family support and availability of family-friendly policies on employees' work attitudes.

Table 9. Hierarchical regression analysis on work attitudes

	Job satisfaction			Affective commitment			Intention to stay			Job engagement		
Variable	β	Total R ²	ΔR^2	β	Total R ²	ΔR^2	β	Total R ²	ΔR^2	β	Total R ²	ΔR^2
Step 1: Control variables		0.16			0.21			0.18			0.12	
Age	-0.02			0.05			0.06**			-0.00		
Gender (Ref: Male)												
Female	-0.16			-0.04			-0.21			-1.49		
Marital status (Ref: Not married)												
Married	0.34			-0.54			0.20			-0.89		
Number of children aged under 15	-0.18			-0.27			-0.01			-0.50		
Number of working hours per week	0.02			0.05			0.01			-0.03		
Tenure with supervisors	0.01			-0.03			0.03			-0.12		
Work attitude variables at T1												
Job satisfaction	0.33**											
Affective commitment				0.38**								
Intention to stay							0.27**					
Job engagement										0.28**		
Step 2: Main effects		0.20	0.05		0.25	0.04		0.21	0.03		0.15	0.03
Supervisory family support (SFS)	0.01			0.50**			0.19**			0.45*		
Number of family friendly policy available	0.17*			0.21			0.03			0.27		
Step 3: Interactions		0.20	0.00		0.25	0.00		0.22	0.01		0.15	0.00
SFS x number of FFP available	-0.01			-0.05			-0.01			0.03		
Step 4: Mediator												
1) Perceived family supportive organisation	-0.01	0.20	0.00	-0.03	0.26	0.01	-0.02	0.22	0.00	-0.04	0.15	0.00
SFS x number of FFP available	-0.01			-0.04			-0.00			0.04		

Note: ** p<0.01; * p<0.05.

5.24 We also assessed the moderation effect of supervisory family support and the availability of family friendly policies on employees' work behaviors, as well as the relationship between the availability of family friendly policies and their potential mediators. The results are presented in Tables 10a and 10b. Our findings confirmed the moderation effect between supervisory family support and availability of family friendly policies on work withdrawal (**Step 3 of Table 10b**). Besides, we evaluated if such moderation effect would be affected by the potential mediator (perceived family supportive organization). Our findings do not establish any such effect (**see Step 4**).

Table 10a. Hierarchical regression analysis on work behavior

Variable	Task performance			Contextual performance: OCB(I)			Contextual performance: OCB(O)		
	β	Total R ²	ΔR^2	β	Total R ²	ΔR^2	β	Total R ²	ΔR^2
Step 1: Control variables		0.05			0.09			0.13	
Age	0.03			0.11**			0.04		
Gender (Ref: Male)									
Female	-0.45			-0.36			-1.34		
Marital status (Ref: Not married)									
Married	0.95			0.43			-0.74		
Number of children aged under 15	-0.09			-0.37			-0.53		
Number of working hours per week	0.02			0.02			-0.08		
Tenure with supervisors	-0.03			-0.20*			-0.22*		
Work behaviour variables at T1									
Task performance	0.19**								
Contextual performance: OCB(I)				0.20**					
Contextual performance: OCB(O)							0.26**		
Step 2: Main effects		0.07	0.02		0.10	0.01		0.17	0.04
Supervisory family support (SFS)	0.11			0.17			0.38**		
Number of family friendly policy available	0.09			0.06			0.17		
Step 3: Interactions		0.07	0.00		0.10	0.00		0.17	0.00
SFS x number of FFP available	-0.01			0.03			0.02		
Step 4: Mediator									
1) Perceived family supportive organisation	0.01	0.07	0.00	-0.04	0.10	0.00	-0.00	0.17	0.00
SFS x number of FFP available	-0.02			0.04			0.02		

Note: ** p<0.01; * p<0.05.

Table 10b. Hierarchical regression analysis on work behavior

Variable	Citizenship behaviour			Work withdrawal		
	β	Total R ²	ΔR^2	β	Total R ²	ΔR^2
Step 1: Control variables		0.11			0.09	
Age	0.01			0.03		
Gender (Ref: Male)						
Female	-0.13			0.75		
Marital status (Ref: Not married)						
Married	1.37*			-0.34		
Number of children aged under 15	-0.02			0.31		
Number of working hours per week	-0.02			-0.00		
Tenure with supervisors	-0.08			0.06		
Work behaviour variables at T1						
Citizenship behaviour	0.24**					
Work withdrawal				0.26**		
Step 2: Main effects		0.12	0.01		0.10	0.01
Supervisory family support (SFS)	0.15			0.07		
Number of family friendly policy available	0.02			-0.20*		
Step 3: Interactions		0.12	0.00		0.13	0.03
SFS x number of FFP available	-0.00			0.10**		
Step 4: Mediator						
1) Perceived family supportive organisation	-0.00	0.12	0.00	-0.03	0.13	0.00
SFS x number of FFP available	-0.00			0.10**		
Sobel's test		---			Z=-0.81	

Note: ** p<0.01; * p<0.05.

Chapter 6. Policy Implications & Recommendations

6.1 This study not only focused on the availability of family friendly policies and their utilization, but also tested the effect of supervisory family support on work-related outcomes, and examined the relative role of these three mediators, namely high-quality exchange relationship between respondents and their immediate supervisors, work-life conflict, and perceived control over the work time, in the link between supervisory family support and work-related outcomes. Research data on work-related outcomes such as task performance were collected from employees as well as their immediate supervisors. In this study, we examined the effect of both formal and informal workplace family support on work-related outcomes. The findings of the study will offer employers in Hong Kong some unique insight into the effectiveness of formal and informal family friendly practices in fostering a family-supportive work environment. The findings of the study will also impact policy debates in Hong Kong significantly, offer concrete recommendations for restructuring the present family friendly policies and the work environment, and improve work-life balance of Hong Kong employees, ultimately leading to increased labor participation of female adults at the time when Hong Kong is facing a labor shortage amidst an aging population. All in all, the study has an impact on the lives of the working-population and the mindset of policymakers.

6.2 Employees are placing more emphasis on the availability of family friendly programs and benefits in the workplace. Although there has been empirical evidence indicating that both organizations and employees will greatly benefit from such arrangements, the positive effects of the arrangements will not realize until policymakers and employers are willing to invest in them, and when employees do not feel discouraged from participating in them. Hence, it is important for policymakers, employers, and employees to be aware of the fact that family friendly programs can contribute to a mutually beneficial scenario for every party. The recommendations for different parties are grouped under the corresponding headings.

For Policy makers/ Hong Kong Government

6.3 Despite the well-supported benefits of implementing family friendly benefits in the workplace, our study shows that family friendly policies are still uncommon in Hong Kong's workplaces, and where they are adopted, employees tend to be under too much pressure to put their work before their families to take advantage of them, and the local corporate culture is generally not supportive of family friendly practices. It is important to understand that family supportive policies are not something that exists as an option. Rather, they offer significant relief from the conflicts and distractions of family responsibilities while one is at work. Implementation of such benefits will enable employees with family obligations to concentrate more on work, and help them to work at a more productive and consistent pace. In other words, family friendly policies are forward-looking. Policymakers should appreciate their benefits not only for employees, but also for businesses and taxpayers in terms of enhanced productivity on the job, and the ability to provide cost-effective care for employees' children and parents. **We recommend that the government make family friendly policies a legal requirement in recognition of the facts that family support is one of the public policy functions, and that work and domestic commitments**

have to be reconciled. By doing so, more mothers will also be motivated to return to work amidst a labor shortage and an aging population.

6.4 Our study indicates that supportive supervisors play a crucial role in the utilization and implantation of family friendly policies, and that employees receiving social support from supervisors will report less work-family conflicts. However, training for supervisors is severely in lack even though their organizations adopt family friendly benefits, meaning that supervisors distributing the policies may have difficulty dealing with employees with family commitments who juggle between work and family responsibilities, and interacting with the staff needing the policies in a supportive way. **We recommend that the government require business establishments or organizations in Hong Kong to arrange and organize proper trainings for supervisors on how to deal with work-family balancing issues, and on how to administer implementation of work-family benefits appropriately, so as to establish strong social exchange relationships between employees and their organization, and cultivate long-term, trust-building relationships with their staff.**

For Hong Kong Employers

6.5 Our research results show how important it is for employees and their families to gain access to family friendly benefits, and it is employees' right to request them when they need them. In addition, the rise of dual-earning families can be associated with all important outcomes that would affect employees and their organizations, such as productivity, absenteeism, tardiness, and turnover. It is therefore important to respond to employees' potential interest to stay in an organization for a long time. **We recommend that employers assess the resources available at present (for example, financial resources, equipment available, and the size of organizations), redefine their family friendly policies so as to attract and retain qualified employees, and highlight the rights and benefits of employees (for example, flexible work options and dependent-care benefits) during staff orientations to acknowledge employees' family roles and responsibilities, and the management's role in helping employees to enjoy their rights and benefits.**

6.6 Management training is an indirect but important form of assistance when it comes to implementing family supportive programs in the workplace. It has been found that even though such programs are in place, employees may be reluctant to use them because they fear that supervisors may overemphasize their participation in family friendly programs in comparison to their work performance within the context of performance appraisals and promotion decisions. According to Koch and Binnewies (2014), employees may observe supervisor behaviors as a point of reference when deciding what behaviors and actions are appropriate in the workplace. Hence, supervisors should be aware of how any behaviors may indicate their attitudes towards family friendly programs may deter employees from participating in family supportive programs that would benefit supervisors and the organization. It is therefore crucial to train supervisors to be family friendly in order to foster a supportive work environment, and to ensure consistency with which family friendly policies are applied. **Instead of simply giving supervisors some advice on how to deal with employees struggling to balance work and family obligations, employers should offer formal training to supervisors on the sensitive nature of work and family issues, that is, helping supervisors to understand that employees'**

participation in family-friendly programs show that they want to be proactive in meeting work demands efficiently, instead of being uninterested in work or advancement opportunities. We also recommend that such training aim at helping supervisors to acquire or improve their skills of empowering and motivating their staff, of improving their relationship with their staff, and of integrating these policies and benefits with existing processes such as the performance appraisal system. By the same token, we recommend that programs be developed to facilitate open exchange and constructive feedback between supervisors and employees.

For Hong Kong Employees

6.7 Although employers may seem unsupportive of family friendly policies and benefits, it is possible that they simply are not aware of or not knowledgeable of them. **We recommend that employees interested in taking advantage of such benefits should not refrain themselves from asking their supervisors about the availability of such programs, and making use of them to enjoy work-life balance and also become more effective workers.**

6.8 Employees can contribute to the success of the organization's efforts of promoting a family-friendly culture. **We recommend that employees strive to contribute to a supportive work-family culture on their own initiative.** For instance, if there are any workload issues following participation in a family friendly arrangement, employees should seek out their supervisors as a way of creating more manageable plans of action. In addition, **we recommend that employees remain vigilant for factors that may discourage them from utilizing family friendly arrangements.**

Chapter 7. Dissemination of Findings

- 7.1 The findings of this research were/will be disseminated through press conferences, local newspaper op-eds, two international academic conferences, and international academic journals.
- 7.2 First, the findings of the study will be disseminated to the general public through press conferences to be held shortly.
- 7.3 Also, the findings of the study were presented at two international conferences: New York International Business and Social Science Research Conference on the 14th-16th of July 2016 and the 4th International Conference on Social Policy and Governance Innovation on the 24th of November 2016 (see Appendices E and F).
- 7.4 In addition, a copy of the entire report will shortly be sent to Home Affairs Bureau, Labour and Welfare Bureau, and non-government bodies including the Family Council.
- 7.5 What's more, the research articles on the subject are currently under process and will be sent to some leading international academic journals, including Journal of Social Policy, Journal of Management, and Journal of Human Relations.

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Appendix A. Questionnaire distributed to supervisors for the baseline assessment

填入數據後即成
機密文件

檔案編號：_____
訪問員編號：_____

香港教育學院亞洲及政策研究學系
「家庭友善」僱用政策及措施調查問卷
統計調查訪問記錄

I) 被訪問者之資料

被訪者資料核對	
是否正確	更正資料
姓名：是 / 否	_____
性別：是 / 否	_____
地址：是 / 否	_____

Criteria of selecting respondents for supervisor 篩選準則:

- 1) Is an immediate supervisor of a subordinate who aged 25 or above; 是一名 25 歲或以上職員的直屬上司;
- 2) the subordinate is working full-time; 下屬為全職員工;
- 3) the subordinate is married with at least one child aged 17 or below 下屬已婚並育有最少一名 17 歲或以下子女

target sample size = 600

Mr/Miss/Mrs _____ (請填上被訪者姓名以便與其下屬配對) 先生/小姐/太太/婆婆/伯伯:

香港教育學院現正進行一項有關「家庭友善」僱用政策及措施的調查，目的是找出促進僱員平衡工作及家庭角色的要素，作為制訂相關政策的參考資料。

The Hong Kong Institute of Education is conducting a survey related to family-friendly employment practices, the purpose is to find out factors facilitating the work-life balance of employees. They serve as important references for setting up relevant policy.

我們很高興你願意作為此次訪問的對象。所蒐集到的一切個人資料會絕對保密。

We thank for your participation in this survey. All personal information collected are kept in strict confidential.

[在以下的問題上，請圈上適當的數字，例如 II 如果問題後是空格，請填上適當的資料]

(Please circle the suitable number that best suits you. Fill in suitable information if space is provided)

A. 個人資料 Personal information

1. 性別[訪問員自行填寫]: 1 = 男 Male
Sex (Filled in by interviewers) 2 = 女 Female

2. 請問你現在的婚姻狀況：
What is your marital status
- 1 = 未婚 Single
2 = 已婚 Married
3 = 喪偶 Widowed
4 = 分居 Separated
5 = 離婚 Divorced

3. 請問你今年幾多歲？ How old are you? _____ 歲 years

4. 請問閣下宜家係唔係全職工作人士？ 1=是 0=否
Are you working full-time? 1=Yes
0=No

【訪員讀出：全職的定義為每星期最少工作 5 天，或一星期總工作時間不少於 40 小時】

【Interviewer: Full-time is defined as working at least 5 days a week or total working hours in a week is not less than 40 hours】

5. 請問你現在家中有幾多個同住家庭成員？(包括自己和家庭傭工) _____ 個
How many household members living with you? (Include yourself and domestic helper) _____ persons

6. 請因應住戶人數選擇回答以下其中一題：
Please answers the following question based on your household size

(i) 一人住戶：家庭每月的總入息是否低於 HK\$3,600 (跳答 9) 1=是 Yes 0=否 No

(i) One-member household: Household monthly income less than HK\$3,600 (Skip to 9)

(ii) 二人住戶：家庭每月的總入息是否低於 HK\$7,700 1=
是 Yes 0=否 No

(ii) Two-member household: Household monthly income less than HK\$7,700

(iii) 三人住戶：家庭每月的總入息是否低於 HK\$11,500 1=是 Yes 0=否 No

(iii) Three-member household: Household monthly income less than HK\$11,500

(iv) 四人住戶：家庭每月的總入息是否低於 HK\$14,300 1=是 Yes 0=否 No

(iv) Four-member household: Household monthly income less than HK\$14,300

(v) 五人住戶：家庭每月的總入息是否低於 HK\$14,800 1=是 Yes 0=否 No

(v) Five-member household: Household monthly income less than HK\$14,800

(vi) 六人或以上：家庭每月的總入息是否低於 HK\$15,800 1=是 Yes 0=否 No

(vi) At least Six-member household: Household monthly income less than HK\$15,800

7. 承上題，他/他們是家庭中什麼成員？ Who are they? 人數 (沒有填零)
Persons (0 if none) 1. 父母 Parents

2. 夫妻 Spouse _____

3. 子女 Children _____

4. 兄弟姊妹 Sibling _____

5. 配偶父母 Parent-in-law _____

6. 孫子孫女 Grandchildren _____

7. 女婿/媳婦 Son-in-law/daughter-in-law _____
8. 祖父母 Grandparents _____
9. 其他親人 Other relatives _____
10. _____ 朋友 Friends
11. _____ 其他, 請註明 Others, please specify: _____

8. 倚賴照顧程度責任指數 Dependent care responsibility index (Kossek et al., 1999)

1. 與___名成人(18 歲或以上)子女同住 Living with ___ adult (aged 18 and above) children
2. 與___名幼兒(0-3 歲)同住 Living with ___ children aged between 0 and 3
3. 與___名兒童(4-14 歲)同住 Living with ___ children aged between 4 and 14
4. 與___名長者(65 歲或以上)同住 Living with ___ older persons aged 65 and above
5. 與配偶同住 Living with spouse 1=是 Yes 2=否 No
6. 配偶工作 Spouse works 1=是 Yes 2=否 No
7. 有需照顧的長者同住 Taking care and living with aging parents 1=是 Yes 2=否 No

9. 包括所有收入來源, 請問你家庭每月的總入息是多少?
Including all sources of income, what is your household monthly income?

- 1 = < HK \$20,000
2 = HK \$ 20,000-\$ 24,999
3 = HK \$25,000-\$29,999
4 = HK \$30,000-\$34,999
5 = HK \$35,000-\$39,999
6 = HK \$40,000-\$44,999
7 = HK \$45,000 -\$49,999
8 = HK \$50,000-\$54,999
9 = HK \$55,000-\$59,999
10 = HK \$60,000-\$65,999
11 = HK \$65,000-\$69,999
12 = >=HK \$70,000 或以上 and above

10. 教育程度? Educational attainment?

- 1=Form 5 education or less 中五或以下
2=Completed Form 6 or 7 中六/ 中七
3=Polytechnic/Technical diploma 專上非學位文憑
4=Undergraduate degree (BSc, B.A, B.Eng) 學士學位
5=Postgraduate degree (MSc; MA; M.Eng; MBA) 碩士學位或以上

11. 職業 Occupation

- 1 = 經理及行政級人員 Managers and administrators
2 = 專業人員 Professionals
3 = 輔助專業人員 Associate professionals
4 = 文書支援人員 Clerical support workers
5 = 服務工作及銷售人員 Service and sales workers
6 = 工藝及有關人員 Craft and related workers
7 = 機台及機器操作員及裝配員 Plant and machine operators and assemblers
8 = 非技術工人 Elementary workers

9 =其他 (others), 請註明(please specify)_____

12. 行業 Industry

1 = 製造業 Manufacturing

2 = 建造業 Construction

3 = 進出口、批發及零售業 Import/export, wholesale and retail trades

4 = 地產、專業及商用服務業 Real estate, professional and business services

5 =酒店及旅遊業 Hospitality and tourism

6=資訊科技及通訊業 Information technology

7 = 金融及保險業 Financial and insurance activities

8 = 運輸、倉庫、郵政及速遞服務業 Transportation, storage, postal and courier services

9 = 公共行政、教育、人類醫療保健及社工活動 Public administration, education, human health and social work

10=其他 (others), 請註明(please specify)_____

13. 1=職位 Title: _____ 2=拒絕回答 Refuse to answer

14. How long have you been working in this position: __ years __ months
你在这岗位工作多久: __ 年 __ 月

15. Average number of working hours per week = __ hours
每星期平均工作时数= __ 小时

A. Task performance (Williams and Anderson, 1991; Chinese: Wu et.al, 2011)

請用下列反應等級來表示你同意或不同意 Please answer the following questions using the scale below:

1 = 非常不同意 Strongly disagree	2 = 不同意 Disagree
3 = 頗不同意 Disagree slightly	4 = 無所謂同意不同意 Neutral
5 = 頗同意 Agree slightly	6 = 同意 Agree
7 = 非常同意 Strongly agree	

1. This subordinate adequately completes assigned duties.
你的下屬能夠履行他/她的工作職責。
1 2 3 4 5 6 7
2. This subordinate fulfils responsibilities specified in job description.
你的下屬能夠完成他/她的工作範圍內所規定的責任。
1 2 3 4 5 6 7
3. This subordinate performs tasks that are expected of him/her.
你的下屬能夠完成被指定的任務。
1 2 3 4 5 6 7
4. This subordinate meets formal performance requirements of the jobs.
你的下屬能夠達到所有工作對他/她的正式要求。
1 2 3 4 5 6 7

B. Citizenship behaviour towards supervisor (Rupp and Cropanzano, 2002)

對上司的公民行為

How often does your immediate subordinate show the following behaviour using the 5-point scale

請評估你的下屬會出現以下行為的頻率

1 = 從不 Never	2 = 極少 Rarely
3 = 有時 Sometimes	4 = 經常 Often
5 = 經常 Always	

1. How often does this subordinate accept added responsibility when you are absent?
當你缺勤時，你的下屬會否接受額外責任？
1 2 3 4 5
2. How often does this subordinate help you when you have a heavy work load?
當你工作繁重時，你的下屬會否協助你？
1 2 3 4 5
3. How often does this subordinate assist you with your work (when not asked)?
你的下屬會否主動(在沒有要求下)協助你完成工作？
1 2 3 4 5
4. How often does this subordinate take a personal interest in you?
你的下屬會否對你表示關心？
1 2 3 4 5
5. How often does this subordinate pass along work-related information to you?
你的下屬會否向你傳達有關工作的資訊？
1 2 3 4 5

OCB (I) Lee & Allen, 2002; Chinese version: Cheung & Lun, in press; remark: the original scale is originally self-rated OCB): rate your subordinate

How often does your immediate subordinate show the following behaviour using the 5-point scale (1 = never; 3=sometimes; 5 = always)

請評估你的下屬會出現以下行為的頻率

1 = 從不 Never	2 = 極少 Rarely
3 = 有時 Sometimes	4 = 經常 Often
5 = 經常 Always	

1. This subordinate helps others who have been absent
你的下屬幫助缺席的同事
1 2 3 4 5

- | | |
|--|-----------|
| 2. This subordinate is willing to use his/her time to help others who have work-related problems
你的下屬願意付出自己的時間去協助其他同事處理工作相關的問題 | 1 2 3 4 5 |
| 3. This subordinate adjusts his/her work schedule to accommodate other employees' requests for time off
你的下屬為了顧及其他同事的請假要求, 他會調整自己的日程安排去配合 | 1 2 3 4 5 |
| 4. This subordinate goes out of his/her way to make new employees feel welcome in the work group
你的下屬會盡我所能令新同事感到工作團隊歡迎他們 | 1 2 3 4 5 |
| 5. This subordinate shows genuine concern and courtesy toward co-workers, even under the most trying business or personal situations
就算競爭激烈, 你的下屬仍會對同事表現出真誠的關懷及好意 | 1 2 3 4 5 |
| 6. This subordinate gives up time to help others who have work or non-work problems
你的下屬願意放棄自己的時間去幫助同事處理工作上及非工作上的問題 | 1 2 3 4 5 |
| 7. This subordinate assists others with their duties
你的下屬幫助其他同事處理他們的職責 | 1 2 3 4 5 |
| 8. This subordinate shares personal property with others to help their work
你的下屬和同事分享他所擁有的物資以幫助他們處理工作 | 1 2 3 4 5 |

OCB (O) Lee & Allen, 2002; Chinese version: Cheung & Lun, in press)

How often does your immediate subordinate show the following behaviour using the 5-point scale (1 = never; 3=sometimes; 5 = always)

請評估你的下屬會出現以下行為的頻率 (1 = 從不; 3=間中 ; 5 = 經常)

- | | |
|--|-----------|
| 1. This subordinate attends functions that are not required but that help the organisational image
雖然沒有必要, 你的下屬仍會出席一些能協助建立機構形象的活動 | 1 2 3 4 5 |
| 2. This subordinate keeps up with developments in the organisation
從不間斷地去了解機構的發展 | 1 2 3 4 5 |
| 3. This subordinate defends the organisation when other employees criticise it
當其他同事批評機構時, 你的下屬會為它辯護 | 1 2 3 4 5 |
| 4. This subordinate shows pride when representing the organisation in public
當他們代表機構出席公眾場合時他們會感到驕傲 | 1 2 3 4 5 |
| 5. This subordinate offers ideas to improve the functioning of the organisations
提供能改善機構效率的意見 | 1 2 3 4 5 |
| 6. This subordinate expresses loyalty toward the organisation
對機構表示忠誠 | 1 2 3 4 5 |
| 7. This subordinate takes action to protect the organisation from potential problems
盡力保護所工作的機構去避免潛在的問題 | 1 2 3 4 5 |
| 8. This subordinate demonstrates concern about the image of the organisation
展現出對機構形象的關注 | 1 2 3 4 5 |

Appendix B. Questionnaire distributed to workers for the baseline assessment

填入數據後即成
機密文件

檔案編號：_____
訪問員編號：_____

香港教育學院亞洲及政策研究學系
「家庭友善」僱用政策及措施調查問卷
統計調查訪問記錄

I) 被訪問者之資料

被訪者資料核對	
是否正確	更正資料
姓名：是 / 否	_____
性別：是 / 否	_____
地址：是 / 否	_____

Mr/Miss/Mrs _____ 先生/小姐/太太/婆婆/伯伯：

香港教育學院現正進行一項有關「家庭友善」僱用政策及措施的調查，目的是找出促進僱員平衡工作及家庭角色的要素，作為制訂相關政策的參考資料。

The Hong Kong Institute of Education is conducting a survey related to family-friendly employment practices, the purpose is to find out factors facilitating the work-life balance of employees. They serve as important references for setting up relevant policy.

我們很高興你願意作為此次訪問的對象。所蒐集到的一切個人資料會絕對保密。

We thank for your participation in this survey. All personal information collected are kept in strict confidential.

[在以下的問題上，請圈上適當的數字，例如Ⅱ 如果問題後是空格，請填上適當的資料]

(Please circle the suitable number that best suits you. Fill in suitable information if space is provided)

A. 個人資料 Personal information

- 性別[訪問員自行填寫]: 1 = 男 Male
Sex (Filled by interviewers) 2 = 女 Female
- 請問你現在的婚姻狀況: 1 = 未婚 Never married
What is your marital status: 2 = 已婚 Married
3 = 喪偶 Widowed
4 = 分居 Separated
5 = 離婚 Divorced

3. 請問你今年幾多歲? Age at last birthday _____ 歲 years
4. 請問閣下宜家係唔係全職工作人士? Are you working full-time? 1=是 Yes 0=否 No
 【訪員讀出：全職的定義為每星期最少工作 5 天，或一星期總工作時間不少於 40 小時】
 【Interviewer: Full-time is defined as working at least 5 days a week or total working hours in a week is not less than 40 hours】
5. 請問你現在家中有幾多個同住家庭成員? (包括自己和家庭傭工) _____ 個
 How many household members living with you? (Include yourself and domestic helper)
 _____ persons
6. 請因應住戶人數選擇回答以下其中一題：
 Please answers the following question based on your household size
- (i) 一人住戶：家庭每月的總入息是否低於 HK\$3,600 (跳答 9) 1=是 Yes 0=否 No
- (i) One-member household: Household monthly income less than HK\$3,600 (Skip to 9)
- (ii) 二人住戶：家庭每月的總入息是否低於 HK\$7,700 1=是 Yes 0=否 No
- (ii) Two-member household: Household monthly income less than HK\$7,700
- (iii) 三人住戶：家庭每月的總入息是否低於 HK\$11,500 1=是 Yes 0=否 No
- (iii) Three-member household: Household monthly income less than HK\$11,500
- (iv) 四人住戶：家庭每月的總入息是否低於 HK\$14,300 1=是 Yes 0=否 No
- (iv) Four-member household: Household monthly income less than HK\$14,300
- (v) 五人住戶：家庭每月的總入息是否低於 HK\$14,800 1=是 Yes 0=否 No
- (v) Five-member household: Household monthly income less than HK\$14,800
- (vi) 六人或以上：家庭每月的總入息是否低於 HK\$15,800 1=是 Yes 0=否 No
- (vi) At least Six-member household: Household monthly income less than HK\$15,800
7. 承上題，他/他們是家庭中什麼成員? Who are they? 人數 (沒有填零)
- | | | | |
|---------------------|----------------------------|---------|-------|
| Persons (0 if none) | 1. 父母 | Parents | _____ |
| 2. 夫妻 | Spouse | _____ | _____ |
| 3. 子女 | Children | _____ | _____ |
| 4. 兄弟姊妹 | Sibling | _____ | _____ |
| 5. 配偶父母 | Parent-in-law | _____ | _____ |
| 6. 孫子孫女 | Grandchildren | _____ | _____ |
| 7. 女婿/媳婦 | Son-in-law/daughter-in-law | _____ | _____ |
| 8. 祖父母 | Grandparents | _____ | _____ |
| 9. 其他親人 | Other relatives | _____ | _____ |
| 10. 朋友 | Friends | _____ | _____ |

11. 其他，請註明 Others, please specify: _____

8. 倚賴照顧程度責任指數 Dependent care responsibility index (Kossek et al., 1999)

8. 與__名成人(18歲或以上)子女同住 Living with __ adult (aged 18 and above) children
9. 與__名幼兒(0-3歲)同住 Living with __ children aged between 0 and 3
10. 與__名兒童(4-14歲)同住 Living with __ children aged between 4 and 14
11. 與__名長者(65歲或以上)同住 Living with __ older persons aged 65 and above

12. 與配偶同住 Living with spouse 1=是 Yes 2=否 No

13. 配偶工作 Spouse works 1=是 Yes 2=否 No

14. 有需照顧的長者同住 Taking care and living with aging parents 1=是 Yes 2=否 No

9. 包括所有收入來源，請問你家庭每月的總入息是多少？
Including all sources of income, what is your household monthly income?

- 1 = < HK \$20,000
2 = HK \$ 20,000-\$ 24,999
3 = HK \$25,000-\$29,999
4 = HK \$30,000-\$34,999
5 = HK \$35,000-\$39,999
6 = HK \$40,000-\$44,999
7 = HK \$45,000 -\$49,999
8 = HK \$50,000-\$54,999
9 = HK \$55,000-\$59,999
10 = HK \$60,000-\$65,999

10. 教育程度? Educational attainment?

- 1=Form 5 education or less 中五或以下
2=Completed Form 6 or 7 中六/ 中七
3=Polytechnic/Technical diploma 專上非學位文憑
4=Undergraduate degree (BSc, B.A, B.Eng) 學士學位
5=Postgraduate degree (MSc; MA; M.Eng; MBA) 碩士學位或以上

11. 職業 Occupation

- 1 = 經理及行政級人員 Managers and administrators
2 = 專業人員 Professionals
3 = 輔助專業人員 Associate professionals
4 = 文書支援人員 Clerical support workers
5 = 服務工作及銷售人員 Service and sales workers
6 = 工藝及有關人員 Craft and related workers
7 = 機台及機器操作員及裝配員 Plant and machine operators and assemblers
8 = 非技術工人 Elementary workers
9 = 其他 (others), 請註明(please specify)_____

12. 行業 Industry

- 1 = 製造業 Manufacturing
2 = 建造業 Construction
3 = 進出口、批發及零售業 Import/export, wholesale and retail trades
4 = 地產、專業及商用服務業 Real estate, professional and business services

- 5 = 酒店及旅遊業 Hospitality and tourism
 6 = 資訊科技及通訊業 Information technology
 7 = 金融及保險業 Financial and insurance activities
 8 = 運輸、倉庫、郵政及速遞服務業 Transportation, storage, postal and courier services
 9 = 公共行政、教育、人類醫療保健及社工活動 Public administration, education, human health and social work
 10 = 其他 (others), 請註明 (please specify) _____

13. 1=職位 Title: _____ 2=拒絕回答 Refuse to answer
14. How long have you been working in this position: __ years __ months
 你在此崗位工作多久: __ 年 __ 月
15. What's the name of your immediate supervisor? _____
 你直屬上司的姓名為 _____
17. How long have you been working with your immediate supervisor: __ years __ months
 你與直屬上司工作多久: __ 年 __ 月
18. Average number of working hours per week = __ hours
 每星期平均工作時數 = __ 小時

家庭友善」僱用措施 Family-friendly policy practices

「家庭友善」僱用政策及措施是指由僱主提供、目的為促進僱員平衡工作及家庭角色的政策措施。「家庭友善」僱用政策及措施能讓僱員有效工作的同時，兼顧其家庭責任。

Family-friendly practices refer to policy provided by employers which aims to improve the work and family balance of employees.

C. Job satisfaction (Camman, Fichman, Jenkins and Klesh, 1979; Chinese: Lu, Tsai and Wu, 2009)

Please answer the following questions using the scale below 請用下列反應等級來表示你同意或不同意該句子

1 = 非常不同意 Strongly disagree	2 = 頗不同意 Quite disagree
3 = 不同意 Disagree	4 = 無所謂同意不同意 Neutral
5 = 同意 Agree	6 = 頗同意 Quite agree
7 = 非常同意 Strongly agree	

1. All in all I am satisfied with my job.
 整體而言，我滿意我的工作。 1 2
 3 4 5 6 7
2. In general, I don't like my job. (R)
 整體而言，我不喜歡我的工作。(R) 1 2 3 4 5
 6 7
3. In general, I like working here.
 整體而言，我喜歡在這裡工作。 1 2
 3 4 5 6 7

D. Affective commitment (Meyer, Allen and Smith, 1993)

情感承諾

Please answer the following questions using the scale below: Items measured in a 7-point Likert scale 請用下列反應等級來表示你同意或不同意：

1 = 非常不同意 Strongly disagree	2 = 頗不同意 Quite disagree
3 = 不同意 Disagree	4 = 無所謂同意不同意 Neutral
5 = 同意 Agree	6 = 頗同意 Quite agree
7 = 非常同意 Strongly agree	

1. I would be very happy to spend the rest of my career with this organization. 1 2 3 4 5 6 7
我樂意在這公司工作直至退休。
2. I really feel as if this organization's problems are my own. 1 2 3 4 5 6 7
我真的覺得這公司的問題便是我自己的問題一樣。
3. I feel a strong sense of "belonging" to my organization. 1 2 3 4 5 6 7
我對這公司有強烈的歸屬感。
4. I feel "emotionally attached" to this organization. 1 2 3 4 5 6 7
我對這公司有感情。
5. I feel like "part of the family" at my organization. 1 2 3 4 5 6 7
我感到自己是這公司的一份子。
6. This organization has a great deal of personal meaning for me. 1 2 3 4 5 6 7
這公司對我來說有很大的個人意義。
7. I enjoy discussing about my organization with people outside it 1 2 3 4 5 6 7
我享受與公司以外的人討論我的公司。
8. I think that I could easily become as attached to another organization as i am to this one 1 2 3 4 5 6 7
我能夠輕易地在其他機構培養出對像我現在這公司一樣的歸屬感。

E. Intention to stay (Armstrong-Stassen and Ursel, 2009; Chinese version: Cheung & Wu, 2013)
請用下列反應等級來表示你同意或不同意

1 = 非常不同意 Strongly disagree	2 = 不同意 Disagree
3 = 無所謂同意不同意 neither agree nor disagree	4 = 同意 Agree
5 = 非常同意 Strongly agree	

1. Barring unforeseen circumstances, I would remain in this organization indefinitely. 1 2 3 4 5
除非出現始料不及的情況，否則我會無限期留在這公司工作
2. If I were completely free to choose, I would prefer to continue working in this organization. 1 2 3 4 5
如果讓我完全自由選擇，我會寧願選擇繼續在這公司工作
3. I expect to continue working as long as possible in this organization 1 2 3 4 5
我期望盡可能在這公司長久地工作下去

F. 工作投入 (WORK Engagement) (Schaufeli, Bakker, and Salanova (2006))

下列問題要求你思考一下在工作上的投入度，請用下列反應等級來表示你同意或不同意：

The following questions require you to think about your engagement on work, please answer using the scale below:

1 = 從不 Never	2 = 幾乎從不 Almost never
3 = 甚少 Rarely	4 = 有時 Sometimes
5 = 頻繁 Often	6 = 非常頻繁 Very often
7 = 經常 Always	

1. At work, I feel that I am bursting with energy	1	2	3	4	5	6	7
---	---	---	---	---	---	---	---

工作時我感到充滿能量							
2. At my job, I feel strong and vigorous 我在工作中感到強勁有力及精力充沛	1	2	3	4	5	6	7
3. I am enthusiastic about my job 我熱衷於我的工作	1	2	3	4	5	6	7
4. My job inspires me 我的工作啟發了我	1	2	3	4	5	6	7
5. When I get up in the morning, I feel like going to work 早上起床後，我喜愛上班工作	1	2	3	4	5	6	7
6. I feel happy when I am working intensely 當我埋首於工作時，我感到快樂	1	2	3	4	5	6	7
7. I am proud on the work that I do 我對自己的工作感到自豪	1	2	3	4	5	6	7
8. I am immersed in my work 我沈醉於工作之中	1	2	3	4	5	6	7
9. I get carried away when I am working 我工作時會變得忘我	1	2	3	4	5	6	7

G. 生活滿意程度 Life satisfaction (Diener, Emmons, Larsen, and Griffin, 1985)

1 = 非常不同意 Strongly disagree 3 = 無所謂同意不同意 neither agree nor disagree 5 = 非常同意 Strongly agree	2 = 不同意 Disagree 4 = 同意 Agree
---	----------------------------------

- | | |
|---|-------------|
| 1. In most ways, my life is close to ideal 在很多方面，我的生活與理想生活接近。 | 1 2 3 4 5 6 |
| 2. The conditions of my life are excellent 我的生活條件很好。 | 1 2 3 4 5 6 |
| 3. I am satisfied with my life 我滿意自己的生活。 | 1 2 3 4 5 6 |
| 4. So far, I have been achieved the important things I want in life 到目前為止，我已經得到我生命中重要的東西。 | 1 2 3 4 5 6 |
| 5. If I could live my life over, I would change almost nothing 若生命可以重頭來過，我沒有甚麼想要改變。 | 1 2 3 4 5 6 |

H. 心理戒斷行為 Psychological withdrawal behaviours (Lehman and Simpson, 1992)

下列各項描述與工作相關的行為，請回顧過去 3 個月，選出你參與該項活動的次數。The statements below describe work-related behaviours. For each statement, indicate the frequency with which you have engaged in that behaviour in the past THREE months.

1 = 非常不同意 Strongly disagree 3 = 無所謂同意不同意 neither agree nor disagree 5 = 非常同意 Strongly agree	2 = 不同意 Disagree 4 = 同意 Agree
---	----------------------------------

- | | |
|--|-----------|
| 1. Thought of being absent from work
想過唔番工 | 1 2 3 4 5 |
| 2. Chatted with co-workers about non-work issues
與同事談論與工作無關的事宜 | 1 2 3 4 5 |
| 3. Left your work station/desk for unnecessary reasons
因為不必要的原因離開工作崗位/辦公桌 | 1 2 3 4 5 |
| 4. Daydreamed or allowed your thoughts to wander on the job
工作時發白日夢或魂遊 | 1 2 3 4 5 |

5. Spend work time on personal matters 在工作時間做私人事務	1	2	3	4	5
6. Put less effort into the job than you should have 工作時沒存全力以赴	1	2	3	4	5
7. Thought of leaving your current/present job 考慮過離職	1	2	3	4	5
8. Let others do your work 讓他人代替自己完成工作	1	2	3	4	5

I. 工作家庭組織政策 (Work-family organizational policies)

以下詳細列出了公司所能提供的措施，這些措施可以幫助僱員平衡他們的工作及家庭生活。針對下列各項措施，請用如下反應等級：

Below lists the practices that organizations may implement to enable employees to balance between their work and non-work-life. For each of the following practices, please answer with the scales below:

(a) 公司是否現已經提供了這些福利？以及如果公司提供這些福利，你又是會享用？
在過去一年內，你有沒有用過這些福利呢？(受訪者可以同時答 4 及 5)

Does your company provide this welfare? If such welfare is available, will you utilize?

In the past year, did you utilize this welfare? (Respondents can answer 4 and 5 simultaneously)

(b) 你覺得這個安排能夠令你更容易兼顧工作和家庭兩方面的需求嗎？(1 = 能；2 = 不能)

Do you think this arrangement enable you to have a better balance between work and family? (1 = Yes; 2 = No)

- (a) 1 = 沒有提供，我也不需要 Not available, I do not need it; 2 = 沒有提供，但我可能會用 Not available, but I may use; 3 = 有提供，但我從來沒有用過 Available but never used; 4 = 有提供，我曾經使用 Available and used before; 5 = 有提供，在過去一年我曾經使用 Available and used in the past year
- (b) 1 = 能 Can; 2 = 不能 Cannot

	a	b	c
1. 彈性上班時間：在某程度的限制下，僱員可選擇他們開始和完成工作的時間 Flexible working time			—
2. 每週五天工作 5-day work week			—
3. 壓縮的上班時間：容許僱員以較少的工作天去完成規定的每週工作總時數，例如只用四個工作天去完成每週四十小時的工作總時數，而並非根據一般規定的工作五天半 Compressed work week: Allow employees to work fewer days provided they fulfil their total work hours per week		—	—
4. 彈性輪更制：工作時間的輪替/自編工作更表 Flexible shift		—	—
5. 父親侍產假：給予剛為人父的僱員有薪產假 Paternity leave			—
6. 給予剛為人母的僱員額外有薪產假(產假多於十個星期) Extended maternity leave			—
7. 家事假期(因履行家庭責任如辦理喪親事宜或出席家長日而發放的假期) Family leave			—
8. 工作中的休假(保留職位但給予一個長時間的無薪假期) Career break		—	—
9. 假期賬戶：提供假期捐贈或要求額外假期的計劃 Holiday account		—	—

10.	兼職僱用：僱員的工作時數比標準的每週工作總時數為少，但所受的對待與全職僱員無異 Part-time employment	—	—	—
11.	工作共享：兩名或以上的僱員自發地分擔整份全職工作的責任、薪金、假期或其他福利。每一名僱員是以兼職形式僱傭，但他們的總工作成果等於整份全職工作所要求的成果 Job sharing	—	—	—
12.	計算超時工作的時數 Payable overtime	—	—	—
13.	遙距工作/彈性工作地點/在家工作 Options to work remotely/at home	—	—	—
14.	照顧兒童的支援服務(例如：企業/組織內附設兒童託管中心，或緊急兒童託管服務) Onsite crèche facilities / child care	—	—	—
15.	其他家庭支援服務(例如：長者護理、或患病家屬的護理服務) Other family support services (e.g. elderly care, nursery service for sick relative)	—	—	—
16.	員工協助計劃(例如提供壓力、財政或酗酒問題的輔導) Work support services (e.g. employee counselling scheme, stress management scheme)	—	—	—
17.	危機支援計劃(處理工作及家庭危機) Crisis support scheme	—	—	—
18.	僱主舉辦的家庭活動 Family activities organized by employers	—	—	—
19.	其他(請註明) Others (Please specify) _____	—	—	—

J. Control over work time (Thomas and Ganster, 1995; Suggested by Francis)

控制工作時間

Please answer the following questions using the scale below

Items measured in a 5-point Likert scale 請用下列反應等級來表示你同意或不同意項目以李克特量表 5 等級評分：

1 = 非常少 Very little	2 = 少 Little
3 = 適量 Moderate amount	4 = 多 Much
5 = 非常多 Very much/A great deal	

- | | | | | | |
|---|---|---|---|---|---|
| 1. How much choice do I have over when you begin and end each workday or each workweek?
我對每日上下班時間或一周工作總時日有多少自主性？ | 1 | 2 | 3 | 4 | 5 |
| 2. How much choice do I have over when you take vacations or days off?
我對自己假期或休息日有多少自主性？ | 1 | 2 | 3 | 4 | 5 |
| 3. How much choice do I have over the amount and timing of work I must do at home in order to meet my employment demands?
為了滿足工作要求，我對加班的工作量及加班時間安排有多少自主性？ | 1 | 2 | 3 | 4 | 5 |
| 4. To what extent am I expected to limit the amount of the number of times I make or receive personal phone calls while I work?
在工作時候，我被要求限制撥出/接聽私人電話的次數是多少？ | 1 | 2 | 3 | 4 | 5 |

5. How much choice do I have in arranging part-time employment? 1 2 3 4 5
我對安排兼職的自主性有多少?
6. To what extent can I choose to do some of my work at home instead of my usual place of employment? 1 2 3 4 5
我對在家中而非平常的工作地點完成部分工作的自主性都多少?
7. How much choice do I have in making unanticipated child-care arrangements (e.g during unexpected job delays at work, bad weather conditions, etc)? 1 2 3 4 5
我對突發事件引起的兒童陪護安排有多少自主性 (例如突然下達的加班期間的兒童陪護, 惡劣天氣的兒童陪護等等)?

K. 經濟交易關係 (Economic exchange)

下列問題要求你思考一下與公司的經濟關係, 請用下列反應等級來表示你同意或不同意:

The following questions require you to think about the economic relationship between you and your organization, please answer using the scale below:

1 = 非常不同意 Strongly disagree	2 = 頗不同意 Quite disagree
3 = 稍不同意 Slightly disagree	4 = 稍同意 Slightly agree
5 = 頗同意 Quite agree	6 = 非常同意 Strongly agree

1. 我跟公司嚴格上是一個經濟交易關係, 我為它工作而它給我工資。 1 2 3 4 5 6
My relationship with my organisation is strictly an economic one – I work and they pay me
2. 我不在乎公司日後能為我做甚麼, 只在乎它現在為我做甚麼。 1 2 3 4 5 6
I do not care what my organisation does for me in the long run, only what it does right now
3. 我只願意在公司對我付出更多之後才為公司多付出。 1 2 3 4 5 6
I only want to do more for my organisation when I see that they will do more for me
4. 我很在意我從公司所得, 並與我的貢獻比較。 1 2
3 4 5 6
I watch very carefully what I get from my organisation, relative to what I contribute
5. 我對公司的期望, 就是它能支付我工作上付出的努力。 1 2 3 4 5 6
All I really expect from my organisation is that I be paid for my work effort
6. 最能形容我現時的工作狀況是, 通過合理的工作量而獲得合理的報酬。 1 2 3 4 5 6
The most accurate way to describe my work situation is to say that I give a fair day's work for a fair day's pay
7. 我跟公司的關係不涉及個人感情, 對工作我很少有情感捲入。 1 2 3 4 5 6
My relationship with my organisation is impersonal – I have little emotional involvement at work
8. 我按照公司的要求工作, 純粹是為了它給我工資。 1 2
3 4 5 6
I do what my organisation requires, simply because they pay me

L. 上司社會交換關係 (Supervisor social exchange relationship) (Colquitt et al, 2014)

Below are statements that describe the quality of the relationship employees have with their organization. For each statement, indicate the extent of your agreement or disagreement. 下列各項陳述描述了員工與其公司的關係, 請選出符合你情況的選項

1 = 非常不同意 Strongly disagree	2 = 不同意 Disagree
3 = 無所謂同意不同意 neither agree nor disagree	4 = 同意 Agree
5 = 非常同意 Strongly agree	

1. My immediate supervisor and I have a two-way exchange relationship 1 2 3 4 5
我的直屬上司和我是一個雙向交換的關係
2. If I do something for my immediate supervisor, my immediate supervisor will eventually repay me 1 2 3 4 5

如果我為直屬上司做了貢獻，我的直屬上司會報答我

- | | | | | | |
|--|---|---|---|---|---|
| 3. My efforts are reciprocated by my immediate supervisor
我的努力會得到直屬上司的報答 | 1 | 2 | 3 | 4 | 5 |
| 4. My relationship with my immediate supervisor is composed of comparable exchanges of giving and taking
我與直屬上司之間的關係是由可比較的付出和回報的交換組成的 | 1 | 2 | 3 | 4 | 5 |
| 5. My relationship with my immediate supervisor is based on mutual trust
我與直屬上司之間的關係是建立在相互信任的基礎上的 | 1 | 2 | 3 | 4 | 5 |
| 6. I do not have to specify the exact conditions to know my immediate supervisor will return a favour
我不需要特別的說明就知道我的直屬上司會還我的人情 | 1 | 2 | 3 | 4 | 5 |
| 7. If I shared my problems with my immediate supervisor, I know that my management would respond constructively and caringly
如果我將我的問題向直屬上司反映，我知道我的管理層會提供有建設性和有同情心的回應 | 1 | 2 | 3 | 4 | 5 |
| 8. I would have to say that my immediate supervisor and I have both made considerable emotional investments in our working relationship
我認為我的直屬上司和我都對我們的工作關係注入大量的感情投資 | 1 | 2 | 3 | 4 | 5 |

M. 工作複雜程度 Job Complexity (Dean and Snell, 1991)

- | | |
|---|----------------------|
| 1 = 非常少 Very little
3 = 較少 To a small extent
5 = 較多 To a large extent | 7 = 非常多 A great deal |
| 2 = 少 Little
4 = 適量 A moderate amount
6 = 多 Much | |

- | | |
|---|---------------|
| 1. How much technical knowledge does the job I do require?
我的工作需要多少專門技術知識? | 1 2 3 4 5 6 7 |
| 2. To what extent does my job involve solving problems?
我的工作有多少涉及解決難題? | 1 2 3 4 5 6 7 |

- | | |
|---|---|
| 1 = 一點也不 Not at all
3 = 稍微複雜 Slightly complicated
5 = 複雜 complicated
7 = 非常複雜 Very complicated | 2 = 有點 Little
4 = 中等 Moderately
6 = 頗複雜 Quite Complicated |
|---|---|

1 2 3 4 5 6 7

3. How complicated is the job I do? 我的工作有多複雜?

N. 上司的家庭支持 Supervisory family support (Hammer et al, 2013)

請用下列反應等級來表示你同意或不同意: Please answer the following questions using the scale below

Items measured in a 5-point Likert scale

- | | |
|---|----------------------------------|
| 1 = 非常不同意 Strongly disagree
3 = 無所謂同意不同意 neither agree nor disagree
5 = 非常同意 Strongly agree | 2 = 不同意 Disagree
4 = 同意 Agree |
|---|----------------------------------|

- | | | | | | |
|--|---|---|---|---|---|
| 1. My immediate supervisor makes me feel comfortable talking to him/her about difficulties between my work and non-work/family life.
我可以向直屬上司講述我的工作與非工作/家庭之間的困難而不會感覺不自在 | 1 | 2 | 3 | 4 | 5 |
| 2. My immediate supervisor demonstrates effective behaviours in how to juggle or coordinate work and non-work/family issues
我的直屬上司在如何兼顧或協調工作與非工作/家庭問題上作出行之有效的示範 | 1 | 2 | 3 | 4 | 5 |
| 3. My immediate supervisor works effectively with employees to creatively solve conflicts | 1 | 2 | 3 | 4 | 5 |

between work and non-work/family issues

我的直屬上司採取有效的、有創意的措施幫助員工解決工作與非工作/家庭之間的矛盾

4. My immediate supervisor organizes work in my department/unit to jointly benefit employees and the company/organization. 1 2 3 4 5
我的直屬上司組織部門/單位的工作以使員工及公司/組織都得益

O. Perceived organizational family support (Jahn et.al, 2003)

認知的機構家庭支持

請用下列反應等級來表示你同意或不同意： Please answer the following questions using the scale below
Items measured in a 7-point Likert scale

1 = 非常不同意 Strongly disagree
3 = 不同意 Disagree
5 = 同意 Agree
7 = 非常同意 Strongly agree

2 = 頗不同意 Quite disagree
4 = 無所謂同意不同意 Neutral
6 = 頗同意 Quite agree

1. My organization has many programs and policies designed to help employees balance work and family life. 1 2 3 4 5 6 7
我的公司有很多計劃和政策以幫助僱員平衡工作和家庭生活。
2. My organization makes an active effort to help employees when there is a conflict between work and family life. 1 2 3 4 5 6 7
在遇到工作和家庭生活之間的衝突時，我的公司會積極協助員工。
3. My organization puts money and effort into showing its support of employees and families. 1 2 3 4 5 6 7
我的公司投放資金和努力，顯示其支持員工和他們的家庭。
4. It is easy to find out about family support programs within my organization. 1 2 3 4 5 6 7
在我的公司內很容易找到有關支持家庭的計劃。
5. My organization provides its employees with useful information they need to balance work and family. 1 2 3 4 5 6 7
我的公司為員工提供有助平衡工作與家庭的資訊。
6. My organization helps employees with families find the information they need to balance work and family. 1 2 3 4 5 6 7
我的公司幫助有家室的員工找尋有助平衡工作與家庭的資訊。
7. My organization is understanding when an employee has a conflict between work and family. 1 2 3 4 5 6 7
當員工面對工作與家庭的衝突時，我的公司能夠體諒。
8. In general, my organization is very supportive of its employees with families. 1 2 3 4 5 6 7
總體來說，我的公司是非常支持員工及其家庭。
9. Employees really feel that the organization respects their desire to balance work and family demands. 1 2 3 4 5 6 7
員工能夠感到公司尊重他們希望平衡工作與家庭的需求。

The following statements require you to think about the advantage of balancing work and family responsibility. Please answer the questions using the scale below:

1 = 非常不同意 Strongly disagree
3 = 無所謂同意不同意 neither agree nor disagree
5 = 非常同意 Strongly agree

2 = 不同意 Disagree
4 = 同意 Agree

我對家庭的投入 My involvement in family:

1. Helps me to understand different viewpoints and this helps me be a better worker 1 2 3 4
幫助我理解了不同的觀點，這促使我成為更好的僱員 5

2. Helps me to gain knowledge and this helps me be a better worker 幫助我獲得了知識，這促使我成為更好的雇員	1	2	3	4
		5		
3. Helps me to acquire skills and this helps me be a better worker 幫助我掌握了技能，這促使我成為更好的雇員	1	2	3	4
		5		
4. Put me in a good mood and this helps me be a better worker 使我心情好，這促使我成為更好的雇員	1	2	3	4
		5		
5. Makes me feel happy and this helps me be a better worker 使我感到快樂，這促使我成為更好的雇員	1	2	3	4
		5		
6. Makes me cheerful and this helps me be a better worker 使我開心，這促使我成為更好的雇員	1	2	3	4
		5		
7. Helps me feel personally fulfilled and this helps me be a better worker 使我個人感到充實，這促使我成為更好的雇員	1	2	3	4
		5		
8. Provides me with a sense of accomplishment and this helps me be a better worker 為我提供了一種成就感，這促使我成為更好的雇員	1	2	3	4
		5		
9. Provides me with a sense of success and this helps me be a better worker 為我提供了一種成功感，這促使我成為更好的雇員	1	2	3	4
		5		

我對工作的投入 My involvement in work:

1. 幫助我理解了不同的觀點，這促使我成為更好的家庭成員 Helps me to understand different viewpoints and this helps me be a better family member				
1 2 3 4 5				
2. 幫助我獲得了知識，這促使我成為更好的家庭成員 Helps me to gain knowledge and this helps me be a better family member	1	2	3	4
5				
3. 幫助我掌握了技能，這促使我成為更好的家庭成員 Helps me to acquire skills and this helps me be a better family member		1	2	3
4 5				
4. 使我心情好，這促使我成為更好的家庭成員 Put me in a good mood and this helps me be a better family member		1	2	3
4 5				
5. 使我感到快樂，這促使我成為更好的家庭成員 Makes me feel happy and this helps me be a better family member		1	2	3
4 5				
6. 使我開心，這促使我成為更好的家庭成員 Makes me cheerful and this helps me be a better family member		1	2	3
4 5				
7. 使我個人感到充實，這促使我成為更好的家庭成員 Helps me feel personally fulfilled and this helps me be a better family member		1	2	3
4 5				
8. 為我提供了一種成就感，這促使我成為更好的家庭成員 Provides me with a sense of accomplishment and this helps me be a better family member				
1 2 3 4 5				
9. 為我提供了一種成功感，這促使我成為更好的家庭成員 Provides me with a sense of success and this helps me be a better family member	1	2	3	4
5				

P. 把工作和家庭分割的意向 Preference for segmenting work and family (Kreiner, 2006)

下列問題要求你思考一下在工作上的投入度，請用下列反應等級來表示你同意或不同意：

The following questions require you to think about your engagement on work, please answer using the scale below:

1 = 非常不同意 Strongly disagree	2 = 頗不同意 Quite disagree
3 = 稍不同意 Slightly disagree	4 = 稍同意 Slightly agree
5 = 頗同意 Quite agree	6 = 非常同意 Strongly agree

1. I prefer to keep work-life at work 我希望只在辦公時間處理公事。 1 2 3 4 5 6
2. I don't like to have to think about work while I am at home 在家時我不喜歡還要想著有關工作的事。 1 2 3 4 5 6
3. I don't like work issues creeping into my life at home 我不喜歡工作的問題進佔我在家中的生活。 1 2 3 4 5 6
4. I like to be able to leave work behind when I go home 當我回家時我希望能夠放下工作。 1 2 3 4 5 6

Q. 家庭角色表現量表 Family role performance scale (Williams and Anderson, 1996)

下列問題要求你思考一下在工作上的投入度，請用下列反應等級來表示你同意或不同意：

The following questions require you to think about your domestic or family-related responsibilities, please answer using the scale below:

1 = 非常不同意 Strongly disagree	2 = 頗不同意 Quite disagree
3 = 稍不同意 Slightly disagree	4 = 稍同意 Slightly agree
5 = 頗同意 Quite agree	6 = 非常同意 Strongly agree

1. Adequately completes expected duties at home. 1 2 3 4 5 6
充分完成家中分配的工作。
2. Fulfills responsibilities expected of me as a family member. 1 2 3 4 5 6
履行我家庭角色中的指定責任
3. Performs home-related tasks that are expected of me. 1 2 3 4 5 6
進行那些期望我完成的工作
4. Meets expected performance requirements or duties at home. 1 2 3 4 5 6
履行我在家中的責任的要求
5. Engages in activities that will directly affect my performance at home. 1 2 3 4 5 6
參與直接影響我在家中表現的活動
6. Neglects to perform essential duties at home. 1 2 3 4 5 6
忽視家裡的基本工作。

R. 工作家庭衝突 Work-to-family conflict (1-5) & Family-to-work conflict scale (6-10) (Netemeyer, Boles and McMurrian, 1996; WFI Chinese version Cheung & Tang, 2012)

1. 工作對我的要求妨礙了我的家庭和家庭生活 1 2 3 4 5 6 7
The demands of my work interfere with my home and family life
2. 我的工時長得令我的難以履行家庭責任 1 2 3 4 5 6 7
The amount of time my job takes up makes it difficult to fulfil family responsibilities
3. 因為公司對我的工作要求，使我未能完成想要在家裡做的事 1 2 3 4 5 6 7
Things I want to do at home do not get done because of the demands my job puts on me
4. 工作造成的限制，使我難以完成家庭責任 1 2 3 4 5 6 7
My job produces strain that makes it difficult to fulfil family duties
5. 由於與工作相關的任務，我必須改變家庭活動的計劃 1 2 3 4 5 6 7
Due to work-related duties, I have to make changes to my plans for family activities

- | | | | | | | | |
|--|---|---|---|---|---|---|---|
| 6. 我的家人或配偶(伴侶)的要求妨礙了與工作相關的活動
The demands of my family or spouse/partner interfere with work-related activities | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 7. 因為我需要花在家庭的時間而令我必須延誤工作
I have to put off doing things at work because of demands on my time at home | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 8. 因為家人或配偶(伴侶)對我的要求，使我未能完成想要在公司辦的事
Things I want to do at work don't get done because of the demands of my family or spouse/partner | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 9. 我的家庭生活妨礙了我的職責，例如準時上班、完成日常任務、超時工作
My home life interferes with my responsibilities at work such as getting to work on time, accomplishing daily tasks, and working overtime | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 10. 家庭相關的制肘，妨礙了我履行工作相關責任的能力
Family-related strain interferes with my ability to perform job-related duties | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

S. 工作家庭平衡 Work and family balance-satisfaction and Effectiveness (Valcour, 2007) (Carlson et al., 2009)

請你回顧過去四三個月你所參與的工作和非工作的活動（非工作的活動是指在你工作之外的一般性活動，如和你的家人，朋友在一起，參加運動，學習等），並用如下反應等級來回答問題：

Please review your work and non-work activities over the past four months (Non-work activities refer to the general activities other than work, e.g. the time you spent with your family or friends, doing exercise or learning). Please answer using the scale below:

1 = 非常不滿意 Very dissatisfied 2 = 有點不滿意 Slightly dissatisfied 4 = 有點滿意 Slightly satisfied 5 = 非常滿意 Very satisfied	3 = 無所謂同意不同意 Neutral
--	----------------------

- | | | | | | |
|---|---|---|---|---|---|
| 1. The way I divide my time between work and personal or family life
我目前在工作和非工作活動中所瞬的時間上能保持平衡 | 1 | 2 | 3 | 4 | 5 |
| 2. The way you divide your attention between work and home
我劃分在工作和非工作上的注意力的方法 | 1 | 2 | 3 | 4 | 5 |
| 3. How well my work-life and my personal or family life fit together
我感覺目前在工作和非工作活動之間的分配是合適的 | 1 | 2 | 3 | 4 | 5 |
| 4. My ability to balance the needs of my job with those of my personal or family life
總體來看，我認為我的工作和非工作的生活是平衡的 | 1 | 2 | 3 | 4 | 5 |
| 5. The opportunity I have to perform my job well and yet be able to perform home-related duties adequately
我有機會將工作做好的同時也可充分完成家庭相關的職能 | 1 | 2 | 3 | 4 | 5 |

請用如下反應等級來回答問題：

Please answer using the scale below:

1 = 非常不同意 Strongly disagree 2 = 有點不同意 Disagree slightly 4 = 有點同意 Agree slightly 5 = 非常同意 Strongly agree	3 = 無所謂同意不同意 Neutral
--	----------------------

- | | | | | | |
|--|---|---|---|---|---|
| 6. I am able to negotiate and accomplish what is expected of me at work and in my family
我可以商討及完成工作和家庭對我的期望 | 1 | 2 | 3 | 4 | 5 |
| 7. I do a good job of meeting the role expectations of critical people in my work and family life
我可以出色達到重要成員對我在工作和家庭中的角色期望 | 1 | 2 | 3 | 4 | 5 |
| 8. People who are close to me would say that I do a good job of balancing work and | 1 | 2 | 3 | 4 | 5 |

family

與我親近的人認為我在平衡工作與家庭生活上做得很好

9. I am able to accomplish the expectations that my supervisors and my family have for me 1 2 3 4 5
我可以完成我上司及家庭對我的期望
10. My co-workers and members of my family would say that I am meeting their expectations 1 2 3 4 5
我的同事及家庭成員認為我能達成他們對我的期望
11. It is clear to me, based on feedback from co-workers and family members, that I am accomplishing both my work and family responsibilities 1 2 3 4 5
從我的同事及家庭成員的反饋，我知道自己做到了工作和家庭的責任

T. 工作-家庭平衡的自我效能 Work-family balance self-efficacy (LaPierre et. al,2015)

下列各項描述一個人對自己能有效處理工作與家庭責任能力的自信，請選擇符合你情況的選項 The statements below describe one's belief their ability to effectively manage their work and family responsibilities. For each statement indicate the extent of your agreement or disagreement.

1 = 非常不同意 Strongly disagree

3 = 無所謂同意不同意 neither agree nor disagree

5 = 非常同意 Strongly agree

2 = 不同意 Disagree

4 = 同意 Agree

我有信心可以 I feel confident that I will:

1. Be able to devote enough attention to the things I find important in my work as well as my family life 1 2 3 4 5
我可以對工作和家庭生活中我認為重要的事情投入足夠的精神
2. Succeed in effectively balancing the demands of my work and family life 1 2 3 4 5
成功地平衡我工作和家庭生活的需求
3. Succeed in fulfilling my responsibilities both at work and at home 1 2 3 4 5
成功完成我在工作和家庭中的責任
4. Arrange things in such a way that I will experience a high level of work-family balance 1 2 3 4 5
將事情安排令我能達到工作-家庭的高度平衡
5. Schedule my time in such a way that I will have enough time for my work as well as my family life 1 2 3 4 5
按在工作和應對家庭生活上都安排充足的時間
6. Be able to manage unexpected events that momentarily disrupt my work-family balance (e.g. sick child, workload, family matters) 1 2 3 4 5
可以管理好破壞我工作和家庭平衡的突發事情

U. 下列各項描述你對同事之態度與舉動，請選擇符合你情況的選項 The statements below describe one's belief their ability to effectively manage their work and family responsibilities. For each statement indicate the extent of your agreement or disagreement.

1 = 非常不同意 Strongly disagree

3 = 稍不同意 Slightly disagree

5 = 頗同意 Quite agree

2 = 頗不同意 Quite disagree

4 = 稍同意 Slightly agree

6 = 非常同意 Strongly agree

1. It is inappropriate for a supervisor to ask subordinates about their personal life (such as where one plans to go for the next vacation) 1 2 3 4 5 6
上級不適宜問下級一些個人問題 (例如: 戀愛婚姻, 如何支配業餘時間, 家庭境況等)。
2. I do my own thing without minding about my colleagues, when I am among them. 1 2 3 4 5 6
在同事當中, 我不理別人, 只做自己的事。

- | | | | | | | | |
|-----|---|---|---|---|---|---|---|
| 3. | One needs to return a favour if a colleague lends a helping hand.
同事幫了你的一個忙，你也該回報他。 | 1 | 2 | 3 | 4 | 5 | 6 |
| 4. | I have never loaned my money to any colleagues
我從未把錢借給同事。 | 1 | 2 | 3 | 4 | 5 | 6 |
| 5. | We ought to develop the character of independence among colleagues, so that they do not rely upon other co-workers' help in their work.
同事應獨立自主,在事業上不依靠別人的幫忙。 | 1 | 2 | 3 | 4 | 5 | 6 |
| 6. | One should express his/her attitude to colleagues and act accordingly.
一個人應該在同事面前表明自己的態度並付諸行動。 | 1 | 2 | 3 | 4 | 5 | 6 |
| 7. | Subordinates should obey the senior
下級對上級應該服從領導 | 1 | 2 | 3 | 4 | 5 | 6 |
| 8. | Colleagues' assistance is indispensable to good performance at work.
一個人要取得好成績，同事的幫助一定不可缺少。 | 1 | 2 | 3 | 4 | 5 | 6 |
| 9. | I would help if a colleague at work told me that he/she needed money to pay utility bills.
若同事告訴我經濟有困難，我會盡力幫助他。 | 1 | 2 | 3 | 4 | 5 | 6 |
| 10. | In most cases, to cooperate with someone whose ability is lower than oneself is not as desirable as doing the thing on one's own.
一般來說，與一些能力比自己低的人合作辦事，不如自己單獨去做。 | 1 | 2 | 3 | 4 | 5 | 6 |
| 11. | Do you agree with the proverb "Too many cooks spoil the broth"?
一個和尚挑水喝，兩個和尚扛水喝，三個和尚沒水喝。 | 1 | 2 | 3 | 4 | 5 | 6 |

Appendix C. Questionnaire distributed to supervisors for the follow-up assessment

填入數據後即成
機密文件

檔案編號： _____
訪問員編號： _____

香港教育大學亞洲及政策研究學系
「家庭友善」僱用政策及措施調查問卷
統計調查訪問記錄
(直屬上司問卷)

篩選準則:

- 4) 是一名 25 歲或以上職員的直屬上司；
- 5) 下屬為全職員工；
- 6) 下屬已婚並育有最少一名 17 歲或以下子女

1) 被訪問者之資料

先生/小姐/太太/婆婆/伯伯_____ (請填上被訪者姓名以便與其下屬配對):

香港教育大學現正進行一項有關「家庭友善」僱用政策及措施的調查，目的是找出促進僱員平衡工作及家庭角色的要素，作為制訂相關政策的參考資料。

我們很高興你願意作為此次訪問的對象。所蒐集到的一切個人資料會絕對保密。

[在以下的問題上，請在適當的 □ 加上剔號，如果問題後是空格，請填上適當的資料]

A. 個人資料

- 1 性別[訪問員自行填寫]: 1 ☐ 男 2 ☐ 女
- 2 請問你現在的婚姻狀況: 1 ☐ 未婚 2 ☐ 已婚 3 ☐ 喪偶 4 ☐ 分居 5 ☐ 離婚
- 3 請問你今年幾多歲? _____ 歲
- 4 請問閣下宜家係唔係全職工作人士? 1 ☐ 是 0 ☐ 否
【訪問員讀出: 全職的定義為每星期最少工作 5 天, 或一星期總工作時間不少於 40 小時】
- 5 請問你現在家中有幾個位住家庭成員?(包括自己和家庭傭工)
_____ 位
- 6 請因應住戶人數選擇回答以下其中一題:

		是	否
--	--	---	---

		(1)	(0)
(i)	一人住户：家庭每月的總入息是否低於 HK\$3,600 (跳答 9)	☐	☐
(ii)	二人住户：家庭每月的總入息是否低於 HK\$7,700	☐	☐
(iii)	三人住户：家庭每月的總入息是否低於 HK\$11,500	☐	☐
(iv)	四人住户：家庭每月的總入息是否低於 HK\$14,300	☐	☐
(v)	五人住户：家庭每月的總入息是否低於 HK\$14,800	☐	☐
(vi)	六人或以上：家庭每月的總入息是否低於 HK\$15,800	☐	☐

7 承上題，他/他們是家庭中什麼成員？

人數 (沒有填零)

1. 父母

2. 夫妻

3. 子女

4. 兄弟姊妹

5. 配偶父母

6. 孫子孫女

7. 女婿/媳婦

8. 祖父母

9. 其他親人

10. 朋友

11. 其他，請註明：_____

8 倚賴照顧程度責任指數與_____名成人(18 歲或以上)子女同住

15. 與_____名幼兒(0-3 歲)同住

16. 與_____名兒童(4-14 歲)同住

17. 與_____名長者(65 歲或以上)同住

18. 與配偶同住

1 □ 是 2 □ 否

19. 配偶工作

1 □ 是 2 □ 否

20. 有需照顧的長者同住

1 □ 是 2 □ 否

9 包括所有收入來源，請問你家庭每月的總入息是多少？

1 □ < HK \$20,000

2 □ HK \$ 20,000-\$ 24,999

3 □ HK \$25,000-\$29,999

4 □ HK \$30,000-\$34,999

5 □ HK \$35,000-\$39,999

6 □ HK \$40,000-\$44,999

7 □ HK \$45,000 -\$49,999

8 □ HK \$50,000-\$54,999

9 □ HK \$55,000-\$59,999

10 □ HK \$60,000-\$65,999

11 □ HK \$65,000-\$69,999

12 □ >=HK \$70,000 或以上

10 教育程度？

1 □ 中五或以下

2 □ 中六/中七

3 □ 專上非學位文憑

4 □ 學士學位

5 □ 碩士學位或以上

11 職業

- 1 ☐ 經理及行政級人員
 2 ☐ 專業人員
 3 ☐ 輔助專業人員
 4 ☐ 文書支援人員
 5 ☐ 服務工作及銷售人員
 6 ☐ 工藝及有關人員
 7 ☐ 機台及機器操作員及裝配員
 8 ☐ 非技術工人
 9 ☐ 其他，請註明 _____

12 行業

- 1 ☐ 製造業
 2 ☐ 建造業
 3 ☐ 進出口、批發及零售業
 4 ☐ 地產、專業及商用服務業
 5 ☐ 酒店及旅遊業
 6 ☐ 資訊科技及通訊業
 7 ☐ 金融及保險業
 8 ☐ 運輸、倉庫、郵政及速遞服務業
 9 ☐ 公共行政、教育、人類醫療保健及社工活動
 10 ☐ 其他，請註明 _____

13 職位：_____ 0 ☐ 拒絕回答

14 你在這崗位工作多久：_____ 年 _____ 月

15 每星期平均工作時數= _____ 小時

B. 工作表現

16 請用下列反應等級來表示你同意或不同意：

		非常不同意	不同意	頗不同意	無所謂同意不同意	頗同意	同意	非常同意
		(1)	(2)	(3)	(4)	(5)	(6)	(7)
1	你的下屬能夠履行他/她的工作職責。	☐	☐	☐	☐	☐	☐	☐
2	你的下屬能夠完成他/她的工作範圍內所規定的責任。	☐	☐	☐	☐	☐	☐	☐
3	你的下屬能夠完成被指定的任務。	☐	☐	☐	☐	☐	☐	☐
4	你的下屬能夠達到所有工作對他/她的正式要求。	☐	☐	☐	☐	☐	☐	☐

C. 對上司的公民行為

17 請評估你的下屬會出現以下行為的頻率：

	從不	極少	有時	頻繁	經常
--	----	----	----	----	----

		(1)	(2)	(3)	(4)	(5)
1	當你缺勤時，你的下屬會否接受額外責任？	☐	☐	☐	☐	☐
2	當你工作繁重時，你的下屬會否協助你？	☐	☐	☐	☐	☐
3	你的下屬會否主動(在沒有要求下)協助你完成工作？	☐	☐	☐	☐	☐
4	你的下屬會否對你表示關心？	☐	☐	☐	☐	☐
5	你的下屬會否向你傳達有關工作的資訊？	☐	☐	☐	☐	☐

18 請評估你的下屬會出現以下行為的頻率：

		從不	極少	有時	頻繁	經常
		(1)	(2)	(3)	(4)	(5)
6	你的下屬幫助缺席的同事	☐	☐	☐	☐	☐
7	你的下屬願意付出自己的時間去協助其他同事處理工作相關的問題	☐	☐	☐	☐	☐
8	你的下屬為了顧及其他同事的請假要求, 他會調整自己的日程安排去配合	☐	☐	☐	☐	☐
9	你的下屬會盡我所能令新同事感到工作團隊歡迎他們	☐	☐	☐	☐	☐
10	就算競爭激烈, 你的下屬仍會對同事表現出真誠的關懷及好意	☐	☐	☐	☐	☐
11	你的下屬願意放棄自己的時間去幫助同事處理工作上及非工作上的問題	☐	☐	☐	☐	☐
12	你的下屬幫助其他同事處理他們的職責	☐	☐	☐	☐	☐
13	你的下屬和同事分享他所擁有的物資以幫助他們處理工作	☐	☐	☐	☐	☐

19 請評估你的下屬會出現以下行為的頻率：

		從不	極少	有時	頻繁	經常
		(1)	(2)	(3)	(4)	(5)
14	雖然沒有必要, 你的下屬仍會出席一些能協助建立機構形象的活動	☐	☐	☐	☐	☐
15	從不間斷地去了解機構的發展	☐	☐	☐	☐	☐
16	當其他同事批評機構時, 你的下屬會為它辯護	☐	☐	☐	☐	☐
17	當他們代表機構出席公眾場合時他們會感到驕傲	☐	☐	☐	☐	☐
18	提供能改善機構效率的意見	☐	☐	☐	☐	☐
19	對機構表示忠誠	☐	☐	☐	☐	☐
20	盡力保護所工作的機構去避免潛在的問題	☐	☐	☐	☐	☐
21	展現出對機構形象的關注	☐	☐	☐	☐	☐

*全卷完。感謝你花費寶貴的時間完成此問卷。

Appendix D. Questionnaire distributed to workers for the follow-up assessment

填入數據後即成
機密文件

檔案編號：_____
訪問員編號：_____

香港教育大學亞洲及政策研究學系 「家庭友善」僱用政策及措施調查問卷 統計調查訪問記錄 (直屬下屬問卷)

I) 被訪問者之資料

先生/小姐/太太/婆婆/伯伯_____ (請填上被訪者姓名以便與其上司配對):

香港教育大學現正進行一項有關「家庭友善」僱用政策及措施的調查，目的是找出促進僱員平衡工作及家庭角色的要素，作為制訂相關政策的參考資料。

我們很高興你願意作為此次訪問的對象。所蒐集到的一切個人資料會絕對保密。

[在以下的問題上，請在適當的 ☐ 加上剔號，如果問題後是空格，請填上適當的資料]

個人資料

20 性別[訪問員自行填寫]: 1 ☐ 男 2 ☐ 女

21 請問你現在的婚姻狀況: 1 ☐ 未婚 2 ☐ 已婚 3 ☐ 喪偶 4 ☐ 分居 5 ☐ 離婚

22 請問你今年幾多歲? _____ 歲

23 請問閣下宜家係唔係全職工作人士? 1 ☐ 是 0 ☐ 否

【訪問員讀出：全職的定義為每星期最少工作 5 天，或一星期總工作時間不少於 40 小時】

24 請問你現在家中有幾多個位住家庭成員? (包括自己和家庭傭工)
_____ 位

25 請因應住戶人數選擇回答以下其中一題:

		是 (1)	否 (0)
(i)	一人住戶：家庭每月的總入息是否低於 HK\$3,600 (跳答 9)	☐	☐
(ii)	二人住戶：家庭每月的總入息是否低於 HK\$7,700	☐	☐
(iii)	三人住戶：家庭每月的總入息是否低於 HK\$11,500	☐	☐
(iv)	四人住戶：家庭每月的總入息是否低於 HK\$14,300	☐	☐
(v)	五人住戶：家庭每月的總入息是否低於 HK\$14,800	☐	☐
(vi)	六人或以上：家庭每月的總入息是否低於 HK\$15,800	☐	☐

26 承上題，他/他們是家庭中什麼成員?

人數 (沒有填零)

1. 父母

2. 夫妻

3. 子女

4. 兄弟姊妹

5. 配偶父母

6. 孫子孫女

7. 女婿/媳婦

8. 祖父母

9. 其他親人

10. 朋友

11. 其他, 請註明: _____

27 倚賴照顧程度責任指數與_____名成人(18 歲或以上)子女同住

21. 與_____名幼兒(0-3 歲)同住

22. 與_____名兒童(4-14 歲)同住

23. 與_____名長者(65 歲或以上)同住

24. 與配偶同住

1 ☐ 是 2 ☐ 否

25. 配偶工作

1 ☐ 是 2 ☐ 否

26. 有需照顧的長者同住

1 ☐ 是 2 ☐ 否

28 包括所有收入來源, 請問你家庭每月的總入息是多少?

1 ☐ < HK \$20,000

2 ☐ HK \$ 20,000-\$ 24,999

3 ☐ HK \$25,000-\$29,999

4 ☐ HK \$30,000-\$34,999

5 ☐ HK \$35,000-\$39,999

6 ☐ HK \$40,000-\$44,999

7 ☐ HK \$45,000 -\$49,999

8 ☐ HK \$50,000-\$54,999

9 ☐ HK \$55,000-\$59,999

10 ☐ HK \$60,000-\$65,999

11 ☐ HK \$65,000-\$69,999

12 ☐ >=HK \$70,000 或以上

29 教育程度?

1 ☐ 中五或以下

2 ☐ 中六/中七

3 ☐ 專上非學位文憑

4 ☐ 學士學位

5 ☐ 碩士學位或以上

30 職業

1 ☐ 經理及行政級人員

- 2 ☐ 專業人員
 3 ☐ 輔助專業人員
 4 ☐ 文書支援人員
 5 ☐ 服務工作及銷售人員
 6 ☐ 工藝及有關人員
 7 ☐ 機台及機器操作員及裝配員
 8 ☐ 非技術工人
 9 ☐ 其他，請註明 _____

31 行業

- 1 ☐ 製造業
 2 ☐ 建造業
 3 ☐ 進出口、批發及零售業
 4 ☐ 地產、專業及商用服務業
 5 ☐ 酒店及旅遊業
 6 ☐ 資訊科技及通訊業
 7 ☐ 金融及保險業
 8 ☐ 運輸、倉庫、郵政及速遞服務業
 9 ☐ 公共行政、教育、人類醫療保健及社工活動
 10 ☐ 其他，請註明 _____

32 職位：_____ 0 ☐ 拒絕回答

33 你在這崗位工作多久：_____ 年 _____ 月

34 你與直屬上司工作多久：_____ 年 _____ 月

35 每星期平均工作時數= _____ 小時

「家庭友善」僱用措施

「家庭友善」僱用政策及措施是指由僱主提供、目的為促進僱員平衡工作及家庭角色的政策措施。「家庭友善」僱用政策及措施能讓僱員有效工作的同時，兼顧其家庭責任。

V. 工作滿意度

36 請用下列反應等級來表示你同意或不同意該句子：

		非常不同意	不同意	頗不同意	無所謂同意不同意	頗同意	同意	非常同意
		(1)	(2)	(3)	(4)	(5)	(6)	(7)
1	整體而言，我滿意我的工作。	☐	☐	☐	☐	☐	☐	☐
2	整體而言，我不喜歡我的工作。	☐	☐	☐	☐	☐	☐	☐
3	整體而言，我喜歡在這裡工作。	☐	☐	☐	☐	☐	☐	☐

W. 情感承諾

37 請用下列反應等級來表示你同意或不同意該句子：

		非常不同意	不同意	頗不同意	無所謂同意不同意	頗同意	同意	非常同意

		(1)	(2)	(3)	(4)	(5)	(6)	(7)
1	我樂意在這公司工作直至退休	☐	☐	☐	☐	☐	☐	☐
2	我真的覺得這公司的問題便是我自己的問題一樣。	☐	☐	☐	☐	☐	☐	☐
3	我對這公司有強烈的歸屬感。	☐	☐	☐	☐	☐	☐	☐
4	我對這公司有感情。	☐	☐	☐	☐	☐	☐	☐
5	我感到自己是這公司的一份子。	☐	☐	☐	☐	☐	☐	☐
6	這公司對我來說有很大的個人意義。	☐	☐	☐	☐	☐	☐	☐
7	我享受與公司以外的人討論我的公司。	☐	☐	☐	☐	☐	☐	☐
8	我能夠輕易地在其他機構培養出對像我現在這公司一樣的歸屬感。	☐	☐	☐	☐	☐	☐	☐

X. 留任意願

38 請用下列反應等級來表示你同意或不同意：

		非常不同意	不同意	無所謂同意不同意	同意	非常同意
		(1)	(2)	(3)	(4)	(5)
1	除非出現始料不及的情況，否則我會無限期留在這公司工作	☐	☐	☐	☐	☐
2	如果讓我完全自由選擇，我會寧願選擇繼續在這公司工作	☐	☐	☐	☐	☐
3	我期望盡可能在這公司長久地工作下去	☐	☐	☐	☐	☐

Y. 工作投入

39 下列問題要求你思考一下在工作上的投入度，請用下列反應等級來表示你同意或不同意：

		從不	幾乎從不	甚少	有時	頻繁	非常頻繁	經常
		(1)	(2)	(3)	(4)	(5)	(6)	(7)
1	工作時我感到充滿能量	☐	☐	☐	☐	☐	☐	☐
2	我在工作中感到強勁有力及精力充沛	☐	☐	☐	☐	☐	☐	☐
3	我熱衷於我的工作	☐	☐	☐	☐	☐	☐	☐
4	我的工作啟發了我	☐	☐	☐	☐	☐	☐	☐
5	早上起床後，我喜愛上班工作	☐	☐	☐	☐	☐	☐	☐
6	當我埋首於工作時，我感到快樂	☐	☐	☐	☐	☐	☐	☐
7	我對自己的工作感到自豪	☐	☐	☐	☐	☐	☐	☐
8	我沈醉於工作之中	☐	☐	☐	☐	☐	☐	☐
9	我工作時會變得忘我	☐	☐	☐	☐	☐	☐	☐

Z. 生活滿意程度

40 下列問題要求你思考一下在生活上的滿意程度，請用下列反應等級來表示你同意或不同意：

		非常不同意	不同意	無所謂同意不同意	同意	非常同意
		(1)	(2)	(3)	(4)	(5)
1	在很多方面，我的生活與理想生活接近。	☐	☐	☐	☐	☐
2	我的生活條件很好。	☐	☐	☐	☐	☐
3	我滿意自己的生活。	☐	☐	☐	☐	☐
4	到目前為止，我已經得到我生命中重要的東西。	☐	☐	☐	☐	☐
5	若生命可以重頭來過，我沒有甚麼想要改變。	☐	☐	☐	☐	☐

AA. 心理戒斷行為

41 下列各項描述與工作相關的行為，請回顧過去 3 個月，選出你參與該項活動的次數。

		從不	甚少	有時	頻繁	經常
		(1)	(2)	(3)	(4)	(5)
1	想過唔番工	☐	☐	☐	☐	☐
2	與同事談論與工作無關的事宜	☐	☐	☐	☐	☐
3	因為不必要的原因離開工作崗位/辦公桌	☐	☐	☐	☐	☐
4	工作時發白日夢或魂遊	☐	☐	☐	☐	☐
5	在工作時間做私人事務	☐	☐	☐	☐	☐
6	工作時沒存全力以赴	☐	☐	☐	☐	☐
7	考慮過離職	☐	☐	☐	☐	☐
8	讓他人代替自己完成工作	☐	☐	☐	☐	☐

BB. 工作家庭組織政策

42 以下詳細列出了公司所能提供的措施，這些措施可以幫助僱員平衡他們的工作及家庭生活。針對下列各項措施，請用如下反應等級：

- (a) 公司是否現已經提供了這些福利？以及如果公司提供這些福利，你又是否會享用？
(1 = 沒有提供，我也不需要； 2 = 沒有提供，但我可能會用； 3 = 有提供，但我從來沒有用過；
4 = 有提供，我曾經使用； 5 = 有提供，在過去一年我曾經使用) (受訪者可以同時答 4 及 5)
- (b) 你覺得這個安排能夠令你更容易兼顧工作和家庭兩方面的需求嗎？ (1 = 能； 2 = 不能)
- (c) 你的同事有幾常用這些安排？ (1 = 從不； 2 = 甚少； 3 = 有時； 4 = 經常； 5 = 非常頻繁； 6 = 總是)

		(c) 公司是否已提供了這些福利？ 1 = 沒有提供，我也不需要 2 = 沒有提供，但我可能會用 3 = 有提供，但我從來沒有用過 4 = 有提供，我曾經使用 5 = 有提供，在過去一年我曾經使用	(d) 你覺得這個安排能夠令你更容易兼顧工作和家庭兩方面的需求嗎？ 1 = 能 2 = 不能	(e) 你的同事有幾常用這些安排？ 1 = 從不 2 = 甚少 3 = 有時 4 = 經常 5 = 非常頻繁 6 = 總是
1	彈性上班時間：在某程度的限制下，僱員可選擇他們開始和完成工作的時間			
2	每週五天工作			

3	壓縮的上班時間：容許僱員以較少的工作天去完成規定的每週工作總時數，例如只用四個工作天去完成每週四十小時的工作總時數，而並非根據一般規定的工作五天半			
4	彈性輪更制：工作時間的輪替/自編工作更表			
5	父親侍產假：給予剛為人父的僱員有薪產假			
6	給予剛為人母的僱員額外有薪產假(產假多於十個星期)			
7	家事假期(因履行家庭責任如辦理喪親事宜或出席家長日而發放的假期)			
8	工作中的休假(保留職位但給予一個長時間的無薪假期)			
9	假期賬戶：提供假期捐贈或要求額外假期的計劃			
10	兼職僱用：僱員的工作時數比標準的每週工作總時數為少，但所受的對待與全職僱員無異			
11	工作共享：兩名或以上的僱員自發地分擔整份全職工作的責任、薪金、假期或其他福利。每一名僱員是以兼職形式僱傭，但他們的總工作成果等於整份全職工作所要求的成果			
12	計算超時工作的時數			
13	遙距工作/彈性工作地點/在家工作			
14	照顧兒童的支援服務(例如：企業/組織內附設兒童託管中心，或緊急兒童託管服務)			
15	其他家庭支援服務(例如：長者護理、或患病家屬的護理服務)			
16	員工協助計劃(例如提供壓			

	力、財政或酗酒問題的輔導)			
17	危機支援計劃(處理工作及家庭危機)			
18	僱主舉辦的家庭活動			
19	其他(請註明) _____			

CC. 控制工作時間

43 請用下列反應等級來表示你同意或不同意該項目 (以 5 等級評分):

		非常少	少	適量	多	非常多
		(1)	(2)	(3)	(4)	(5)
1	我對每日上下班時間或一周工作總時日有多少自主性?	☐	☐	☐	☐	☐
2	我對自己假期或休息日有多少自主性?	☐	☐	☐	☐	☐
3	為了滿足工作要求, 我對加班的工作量及加班時間安排有多少自主性?	☐	☐	☐	☐	☐
4	在工作時候, 我被要求限制撥出/接聽私人電話的次數是多少?	☐	☐	☐	☐	☐
5	我對安排兼職的自主性有多少?	☐	☐	☐	☐	☐
6	我對在家中而非平常的工作地點完成部分工作的自主性都多少?	☐	☐	☐	☐	☐
7	我對突發事件引起的兒童陪護安排有多少自主性 (例如突然下達的加班期間的兒童陪護, 惡劣天氣的兒童陪護等等)?	☐	☐	☐	☐	☐

DD. 經濟交易關係

44 下列問題要求你思考一下與公司的經濟關係, 請用下列反應等級來表示你同意或不同意:

		非常不同意	頗不同意	稍不同意	稍同意	頗同意	非常同意
		(1)	(2)	(3)	(4)	(5)	(6)
1	我跟公司嚴格上是一個經濟交易關係, 我為它工作而它給我工資。	☐	☐	☐	☐	☐	☐
2	我不在乎公司日後能為我做甚麼, 只在乎它現在為我做甚麼。	☐	☐	☐	☐	☐	☐
3	我只願意在公司對我付出更多之後才為公司多付出。	☐	☐	☐	☐	☐	☐
4	我很在意我從公司所得, 並與我的貢獻比較。	☐	☐	☐	☐	☐	☐
5	我對公司的期望, 就是它能支付我工作上付出的努力。	☐	☐	☐	☐	☐	☐
6	最能形容我現時的工作狀況是, 通過合理的工作量而獲得合理的報酬。	☐	☐	☐	☐	☐	☐
7	我跟公司的關係不涉及個人感情, 對工作我很少有情感捲入。	☐	☐	☐	☐	☐	☐
8	我按照公司的要求工作, 純粹是為了它給我工資。	☐	☐	☐	☐	☐	☐

EE. 上司社會交換關係

45 下列各項陳述描述了員工與其公司的關係, 請選出符合你情況的選項:

		非常不同意	不同意	無所謂 同意不同意	同意	非常同意

		(1)	(2)	(3)	(4)	(5)
1	我的直屬上司和我是一個雙向交換的關係	☐	☐	☐	☐	☐
2	如果我為直屬上司做了貢獻，我的直屬上司會報答我	☐	☐	☐	☐	☐
3	我的努力會得到直屬上司的報答	☐	☐	☐	☐	☐
4	我與直屬上司之間的關係是由可比較的付出和回報的交換組成的	☐	☐	☐	☐	☐
5	我與直屬上司之間的關係是建立在相互信任的基礎上的	☐	☐	☐	☐	☐
6	我不需要特別的說明就知道我的直屬上司會還我的人情	☐	☐	☐	☐	☐
7	如果我將我的問題向直屬上司反映，我知道我的管理層會提供有建設性和有同情心的回應	☐	☐	☐	☐	☐
8	我認為我的直屬上司和我都對我們的工作關係注入大量的感情投資	☐	☐	☐	☐	☐

FF. 工作複雜程度

46 請用下列等級來形容你工作的複雜程度：

		非常少	少	較少	適量	較多	多	非常多
		(1)	(2)	(3)	(4)	(5)	(6)	(7)
1	我的工作需要多少專門技術知識？	☐	☐	☐	☐	☐	☐	☐
2	我的工作有多少涉及解決難題？	☐	☐	☐	☐	☐	☐	☐

47 我的工作有多複雜：

		一點也不	有點	稍微複雜	中等	複雜	頗複雜	非常複雜
		(1)	(2)	(3)	(4)	(5)	(6)	(7)
3	我的工作有多複雜？	☐	☐	☐	☐	☐	☐	☐

GG. 上司的家庭支持

48 請用下列反應等級來表示你同意或不同意：

		非常不同意	不同意	無所謂同意不同意	同意	非常同意
		(1)	(2)	(3)	(4)	(5)
1	我可以向直屬上司講述我的工作與非工作/家庭之間的困難而不會感覺不自在	☐	☐	☐	☐	☐
2	我的直屬上司在如何兼顧或協調工作與非工作/家庭問題上作出行之有效的示範	☐	☐	☐	☐	☐
3	我的直屬上司採取有效的、有創意的措施幫助員工解決工作與非工作/家庭之間的矛盾	☐	☐	☐	☐	☐
4	我的直屬上司組織部門/單位的工作以使員工及公司/組織都得益	☐	☐	☐	☐	☐

HH. 認知的機構家庭支持

49 請用下列反應等級來表示你同意或不同意：

		非常不同意	不同意	頗不同意	無所謂同意不同意	頗同意	同意	非常同意
		(1)	(2)	(3)	(4)	(5)	(6)	(7)
1	我的公司有很多計劃和政策以幫助僱員平衡工作和家庭生活。	☐	☐	☐	☐	☐	☐	☐
2	在遇到工作和家庭生活之間的衝突時，我的公司會積極協助員工。	☐	☐	☐	☐	☐	☐	☐
3	我的公司投放資金和努力，顯示其支持員工和他們的家庭。	☐	☐	☐	☐	☐	☐	☐
4	在我的公司內很容易找到有關支持家庭的計劃。	☐	☐	☐	☐	☐	☐	☐
5	我的公司為員工提供有助平衡工作與家庭的資訊。	☐	☐	☐	☐	☐	☐	☐
6	我的公司幫助有家室的員工找尋有助平衡工作與家庭的資訊。	☐	☐	☐	☐	☐	☐	☐
7	當員工面對工作與家庭的衝突時，我的公司能夠體諒。	☐	☐	☐	☐	☐	☐	☐
8	總體來說，我的公司是非常支持員工及其家庭。	☐	☐	☐	☐	☐	☐	☐
9	員工能夠感到公司尊重他們希望平衡工作與家庭的需求。	☐	☐	☐	☐	☐	☐	☐

II. 我對工作的投入：

50 下列問題要求你思考一下在工作上的投入度，請用下列反應等級來表示你同意或不同意：

		非常不同意	不同意	無所謂同意不同意	同意	非常同意
		(1)	(2)	(3)	(4)	(5)
10	幫助我理解了不同的觀點，這促使我成為更好的僱員	☐	☐	☐	☐	☐
11	幫助我獲得了知識，這促使我成為更好的僱員	☐	☐	☐	☐	☐
12	幫助我掌握了技能，這促使我成為更好的僱員	☐	☐	☐	☐	☐
13	使我心情好，這促使我成為更好的僱員	☐	☐	☐	☐	☐
14	使我感到快樂，這促使我成為更好的僱員	☐	☐	☐	☐	☐
15	使我開心，這促使我成為更好的僱員	☐	☐	☐	☐	☐
16	使我個人感到充實，這促使我成為更好的僱員	☐	☐	☐	☐	☐
17	為我提供了一種成就感，這促使我成為更好的僱員	☐	☐	☐	☐	☐
18	為我提供了一種成功感，這促使我成為更好的僱員	☐	☐	☐	☐	☐

我對家庭的投入：

51 下列問題要求你思考一下對家庭的投入度，請用下列反應等級來表示你同意或不同意：

		非常不同意	不同意	無所謂同意不同意	同意	非常同意
		(1)	(2)	(3)	(4)	(5)
19	幫助我理解了不同的觀點，這促使我成為更好的家庭成員	☐	☐	☐	☐	☐
20	幫助我獲得了知識，這促使我成為更好的家庭成員	☐	☐	☐	☐	☐
21	幫助我掌握了技能，這促使我成為更好的家庭成員	☐	☐	☐	☐	☐
22	使我心情好，這促使我成為更好的家庭成員	☐	☐	☐	☐	☐
23	使我感到快樂，這促使我成為更好的家庭成員	☐	☐	☐	☐	☐
24	使我開心，這促使我成為更好的家庭成員	☐	☐	☐	☐	☐
25	使我個人感到充實，這促使我成為更好的家庭成員	☐	☐	☐	☐	☐
26	為我提供了一種成就感，這促使我成為更好的家庭成員	☐	☐	☐	☐	☐
27	為我提供了一種成功感，這促使我成為更好的家庭成員	☐	☐	☐	☐	☐

JJ. 把工作和家庭分割的意向

52 下列問題要求你思考一下在工作和家庭上的分割意向，請用下列反應等級來表示你同意或不同意：

		非常不同意	頗不同意	稍不同意	稍同意	頗同意	非常同意
		(1)	(2)	(3)	(4)	(5)	(6)
1	我希望只在辦公時間處理公事。	☐	☐	☐	☐	☐	☐
2	在家時我不喜歡還要想著有關工作的事。	☐	☐	☐	☐	☐	☐
3	我不喜歡工作的問題進佔我在家中的生活。	☐	☐	☐	☐	☐	☐
4	當我回家時我希望能夠放下工作。	☐	☐	☐	☐	☐	☐

KK. 家庭角色表現量表

53 下列問題要求你思考一下在家庭角色上的表現，請用下列反應等級來表示你同意或不同意：

		非常不同意	頗不同意	稍不同意	稍同意	頗同意	非常同意
		(1)	(2)	(3)	(4)	(5)	(6)
1	充分完成家中分配的工作。	☐	☐	☐	☐	☐	☐
2	履行我家庭角色中的指定責任	☐	☐	☐	☐	☐	☐
3	進行那些期望我完成的工作	☐	☐	☐	☐	☐	☐
4	履行我在家中的責任的要求	☐	☐	☐	☐	☐	☐
5	參與直接影響我在家中表現的活動	☐	☐	☐	☐	☐	☐
6	忽視家裡的基本工作。	☐	☐	☐	☐	☐	☐

LL. 工作家庭衝突

54 下列問題要求你思考一下工作和家庭上可能有的衝突，請用下列反應等級來表示你同意或不同意：

		非常不同意	不同意	頗不同意	無所謂 同意不同意	頗同意	同意	非常同意
		(1)	(2)	(3)	(4)	(5)	(6)	(7)
1	工作對我的要求妨礙了我的家庭和家庭生活	☐	☐	☐	☐	☐	☐	☐
2	我的工時長得令我的難以履行家庭責任	☐	☐	☐	☐	☐	☐	☐
3	因為公司對我的工作要求，使我未能完成想要在家裡做的事	☐	☐	☐	☐	☐	☐	☐
4	工作造成的限制，使我難以完成家庭責任	☐	☐	☐	☐	☐	☐	☐
5	由於與工作相關的任務，我必須改變家庭活動的計劃	☐	☐	☐	☐	☐	☐	☐
6	我的家人或配偶(伴侶)的要求妨礙了與工作相關的活動	☐	☐	☐	☐	☐	☐	☐
7	因為我需要花在家庭的時間而令我必須延誤工作	☐	☐	☐	☐	☐	☐	☐
8	因為家人或配偶(伴侶)對我的要求，使我未能完成想要在公司辦的事	☐	☐	☐	☐	☐	☐	☐
9	我的家庭生活妨礙了我的職責，例如準時上班、完成日常任務、超時工作	☐	☐	☐	☐	☐	☐	☐
10	家庭相關的制肘，妨礙了我履行工作相關責任的能力	☐	☐	☐	☐	☐	☐	☐

MM. 工作家庭平衡

55 請你回顧過去四個月你所參與的工作和非工作的活動（非工作的活動是指在你工作之外的一般性活動，如和你的家人，朋友在一起，參加運動，學習等），並用如下反應等級來回答問題：

		非常不滿意	有點不滿意	無所謂滿意不滿意	有點滿意	非常滿意
		(1)	(2)	(3)	(4)	(5)
1	我目前在工作和非工作活動中所瞬的時間上能保持平衡	☐	☐	☐	☐	☐
2	我劃分在工作和非工作上的注意力的方法	☐	☐	☐	☐	☐
3	我感覺目前在工作和非工作活動之間的分配是合適的	☐	☐	☐	☐	☐
4	總體來看，我認為我的工作和非工作的生活是平衡的	☐	☐	☐	☐	☐
5	我有機會將工作做好的同時也可充分完成家庭相關的職能	☐	☐	☐	☐	☐

56 下列各項描述一個人對自己能有效處理工作與家庭責任能力的自信，請選擇符合你情況的選項

		非常不同意	有點不同意	無所謂同意不同意	有點同意	非常同意
		(1)	(2)	(3)	(4)	(5)
6	我可以商討及完成工作和家庭對我的期望	☐	☐	☐	☐	☐
7	我可以出色達到重要成員對我在工作和家庭中的角色期望	☐	☐	☐	☐	☐
8	與我親近的人認為我在平衡工作與家庭生活上做得很好	☐	☐	☐	☐	☐
9	我可以完成我上司及家庭對我的期望	☐	☐	☐	☐	☐
10	我的同事及家庭成員認為我能達成他們對我的期望	☐	☐	☐	☐	☐
11	從我的同事及家庭成員的反饋，我知道自己做到了工作和家庭的責任	☐	☐	☐	☐	☐

NN. 工作-家庭平衡的自我效能

57 下列各項描述一個人對自己能有效處理工作與家庭責任能力的自信，請選擇符合你情況的選項
我有信心可以：

		非常不同意	不同意	無所謂同意不同意	同意	非常同意
		(1)	(2)	(3)	(4)	(5)
1	我可以對工作和家庭生活中我認為重要的事情投入足夠的精神	☐	☐	☐	☐	☐
2	成功地平衡我工作和家庭生活的需求	☐	☐	☐	☐	☐
3	成功完成我在工作和家庭中的責任	☐	☐	☐	☐	☐
4	將事情安排令我能達到工作-家庭的高度平衡	☐	☐	☐	☐	☐
5	按在工作和應對家庭生活上都安排充足的時間	☐	☐	☐	☐	☐
6	可以管理好破壞我工作和家庭平衡的突發事情	☐	☐	☐	☐	☐

00. 下列各項描述你對同事之態度與舉動，請選擇符合你情況的選項

		非常不同意	頗不同意	稍不同意	稍同意	頗同意	非常同意
		(1)	(2)	(3)	(4)	(5)	(6)
1	上級不適宜問下級一些個人問題 (例如: 戀愛婚姻, 如何支配業餘時間, 家庭境況等)。	☐	☐	☐	☐	☐	☐
2	在同事當中, 我不理別人, 只做自己的事。	☐	☐	☐	☐	☐	☐
3	同事幫了你的一個忙, 你也該回報他。	☐	☐	☐	☐	☐	☐
4	我從未把錢借給同事。	☐	☐	☐	☐	☐	☐
5	同事應獨立自主, 在事業上不依靠別人的幫忙。	☐	☐	☐	☐	☐	☐
6	一個人應該在同事面前表明自己的態度並付諸行動。	☐	☐	☐	☐	☐	☐
7	下級對上級應該服從領導	☐	☐	☐	☐	☐	☐
8	一個人要取得好成績, 同事的幫助一定不可缺少。	☐	☐	☐	☐	☐	☐
9	若同事告訴我經濟有困難, 我會盡力幫助他。	☐	☐	☐	☐	☐	☐
10	一般來說, 與一些能力比自己低的人合作辦事, 不如自己單獨去做。	☐	☐	☐	☐	☐	☐
11	一個和尚挑水喝, 兩個和尚扛水喝, 三個和尚沒水喝。	☐	☐	☐	☐	☐	☐

全卷完。感謝你花費寶貴的時間完成此問卷。

Appendix E. PowerPoint file entitled “Supervisor Support in Advancing the Utilization of Family-Friendly Policies” presented at New York International Business and Social Science Research Conference on the 14th-16th of July 2016



香港教育大學
The Education University
of Hong Kong

Supervisor Support in Advancing the Utilization of Family-friendly policies

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Department of Asian and Policy Studies 亞洲及政策研究學系
14-16th July / 2016

The Education University of Hong Kong ranked 2nd in Asia and 12th in the world in Education (QS World University Rankings by Subject 2016)

Background

- Long working hours in Hong Kong
- Research revealed >25% of Hong Kong employees work more than 50 hours/week (Chung, et al., 2010)
- The average working hours per year in Hong Kong: **2,606 hours** (The longest working hours among the 71 countries in the Prices and Earnings Report 2015)
- Long work hours ➡ Affect personal lives ➡
Work-family conflict!

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Background

- Benefits of implementation of family-friendly policies include:
 1. Lower level of work-family conflict
 2. Work and family enhancement
 3. Improved health
 4. Increased employee engagement, commitment, attachment to the organization
 5. Decreased absenteeism

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Background

- Mainly 3 categories of family-friendly practices in Hong Kong:
 1. Family leave benefits (e.g. marriage leave, parental leave, compassionate leave, special casual leave, and special long leave)
 2. Flexible work arrangements (e.g. five-day work week, flexible working hours, and home-based work)
 3. Employee support schemes (e.g. medical protection to employees and their family members, child care services, counselling services on stress or emotional management, setting up of nursery rooms and organizing family recreational activities)

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Background

- Weak correlation between provision and utilization of family-friendly policies
- Supervisor support (i.e. supervisor flexibility & sensitivity) is crucial to the utilization of the policies ➡ Workplace interventions (i.e. the provision of family-friendly policies) have to be implemented alongside supervisor support to achieve the desired results (Julien, 2007; Kelly, et al., 2014; Bagger & Li, 2014)

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Methodology

- The survey was planned by the Department of Asian and Policy Studies, The Education University of Hong Kong, then conducted by Policy 21 Ltd
- The household survey was conducted between July and October 2014, successfully interviewed 1,005 workers aged 25 and above through face-to-face interview
- Multi-stage random sampling
- Response rate: 60%

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Research findings
Provision of family-friendly policies by employers
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Research findings			
	Refuse	Not available	Available
5-day work week	2.5%	49.1%	48.5%
Payable overtime	2.1%	52.0%	45.9%
Family leave	1.5%	53.5%	45.0%
Career breaks	2.2%	59.1%	38.7%
Extended maternity leave	1.6%	62.9%	35.5%
Flexible shift	2.4%	67.1%	30.5%
Flexible working time	2.1%	68.7%	29.3%

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Research findings			
	Refuse	Not available	Available
Paternity leave	1.6%	76.0%	22.4%
Family activities organised by employers	0.5%	78.1%	21.4%
Compressed working time	2.6%	81.6%	15.8%
Part-time work	2.2%	82.5%	15.3%
Flexible workplace	2.2%	83.8%	14.0%
Holiday account	1.8%	84.7%	13.5%
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Research findings			
	Refuse	Not available	Available
Job-sharing	2.2%	85.9%	11.9%
Staff assistance scheme	0.5%	91.9%	7.6%
Crisis support scheme	0.5%	92.7%	6.8%
Child care	0.4%	94.4%	5.2%
Other family support services	0.6%	94.8%	4.6%

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Research findings
Utilization of family-friendly policies
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Research findings			
		Used before	
	Never used	Did not use in the last year	Used in the last year
5-day work week(n=487)	3.9%	31.0%	65.1%
Flexible shift(n=307)	15.3%	40.1%	44.6%
Career breaks(n=389)	21.6%	46.8%	31.6%
Compressed working time(n=159)	27.0%	41.5%	31.4%

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Research findings			
	Used before		
	Never used	Did not use in the last year	Used in the last year
Payable overtime(n=461)	15.4%	53.4%	31.2%
Flexible working time(n=294)	11.2%	59.2%	29.6%
Flexible workplace(n=141)	24.8%	46.1%	29.1%

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Research findings			
	Used before		
	Never used	Did not use in the last year	Used in the last year
Family activities organized by employers(n=215)	34.0%	48.4%	17.7%
Family leave(n=452)	38.5%	45.8%	15.7%
Holiday account(n=136)	54.4%	31.6%	14.0%
Child care(n=52)	69.2%	17.3%	13.5%

The Education University of Hong Kong ranked 2nd in Asia and 12th in the world in Education (QS World University Rankings by Subject 2016)

Research findings			
	Used before		
	Never used	Did not use in the last year	Used in the last year
Crisis support scheme(n=68)	66.2%	22.1%	11.8%
Other family support services(n=46)	65.2%	23.9%	10.9%
Part-time work(n=154)	63.0%	28.6%	8.4%
Job-sharing(n=120)	46.7%	45.0%	8.3%

The Education University of Hong Kong ranked 2nd in Asia and 12th in the world in Education (QS World University Rankings by Subject 2016)

Research findings			
	Used before		
	Never used	Did not use in the last year	Used in the last year
Extended maternity leave(n=218)	62.4%	30.7%	6.9%
Paternity leave(n=107)	80.4%	15.0%	4.7%
Staff assistance scheme(n=76)	69.7%	26.3%	3.9%

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Research findings	
Supervisors understand the family responsibility of employees	

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Research findings	
Supervisors understand the family responsibility of each person	
Never	16.3%
Seldom	25.2%
Sometimes	27.1%
Usually/Very often/Always	31.1%
Refuse to answer	0.3%

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Research findings

Expectation of employers on the work of employees

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Research findings

Company always expect employees to prioritise work over personal or family life

Disagree	28.5%
Neutral	50.7%
Agree	20.2%
Refuse to answer	0.6%

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Research findings

Negative impact of family-friendly policies

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Research findings

When comparing to employees not using family-friendly policies, those using such policies have fewer chance of promotion

Disagree	59.0%
Neutral	23.5%
Agree	17.3%
Refuse to answer	0.0%

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Factors associated with utilization of family-friendly policies (FFP)

Predisposing Factors

- Factors analyzed and statistically significant:

Occupation (N = 702)	Not using FFP	Using FFP
Professional	33.7% (84)	66.3% (165)
Non-professional	41.9% (190)	58.1% (263)

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Enabling Factors		
Mean (SD)	Not using FFP	Using FFP
Perceived organisational culture on work-balance	2.58 (1.22)	2.88 (1.33)
Perceived effectiveness of available family-friendly measures	0.58 (0.87)	0.88 (1.03)

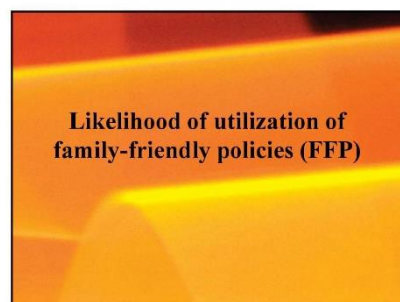
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Findings
- Factors analyzed but not statistically significant: - Predisposing factors 1. Age 2. Gender 3. Attitude to work-life balance - Enabling factor 1. Primary responsibility of promoting work-life balance - Need factor 1. Family responsibility

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Summary of Findings
- Factors constitute higher utilization of FFP: 1. Professionals 2. Perceived organisational culture on work-balance 3. Perceived effectiveness of available family-friendly measures

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Findings	
Factors	Odds ratio (95% C.I.)
Professional (Ref: Non-professional)	1.43 (1.02, 2.01)
Perceived organisational culture on work-balance	1.18 (1.04, 1.34)
Perceived effectiveness of available family-friendly measures	1.42 (1.19, 1.71)
Need to take care of children or other family members (Ref: Don't need)	1.08 (0.78, 1.50)

Note: Factors including age, sex, attitude to work-life balance, primary responsibility of promoting work-life balance, family responsibility and whether taking care of children or other family members are controlled

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Summary of Findings

Results also show that the following combination of factors also enhance the utilization of FFP

- Positive attitude towards work-life balance and perceived organisational culture
- Positive attitude towards work-life balance and perceived effectiveness of available family-friendly measures
- Family responsibility and perceived effectiveness of available family-friendly measures

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Conclusion

- The most common : 5-day work week , Payable overtime , Family leave
- The rarest : Flexible workplace , Job-sharing , Child care
- The availability of family-friendly policies is quite different: Child care = 5% vs. 5-day work week = 48.5%

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Conclusion

- The utilization rate of family-friendly policies in is low
- The most commonly used: 5-day work week, Flexible shift
- Yet a vast majority of the respondents thought family-friendly policies enable them to have better balance between work and family

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Conclusion

- Reasons for not using family-friendly policies:
 1. 42% supervisors never or seldom understand the family responsibility of their staff
 2. Organizational culture (e.g. prioritization of tasks over personal or family life, otherwise fewer chances of getting promotion)
- Those who i) work as professionals, or ii) perceive a positive organization culture on work-life balance, or iii) perceive positive effects of the family-friendly policies, or iv) need to take care of dependents are more likely to use FFP

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Implications

- The negative impact of work towards family life is still common
- The current practice of encouragement may not enable employees to enjoy family-friendly policies
- Supervisor support is an important factor contributing to a higher utilization of family-friendly policies in the sense that it will shape the organization culture

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Implications

- Organizations must demonstrate organisational culture on work-life balance
- Make effectiveness of available family-friendly measures more evident
- There must be proper support from supervisors to build confidence of workers to utilize the FFP available

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Policy recommendation

- Legislation is essential
- Government should also set the example to:
 1. Improve organizational culture
 2. Improve the understanding of supervisors
 3. Make employers understand the benefits of family-friendly policies

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Thank You

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Appendix F. PowerPoint file entitled “Impact of Family-Friendly Policies in the Workplace in Hong Kong” presented at the 4th International Conference on Social Policy and Governance Innovation on the 24th of November 2016

Impact of Family-Friendly Policies in the Workplace in Hong Kong

Presented during
“The 4th International Conference on Social Policy and Governance Innovation”
 November 24, 2016 | The Education University of Hong Kong, Hong Kong

Dr. LINA VYAS
 Prof. KEE-LEE CHOU
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The Situation of HK Employees

Demographics	Work Hours
Number of dual-earner couples with children under 18 years old: 1997 - 42.7% vs 2011 - 54.1% Number of children living in single-parent families: 2001 - 61,431 vs 2011 - 81,705	HK vs London & 2 US cities (Wharton and Blair): 28% more (50hrs/wk)
	Family Conflict Same to worse than Western counterparts

Benefits from Family-Friendly Work Policies

Personal	Family	Work
Health Improves the health of employees, causing less stress, and providing them more time for personal activities	Work-Family Balance Enables employees to spend more time with family, facilitating collective appreciation of role of work; lessens family conflict	Productivity Inspires a greater sense of commitment, engagement and loyalty to the organization; more determination to give best performance

Conflict in Previous Studies on Impact

Correlation between family-friendly practices based on variable:

Variable	Strong	Weak
Organizational commitment / Intention to stay / Job satisfaction	Thompson & Probas (2006)	Thomas & Ganster (1995)
Levels of work-life conflict	Thompson, Beauvais & Lyness (1999)	Goff, Mount & Jamison (1990)

Mixed findings on relationship between family-friendly policies and work behaviors.

Limitations of Previous Studies on Impact

Mixed results attributable to:
● Use of one policy vs multiple policies (concern: “dosage effect” on the availability/utilization of certain policies) ● Argument on non-homogeneity of family-friendly practices: (1) supporting measures (i.e. resources for dependent care), and (2) flexibility measures (i.e. flexibility of work location) ● Focus on job satisfaction, not job performance of employees ● Reliance on self-reported data by employees, not data from supervisors and peers

Addressing Conflicts and Limitations

The present study:
Examined not only the <u>direct effect</u> of family-friendly policies and outcomes, but also the <u>mediators</u> in the link (i.e. perceived family support organizations)
Availability of Family-Friendly Policies, Perceived Family-Support Organizations & Work Attitudes & Behaviors Use of Family-Friendly Policies, Work-life Conflict & Work Attitudes & Behaviors Role of Supportive Supervisors

Availability of Family-Friendly Practices, Work-Life Conflict, Work Attitudes & Behaviors

Hypothesis 1a	Number of available family-friendly policies is positively related to work attitude and work behavior
Hypothesis 1b	Perceived family-supportive organization partially mediates the effect of the number of available family-friendly policies on work attitude and work behavior

Use of Family-Friendly Practices, Work-Life Conflict, Work Attitudes & Behaviors

Hypothesis 2a	Number of family-friendly policies used is positively related to work attitude and work behavior
Hypothesis 2b	Work-life conflict partially mediates the effect of the number of family-friendly policies on work attitude and work behavior

Role of Supportive Supervisors

Hypothesis 3a	Supervisory family support is positively related to work attitude and work behavior
Hypothesis 3b	High-quality exchange between supervisors and employees partially mediates the effect of supervisory family support on work attitude and work behavior

Methods



Measures: Employees (1 of 2)

Variable	Method Used
Level of family-friendly benefits provided and used	Respondents asked which 18 family-friendly benefits the organization provided and which ones they used
Supervisory family support	4-item scale was adopted; employees ranked agreeability based on a 5-point Likert scale (1-strongly disagree; 5-strongly agree)
Perceived family-supportive organization	9-item scale was adopted; 7-point Likert scale (1-strongly disagree; 7-strongly agree)

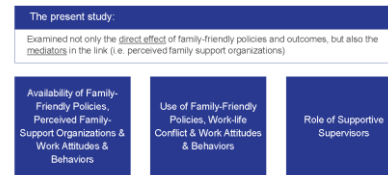
Measures: Employees (2 of 2)

Variable	Method Used
Job attitude	Divided into four (job satisfaction, affective commitment, intention to stay, work environment); adopted different point and Likert scale systems
Job behavior	8-item psychological withdrawal behaviors scale; 5-point Likert scale (1-never; 5-always)
Work-life	10-item Work-to-Family, Family-to-Work Conflict Scale was adopted; 7-point Likert scale (1-strongly disagree; 7-strongly agree)

Measures: Supervisors

Variable	Method Used
Job behavior	Divided into four dimensions (task performance, citizenship behavior towards supervisor, contextual performance: OCB [J] and OCB [O], adopted different point and Likert scale systems Inclusion of four control variables: age, gender, educational level, and marital status
Analytical strategy	Bivariate analysis was performed on all independent and dependent variables, and mediators

Results



Results

Availability of Family-Friendly Practices, Work-Life Conflict, Work Attitudes & Behaviors

The number of family-friendly policies is positively related to work attitude, not work behavior

A perceived family-supportive organization partially mediates the effect of the number of available family-friendly policies on work attitude, not work behavior

Results

Use of Family-Friendly Practices, Work-Life Conflict, Work Attitudes & Behaviors

The number of family-friendly policies used is positively related to work attitude, not work behavior

Work-life conflict does not mediate the effect of the number of family-friendly policies on work attitude; it does not also mediate their effect on work behavior

Results

Role of Supportive Supervisors

Supervisory family support is positively related to both work attitude and work behavior

High-quality exchange between supervisors and employees partially mediates the effect of supervisory family support on both work attitude and work behavior.

Conclusion

- The availability and utilization of family-friendly policies influence the attitude of employees towards work, but the role of supervisory support and high-quality exchange between supervisors and employees remain critical in translating the same influence into a positive impact on work behavior.
- Family-friendly policies are correlated with increased sense of loyalty, greater commitment and better job engagement, but they do not necessarily automatically produce the desired results in terms of productivity and quality standards from the perspective of supervisors.

Recommendations

- Provide more training to supervisors to capacitate them in empowering and motivating their employees, and to improve their skills in conflict resolution;
- Develop programs that facilitate open exchange and constructive feedback between supervisors and employees; and
- Highlight during orientations rights and benefits for employees that acknowledge and reinforce their roles and responsibilities to their families, and the role of supervisors in helping ensure the same are enjoyed.