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Tri Wulida Afrianty John Burgess Theodora Issa

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Family-friendly support programs and work family conflict among Indonesian higher education employees

Tri Wulida Afrianty
*Faculty of Administrative Science,
University of Brawijaya, Malang, Indonesia, and*
John Burgess and Theodora Issa
Curtin University, Perth, Australia

Abstract

Purpose – The purpose of this paper is to examine the effectiveness of family-friendly programs at the workplace in the Indonesian higher education sector. The focus is the impact that these programs have on employees' work family conflict.

Design/methodology/approach – A survey of academic and non-academic staff from 30 higher education institutions across Indonesia participated in the research. A total of 159 completed questionnaires from 109 academic and 50 from non-academic staff are reported and statistically analysed using SPSS.

Findings – Work and family experiences in Indonesia do not positively align with the findings reported in most academic literature pertaining to western societies where the use of family-friendly programs (i.e. flexible work options, specialized leave options and dependent care support) leads to a reduction in employees' work family conflict. In fact, some of the programs were found to have the opposite effect in the Indonesian context.

Research limitations/implications – The design of family-friendly support has to take into account the context in which the policies will operate; these policies are not transferable across countries in terms of their effectiveness.

Originality/value – This is one of the first studies that has examined the operation and effectiveness of family-friendly support programs in an Indonesian context.

Keywords Academic staff, Developing countries

Paper type Research paper

Introduction

Organizational support to assist employees in balancing their work and family responsibilities can take many forms under the heading of family-friendly programs (FFPs). Previous studies (Muse and Pichler, 2011; Ratnasingam *et al.*, 2012) indicated that the majority of the research examining the impact of FFPs has typically examined perceived availability of the programs while largely neglecting their actual utilization. Few studies directly assess FFPs in non-western countries (Butts *et al.*, 2013) and the research findings of work and family-related issues that have been conducted in western economies may not be applicable to countries with different underlying cultures and forms of social organization. The aim of this paper is to examine the impact of FFPs on work family conflict among employees in an Indonesian context.

Investigating work and family-related issues in Indonesia is important for a number of reasons. First, the family is considered as the most central element in Indonesian culture (Sat, 2012). Second, Indonesia is categorized as one of the next generation of emerging



industrialized countries and there is a growing recognition at the policy level of the importance of addressing employees' interests (Bamber and Legget, 2001). Third, Indonesia has experienced a significant growth in female participation in the workforce (World Bank, 2013) which has resulted in an increasing number of dual earner families (Ridho and Al Raysid, 2010) and which in turn makes work and family balance important in terms of employee attraction and retention. In addition, Indonesian labor law requires that all employees receive equal employment opportunities and that workplaces are free of discrimination in order to promote the well-being of employees and their families.

This research is located in the Indonesian higher education sector. Indonesia is the largest Muslim nation globally, with a population of around 230 m. It comprises over 500 ethnic groups, 14,000 islands and 600 languages (Welch, 2007). There are around 3.5 m. students enrolled in the higher education sector. The Asian financial crisis of the late 1990s resulted in Indonesia requiring large loans from international financial agencies in order to meet the effects of the crisis on national finances (Susanti, 2011). The structural adjustment conditions imposed by funding agencies such as the World Bank saw a shift toward the privatization of the provision of higher education and a decentralization of responsibility toward the provinces (Susanti, 2011). Subsequently there was reduced national funding for public higher education institutions as their share in the sector declined. There are around 2,700 higher education institutions, but only 3 percent (about 80) are public institutions. Total enrollments in the sector are around 2.6 m (Susanti, 2011). Welch (2007) details the challenges facing the sector: these include financial viability in the face of reducing public funding; pay and retention issues around attracting quality staff; large numbers of under qualified staff (PhDs for staff are rare); and persistent quality assurance challenges around degrees, staff and resources.

Recently the strategic status of higher education has been recognized with the sector receiving additional funding for development. With the increased expenditure, attracting and retaining a qualified workforce in higher education, including women, is one of the aims of the Indonesian Directorate General of Higher Education (DIKTI, 2013). The number of women participating in higher education has increased significantly and at least 20 percent of the senior positions in the higher education sector are held by women (Yakub, 2013). This indicates the relevance of studying work and family issues in the context of a growing and strategic higher education sector. Despite the significance of the sector, and a strong case for examining work and family-related issues in the sector, research on the sector is limited (Fox *et al.*, 2011).

FFPs

FFPs refer to a group of formal organizational programs and initiatives designed with the aim of helping employees balance their work and lives (Lee and Hong, 2011). The FFPs investigated in this paper are categorized into flexible work options, specialized leave options and dependent care support. Flexible work options refer to arrangements that provide opportunity for employees to vary their working hours to better meet family commitments or others life demands (Burgess and Strachan, 2005). The term is often used to cover a range of programs, including reduced hours, non-standard hours, various form of remote working, and compressed working hours (Kelliher and Anderson, 2010). Specialized leave options refer to different leave arrangements and time that can be taken off from work. Specialized leave options include bereavement leave, maternity leave, paternity leave, sabbatical leave and leave to take care for sick family member (Bardoel, 2003). Dependent care support refers

to programs designed to provide workplace social support for employees with dependents (i.e. children and elderly) (Drago and Kashian, 2003). Such support includes providing information to employees about existing child care providers, offering assistance in making care arrangements, and offering financial assistance toward child care costs (Russell and Bowman, 2000). Organizations may also grant employees financial assistance toward the cost of elder care, and operate an elder center support program for employees' parents and elderly relatives (Swoody and Powell, 2007).

One of the main benefits of FFPs for employing organizations is that the application of such programs could reduce employee absence and turnover that is linked to work family conflict (McDonald *et al.*, 2005). Empirical evidence supporting this claim has been widespread (Byron, 2005; Fiksenbaum, 2013). Studies in the 1980s conceptualized work family conflict as a uni-dimensional construct; however, from the early 1990s the concept evolved to incorporate additional dimensions and flows of causality between work and family (Eby *et al.*, 2005). The contemporary work family conflict construct sees the potential inter-role conflict as bidirectional and producing negative effects from one domain into the other domain (Michel *et al.*, 2011). As such there are two separate directions of work family conflict (Frone *et al.*, 1992): work-to-family conflict and family-to-work conflict. Work-to-family conflict occurs when participation in the family domain is made more problematic from participation in the work domain. On the other hand, family-to-work conflict occurs when participation in the work domain is hindered by demands in the family domain. The literature suggests that work-to-family conflict is more prevalent than family-to-work conflict (Galovan *et al.*, 2010), and FFPs will have a greater impact on reducing work-to-family conflict as compared to their impact on reducing family-to-work conflict (Hammer *et al.*, 2005). The data in this research only allows for assessment of work-to-family conflict.

The core hypothesis to be tested in this paper is that the use of FFPs has a negative correlation with employee's work family conflict. The reason for this could be drawn from role theory, as well as from the conservation of resources theory and job demands-resources theory (JD-R theory) (Kossek *et al.*, 2011). Role theory (Kahn, 1964) suggests that the cumulative demands from multiple roles (both from work and family domains) often create inter-role conflict. The conservation of resources theory (Hobfoll, 1989) proposes that people strive to gain and maintain valued resources and accordingly, when individuals feel they have accumulated sufficient resources, their self-esteem is elevated, and they perceive a reduced threat or danger of potential hazards and difficulties (Harber *et al.*, 2007). In this context, FFPs assist in developing and maintaining valued resources such as family relationships, secure employment and job satisfaction. JD-R theory (Bakker *et al.*, 2003) suggests that every occupation may have specific risk factors which are generally categorized into job demands and job resources. These risk factors are associated with job stress and JD-R theory posits that the interaction between job demands and job resources is important. Job resources may thus buffer the negative psychological effect of job demands (Bakker and Demerouti, 2007). Since work family conflict is a situation where the demands from the work reduce resources required to contribute in the family domain (Lapierre and Allen, 2006), individuals with greater access to workplace support gain additional psychological resources that provide a stress buffer to cope with pressure (Kossek *et al.*, 2011) which in turn reduces work family conflict.

The three potential FFPs investigated here are flexible work options, specialized leave options and dependent care support. All are suggested as being effective FFPs in reducing work family conflict. It is suggested that the use of flexitime allows employees to reschedule their work-related demands so that more family-related demands can be

fulfilled (Lapierre and Allen, 2006). To support this, evidence shows that schedule flexibility in professions across the public and private sectors has a significant impact on work family conflict (Byron, 2005). The utilization of other types of FFPs (specialized leave options and dependent care support) will help employees to alleviate their level of work family conflict (Bardoel, 2003; Drago and Kashian, 2003).

Research methods

The data for the study were gathered using structured questionnaires. The original questionnaires were developed in English. They were translated into Indonesian and then back-translated into English to ensure cross-linguistic comparability of the scale-item contents (Brislin, 1980). Both academic and non-academic staff from 30 higher education institutions across Indonesia participated in the research.

The survey instrument was pre tested through a pilot sample of 20 academic staff members in junior and senior levels at one Indonesian university. The questionnaires were distributed to the employees (higher education staff) by mail through key personnel in each institution. The questionnaires were accompanied by an information letter about the research and a consent letter. Completed questionnaires were collected and returned to the researchers via mail using a prepaid envelope.

Of the 400 questionnaires distributed, 171 surveys were returned giving a response rate of 43 percent. Excluding the incomplete surveys (e.g. missing data) resulted in 159 surveys being included in the analysis. Unlike past studies in the area of work and family that intentionally sought females as the respondents (Bagger and Li, 2012), this research expands the respondent pool to include male employees. Demographic information about the participants is shown in Table I.

Measures

FFPs

A list of ten FFPs (see list below) were divided into three categories and provided to respondents. Respondents were asked to indicate programs that they currently use or had used in the past. Programs that were not used were coded as 0 while programs that were used were coded as 1. A total of programs used for each category score was computed by summing the number of programs used. This scoring scheme is adapted from Allen (2001) and Parker and Allen (2001). Although the focus of this study is on the actual use of the programs, respondents were also asked to place a checkmark next to each FFP to indicate whether such a program was available in their organization. This is to ensure that the FFPs included in the hypothesis testing were available in all organizations included in the study.

The most commonly adopted FFPs in the Indonesian context (policies):

- (1) *Flexible work options:*
 - compressed working week;
 - flexitime;
 - job sharing; and
 - home telecommuting/working from home.
- (2) *Specialized leave options:*
 - bereavement leave;
 - paid maternity leave;

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Table I.
Demographic
information

Remarks	Employees		Remarks	Employees	
	<i>n</i>	%		<i>n</i>	%
<i>Gender</i>			<i>Paid help</i>		
Male	94	59.12	Have paid help	32	20.13
Female	65	40.88	Do not have paid help	127	79.87
Total	159		Total	159	
<i>Age</i>			<i>Job category</i>		
< 30	68	42.77	Lecturer (academic staff)	76	47.80
30-40	50	31.45	Lecturers who also hold administrative positions (this group is also considered as academic staff)	33	20.75
41-50	25	15.72	Non-academic staff	50	31.45
51-60	15	9.43			
Above 60	1	0.63			
Total	159		Total	159	
<i>Children</i>			<i>Higher education institution category</i>		
Have children	112	70.44	Public	124	78
One child	49		Private	35	22
Two children	38		Total	159	
Three children	18		<i>Marital status</i>		
More than three children	7		Single	29	18.24
Do not have children	47	29.56	Married	128	80.50
			Divorced/widowed	2	1.26
Total	159		Total	159	

- paternity leave; and
 - sabbatical leave.
- (3) *Dependent care support:*
- on-site/near site child care; and
 - family allowance.

Among ten programs that are listed in the questionnaire, only nine programs were included in the data analysis. All programs, with the exception of child care support were available to 60 percent or more of respondents, the child care support variable was excluded since it was not as readily available as the selected variables. Only 34 percent of the respondents reported that “on site-near site childcare” was available in their organizations, and 66 percent of the respondents indicated that there was no on site/near site child care available in their organizations. This is not surprising because child care benefits and provision are seen to be less valuable in Indonesian societies as compared to western societies. In Indonesia, it is very common to have co-residence with one’s parents or in-laws or even live with extended families that provide assistance in doing household work and taking care of children.

Work family conflict

Five items from Netemeyer *et al.* (1996) self-reporting work-to-family conflict scale were used. These items have been pre tested and applied in previous studies (Glaser and Hecht, 2013; Livingston and Judge, 2008). The items are assessed on a five-point Likert-type scale

ranging from 1 = strongly disagree to 5 = strongly agree. Participants were asked to rate the extent to which they agreed or disagreed with each item. Higher scores indicated greater employee work family conflict. The Cronbach's α coefficient for the work family conflict measure was 0.865. Validity assessment tests indicated that the lowest factor loading for work family conflict was 0.71.

Control variables

Control variables included gender, marital status, age, number of children, the existence of paid help, job category and public or private sector university. The existence of paid help is included as one of the control variables in this research because in Indonesia it is common and affordable to have one or more paid helpers who could provide great assistance with managing household work and the role of caring for the children. Gender, marital status, the existence of paid help, job category and higher education category were coded as dummy variables, while age was reported in years.

Results

To test the hypothesis, a regression analysis was conducted using SPSS version 21. Prior to the hypothesis testing, preliminary analyses was undertaken and this included testing the validity, reliability, the regression assumptions and the fitness of the model assessments. In assessing validity of the scales, factor analysis was conducted to confirm the underlying structures or dimensions of a set of variables (Pallant, 2011). In determining whether scale items were measuring a single latent construct, exploratory factor analysis was performed for each scale separately. Means, standard deviations, and a correlation matrix for demographic variables, independent variables and the dependent variables are summarized in Table II.

The assessment of correlations between demographic variables and independent variables (see list above) demonstrates that there are significant positive associations between the number of children and use of all types of FFPs. The number of children has positive correlations with use of flexible work options, as well as with use of specialized leave options and with use of dependent care support. These findings confirm similar findings reported from past studies (Brough *et al.*, 2005; Butts *et al.*, 2013) that the use of FFPs is linked to those employees with dependents.

Gender was not found to be significantly correlated with work family conflict. This finding supports the arguments that indicates that the conflicting demands from work and family is not unique to female employees (Bagger and Li, 2012). In addition, the correlation matrix also reveals a significant negative correlation between age and work family conflict. The finding supports the findings from prior studies (Demerouti *et al.*, 2012; Erickson *et al.*, 2010) that there is a link between individuals' life/career stages and their work and family conditions which would then lead to a level of inter-role conflict. It is suggested that due to high demands and low resources from both work and family domains, younger workers will experience higher levels of work family conflict as compared to older workers (Demerouti *et al.*, 2012). In the beginning of their career, younger employees are exposed to finding a way to fit in within their organizations and are exposed to meeting the competency requirements to fulfill their job expectations while they do not necessarily have access to sufficient resources to satisfy these tasks (Demerouti *et al.*, 2012; van Der Heijden *et al.*, 2008). Moreover, if the employees marry and/or have children, the demand from the family domain increases. The imbalance between demands and resources that younger employees have in both work and family domains may lead to high levels of work family conflict.

Table II.
Means, standard
deviations and
correlations

Variables	M	SD	1	2	3	4	5	6	7	8	9	10	11
1. Gender	1.59	0.49	1										
2. Age	2.05	0.95	-0.104	1									
3. Marital status	1.83	0.41	-0.19**	0.184*	1								
4. Paid help	1.20	0.40	0.13	0.089	0.094	1							
5. Children number	1.31	1.16	-0.088	0.519***	0.432***	0.151*	1						
6. Job category	1.84	0.88	-0.17*	0.04	-0.007	-0.103	0.006	1					
7. Higher Ed. Ctgr	1.22	0.42	-0.052	-0.028	-0.039	-0.153*	-0.050	0.169*	1				
8. Flexi Use	1.94	1.37	0.106	-0.051	0.073	0.135*	0.134*	-0.328***	0.044	1			
9. Leave Use	1.48	1.42	0.109	-0.004	0.293***	0.284***	0.183*	-0.190**	-0.008	0.331	1		
10. Dependent Use	0.64	0.48	-0.152*	0.068	0.422***	0.087	0.349***	-0.007	-0.007	0.207	0.292	1	
11. WFC	13.39	3.80	0.099	-0.192**	0.271***	0.189**	0.029	-0.078	0.025	0.250**	0.256**	0.185*	1

Notes: M, mean; SD, standard deviations; Higher Ed. Ctgr, higher education category; Flexi Use, use of flexible work options; Leave Use, use of specialized leave options; Dependent Use, use of dependent care support. * $p < 0.05$; ** $p < 0.01$; *** $p < 0.001$

On the other hand, due to reduced average demands and more resources, older workers will experience less conflict between the two domains (Demerouti *et al.*, 2012). Demands from the work domain are relatively low to moderate for older employees because they tend to have better coping mechanisms and experience in their workplaces, have children of an older age and they build up job-related expertise or they have more authority due to seniority (Demerouti *et al.*, 2012; van Der Heijden *et al.*, 2008). In relation to the family domain, older employees tend to put more value on work-related activities (Goldstein and Goldstein, 1990).

The summary of the regression analysis for hypothesis testing is listed in Table III.

The results show that flexible work options have significant impact on employees' work family conflict in a positive direction, contrary to the research hypothesis. The results also show that there is no significant impact of the use of specialized leave options and dependent care support on employees' level of work family conflict. From these results, the selected forms of employee support to assist in achieving work family balance are not effective.

Discussion

The use of a range of FFPs did not have a significant impact on employees' levels of work family conflict as expected. From the result of hypothesis testing (Table II), it was found that the use of flexible work options had significant positive impact on employees' work family conflict. This result shows that among respondents of this research, the use of flexible work options actually increases the level of work family conflict. A similar finding was found from a study (Galovan *et al.*, 2010) also conducted in an Asian context (Singapore). One explanation for this surprising finding could be that the use of flexible work options might lead to increased awareness of the existence of work family conflict that was not recognized previously (Brough *et al.*, 2005).

	Work family conflict β
Control variables	
Gender	0.063
Age	-0.172
Marital status	0.241**
Paid help	0.148
Children number	-0.024
Job category	0.031
Higher education category	0.050
R^2	0.198
F	4.626***
Independent variables	
Family-friendly programs (FFPs)	
Flexible work option used	0.187*
Specialized leave option used	0.062
Dependent care support used	0.034
R^2	0.259
ΔR^2	0.061
ΔF	2.385*

Notes: $n = 159$. All standardized regression coefficients are from the final step in the analyses.
* $p < 0.05$; ** $p < 0.01$; *** $p < 0.001$

Table III.
Regression results

The introduction of the programs highlighted a problem that had previously been dormant. In fact, as shown in list above, the level of work family conflict reported in this research is quite low. This level of work family conflict supports the findings from past studies, that despite the long working hours that are normally the practice in most Asian countries, employees in Asian countries reported low to moderate levels of work family conflict (Hassan *et al.*, 2010). Schein (1984) suggests that Eastern societies give greater priority to work as compared to western societies. In Eastern societies, extra work may be legitimized or even encouraged and may be viewed as self-sacrifice made for the family (Galovan *et al.*, 2010). From this perspective, work family conflict among individuals in eastern societies may not be as extensive as in western societies given the priority given to work (Galovan *et al.*, 2010).

Another possible explanation could be that the offered flexibility arrangements may mean shorter working hours that could cause an income loss. The practice of job sharing is widespread among Indonesian higher education institutions (Topari, 2011). This arrangement will reduce staff income as the pay from delivering the course has to be shared. In Asian societies, work is considered as an important process to support the family (Galovan *et al.*, 2010; Hassan *et al.*, 2010) and this means that income from paid work is the main financial support for the family in the absence of social welfare systems. Thus, income loss as the results of the use of flexible work options could possibly increase work family conflict among respondents where income levels are relatively low. Moreover, the income loss would be expected to have more effect on those who have dependents. From Table I, 70 percent of the respondents have one or more children. There is the possibility of income loss due to shorter work hours related to the usage of flexible work options could increase the level of work family conflict among respondents.

Alternatively, the unexpected positive relationship between flexible work option usage and work family conflict might be the consequence of reduced formal hours leading to the expectation by the employer of working additional hours on an informal basis or taking work away from the workplace to complete at home. The result is that there is fewer formal hours to complete work but without reduced workloads. The shortfall is made up through increased effort or working hours outside of the workplace. As a consequence, the levels of job stress among employees increases which in turn increases their work family conflict. For example under regulation No. 24 of the Indonesian Labor Code 1976 there are leave arrangements provided for urgent matters for those who work in the public sector. In this research, 78 percent of the respondents work for a public university (Table I). The paid leave provided for urgent matters can also be taken for the caring of sick family members or for other family reasons, and it can be taken for up to two months (Kepegawaian UNY, 2012). Despite facilitating employees' family demands, these arrangements, however, do not necessarily reduce the employees' workloads. Employees are expected to catch up with their work responsibilities when they get back to work which means additional workload. This may result in job stress that leads to increased work family conflict. Support for the link between job stress and work family conflict is found in the literature (Byron, 2005; Michel *et al.*, 2011).

The use of flexible work options may also mean working at unsociable times. This could contribute to the increased level of work family conflict. Indonesian higher education enrollments have almost doubled over the past decade (Hill and Wie, 2012). One of the challenges for Indonesian higher education institutions is an insufficient number of qualified academic staff (Yuningsih, 2012). With the increased number of

students, the work load for staff in higher education institutions has also increased. To cope with the work load, working unsociable hours cannot be avoided. This might contribute to the increased level of work family conflict among the surveyed respondents. Previous researches (Barnett *et al.*, 2008; Tuttle and Garr, 2012) found a negative correlation between working at evenings with work family conflict, especially for women employees. It was also found that working at inconvenient times was associated with difficulties in building family ties (Tuttle and Garr, 2012). Alternatively, the use of flexible work options led to increased work family conflict because FFPs offered by organizations were simply ineffective in alleviating the interference from work domains to meeting family responsibilities. That is, it was not the availability of family support measures it was the appropriateness of the available measures that was the problem. This would suggest a need for more targeted interventions and policies for employees and workplaces.

How do these findings for Indonesian universities accord with other studies concerning work-life balance and family support policy effectiveness in other countries? It is difficult to generalize given differences in methodologies, samples and research foci. Rafnsdóttir and Heijstra (2013) in a study of Icelandic academics found that FFP programs were more effective for male academics in realising WLB as compared to females. The failure for females stemmed from their home domain responsibilities not diminishing and through the fact that workloads did not diminish but there was an expectation that work would be completed outside of the workplace and formal working hours. In their case flexible work options do not improve WLB. Though, not testing for the take up or effectiveness of WLB programs in achieving WLB, Houston and Meyer (2006) in their international survey of workloads and job satisfaction in higher education point to another reasons why flexibility programs may be ineffective, namely increasing workloads and increasing expectations. If workloads and job expectations increase then it becomes increasingly difficult to achieve WLB despite the existence of FFPs. In an online study of the link between WLB and organizational commitment and job satisfaction of Malaysian academics, Noor (2011) found that there was a positive relationship, contrary to the findings presented here, but that increasing workloads within the sector was diminishing the effects.

Conclusions

This paper examined the effectiveness of selected FFPs in reducing work family conflict for workers in the Indonesian higher education sector. The survey found that not only were the selected measures ineffective in reducing work family conflict, they actually increased work family conflict. Extended family and paid home care support is common within Indonesian families, but these were control variables in the analysis. The paper went on to consider why there were these counter intuitive findings. Suggested explanations included the offsetting increased work intensity and increased hours outside of normal hours, and the fact that the available measures led to income loss that put pressure on family well-being.

This is one of the first research studies of f FFPs and their effectiveness conducted in Indonesia. It is important to note that data for the study was gathered only from one sector and a narrow set of professional occupations. This research also applies only to the formal and regulated sector of the economy. The Indonesian law on employment as the basis of FFPs evaluated in this paper is meant to apply to all occupations and sectors of employment. This research involves 30 organizations representing both public and private institutions in quite dispersed regions of Indonesia.

The findings from the research have implications for organizations which operate internationally. They need to be aware that culture is an important factor in understanding the work and family (life) interface. The findings regarding the impact of various work-life balance policies usage on employees in this research project may need to be seen as an indication that caution for cultural context should be taken for global companies to implement work and family (life) related policies. Here there is an extensive literature suggesting why HRM policies are not globally transferrable (Pulignano and Keune, 2015). In order to get the intended outcomes from the implementation of the policies, the needs of the employees need to be fully understood. Work and family (life) in eastern-collectivist cultures could have different meaning than in the western-individualistic cultures. An organization may provide a wide range or organization work-life balance policies, but if the policies do not meet the needs of the employees, then the policies are ineffective. Thus, instead of applying the “one size fit all” strategy, greater customization to fit the individual needs related to work-life balance policies is required.

The research also indicates the key position of supportive supervisors toward work and family/life issue is indeed a key predictor of positive work attitudes and behaviors and work-to-family conflict. The literature highlights the key role of line managers in implementing and activating, and ultimately determining the effectiveness, of HRM programs (Gilbert *et al.*, 2011). This suggests that organization that are interested in designing interventions to increase employees’ work attitudes and behaviors and to reduce work-to-family conflict should consider family supportive supervisor behaviors as a key determinant of the effectiveness of such programs target and resource. Given the importance of supportive supervisor behaviors, it might be beneficial for organizations to develop ways (e.g. training) to improve supervisors’ skills related to how to be a supportive supervisor toward work and family (life) issues.

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Corresponding author

Professor John Burgess can be contacted at: john.burgess@curtin.edu.au