

Supportive supervisor behaviours and
organizational culture on work
engagement and performance: Insights
from the IESE Corporate Family
Responsibility Survey, 2017

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Corporate Family Responsibly

- **The concept:** the existence (or lack of) work-family reconciliation policies in companies and organisations, and the effect of these policies on employees and on the organizations themselves.
- **Measurement:** Based on three dimensions that constitute the environment in which the employee works and which affect workers' ability to balance working, personal and family life:
 1. **Formal policies-** policies that promote flexibility in working hours; facilitate working from alternative places; or a mode of support for family care.
 2. **Supervisor support** - style of management and specific behaviours in support of conciliation
 3. **organizational culture** - the criteria that managers take into account at the time of decision making.

Worldwide IFREI Study:

In progress in 22 countries



Methodology: quantitative
Instrument: structured
questionnaires



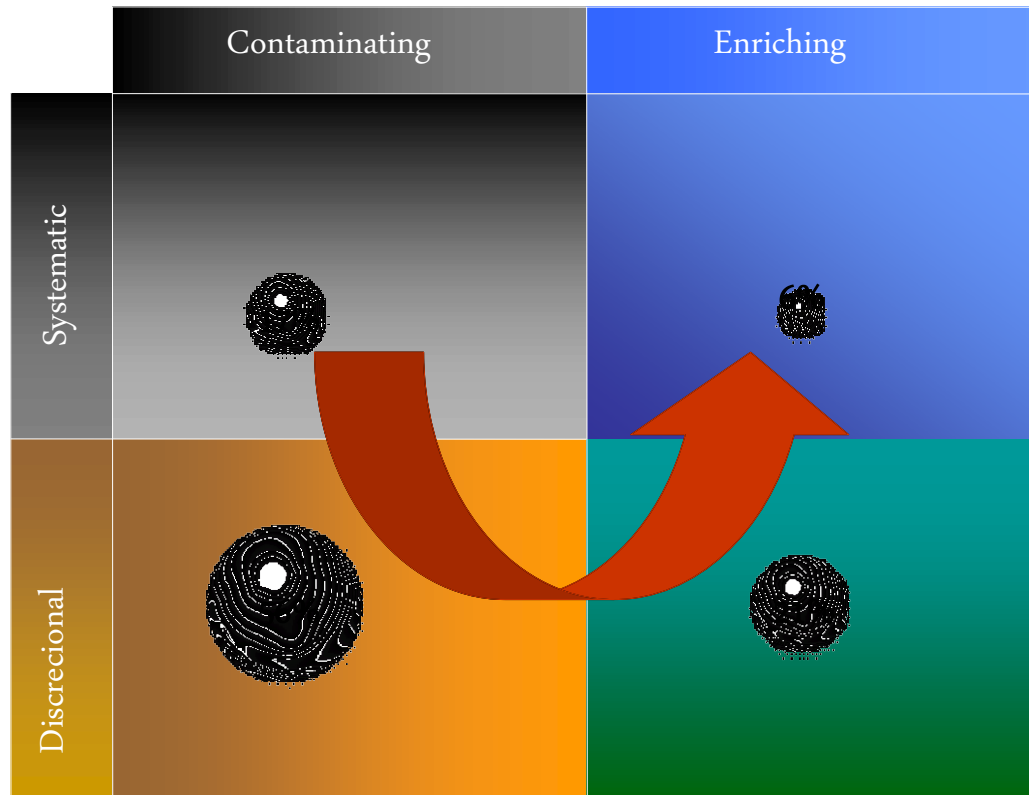
The survey

- Led by the International Center for Work and Life at the IESE Business School (IESE ICWF) in Spain.
- South Africa:
 - 2017; methodology
 - Number of participants: 315
 - 39% (M); 61%(F)

Importance of CFR

Changes	Work-family conflict	Impact
Economic • Globalization of markets • Increased female labour force participation Demographic • Aging population • Increased migration Work context • Increased use of technology • Increase in atypical jobs and work schedules Social context • Increase in no. of single parents • Diversification of families • Dual earner families	Time-based conflict Time demands of one role restrict the amount of time that can be devoted to the other role Strain-based Conflict Stress due to performance of one role is carried or transferred to the other role.	Family • Decreased socialization • Adaptation problems • Reduced marital satisfaction Work • Reduced work satisfaction • Increased absenteeism • High employee turnover • Demotivation

Employees' Perception of their Work Environment

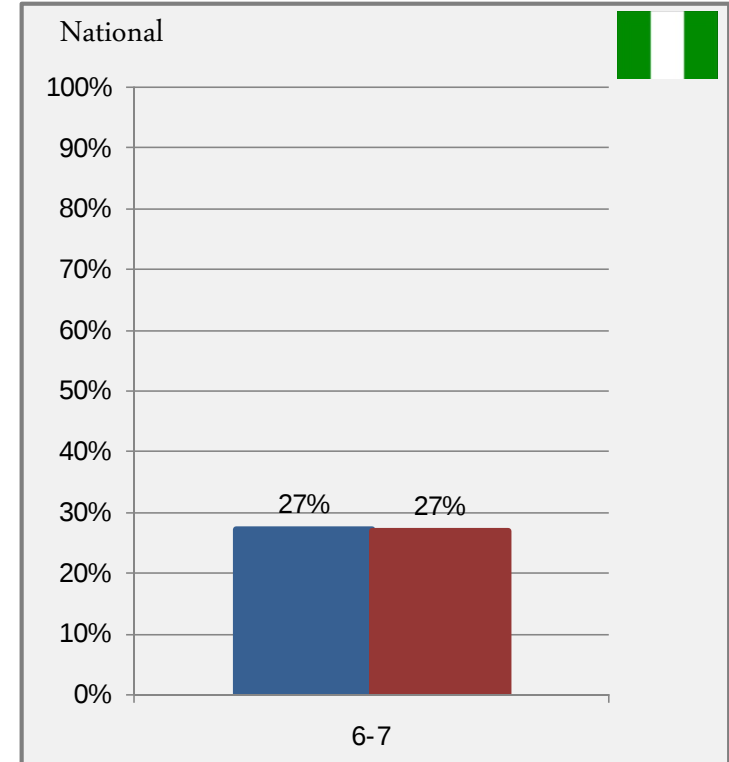
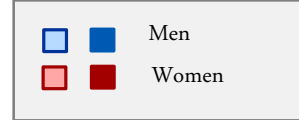
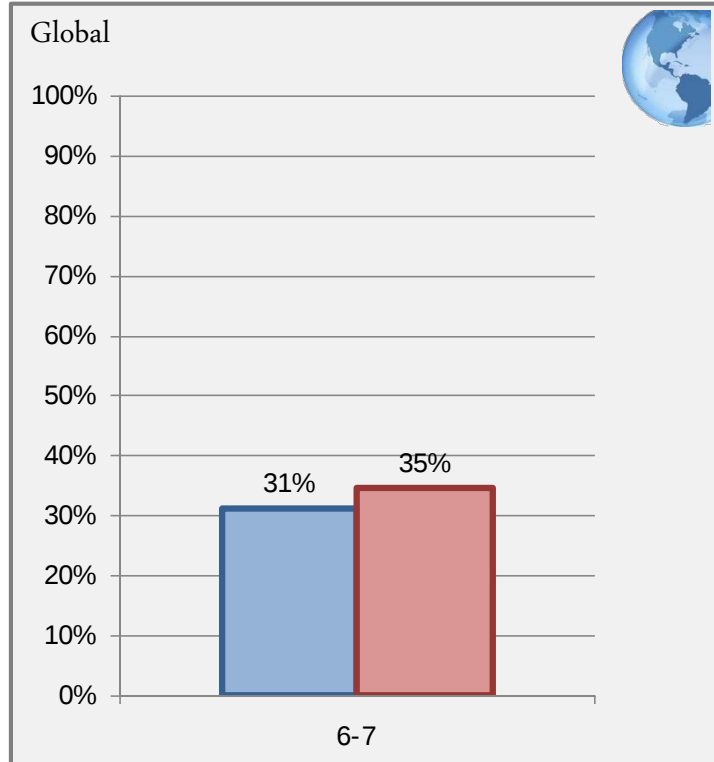


- 6% perceive that their environment systematically facilitates work-family balance
- 21% perceive that their environment occasionally facilitates work-family balance
- 56% perceive that their environment occasionally hinders work-family balance
- 17% perceive that their environment systematically hinders work-family balance



FR Supervisor:

Supervisors Showing Excellent Emotional Support



Supervisor support is generally low

Evaluation of the Supervisor: What competence is shown

	Male	Female
My manager makes my professional development a priority	4.0	3.8
I would ask for support from my manager if I encounter a personal problem	4.3	3.7
My manager prioritizes the importance of having a positive impact on society	3.5	3.7
My manager puts my interests before his/her own	3.3	3.0
My manager lets me decide how to best manage difficult situations as I see fit	3.9	4.4

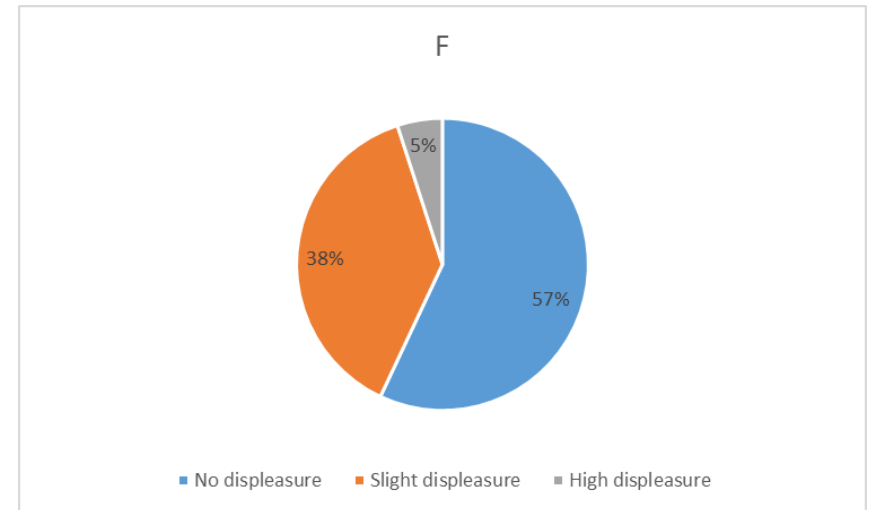
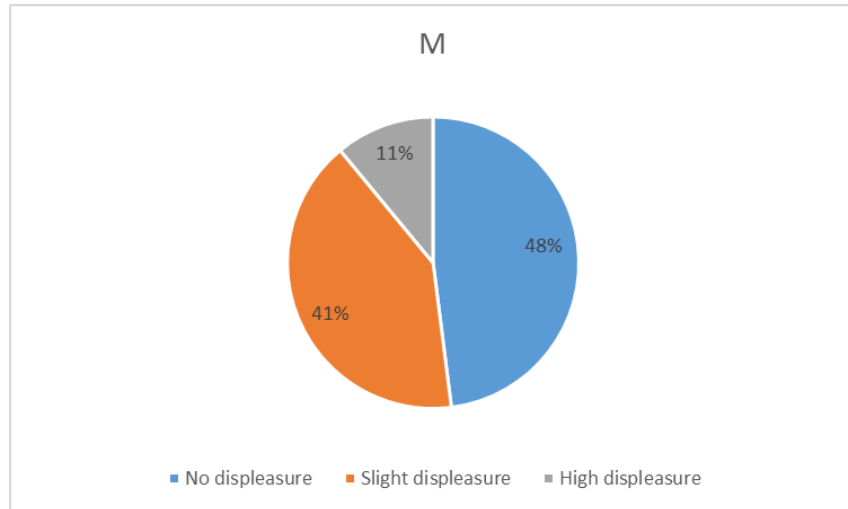
Skills desired in supervisor:

	Male	Female
Makes my professional development a priority	5.6	5.4
Support me when I have a personal problem	5.5	4.5
Emphasizes the importance in making a positive impact on society	5.4	5.0
Puts my interests before theirs	4.6	3.6
Permits me to choose how to best manage difficult situations in a manner in which I decide see best	5.4	5.1

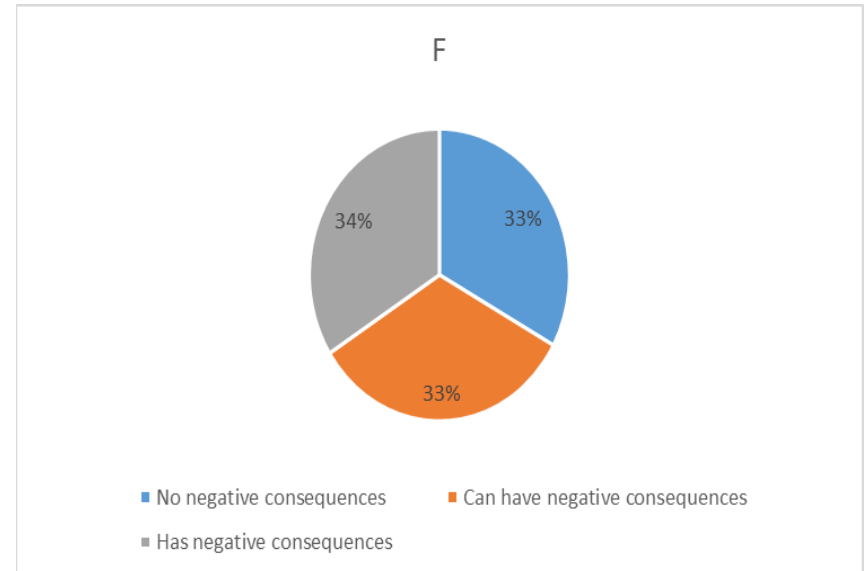
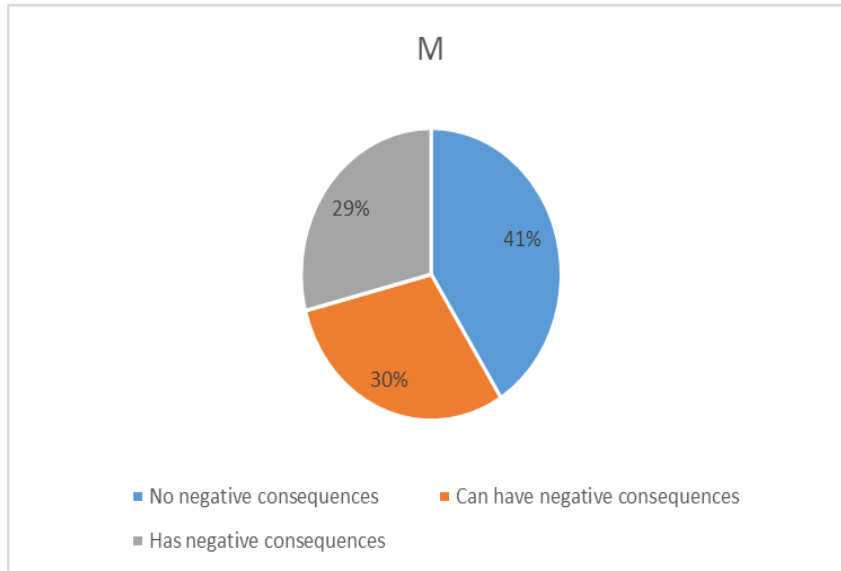
CFR Culture

- A set of assumptions, beliefs and shared values by the members of the organization in relation to the degree of support by such organization and how much it values the integration of family and working life of their employees (Thompson et al, 1999)
 - Policies are necessary and convenient but they are not sufficient to constitute a CFR environment.
 - Therefore it is necessary that the leadership have certain behaviours in place, as well as a favourable CFR culture.
- The CFR culture consists of three dimensions

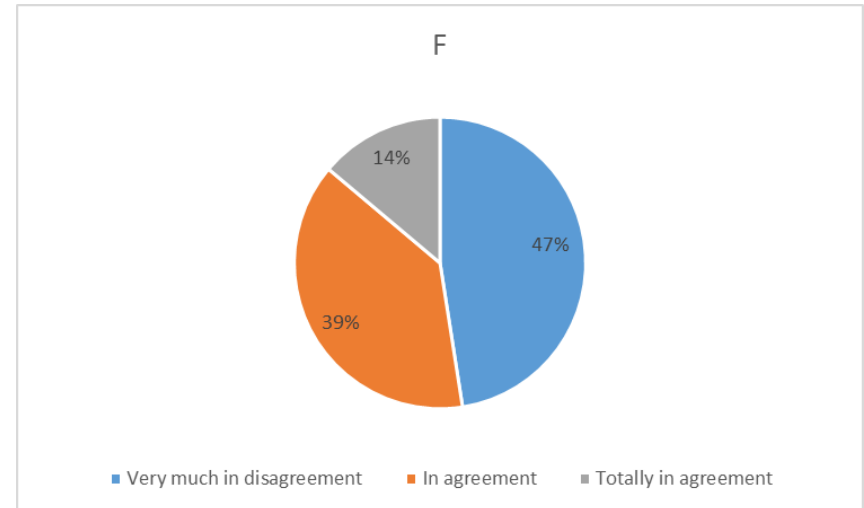
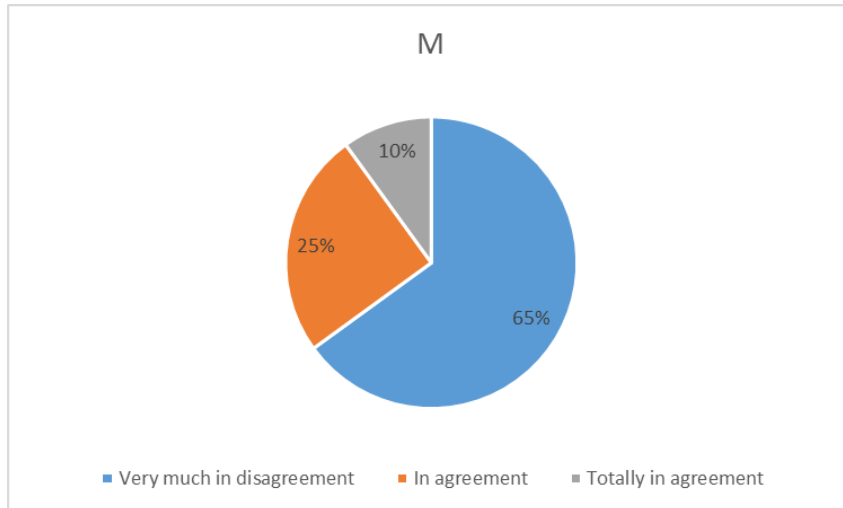
(1) Level of displeasure by employers when mothers or fathers take extended leave to care for new born or adopted children



(2) How much an employee perceives that by using the CFR policies it will negatively impact their advancement within their post, being that they might be considered disloyal or be less committed to their job



(3) Senses that the employer expects that the employee's work should have priority over family life.



Impact on Organizational Results



Intention to leave the company: the desire to leave the current work post in the near future, if and when the environment permits (%)

	SA	World
A	24	9
B	39	18
C	59	37
D	75	53

Conflict Work-Family: personal situation in which the demands at work makes it difficult to have a satisfactory relationship with a partner, children or with other dependant family members, as well as having the time to develop other relevant aspects in their personal life

	Men	Women
A	43	39
B	63	47
C	53	51
D	61	50

Family balance satisfaction: the level of satisfaction with time management and the attention granted to family and work (%)

	SA	World
A	57	58
B	21	22
C	30	33
D	21	22

Conclusions

- It is clear that everyone benefits when a company integrates Corporate Family Responsibility.
- The CFR facilitates higher company results, as employees:
 - are more involved,
 - have less intention of leaving the company and
 - perceive more equality with regards to opportunities for men and women.
- The task to promote CFR is not simple but it is worth the effort

Thank you!!