

## MASTER'S THESIS

### **A study of the effect of flexible work schedules on family satisfaction: investigating the moderating roles of managerial support and employee needs**

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**A Study of the Effect of Flexible Work Schedules on Family  
Satisfaction: Investigating the Moderating Roles of  
Managerial Support and Employee Needs**

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for the degree of  
Master of Philosophy**

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## ABSTRACT

The past two decades has brought dramatic changes on work and family lives of employees. Globalization and market competitions are much more intensive than ever before. Workforce has undergone a demographic change and there is a great shift in employee values. In addition, technology development has imposed many changes in the workplace. Integration of work and non-work demands become one of the most critical challenges for employees and their families. The issue of work and family interaction attracts a lot of attention in the academic field.

Prior studies prove that flexible work schedules are related to organizational outcomes (e.g., job satisfaction, organizational commitment), but few research focus on the relationship between flexible work schedules and non-work outcomes (e.g., family satisfaction, life satisfaction). Furthermore, managerial support and desire for segmentation are underestimated when evaluating the effect of flexible work schedules. In addition, there is no conclusive finding on the use and helpfulness of flexible work schedules in Asian city, such as Hong Kong.

In this study, I propose to test a model on how flexible work schedules affect family satisfaction. Specifically, this study examines: (i) the main effect of flexible work schedules on family satisfaction; (ii) the main effect and the moderating influence of managerial support on family satisfaction and (iii) the moderating influence of desire for segmentation on the relationship between flexible work schedules and family satisfaction.

Data were obtained in Hong Kong through a cross-sectional survey. As hypothesized, both flexible work schedules and managerial support explained significant variances in family satisfaction. Desire for segmentation was shown to moderate the relationship between flexible work schedules and family satisfaction. Findings and practical implications are interpreted. Limitations and recommendations for further studies are addressed and discussed.

# TABLE OF CONTENTS

DECLARATION	i
ABSTRACT	ii
ACKNOWLEDGEMENTS	iii
TABLE OF CONTENTS	iv
LIST OF TABLES	vii
LIST OF FIGURES	viii
CHAPTER 1. INTRODUCTION	1
1.1 Research Background	1
1.2 Problem Statement	4
1.3 Research Questions	7
1.4 Study Objectives	8
1.5 Study Contributions	8
1.6 Organization of the Thesis	9
CHAPTER 2. LITERATURE REVIEW	10
2.1 Relationship between Work and Family	10
2.1.1 Introduction	10
2.1.2 Theories of the Work-Family Relationship	11
2.2 A Work-Family Typology	13
2.2.1 Relationship between Work-Family Conflict and Work-Family Balance	13
2.2.2 Organizational Work-Family Support	15
2.2.3 Family-Friendly Employment Policies	17
2.2.3.1 Introduction	17
2.2.3.2 Positive Impact of Family-Friendly Employment Policies	18
2.2.4 Organizational Work-Family Culture	19
2.2.4.1 Introduction	19
2.2.4.2 Impact of Organizational Work-Family Culture	21
2.2.5 Family Support	23
2.2.6 Employee Preferences and Needs	25
2.3 Chapter Summary	27
CHAPTER 3. HYPOTHESIS DEVELOPMENT	29
3.1 Linkage between the Work-Family Typology and Study Framework	29
3.2 Boundary Theory and the Role Integration-Segmentation Continuum	30
3.2.1 Family-Friendly Employment Policies: Perceived Access to Flexible Work Schedules	32

3.2.1.1	Introduction	32
3.2.1.2	Role Integration-Segmentation Continuum and Segmenting Policies	33
3.2.1.3	Positive Impacts of Flexible Work Schedules	34
3.2.2	Employee Desire for Segmentation	35
3.3	Social Support Theory	37
3.3.1.	Organizational Work-Family Culture: Managerial Support	38
3.4	Study Hypotheses	39
3.5	Chapter Summary	46
 CHAPTER 4 RESERCH METHODOLOGY		48
4.1	Research Approach	48
4.2	Samples and Data Collection	48
4.3	Questionnaire Development	50
4.3.1	Questionnaire Design	50
4.3.2	Measures	51
4.3.2.1	Dependent Variable: Family satisfaction	51
4.3.2.2	Independent Variable: Perceived access to flexible work schedules	51
4.3.2.3	Independent Variable and Moderator: Perceived managerial support	51
4.3.2.4	Moderator: Employee desire for segmentation	52
4.3.2.5	Control Variables	52
4.4	Data Analysis	53
4.4.1	Descriptive Statistics	53
4.4.2	Factor Analysis	54
4.4.2.1	Exploratory Factor Analysis	54
4.4.2.2	Confirmatory Factor Analysis	54
4.4.3	Hypotheses Testing	55
4.5	Chapter Summary	56
 Chapter 5 DATA ANALYSIS AND RESULTS		57
5.1	Descriptive Statistics	57
5.2	Factor Analyses and Reliability Testing	59
5.3	Means, Standard Deviations and Pearson Correlations	60
5.4	Independent-Samples T Test	61
5.5	Regression Analysis and Results of Hypothesis Testing	63
5.5.1	Hypothesis 1	63
5.5.2	Hypothesis 2	63
5.5.3	Hypothesis 3	63
5.5.4	Hypothesis 4	66
5.6	Chapter Summary	69

CHAPTER 6 DISCUSSIONS AND CONCLUSIONS	71
6.1 Interpretation of Findings	71
6.1.1 Flexible Work Schedules (Segmenting Policies) and Family Satisfaction	72
6.1.2 The Role of Managerial Support	72
6.1.3 The Role of Desire for Segmentation	73
6.2 Practical Implications	74
6.3 Study Limitations	78
6.4 Recommendations for Further Research	79
6.5 Study Conclusions	80
REFERENCES	81
APPENDIX 1. QUESTIONNAIRE	95
APPENDIX 2. RESULTS OF EXPLORATORY FACTOR ANALYSIS	98
APPENDIX 3. RESULTS OF CONFIRMATORY FACTOR ANALYSIS	100
CURRICULUM VITAE	102