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Defining the Balance-Supportive Supervisor: The Antecedents, Actions, and Outcomes of Supervisor Support for Employee Work-Nonwork Balance

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Abstract

Work-nonwork conflict remains a crucial concern for both employees struggling to balance work and non-work roles (Bond, Thompson, Galinsky, & Prottas, 2002) and companies seeking to enhance their ability to attract, retain, and leverage talent (De Janasz & Behson, 2007; Towers & Perrin, 2006). Research has demonstrated that factors such as supervisor support for work-nonwork balance can reduce employees' experience of work-nonwork conflict. Few studies, however, have investigated the individual characteristics of supervisors who are most likely to provide work-nonwork support. This study extends previous research by investigating the relationships between supervisors' identity salience, work-nonwork support attitudes, and perceptions of work-nonwork support instrumentality (effectiveness) and the provision of two types of social support for work-nonwork balance: instrumental support and emotional support. Analyses were conducted using multiple regression, correlation and one-way ANOVA procedures. Results did not indicate that supervisors with more positive attitudes towards supervisor work-nonwork support are perceived by employees as demonstrating higher levels of instrumental and emotional work-nonwork support. No mediation effects were found for supervisor perceptions of instrumental and emotional support's effectiveness in reducing employee work-nonwork conflict. Finally, results did not indicate that supervisors with a dual-centric identity are perceived by employees as demonstrating higher levels of instrumental and emotional work-nonwork support. Implications for future research are discussed.

Defining the Balance-Supportive Supervisor: The Antecedents, Actions, and Outcomes of Supervisor Support for Employee Work-Nonwork Balance

All companies strive to create environments that sustain employee performance. Companies have found that one way to retain and engage their employees is through their support of employee efforts to balance work and nonwork responsibilities (Towers Perrin, 2006). As the point of contact between the employee and the organization, supervisors' actions have an important impact on employees' ability to balance work and nonwork roles (e.g., Breaugh & Frye, 2008; Allen, 2001). Although the effect of supervisor support for work-nonwork balance in reducing employee perceptions of work-nonwork conflict is well-documented (Breaugh & Frye, 2008; Allen, 2001; Thomas & Ganster, 1995), few studies have investigated the characteristics of supervisors who are most likely to provide this type of support. This is the major focus of the study.

One pivotal study in this area (Casper, Fox, Sitzmann, & Landy, 2004) has suggested that supervisor work-nonwork attitudes and work-nonwork program instrumentality (effectiveness) perceptions are related to supervisor support for employee work-nonwork concerns; namely, referrals to work-family programs. The relationship between these two variables (i.e., work-nonwork attitudes and work-nonwork program instrumentality perceptions) and other types of supervisor work-nonwork support (i.e., emotional support and instrumental support) has not been investigated. In addition, no study to my knowledge has investigated the relationship between supervisor identity salience and supervisor work-nonwork support (SWNS). In this study I investigated the relationship between supervisors' work-nonwork attitudes, work-nonwork support instrumentality perceptions, and identity salience and employees' perceptions of

supervisors' work-nonwork supportive actions. These hypothesized relationships are portrayed in Figure 1, with the variables labeled as follows. Supervisors' work-nonwork supportive actions are defined as emotional support (Box E; e.g., listening to an employee's work-nonwork concerns) or instrumental work-nonwork support (Box F; e.g., switching schedules to accommodate an employee's dependent care responsibilities). The relationship between these types of support and employees' perceptions of overall supervisor work-.nonwork support (Box G) and the subsequent relationship between employee's perceptions of overall supervisor work-nonwork support and employees' work-nonwork conflict (Boxes H and I) were also investigated.

Changes in the Workforce

The balance between work and nonwork activities has long been an issue for employees. In recent years, however, changes in the workforce have resulted in employees with increased responsibilities and demands on their time (Bond, Thompson, Galinsky, & Prottas, 2002; Bond, Galinsky, & Swanbert, 1998). Today's workplace is more diverse than ever before, resulting in a high level of variability among employees' needs, challenges, and preferences. The number of dual career couples in the workforce continues to increase (Kossek, 2005) as does the number of single parent households (Bureau of Labor Statistics, 2007) and employees caring for elderly parents (Kossek, 2005; Bond et al., 2002). These changes have led to increased conflict between home and work demands for many employees (Bond et al., 2002).

Work-Nonwork Conflict Defined

The relationship between employees' work and nonwork responsibilities has been defined in many ways in the business and academic literatures. A variety of terms are

used to describe the relationships between specific work and nonwork spheres, as well as the positive or negative outcomes of these relationships (Eby, Casper, Lockwood, Bordeaux, & Brinley, 2004). A brief review of these terms is helpful to set the context for a discussion of the current research in this area. Although the review of subsequent literature uses causal terms (i.e., impact and influence), the research reviewed investigated and this study investigates relationships.

Previous research has frequently focused on work-family conflict. Work-family conflict has been defined as the mutual interference of work and family roles (Aryee, Leung, & Lo, 1999). Recent research has separated this construct into two distinct components, work-to-family conflict and family-to-work conflict (Eby et al., 2004). Work-to-family conflict occurs when work commitments interfere with an employee's ability to fulfill family responsibilities (Aryee et al., 1999). Family-to-work conflict occurs when family commitments interfere with an employee's ability to fulfill work responsibilities (Aryee et al., 1999). While the majority of researchers have used the term work-family conflict, they have applied this label to numerous levels of interference between many different work and nonwork roles (Eby et al., 2004; Barnett, 1998).

Recent research has attempted to address these concerns by focusing on the broader concept of work-life conflict (Reynolds, 2005), which includes work-family conflict as one aspect of the larger conflict between work and nonwork responsibilities. Although research investigating the broader "work-life" issues is more limited, some studies (i.e., Casper & Buffardi, 2004; Reynolds, 2005), have argued that the relationships between work and nonwork roles will be similar to the relationships found in research investigating work and family roles. They have used this argument to create

work-life hypotheses that build upon work-family research. The support of their work-life hypotheses suggests that the relationships between work-family conflict and various antecedents and outcomes will generalize to the broader concept of work-nonwork conflict. I feel this focus on broader nonwork responsibilities is appropriate given the broad range of nonwork demands and employee priorities that are not contained within the traditional American definition of the nuclear family. For example, an employee with no spouse or child-care responsibilities may still experience conflict between his or her work role and nonwork roles as a caregiver for an elderly relative or friend, an active member of a religious organization, or a committed community volunteer or hobbyist. I feel "work-nonwork" is a more appropriate term for these spheres of responsibility than "work-life", since many employees would argue that the term work-life ignores the importance of their work in their lives. In this paper, I discuss previous literature using the terms used by the authors to reflect the complexity of the field of research. When summarizing research trends and crafting my hypotheses, however, I assume the generalizability of work-family and work-life conflict to work-nonwork conflict and use the term work-nonwork conflict to refer to the interference between the two broad spheres of work and nonwork responsibility. The term work-nonwork balance will be used to refer to employees' perceptions that they have achieved a desirable relationship between their work and nonwork roles and responsibilities (e.g., Smith & Gardner, 2007; Towers Perrin, 2006).

Antecedents to Work-Nonwork Conflict: A Summary

Work-nonwork conflict is influenced by a number of factors, including the characteristics of the employee, organization, and the employees' supervisor. Research

suggests that work demands, nonwork demands, work-nonwork benefit utilization, work-nonwork culture, and the employee/supervisor relationship all influence employees' experiences of work-nonwork conflict (Eby et al., 2004). Some studies suggest that supervisor characteristics such as work attitudes towards work-nonwork balance issues and perceptions of the instrumentality of work-nonwork support (defined as its effectiveness in helping reduce employee's work-nonwork conflict) may influence supervisor support for work-nonwork issues (Casper et al., 2004). These relationships are portrayed in Figure 2, and are discussed below. This study seeks to replicate past research results and extend them by including hypotheses regarding the relationship of supervisor identity salience (defined as a supervisor's orientation towards work, nonwork, or dual priorities) and supervisor work-nonwork support (SWNS) attitudes with both instrumental and emotional types of SWNS (as shown in Figure 1). Figures 1 and 2 were divided to increase the readability of the hypothesized model, and to distinguish between the hypotheses replicating previous research on variables contributing to work-nonwork conflict (Figure 2) and the SWNS/work-nonwork conflict hypotheses providing a unique contribution to the literature (Figure 1). Variables are identified by letters, which are consistent across models.

Work Demands

Numerous studies suggest that increased work demands (often operationalized as hours worked) lead to increased work-nonwork conflict (Van Daalen et al., 2006; Thomas & Prottas, 2005; Eby et al., 2004; Fredricksen-Goldsen & Scharlach, 2001; Nielson, Carlson, & Lankau, 2001). This finding was demonstrated across industries by Netemeyer et al. (1996), who reported correlations of $r = 0.28$ to $r = 0.44$ between hours

worked and work-to-family conflict for samples of elementary and high school teachers, small business owners, and real estate salespeople, and replicated by Frye and Breaugh (2004) (r = 0.43). Although the number of hours an employee works influences work-family conflict, many studies suggest that work demands do not predict family-to-work conflict (Thompson & Prottas, 2005; Frone, 2000; Netemeyer et al., 1996).

Other recent research has expanded the definition of work demands beyond the measurement of hours worked, and provides further insight into the relationships between work demands and work-to-nonwork and nonwork-to-work conflict. Dikkers et al. (2007) found that workload (defined as quantitative job demands, i.e., the amount and speed of an employee's work) is a cause of work-to-home conflict. Thompson and Prottas (2005) assessed work demands by measuring job pressure as well as hours worked. Job pressure was measured using questions assessing the amount, intensity, and physical demands of an employees' work. Interestingly, while hours worked only predicted work-to-family conflict, job pressure was related to both work-to-family and family-to-work conflict. By only assessing hours worked, it is possible that some previous studies may have missed the impact of the intensity and pacing of employees' work, which could determine whether an employee has the ability to successfully integrate personal responsibilities into the hours worked without any negative repercussions. In this study, I test the generalizability of the findings of previous research on work-nonwork conflict, and model work demands as conceptualized by Thompson and Prottas (2005) and Dikkers et al. (2007) to obtain a more complete understanding of the demands placed on employees in their work. More specifically, I conceptualize work demands as a combination of perceived time spent on work and

work-related events, the perceived volume and speed of an employee's work, and the employee's perceived ability to control the pacing and scheduling of his or her work. I will focus on these work demands as an antecedent of work-nonwork conflict. Based on previous research by Thompson and Prottas (2005), I predict that employees with higher work demands (when conceptualized as the time, speed, volume, scheduling, and pacing of work) experience higher levels of both work-to-nonwork conflict and nonwork-to-work conflict (See Figure 2, boxes J, H, and I).

H1a: Employees' reported work demands will be positively related to employee perceptions of work-to-nonwork conflict, with employees reporting higher work demands reporting a greater level of work-to-nonwork conflict compared to employees reporting lower work demands.

H1b: Employees' reported work demands will be positively related to employee perceptions of nonwork-to-work conflict, with employees reporting higher work demands reporting a greater level of nonwork-to-work conflict compared to employees reporting lower work demands.

Nonwork Demands

Nonwork demands are the demands placed on an employee by nonwork roles. These demands can encompass a variety of nonwork responsibilities, and have been operationalized in a variety of ways. Having children at home has been shown to predict family-to-work conflict (Behson, 2002) but not necessarily work-to-family conflict (Netemeyer et al., 1996,). Other studies have conceptualized childcare responsibilities by characterizing childcare responsibility as primary, secondary, or equal, and have also reported that childcare responsibility predicts family-to-work conflict but not work-to-

family conflict (Frye & Breaugh, 2004). Further studies have established a link between work-family conflict and stress from an employee's conflict with a spouse (Grzywacz & Marks, 2000, reported this relationship between work-to-family and family-to-work spillover), and greater family time demands (Carlson & Perrewe, 1999; Parasuraman & Simmers, 2001). Limited research, however, has measured nonwork priorities such as caring for elders or non-nuclear family members, religious commitments, volunteering, or hobbies (for example, Thompson and Prottas (2005) assessed responsibilities for child and non-child care, and found these responsibilities predicted family-to-work conflict as well as work-to-family conflict).

In this study, nonwork responsibilities will be characterized as employees' perceptions of time demands from dependent care (child and elder), community and religious responsibilities, friends and family, and a spouse/partner/significant other, as well as perceived amount of personal discretionary time. I expect that the requirements of high levels of nonwork demands (including the expanded responsibilities defined in this study) should spill into the work domain. Using this expanded definition of nonwork demands, I expect that the relationship demonstrated in Thomas and Prottas (2005) will be replicated in this study.

H2a: Employees' reported nonwork demands will be positively related to employee perceptions of work-to-nonwork conflict, with employees with higher levels of nonwork demands reporting a greater level of work-to-nonwork conflict compared to employees with lower levels of nonwork demands.

H2b: Employees' reported nonwork demands will be positively related to employee perceptions of nonwork-to-work conflict, with employees with higher levels of

nonwork demands reporting a greater level of nonwork-to-work conflict compared to employees with lower levels of nonwork demands.

See Figure 2, boxes K, H, and I for a model of the expected relationships.

Work-Nonwork Benefit Use

Many companies have offered work-nonwork benefits (frequently referred to as work-life or work-family policies, programs, practices, and initiatives) as a way to help employees balance their work and nonwork lives (Galinsky, Bond, Sakai, Kim, & Giuntoli, 2008; Muse, Harris, Giles, & Feild, 2008). Muse et al. (2008) described work-life benefits as an extension of family-friendly benefits, designed to help employees manage their personal well-being, family responsibilities, and career development. They categorized work-life benefits into six different categories: "child-related (e.g., childcare facilities, financial assistance and referral, childhood health programs, and maternity/paternity leave), time/schedule (e.g., flex-time, compressed workweek, and job sharing), physical health (e.g., health insurance, medical and fitness centers, and wellness programs), psychological well-being (e.g., counseling and employee assistance programs), professional development (e.g., tuition reimbursement and training), and eldercare (e.g., assistance and referrals)" (p. 172). Muse et al. (2008) noted that these benefits are offered by businesses to help employees manage the relationship between their "work" and "nonwork" responsibilities. I will use their definition of work-life benefits to describe these benefits, as both terms refer to benefits impacting the same spheres of employee responsibilities.

Work-nonwork benefits have been shown to have the potential to decrease employees' experience of work-nonwork conflict when their use is supported within the

organization (Breaugh & Frye, 2008; Allen, 2001), and have been linked to lower levels of negative spillover between job and home domains (Galinsky et al., 2008). Interestingly, Smith and Gardner (2007) found that use of work-life balance initiatives reduced work-to-family conflict but were not significantly related to family-to-work conflict.

Generalizing the findings of previous research (Frye & Breaugh, 2008; Smith & Gardner, 2007) on work-family and work-life benefits to work-nonwork conflict, this study investigates the relationship between work-nonwork benefit use and employee perceptions of work-to-nonwork conflict (See Figure 2, boxes L and H). Although previous research by Smith and Gardner (2007) did not find a relationship between work-nonwork benefit use and employee perceptions of nonwork-to-work conflict, I believe that it is logical that work-nonwork benefit use should decrease the interference of nonwork responsibilities with the work domain, just as it decreases the spillover of work responsibilities onto employees' nonwork domain For example, an onsite childcare center would prevent employees from missing work to care for children when a babysitter cancels unexpectedly. Although these circumstances of nonwork-to-work conflict may be less frequent than the circumstances which lead to work-to-nonwork conflict due to organizational punishments or the support of family and spouse in dealing with these circumstances, this relationship is still an important issue to be further investigated in research (see Figure 2, boxes L and I). Recent research has emphasized the importance of investigating individual benefits under the argument that each benefit may impact individuals' work-nonwork outcomes differently (i.e., Breaugh & Frye, 2008; Casper & Harris, 2008). I will follow the methods of earlier studies (i.e., Smith &

Gardner, 2007; O'Driscoll, Poelmans, Spector, Kalliath, Allen, Cooper, & Sanchez; 2003), however, and will operationalize work-nonwork benefit use by summing the overall need and usage of several available benefits. I believe that by summing the employees' perceptions of the degree to which they need and use a benefit, I will be able to gain an overall perspective of the extent to which they are making use of all available organizational supports to manage their work-to-nonwork and nonwork-to-work conflict.

H3a: Employee work-nonwork benefit use will be negatively related to employee perceptions of work-to-nonwork conflict, with employees who utilize the work-nonwork benefits offered by an organization to a greater degree reporting lower levels of perceived work-to-nonwork conflict than employees who report less use of work-nonwork benefits.

H3b: Employee work-nonwork benefit use will be negatively related to employee perceptions of nonwork-to-work conflict, with employees who utilize the work-nonwork benefits offered by an organization reporting lower levels of perceived nonwork-to-work conflict than employees who report less use of work-nonwork benefits.

Work-Nonwork Organizational Culture

The support employees receive in their workplace through their organization's work-nonwork culture can also influence their experience of work-nonwork conflict (Eby et al., 2004). Allen (2001) found perceptions of a family-supportive work environment were related to lower work family conflict, increased job satisfaction, increased organizational commitment, and decreased turnover rates (Allen, 2001). These findings have been replicated by Thompson and Prottas (2005), who generalized Allen's (2001) definition of a family-supportive work environment to their research on an organization's

work-family culture. They defined an organization's work-family culture as one component of "informal organizational support for work-family balance" (p. 105). Supportive work-family culture was measured using four items assessing employees' perceptions of how negatively the company views employee personal needs taking priority over business needs (Thompson & Prottas, 2005). Thompson and Prottas (2005) found that the perceived support provided by an organization's work-family culture predicted work-to-family and family-to-work conflict.

Based on the findings of Thompson and Prottas (2005), I too will generalize the findings of Allen (2001) to support the relationship between a supportive organizational work-nonwork culture and employee work-nonwork conflict. I expect organizational work-nonwork culture to have a direct effect on employee perceptions of work-nonwork conflict. This relationship is investigated in this study as a supplemental analysis. The current study was carried out with two distinct samples. In Sample 1, participants came from one organization. Here, the influence of work-nonwork culture should be consistent across participants. Therefore, no hypothesis will be made regarding the influence of work-nonwork culture on work-nonwork conflict in sample 1 due to the characteristics of the sample. It should be noted, however, that a work-nonwork culture could be weak or inconsistent within an organization (Dickson, Resick, & Hanges, 2006), as well as within or across organizational units or teams. This would result in an organization's employees experiencing the culture very differently. To control for this possibility, organizational work-nonwork culture perceptions and team unit will be assessed in this study. Organizational work-nonwork culture perceptions will be investigated as an additional predictor variable if there is significant variance in responses (See Figure 2, boxes M, H,

and I). Team unit will be used to identify if these responses vary according to work specific work groups. Analyses will also be conducted to assess the consistency of organizational culture perceptions within team unit. In Sample 2, a sample containing participants from various organizations, the relationship between organizational work-nonwork culture and employees' perceptions of work-nonwork conflict will be investigated and reported as an additional analysis. The expectation is that participants who perceive a more supportive work-nonwork culture will report lower levels of work-to-nonwork and nonwork-to-work conflict than employees who feel their organization's work-nonwork culture is less supportive.

Although work-nonwork culture plays an important role in influencing employees' use of work-nonwork benefits and their experiences of work-nonwork conflict, other variables also contribute to these outcomes (Allen, 2001, Thomas & Prottas, 2005) Supervisors, especially, play a key role in creating employees' experiences of perceived organizational work-nonwork support.

Supervisor Support for Work-Nonwork Balance

Supervisor support is an important influence on employee work-nonwork conflict, and impacts the relationship between work-nonwork benefit use, work-nonwork culture, and employees' work-nonwork conflict (as shown in Figure 2). The terms supervisor and manager are occasionally used interchangeably in the research (e.g., Thomas & Prottas, 2005), but for the purposes of this study the term 'supervisor' will be used to refer to the individual an employee directly reports to through the organizational hierarchy. Although an employee may have indirect reporting relationships with others in his or her organization, this direct reporting relationship, with its direct impact on day-to-day

priorities, accommodations, and rewards, is likely to be the most influential relationship in the work-nonwork domain.

Supervisors can influence the work-nonwork conflict experienced by their teams in many ways. Therefore, much work-life research has focused on the impact of a broad conceptualization of supervisor support. Allen (2001) defined a supportive supervisor as one who is "sympathetic to the employee's desires to seek balance between work and family and who engages in efforts to help the employee accommodate his or her work and family responsibilities". This study will utilize Allen's (2001) definition, which highlights both the sympathetic and action-oriented components of SWNS.

Benefits of Supervisor Work-Nonwork Support

Like work-nonwork culture, organizational support theory can be used to understand supervisors' influence on employees' work-nonwork conflict. Research suggests that supervisors play an important role in shaping employees' perceptions of organizational support (Shanock & Eisenberger, 2006). Since supervisors serve as the point of contact between employees and their organization, their actions in providing employees with various types of support are seen as representing the organization (Shanock & Eisenberger, 2006). It is reasonable to suggest that supervisors play a similar role in providing employees with specific types of support (such as support for work-nonwork balance) as they do in contributing to and transmitting overall organizational support. Research by Allen (2001) suggested that supervisor support for family concerns does influence employee perceptions of their organization as family-supportive. These perceptions of the organization as family supportive have a direct negative impact on employee perceptions of work-family conflict (Allen, 2001). However, the influence of

supervisor support is not limited to this indirect impact through employee perceptions of organizational family support. Supervisor support also has a direct impact in reducing employee perceptions of work-family conflict (Allen, 2001).

The links between supervisor support and work-nonwork conflict are well-documented. Employees whose supervisors support sharing work-nonwork concerns experience less work-nonwork conflict than employees whose supervisors do not support sharing these concerns (Kossek, Colquitt, & Noe, 2001). Research by Thomas & Ganster (1995) suggests working with a supportive supervisor (measured as the frequency with which supervisors displayed specific supportive behaviors, such as switching schedules to accommodate an employee's family responsibilities or listening to employees' problems) reduces work-family conflict. Scharlach (2001) reported that the extent to which an employee's supervisor was concerned with his or her welfare reduced employees' experience of role strain due to family and work responsibilities. More recent studies have extended research on the impacts of supervisor support for work-nonwork balance to identify the variables through which support impacts work-nonwork conflict. Young, Baltes, & Pratt (2007) investigated the link between supervisor support and work-family conflict by looking at the effect of supervisor support on two antecedents of work-family conflict, job and family stressors. They argued that supervisor support reduced the impact of work stressors on an employee, and found that supervisor support moderated the relationship between employees' selection, optimization, and compensation (SOC) life management strategies and their experiences of job stressors. Their results indicate that employees with less supportive supervisors had a greater need for SOC strategies (Young et al., 2007). The use of SOC strategies

predicted employee job stress in employees with less supportive supervisors, but did not impact job stress as strongly for employees with supportive supervisors (Young et al., 2007).

Although many authors (Breaugh & Frye, 2008; Allen, 2001; Scharlach, 2001) have looked at work-nonwork conflict overall when investigating the impact of work-nonwork supervisor support, other research has looked at the impacts of work-nonwork supervisor support on the individual components of work-to-nonwork conflict and nonwork-to-work conflict. For example, Thompson and Prottas (2005) found supervisor support predicted work-to-family conflict (r = -0.33) and family-to-work conflict (r = -0.10), and Frye and Breaugh (2004) reported that supervisor support was negatively related to work-family conflict (r = -.51) and to family-work conflict (r = -.26). Young et al. (2007), however, found that the relationship between social support, SOC strategies, and stress in the work domain was not mirrored in the family domain. Family/social support did not impact the relationship between employees' use of SOC behaviors and their perceived family stressors (Young et al., 2007).

Based on the results of previous research (Thompson & Prottas, 2005; Frye & Breaugh, 2004), I expect supervisor work-nonwork support to be negatively related to both work-to-nonwork and nonwork-to-work conflict (see Figure 1, boxes G, H, and I).

H4a: Employees' overall perceptions of supervisor support for work-nonwork balance will be negatively related to employee perceptions of work-to-nonwork conflict, with employees perceiving higher levels of overall supervisor work-nonwork balance support reporting lower levels of perceived work-to-nonwork conflict than employees perceiving lower levels of overall supervisor work-nonwork balance support.

H4b: Employees' overall perceptions of supervisor support for work-nonwork balance will be negatively related to employee perceptions of nonwork-to-work conflict, with employees perceiving higher levels of overall supervisor work-nonwork balance support reporting lower levels of perceived nonwork-to-work conflict than employees perceiving lower levels of overall supervisor work-nonwork balance support.

Antecedents of Supervisor Work-Nonwork Support

The impact of the supervisor is an important research factor in understanding employees' experience of work-nonwork conflict. Research has recently begun to investigate the antecedents of supervisor work-nonwork support, focusing on three domains: the organization, the supervisor/employee relationship, and the individual characteristics of manager.

Building on previous findings of a close relationship between work-nonwork supportive organizational culture and work-nonwork supportive managers (e.g., Thompson & Prottas, 2005; Allen, 2001), research suggests that when a company has a strongly supportive work-nonwork culture, supervisors are more supportive of employees' work-nonwork balance concerns than when the organization has a weak work-nonwork culture (Foley et al., 2006). Foley et al. (2006) suggested that the shared organizational values of a strong family-supportive culture take precedence over supervisors' individual values, resulting in supervisors acting in accordance with organizational values rather than with their personal values and providing higher levels of family support for employees in their teams. Based on these results, I expect that in an organization with a strong work-nonwork supportive culture, supervisor perceptions of work-nonwork culture will have a direct relationship with employee perceptions of

supervisor emotional and instrumental work-nonwork support. As with employee perceptions of organizational work-nonwork culture, supervisor perceptions of work-nonwork culture should be consistent across a sample collected within one organization. Therefore, no hypothesis will be made regarding the influence of supervisor's perceptions of organizational work-nonwork culture for Sample 1. Due to the possibility of an inconsistent culture across or within units or teams, supervisor perceptions of organizational work-nonwork culture and team unit will be assessed in this study (See Figure 1, boxes N, E, and F). Supervisor perceptions of organizational work-nonwork culture will be used as a new predictor variable if there is significant variance in responses across or within team units. As with employee perceptions of work-nonwork culture, supervisor perceptions of organizational work-nonwork culture will be analyzed in Sample 2, which contains participants from different organizations. I expect that supervisors who perceive a strong organizational work-nonwork support culture will be perceived by their employees as offering higher levels of supervisor emotional and instrumental work-nonwork support than supervisors who believe their organization has a week work-nonwork culture.

The impact of the interaction between supervisor and employee characteristics on supervisors' support for employees' efforts to balance work and family roles has also been researched. Studies have investigated the influence of supervisor and employee similarity on a supervisor's support for an employee's work-nonwork balance, with conflicting results. One type of supervisor/employee similarity that has been studied is gender and racial similarity. Although Foley et al. (2006) reported a small but significant effect of racial and gender similarity on supervisor support ($r = 0.06$ and $r = 0.05$), others

have found no effect of gender and racial similarity on employees' requests for support or receipt of formal or informal supervisor support for personal/family problems (Hopkins, 2002). These conflicting findings and small effect sizes suggest that there are likely more critical influences on SWNS than racial and gender similarity. Therefore, this study will not make a hypothesis regarding the impact of gender and racial similarity on SWNS.

Other studies have investigated the impact of shared values on supervisor support and work-nonwork conflict. For example, Thompson, Brough, and Schmidt (2006) investigated employees' perceptions of the similarity between their work-family values and those of their supervisors, using a scale measuring perceived similarity between broad work-family values. They argued that supervisor-employee value similarity improved the quality of the employee/supervisor relationship (Turban & Jones, 1988) and increased perceived fit with the organization (Nielson et al., 2001), making conversations about work-family issues more likely, and making it more likely that employees will seek instrumental support and frame requests for support in ways that gain supervisor approval. Thompson et al. (2006) found that employees reporting greater perceived similarity of values with their supervisors reported more supervisor support and less work-family conflict (family interference with work was not investigated). Their results suggested that work-family value similarity both directly influenced work-family conflict and indirectly influenced work-family conflict through perceived supervisor support. Therefore, I will look at this variable in this study by assessing employees' perceived similarity between their work-nonwork values and their supervisors'. I will investigate the relationship between employees' perceptions of work-nonwork value similarity and

their perceptions of instrumental and emotional work-nonwork supervisor support as a supplementary analysis.

Interestingly, while research has begun identifying aspects of the organization and of the employee-supervisor relationship that impact the support shown to employees for balancing work and nonwork roles, very little research has focused on individual characteristics of the supervisor which make him or her more likely to provide employees with support for work-nonwork balance. This factor remains an important key to understanding the mechanisms of supervisor support for employee work-nonwork balance. Preliminary research suggests that supervisors and employees make work decisions that are consistent with their individual values (Casper et al., 2004; Honeycutt & Roson, 1997).

Casper et al. (2004) highlighted the importance of supervisor support for work-nonwork concerns and the lack of research investigating the supervisor characteristics influencing this support in a study focusing on supervisor support for work-family programs. They investigated how supervisors' attitudes regarding support for work-family programs and perceptions of work-family program instrumentality (defined as a program's perceived effectiveness in impacting outcomes such as morale and retention) impacted whether supervisors referred employees to work-family programs. Casper et al. (2004) found supervisors with supportive attitudes towards work-family programs were more likely to regard the work-family programs as effective. When supervisors perceived the programs as effective (instrumental), they referred employees to the programs more often than their colleagues with lower instrumentality perceptions of the programs. Casper et al.'s (2004) results suggest that supervisor characteristics such as

work-nonwork support values and instrumentality perceptions regarding a program can influence their behaviors in the workplace, specifically, their behaviors in supporting employees with work-nonwork concerns.

While Casper et al.'s (2004) work has provided a foundation for research into the relationship between supervisor values and their support for employees' work-nonwork balance efforts, it also suggests additional questions. Casper et al. (2004) defined supervisor support very narrowly, focusing on supervisor referrals to six work-nonwork programs (pre-school and school-age childcare programs, elder care assistance, relocation assistance, family advocacy program, and family member employment assistance). Program referrals represent only one of the behaviors a manager could potentially engage in to provide support for employees' work-nonwork concerns. Casper et al. (2004) suggested that future research should also investigate ways in which managers show support through behaviors in addition to formal work-family program referrals, such as support through a lack of non-supportive behaviors (such as preventing employees' from using a program, or sharing negative perceptions of the programs and their use with employees) and informal forms of supervisor support (such as talking with employees about work-family concerns).

Recently, Hammer, Kossek, Zimmerman, and Daniels (2007) and Kelly, Kossek, Hammer, Durham, Bray, Chermack, et al. (2008) have built upon this recommendation by suggesting four types of supervisor support for future research of work-family support: instrumental support, emotional support, acting as a role model, and proactive integration of dual agendas (Kelly et al., 2008; Hammer et al., 2007). Instrumental support is defined as actions helping employees balance work and nonwork

responsibilities, such as enabling the use of organizational policies or programs, helping with tasks, or "making changes in the time, place, or way that work is done" to accommodate an employee's work-nonwork needs, such as helping an employee telecommute (Hammer et al., 2007; p. 188). Emotional support is defined as actions that communicate to the employee that he or she is valued and able to come to the supervisor for support (Hammer et al., 2007). Role modeling is defined as supervisor behaviors that model work-nonwork balance for employees, such as personally utilizing flexible scheduling or setting limits on when he or she sends or responds to emails and voicemails (Hammer et al., 2007). Finally, proactive integration of dual agendas is defined as a supervisor's actions in implementing work-nonwork supports and redesigning work structures to increase efficiencies for both employees and the organization (Hammer et al., 2007).

The importance of including both instrumental and emotional supervisor support is supported by several studies in the work-nonwork literature. Brotheridge and Lee (2005) investigated the impacts of general social support from a supervisor on antecedents of employees' work interference with family (WIF), and reported a negative relationship between supervisor social support and the WIF antecedents of work overload and job distress. A qualitative analysis by Bruening et al. (2008) has suggested that administrator support for work-family balance can be classified into three categories, including overall administration, such as showing concern or understanding for work-family issues; flexible schedules; and providing additional headcount resources through staffing. The types of support described in these studies suggests that a distinction between emotional and instrumental support such as that recommended by Hammer et al.

(2007) and Kelley et al. (2008), and used by Wayne, Randel, and Stevens (2006; in investigating the impacts of family support on work-family enrichment; also by Adams, King, & King, 1996, as related to work-family conflict) may be useful in extending the research on supervisor work-nonwork attitudes and supervisor work-life support.

Although the recommendation to use these categories to define support referred to work-family support, I believe these categories will generalize to SWNS, as well. Based on the previous findings and recommendations, I will investigate the relationship between supervisor work-nonwork attitudes (Figure 1, box B), work-nonwork instrumentality perceptions (boxes C and D), and supervisor emotional (box E) and instrumental support (box F) for employees' work-nonwork concerns. For the purposes of this study, I will focus only on the two components of supervisor social support, emotional and instrumental support. While role modeling is critical in supporting work-nonwork culture throughout the organization and proactive integration of dual agendas plays an important role in increasing the return on investment in work-nonwork policies, I believe that the most immediate impact on an individual's work-nonwork conflict will be from the efforts of an interested supervisor in ensuring that an employee feels valued and free to talk about his or her concerns, and receives the accommodations needed to address those concerns. I also believe that the effectiveness of a supervisor's actions as a role model and in integrating dual agendas would need to be measured using data outside the scope of the study, such as data from the supervisor's entire team, colleagues, and his or her own supervisor.

Adapting the definition used by Casper et al. (2004) to focus on supervisor behaviors, this study will define supervisor work-nonwork attitudes as the positive or

negative perceptions supervisors have of a supervisor's responsibilities in creating a culture of work-nonwork balance and providing employees support for work-nonwork concerns. Also based on the definition provided by Casper et al. (2004), supervisor work-nonwork instrumentality perceptions will be defined as a supervisor's perceptions that an action will result in a positive outcome for the employee. Supervisor support for work-nonwork balance will be conceptualized into three separate variables (See Figure 1, boxes E, F, and G). First, employee perceptions of supervisor emotional support for work-nonwork balance (box E) will be defined as the employee's perceptions of a supervisor's actions in providing emotional support and communicating to employees that they are valued (following the definition of Hammer et al., 2007), including actions such as showing interest in employees' work and life roles, showing concern regarding the employee's ability to balance these roles, encouraging the discussion and sharing of work-nonwork concerns, offering advice or empathy in response to these concerns, and abstaining from actions that would discourage these behaviors. Second, employee perceptions of supervisor instrumental support for work-nonwork balance (box F) will be defined as the employee's perceptions of a supervisor's actions in providing the employee with tangible resources or accommodations and abstaining from actions that would discourage the employee's use of these resources and accommodations (following the example of instrumental support provided by Hammer et al., 2007). Supervisors' instrumental work-nonwork support will include behaviors such as referring an employee to an employee assistance program, adjusting the work-load of a team to allow an employee reduce his or her hours to part time in response to a family need, or allowing an employee to informally extend his or her lunch break temporarily to meet a personal

need. Finally, employees' perceptions of supervisor's actions of emotional and instrumental work-nonwork support are expected to be related to their perceptions of how supportive their supervisor is of their work-nonwork concerns, overall (G). Employee perceptions of overall SWNS will be defined as the employee's perceptions of the supervisor's overall level of work-nonwork support in his or her interactions with the employee. Using these definitions, I hypothesize:

H 5a: Supervisor work-nonwork attitudes regarding supervisor work-nonwork support responsibilities will be positively correlated with employee perceptions of supervisors' work-nonwork instrumental support behaviors, with supervisors with more positive attitudes towards supervisor work-nonwork support responsibilities providing more instrumental support to their employees than supervisors who do not value supervisor work-nonwork support.

H5b: Supervisor work-nonwork attitudes regarding supervisor work-nonwork support responsibilities will be positively correlated with employee perceptions of supervisors' work-nonwork social support behaviors, with supervisors with more positive attitudes towards supervisor work-nonwork support responsibilities providing more emotional support to their employees than supervisors who do not value supervisor work-nonwork workplace support.

H6a: Supervisor perceptions of the instrumentality of their instrumental work-nonwork supportive behaviors will mediate the relationship between supervisor work-nonwork attitudes regarding supervisor work-nonwork support responsibilities and employee perceptions of supervisor's instrumental work-nonwork support behaviors.

H6b: Supervisor perceptions of the instrumentality of their emotional work-life supportive behaviors will mediate the relationship between supervisor work-nonwork attitudes regarding supervisor work-nonwork support responsibilities and employee perceptions of supervisors' emotional work-nonwork support behaviors.

H7a: Employee perceptions of supervisor instrumental work-nonwork support will be positively correlated with employee perceptions of overall supervisor work-nonwork support, with employees who perceive more instrumental work-nonwork support from their supervisors reporting higher levels of perceived overall SWNS than employees who report lower perceived levels of instrumental SWNS.

H7b: Employee perceptions of supervisor emotional work-nonwork support will be positively correlated with employee perceptions of overall supervisor work-nonwork support, with employees who perceive more emotional work-nonwork support from their supervisors reporting higher levels of perceived overall SWNS than employees who report lower perceived levels of social SWNS.

In addition to the effects of work-nonwork supportive attitudes, studies suggest individuals may make decisions regarding work-behaviors based on other attitudes related to work-nonwork balance, in particular, values regarding an individual's personal work and nonwork priorities. Research on job applicants suggests that personal values regarding identity salience influence employee decisions at work, such as those involving career choices (Honeycutt & Rosen, 1997). Survey research by the Family Work and Institute (2004) suggests that employees who identify dual work and life priorities, rather than only work or only life priorities, report the lowest levels of work-life conflict of these three groups. Other research suggests that work identity predicts work-to-family

enrichment (where gains in the work domain spill over to benefit the family domain), and family-based identities predict family-to-work enrichment (where gains in the family domain spill over to benefit the work domain) (Wayne et al., 2006). To my knowledge, no study has investigated the impact of supervisor identity salience values on SWNS for employees. Following the argument put forth by Casper et al. (2004), it is logical to expect that identity salience could impact SWNS by influencing supervisors' perceived value of their own work-nonwork balance and that of their employees. If work-nonwork balance is not valued, supervisors may not be motivated to engage in behaviors to support it. Due to the varying identities of employees, it is likely that the most effective supervisors would be those with a dual-centric, rather than a nonwork-only or work-only identity salience. Supervisors with a dual identity would be more likely to support both the work and the nonwork priorities of their employees, creating flexible work experience that employees are able to tailor to their personal needs and priorities. Therefore, we hypothesize:

H8a: Supervisor identity salience (defined as a work, nonwork, or dual value priority) will predict supervisors' instrumental support for employees' work nonwork efforts, with supervisors with a dual-centric identity providing more instrumental work-nonwork support than supervisors with a work- or nonwork- centric identity.

H8b: Supervisor identity salience (defined as a work, nonwork, or dual value priority) will predict supervisors' emotional support for employees' work-nonwork efforts, with supervisors with a dual-centric identity providing more emotional work-nonwork support than supervisors with a work- or nonwork- centric identity.

See Figure 1 for a summary of hypotheses H8a and H8b (boxes A, E, F) and of all the hypotheses regarding the antecedents and actions of supervisor work-nonwork support.

Method

Participants

Two separate participant samples were recruited for this study. In both samples, participants included supervisors and their direct reports. In total, 414 supervisor-employee dyads were invited to participate in the study, and 215 supervisors and 215 employees participated. Not all supervisors and employees in each matched pair chose to participate. Of those who participated, 149 were matched dyads of employees and supervisors. This sample size was recruited to obtain a sample of 156 dyads, the minimum number required for the regression and one-way ANOVA analyses in this study to detect a medium effect size of 0.15 , where $\alpha = 0.05$ and power = 0.80 (Cohen, 1992). This effect size was chosen based on the effect sizes found in previous research and the size of the available sample. Despite the nested nature of the study variables, supervisor-employee dyads rather than supervisor-employee teams were assessed due to concerns regarding low response rates within team, and the potential for analyses based on incomplete team responses to be influenced by external variables outside of this study (such as the relationship between the supervisor and employees, employee personality characteristics, or employee job satisfaction).

Sample 1 participants were recruited from the employees of the United States technology function of a global technology company located in the Midwest. This population was selected due to the opportunity to assess intact supervisor-employee

dyads within one organization, thus controlling for influences from industry type, organizational values, and organizational work-life culture. Participants were not offered any incentives to participate in the study. Two hundred employee/supervisor dyads were invited to participate in the study. A total of 97 employees and 135 supervisors participated, resulting in 69 dyads. These responses represent 48.50% of the total employees invited, 67.50% of the total supervisors invited, and 34.50% of the total employee/supervisor dyads invited to participate. Employees reported a mean age of 36.72 years (*SD* = 9.55). Of these employees 51.0% were male, and 49.0% were female. Most employees (82.47%) identified themselves as white, with 7.22% identifying themselves as Asian, 4.12% as African American, 1.03% as Hispanic/Latino, 1.03% as National Hawaiian/Pacific Islander, and 4.12% declining to respond (see Table 1). Of those who identified their marital status, 29.90% identified themselves as single, and 69.07% identified themselves as married/living with a significant other (see Table 2).

Supervisors reported a mean age of 43.84 (*SD* = 8.50*)*, with a mean of 8.82 (*SD* = 7.32*)* years as a supervisor. The majority of supervisors (68.15%) were male, while 31.85% were female. Most employees (91.11%) identified themselves as white, with 5.19% identifying themselves as Asian, 0.74% as African American, 0.74% as Hispanic/Latino, and 2.22% declining to respond (see Table 3). Of those who identified their marital status, 9.63% identified themselves as single, 89.63% identified themselves as married/living with a significant other, and one participant (0.74%) declined to respond (see Table 4).

For Sample 2, participants were recruited from undergraduate and graduate business classes at a Midwestern university. Student participants were offered extra

credit in coursework at the discretion of their professors, but were not offered any other incentives to participate in the study. Students' supervisors were recruited by the student participants, and were not offered any incentives to participate. Two hundred and thirteen employee/supervisor dyads were invited to participate in the study. A total of 118 employees and 80 supervisors participated, resulting in 80 dyads. These responses represent 55.40% of the total employees invited, 37.56% of the total supervisors invited, and 37.56% of the total employee/supervisor dyads invited to participate. Employees reported a mean age of 26.98 years (*SD* = 8.71). In Sample 2, 46.61% of employees were male, 52.54% were female, and one employee (0.85%) declined to identify his or her gender. Most employees (66.95%) identified themselves as white, with 15.25% identifying themselves as Asian, 11.86% as African American, 2.54% as Hispanic/Latino, and 3.39% declining to respond (see Table 5). Most employees were single (67.78%), while 32.20% identified themselves as married/living with a significant other (see Table 6).

Supervisors reported a mean age of 41.27 (*SD* = 10.55*)*, with a mean of 8.62 (*SD* = 6.75*)* years as a supervisor. In Sample 2, 51.25% of supervisors were male and 48.75% were female. Most supervisors (75.00%) identified themselves as white, with 7.50% identifying themselves as Asian, 8.75% as African American, and 8.75% declining to respond (see Table 7). Of those who identified their marital status, 23.75% identified themselves as single, and 76.25% identified themselves as married/living with a significant other (see Table 8).

Procedure

Supervisor and employee dyads within the organizational sample (Sample 1) and the business student sample (Sample 2) were assigned a numeric code that was used to link employee and supervisor responses. In Sample 1, randomly selected employee-supervisor dyads were sent individual letters signed by the researcher informing them of the purpose of the study and including a link to a consent form and a web survey containing study questions as well as items from an organizational survey that are unrelated to this study. Team unit information was obtained through the company data system.

In Sample 2, participants were recruited through undergraduate and graduate business classes at a Midwestern University. Participants were informed of the purpose of the study and asked to sign up for the study by writing their name and email address on a sign-up sheet. Participants were then sent an email containing a unique identifying number, a link to the employee survey, and an email to forward to their supervisor inviting him or her to participate in the study. The supervisor email also contained a unique identifying number and a link to the consent form and supervisor survey. Participants (employees and supervisors) were asked to complete the consent form and survey using the online link.

All participants in both samples were informed that their responses would be kept confidential, and reported only in aggregate. They were informed that there was no financial compensation for completing the study, and their responses would have no impact on their employment. Participants were asked to indicate their consent electronically by clicking “I consent” and typing the date on an electronic form of the University’s consent form, and were told that they could choose to stop participating in

the study at any time. Next, participants were informed of the dyad-based nature of the study and asked to enter the numeric code they had received. After entering their identification code, participants were asked to respond to several survey questions.

In the survey, supervisors in both samples were first asked to answer a demographic survey regarding their age, ethnicity, gender, and marital status. Next, they were asked to respond to questions regarding their perceptions of instrumental and emotional work-nonwork support instrumentality, attitudes towards supervisor work-nonwork support, identity salience, and perceptions of organizational work-nonwork culture. The scales were administered in the order listed above (See Appendix 1 for full survey items). Finally, they were thanked for their participation and given the contact information of the researcher in case of questions.

In the employee survey given to both samples, employees were asked to respond to questions regarding their demographics (including age, ethnicity, gender, and marital status), their perceptions of their supervisor's instrumental and emotional support for their work-nonwork concerns, their perceptions of their supervisor's overall support for work-nonwork issues, their perceptions of the similarity between their work-nonwork values and their supervisor's, and their perceptions of their own work-to-nonwork and nonwork-to work conflict. Employees were also asked to answer questions regarding their work demands, nonwork demands, use of work-nonwork benefits, and perceptions of organizational work-nonwork culture. To avoid the effects of survey fatigue on measures key to the new hypotheses introduced in this study, the employees completed the survey measures in the order indicated above (see Appendix 2 for the full survey

items). After completing the survey, participants were thanked for their participation and given the contact information of the researcher in case of questions.

Materials

The following measures were used to assess the study variables. Although several of these measures originally included reverse-scored items, all reverse-scored items were removed from the final study analyses. Several data points suggest that these items did not perform as intended. First, verbal feedback from participants suggested that the reverse scored items were confusing. Second, the items displayed generally low inter-item correlations with the other items in their relevant measures. Third, several items did not perform as intended, showing positive, rather than negative, correlations with other items in their measures. Finally, in nearly all measures containing a reverse-scored item, the coefficient alpha rose significantly when the item was removed. The decision to remove reverse-scored items to improve a scale's psychometric properties is also supported by research, which has shown that reverse-scored items often load on different factors than the positively-worded items they were meant to complement (Williams, Ford, & Nguyen, 2002). The reverse-scored items removed and the original and resulting coefficient alphas are reported below. For each supervisor measure, Table 9 provides the measure items, original inter-item correlations, coefficient alpha, scale mean, and standard deviation, as well as the adjusted coefficient alpha. Table 10 provides the same information for each employee measure. The complete supervisor survey and employee survey are included in Appendices 1 and 2, respectively. The relevant survey section and items are indicated below.

Supervisor Survey

Demographics. Supervisors were asked to respond to 5 items assessing time as a supervisor, gender, age, race/ethnicity, and marital/partner status. Race/ethnicity was defined using labels used by the Sample 1 organization. Appendix 5, Section 1, lists the demographic items as they appeared in the supervisor survey.

Supervisor Work-Nonwork Support Attitudes. Supervisor work-nonwork attitudes was assessed using three items, including one item modified from Casper et al. (2004) and two items created for this study. In the item modified from Casper et al. (2004), the term "family" was replaced with "nonwork" to reflect the broader scope of work-nonwork issues of interest in this study, and the item was reworded to reflect supervisor attitudes about supervisor support, rather than organizational support. The modified item asked participants to respond to the statement, "Supervisors should support employees' use of work-nonwork programs (e.g., flexible work arrangements, onsite childcare, etc.)". See Appendix 5, Section 3 for the complete list of measure items. Supervisors were asked to respond to these three items on a 7-point scale, ranging from 1 (*strongly disagree*) to 7 (*strongly agree*). The mean of these items was used to create an overall score. Higher scores on the scale indicate more positive attitudes towards providing work-nonwork support. The coefficient alpha for Sample 1 was 0.72. The coefficient alpha for Sample 2 was 0.79.

Supervisor Work-Nonwork Support Instrumentality Perceptions. Supervisor work-nonwork support instrumentality perceptions were assessed using a measure modified from the survey created by Casper et al. (2004). The measure was modified to reflect supervisor instrumentality perceptions of instrumental and emotional work-nonwork support. Supervisors were asked to respond to 11 items assessing their

perceptions of the instrumentality of various behaviors showing instrumental and emotional work-nonwork support for employees. Supervisors were asked to indicate their expectation that the behaviors included in each work-nonwork support type will result in "decreased absenteeism, increased morale, enhanced performance, and/or improved retention"(Casper et al., 2004, p. 141) on a 7-point Likert scale, ranging from 1 (*not at all*) to 7 (*to a great extent*). The mean of the item responses was used to create an overall score of work-nonwork support instrumentality perceptions for both emotional and instrumental SWNS dimensions. Higher scores on each dimension reflect higher perceptions of the instrumentality of the SWNS behaviors described.

For emotional SWNS instrumentality perceptions (Appendix 5, Section 2, items 1 to 6), the coefficient alpha for Sample 1 was 0.67. The coefficient alpha for Sample 2 was 0.64. With the removal of the reverse-scored item "Criticizing employee efforts to combine work and nonwork responsibilities", the new coefficient alphas were 0.79 for Sample 1, and 0.80 for Sample 2.

For instrumental SWNS instrumentality perceptions (Appendix 5, Section 2, items 7 to 11), the coefficient alpha for Sample 1 was 0.59. The coefficient alpha for Sample 2 was 0.55. With the removal of the reverse-scored item "Discouraging employee's use of organizational work-nonwork benefits", the new coefficient alphas were 0.72 for Sample 1, and 0.71 for Sample 2.

Supervisor Identity Salience. Supervisor identity salience was assessed using a five-item career-identity salience measure adapted from Lobel and St. Clair (1992). The alpha of the original measure was 0.76 as reported by Lobel and St. Clair (1992). All items were adapted from the original measure by replacing the term "family" with

"nonwork" to reflect the nonwork domain investigated in this study. Lobel and St. Clair constructed their scale using two different response formats. For the first item, supervisors were asked to consider their work and nonwork roles and responsibilities, and "select the response which primarily describes you and your day-to-day priorities". Supervisors were asked to select one of five responses, including *(1)* "My nonwork responsibilities (i.e., family, community, etc.) are my top priorities", *(2)* "My priorities are balanced between my nonwork and work responsibilities, but lean a bit more towards my nonwork responsibilities", *(3)* "My priorities are balanced between my nonwork and work responsibilities", *(4)* "My priorities are balanced between my work and nonwork responsibilities, but lean a bit more towards work responsibilities", and *(5)* "My work responsibilities are my top priorities". Responses were scored as numbered. Lobel and St. Clair (1992) used a different response format for the 4 remaining items. The remaining items asked supervisors to indicate on a 5-point scale (1 = strongly disagree, 5 = strongly agree) the extent to which they agree with statements regarding their work or nonwork priorities. See Appendix 5, Section 4 for these items as they appeared in the survey. The responses across items were averaged to create an overall score. Following the example of Honeycutt and Rosen (1997), response averages between 1 and 2.5 were classified as nonwork-centric, averages between 2.51 and 3.5 were classified as duel-centric salient, and averages between 3.51 and 5 were classified as work-centric. The coefficient alpha for Sample 1 was 0.79. The coefficient alpha for Sample 2 was 0.72.

Supervisor Perceptions of Organizational Work-Nonwork Culture.

Organizational work-nonwork culture was assessed using a survey adapted from the Family & Work Institutes Survey cited in Foley et al. (2006). This survey consists of

three items measured on a 7 point scale (*1 = strongly disagree, 7 = strongly agree).* The term "personal/nonwork" was inserted into items regarding work-family concerns to reflect broader work-nonwork concerns. Supervisors were asked to indicate how much they agree with each of the items (see Appendix 5, Section 5 for the survey items). The mean of the item responses was used as an overall measure of perceived organization work-nonwork culture. Lower scores on the scale indicate organizational cultures that have higher levels of support for work-nonwork balance, while higher scores indicate lower levels of organizational work-nonwork balance culture support. The coefficient alpha for Sample 1 was 0.78. The coefficient alpha for Sample 2 was 0.77.

Employee Survey

Demographics. Supervisors were asked to respond to 4 items assessing gender, age, race/ethnicity, and marital/partner status. Race/ethnicity was defined using labels used by the sample organization. Appendix 6, Section 1, lists the demographic items as they appeared in the employee survey.

Work Demands. Work demands were assessed by asking employees to respond to six items. The first item was taken from the sample organization's organizational survey, and states, "The number of hours I am expected to work is reasonable". See Appendix 6, Section 6, items 1 through 6 for these items as they appeared in the employee survey. Employees were asked to respond by indicating on a 7-point scale (*1=strongly disagree, 7 = strongly agree*) the extent to which each item characterizes their average week. The mean of the item responses was used to create an overall rating of work demands. Higher averages indicate greater work demands, while lower averages indicate lower levels of work demands. In Sample 1, the coefficient alpha was .78. In Sample 2, the coefficient

alpha was 0.57. In both samples, the reverse-scored item "The number of hours I am expected to work is appropriate" was removed due to the decision to remove all reverse-scored items. The new coefficient alphas were 0.79 for Sample 1, and 0.50 for Sample 2.

Nonwork Demands. Nonwork demands were assessed by asking employees to respond to six items developed for this study. These items are included in Appendix 6, Section 6 (items 7 through 12). Participants were asked to respond to these items by indicating on a 7-point scale (*1=strongly disagree, 7 = strongly agree*) the extent to which each item represents their average week. Reponses were averaged to create an overall rating of nonwork demands. Higher overall scores indicate greater nonwork demands, while lower scores indicate lower levels of nonwork demands. An open-ended question was included at the end to assess any potential nonwork demands not captured by the items in this measure. This item asked participants to "Please write in any nonwork activity that requires a significant amount of time that is not covered in the questions above". The coefficient alpha for Sample 1 was 0.64. In Sample 2, coefficient alpha is 0.50. In both samples, the reverse-scored item "I am able to spend a significant amount of time pursuing my personal interests" was removed from the scale. The new coefficient alphas were 0.67 for Sample 1, and 0.60 for Sample 2.

Work-Nonwork Benefit Use. Work-nonwork benefit use was assessed using the method introduced in O'Driscoll et al., (2003). This study assessed the most nine common work-life benefits available in the sample organization. These include the flexible work arrangements of compressed workweeks, telecommuting, and flex hours; the dependent care programs of onsite childcare, childcare referrals, and eldercare referrals; a fitness center, an employee assistance program, and tuition reimbursement.

This list includes benefits from each of the six benefit categories (time/schedule, child-related, physical health, psychological well-being, professional development, and eldercare) identified by Muse et al. (2008). Benefit use was assessed by asking the employees to respond to each listed initiative, indicating whether the initiative is "*(a)* not offered and I don't need it", "*(b)* not offered but I could use it", or "*(c)* offered but not used", consistent O'Driscoll et al. (2003). O'Driscoll et al.'s final response option of "*(d)* offered and I use it" was expanded in this study to investigate the degree of use of the selected benefit. New response options of "*(d)* offered, and I use it occasionally", "*(e)* offered, and I use it a moderate amount", and "*(f)* offered, and I use it frequently" were added to measure the degree of use of each benefit type. This measure was scored by assigning a score of "0" to options *a* through *c*, and a score of "1" to "*(d)* offered, and I use it occasionally" a score of "2" to "*(e)* offered, and I use it a moderate amount", and a score of 3 to "*(f)* offered, and I use it frequently". An overall score for work-life benefit use was obtained by averaging the response numbers across all initiatives. A higher score indicates a higher level of work-life benefit use; a lower score indicates lower levels of work-life benefit use. A final, open-ended item asked employees "If you indicated that you do not use an offered benefit, please explain why you do not use this benefit in the text box below." See Appendix 6, Section 6, for this measure as it appeared in the employee survey. The coefficient alpha of Sample 1 was 0.38. The coefficient alpha of Sample 2 was 0.52. Due to the nature of the scale items, there is no need or expectation that these items should be highly correlated.

Employee Perceptions of Organizational Work-Nonwork Culture. Employee perceptions of organizational work-nonwork culture were assessed using the same scale

used to assess supervisor perceptions of organizational work-nonwork culture in the supervisor survey. This measure is adapted from the Family & Work Institutes Survey cited in Foley et al. (2006), and is described above. The measure was administered to employees and analyzed as described above, and appears in Appendix 6, Section 7. In this study, the coefficient alpha for Sample 1 is 0.81. The coefficient alpha for Sample 2 is 0.69.

Supervisor and Employee Value Similarity. The similarity between supervisor and employee work-nonwork values was assessed using an altered version of the Value and Attitudinal Similarity Scale (Nielson et al., 2001). The term "supervisor" was used in place of "mentor", and "work-nonwork" was used in place of "work-family". The full measure is included in Appendix 6, Section 4. Employees were asked to respond to each item using a 7 point scale (1 = strongly disagree, 7 = strongly agree). The mean of the responses was taken to create an overall score. Higher scores indicate higher levels of perceived employee-supervisor work-nonwork value similarity. In this study, the coefficient alpha for Sample 1 is 0.94. The coefficient alpha for Sample 2 is 0.93.

Employee Perceptions of Overall Supervisor Work-Nonwork Support. Employee perceptions of overall supervisor work-nonwork support were assessed using a survey altered from Foley et al., (2006) (see Appendix 6, Section 3). Three items were included from Foley et al.'s (2006) survey. The word "family" was changed to "nonwork" to better reflect the expanded life demand of interest in this study. A fourth item was added to the survey from the sample organization's organizational survey, and states "My supervisor supports my efforts to achieve an appropriate work-nonwork balance". Employees were asked to respond to four questions on a 7 point scale ranging from

1(strongly *agree*) to 7 (*strongly disagree*). The mean of the responses was taken to create an overall score. High scores on this survey indicate overall employee perceptions of high supervisor support for work-nonwork balance. Low scores indicate low perceived levels of SWNS. The coefficient alpha for Sample 1 was 0.93. The coefficient alpha for Sample 2 was 0.94.

Employee Perceptions of Supervisor Instrumental Work-Nonwork Support. Employee perceptions of instrumental supervisor support for work-nonwork concerns were measured using six items assessing supervisor actions providing instrumental work-nonwork support and the absence of non-supportive behaviors. Employees were asked to respond to each item indicating how often their supervisor has demonstrated these actions and behaviors during the past two months, using a 7-point scale ranging from 1 (*never*) to 7 (*very often*). An overall score was created by taking the mean of the responses to the items. A high score indicates employee perceptions of high levels of instrumental SWNS; a low score indicates employee perceptions of low levels of instrumental SWNS. Five of these items are adapted from a survey of supervisor support developed by Shinn et al. (1989) and used in research by Thomas and Ganster (1995), and one item was created for this study. The item created for this study asks employees to indicate how often their supervisor "took action to help me arrange the timing, location, or responsibilities of my work to accommodate my work and nonwork roles" (See Appendix 6, Section 2, items 1 through 6 for all measure items). The coefficient alpha for Sample 1 was 0.67. The coefficient alpha for Sample 2 was 0.75. The reverse-scored item stating the employee's supervisor "Discouraged my use of organizational work-nonwork

benefits" was dropped from the scale. The new coefficient alpha's were 0.76 for Sample 1, and 0.84 for Sample 2.

Employee Perceptions Supervisor Emotional Work-Nonwork Support. Employee perceptions of supervisor emotional support for work-nonwork concerns were measured using five items assessing the presence of emotional support behaviors and the absence of non-supportive behaviors. Four items were adapted from a survey of supervisor support developed by Shinn et al. (1989) and used in research by Thomas and Ganster (1995), and one item was created for this study. Employees were asked to respond to items indicating "how often in the past two months your supervisor has done the following" on a 7-point scale ranging from 1 (*never*) to 7 (*very often*). The item created for this survey asks employees to rate how often their supervisor "demonstrated that he or she values my contributions and cares about my work and nonwork roles" (See Appendix 6, Section 2, items 7 to 11 for all items). An overall score was created by taking the mean of the responses to the items. A high score indicates employee perceptions of high levels of emotional SWNS; a low score indicates employee perceptions of low levels of emotional SWNS. The coefficient alpha for Sample 1 was 0.64. The coefficient alpha for Sample 2 was 0.65. The reverse-scored item stating a supervisor "Was critical of my efforts to combine my work and my nonwork responsibilities" was dropped from the scale. The new coefficient alpha's were 0.88 for Sample 1, and 0.87 for Sample 2.

Work-to-Nonwork Conflict. Work-to-nonwork conflict was assessed using a scale altered from Netemeyer, et al. (1996). This scale consists of five items. Items referring to family concerns were altered to reflect the broader nonwork domain of interest in this study (see Appendix 6, Section 5, items 1 to 5). Employees were asked to respond to

each item using a 7 point scale ranging from 1 (strongly disagree) to 7 (strongly agree). An overall score was created by taking the mean of the responses to the items. A higher score indicates higher levels of work-to-nonwork conflict, while a lower score indicates lower levels of work-to-nonwork conflict. The coefficient alpha for Sample 1 was 0.96. The coefficient alpha for Sample 2 was 0.94. [1]

Nonwork-to-Work Conflict. Nonwork-to-work conflict was assessed using a scale altered from Netemeyer et al., (1996). This scale consists of five items. Items referring to family concerns were altered to reflect the broader nonwork domain of interest in this study (see Appendix 6, Section 5, items 6 to 10). Employees will be asked to respond to each item using a 7 point scale ranging from 1 (strongly disagree) to 7 (strongly agree). An overall score was created by taking the mean of the responses to the items. Higher scores indicate a higher level of perceived nonwork-to-work conflict, while lower scores indicate a lower level of perceived nonwork-to-work conflict. The coefficient alpha for Sample 1 was 0.81. The coefficient alpha for Sample 2 was 0.88.

Results

Data were analyzed using SPSS and AMOS software. First, descriptive statistics were run to assess the relationships between the study variables. Next, analyses were conducted for each of the hypothesized relationships. These analyses and results are discussed below. The primary focus of this study is Sample 1, the organizational sample. When the response rates for Sample 1 were lower than anticipated, however, Sample 2 was gathered to supplement the study. An initial analysis of employee and supervisor perceptions of organizational culture was done using ANOVA to investigate the possibility of combining the two samples for the hypothesized analyses. This analysis

was conducted due to the previously discussed influence of organizational work-nonwork culture on the outcome variables of SWNS and work-nonwork conflict, and the strong likelihood that these two samples, representing one organization (Sample 1) and a mixture of organizations (Sample 2), had distinctly different perceptions of organizational work-nonwork culture. ANOVA results (summarized in Table 11) indicated that participant perceptions of the organizational work-nonwork culture of Sample 1, the sample from within a single organization, were distinct from the perceptions of organizational culture held by the participants of Sample 2, who belonged to multiple organizations. Therefore, Sample 1 and Sample 2 are analyzed separately, with Sample 1 serving as the primary focus of the study. Due to the relatively small sample sizes in Sample 1 and Sample 2, the significance level was set at $p<0.10$, rather than $p<.05$. Analyses using the combined sample are also presented, for completeness.

Hypotheses H1a through H4b were analyzed using correlation analyses to demonstrate the relationship between employee work demands, employee nonwork demands, employee work-nonwork benefit utilization, and employee perceptions of overall supervisor support and the two outcome variables of employee work-to-nonwork and nonwork-to-work conflict. See Table 12 for the means and standard deviations for hypotheses H1a-H4b and supplemental employee variables for Sample 1, Sample 2, and the combined samples 1 and 2. Tables 13-15 summarize the correlation analyses for H1a-H4b study variables (as well as supplemental employee analyses discussed later). Results are summarized by hypothesis, below.

H1a: Hypothesis 1a predicted that employees' reported work demands would be positively related to employee perceptions of work-to-nonwork conflict, with employees

reporting higher levels of work demands reporting a greater level of work-to-nonwork conflict compared to employees reporting lower levels of work demands. This hypothesis was supported for Sample 1, with $r = 0.550$, $p = .00$. Hypothesis 1 was also supported in Sample 2 ($r = 0.453$, $p = .00$), and in the combined Samples 1 and 2 ($r = 0.500$, $p = .00$).

H1b: Hypothesis H1b predicted that employees' reported work demands would be positively related to employee perceptions of nonwork-to-work conflict, with employees reporting higher levels of work demands reporting a greater level of nonwork-to-work conflict compared to employees reporting lower levels of work demands. This hypothesis was supported for Sample 1, with $r = 0.146$, $p = 0.08$. Hypothesis H1b was also supported in Sample 2 ($r = 0.303$, $p = .00$), and in the combined sample ($r = 0.221$, $p = .00$).

Exploratory correlations investigating the relationship between each item of the work demands measure and work-to-nonwork and nonwork-to-work conflict were run to compare the predictiveness of this work demands measure (containing items such as control over scheduling and pacing of work) to the item assessing hours worked (which was dropped from this measure due to the decision to drop all reverse-scored items). Means and standard deviations for all three samples are summarized in Table 16. Correlations for each sample are included in Tables 17 to 19. Analyses indicate that work demands (assessed here using the measure "The number of hours I am expected to work is reasonable" is the strongest predictor of work-to-nonwork conflict, but not of nonwork-to-work conflict across all three samples.

H2a: Hypothesis 2a predicted that employees' reported nonwork demands would be positively related to employee perceptions of work-to-nonwork conflict, with employees reporting higher levels of nonwork demands reporting a greater level of work-to-nonwork conflict compared to employees reporting lower levels of nonwork demands. This hypothesis was supported for Sample 1, with $r = 0.379$, $p = .00$. Interestingly, hypothesis H2a was not supported in Sample 2 ($r = 0.022$, $p = 0.41$), but was supported the combined sample ($r = 0.183$, $p = .00$).

H2b: Hypothesis 2b predicted that employees' reported nonwork demands would be positively related to employee perceptions of nonwork-to-work conflict, with employees reporting higher levels of nonwork demands reporting a greater level of nonwork-to-work conflict compared to employees reporting lower levels of nonwork demands. This hypothesis was supported for Sample 1, with $r = 0.200$, $p = 0.03$. Hypothesis H2b was also supported in Sample 2 ($r = 0.193$, $p = 0.02$), and in the combined sample *(*$r = 0.187$, $p = .00$).

H3a: Hypothesis 3a predicted that employees' work-nonwork benefit use would be negatively related to employee perceptions of work-to-nonwork conflict, with employees who utilize the work-nonwork benefits offered by an organization to a greater degree reporting lower levels of perceived work-to-nonwork conflict than employees who report less use of work-nonwork benefits. This hypothesis was not supported for Sample 1, with $r = 0.099$, $p = 0.17$. Hypothesis H3a was also not supported in Sample 2 ($r = -0.118$, $p = 0.12$) or the combined samples ($r = 0.009$, $p = 0.45$).

H3b: Hypothesis 3b predicted that employees' work-nonwork benefit use would be negatively related to employee perceptions of nonwork-to-work conflict, with

employees who utilize the work-nonwork benefits offered by an organization to a greater degree reporting lower levels of perceived nonwork-to-work conflict than employees who report less use of work-nonwork benefits. This hypothesis was not supported for Sample 1. Employee ratings of work-nonwork benefit use were not significantly correlated with employees' perceptions of work-to-nonwork conflict, with $r = 0.074$, $p = 0.24$. Hypothesis H3a was also not supported in Sample 2 ($r = -0.016$, $p = 0.43$) or the combined samples ($r = -0.054$, $p = 0.22$).

Given the lack of support for H3a and H3b, exploratory correlation analyses were run investigating the relationships between individual benefits and work-to-nonwork and nonwork-to-work conflict. Means and standard deviations for all three samples are summarized in Table 20. Correlations are included in Tables 21 to 23. These exploratory analyses showed limited support for H3a and H3b. In Sample 1, only the benefits of the employee assistance program and the fitness center were significantly related to work-nonwork conflict in the direction hypothesized. Use of the employee assistance program was negatively correlated to work-to-nonwork conflict, with $r = -0.166$, $p = 0.06$. Use of the fitness center was negatively correlated with work-to-nonwork conflict, with $r = -0.173$, $p = 0.00$. The employee assistance program ($r = -0.137$, $p = 0.07$) and the fitness center ($r = -0.128$, $p = 0.09$) were also related to work-to-nonwork conflict in Sample 2. Additionally, telecommuting was negatively related to nonwork-to-work conflict in Sample 2, with $r = -0.136$, $p = 0.07$.

H4a: Hypothesis 4a predicted that employees' overall perceptions of supervisor support for work-nonwork balance would be negatively related to employee perceptions of work-to-nonwork conflict, with employees perceiving higher levels of overall

supervisor work-nonwork support reporting lower levels of perceived work-to-nonwork conflict than employees who perceived lower levels of overall supervisor work-nonwork support. This hypothesis was supported for Sample 1, with r =- 0.155, p =0.07. Hypothesis H4a was also supported in Sample 2 (r = -0.256, p = 0.00), and in the combined sample (r = -0.214, p = 0.00).

H4b: Hypothesis 4b predicted that employees' overall perceptions of supervisor support for work-nonwork balance would be negatively related to employee perceptions of nonwork-to-work conflict, with employees perceiving higher levels of overall supervisor work-nonwork support reporting lower levels of perceived nonwork-to-work conflict than employees who perceived lower levels of overall supervisor work-nonwork support. This hypothesis was not supported for Sample 1, with r =- 0.056, p =0.30. Hypothesis H4b was also not supported in Sample 2 (r = -0.102, p = 0.14) or the combined sample (r = -0.075, p = 0.14).

Hypotheses H5a, H5b, H7a, and H7b were analyzed using correlation analyses. Hypotheses H6a and H6b were analyzed using regression analyses to test for mediation effects. Results are summarized by hypothesis below. Table 24 lists variable means and standard deviations, while Tables 25 through 27 contain the correlations between these study variables, as well as additional supervisor variables included in Figure 2.

H5a: Hypothesis H5a predicted that supervisor work-nonwork attitudes regarding supervisor work-nonwork support responsibilities will be positively correlated with employee perceptions of instrumental SWNS, with supervisors with more positive attitudes towards supervisor work-nonwork support responsibilities providing more instrumental SWNS to their employees than supervisors who do not value supervisor

work-nonwork support. This hypothesis was not supported for Sample 1, where r = 0.046, p = 0.36. Interestingly, this hypothesis was supported for Sample 2 (r = 0.168, p = 0.07) but was not supported for the combined sample (r = 0.054, p = 0.26).

H5b: Hypothesis H5b predicted that supervisor work-nonwork attitudes regarding supervisor work-nonwork support responsibilities would be positively correlated with employee perceptions of emotional SWNS, with supervisors with more positive attitudes towards supervisor work-nonwork support responsibilities providing more emotional SWNS to their employees than supervisors who do not value supervisor work-nonwork workplace support. This hypothesis was not supported for Sample 1, where r = .117, p = 0.17. This hypothesis was supported for Sample 2 (r = 0.264, p = 0.01) and the combined samples (r = 0.161, p = 0.03).

Hypothesis 6a predicted supervisor perceptions of the instrumentality of their work-nonwork supportive behaviors will mediate the relationship between supervisor work-nonwork values regarding supervisor work-nonwork support and employee perceptions of supervisor's work-nonwork instrumental support behaviors. Hypothesis 6b predicted supervisor perceptions of the instrumentality of their work-nonwork supportive behaviors will mediate the relationship between supervisor work-nonwork attitudes regarding supervisor work-nonwork support and employee perceptions of supervisors' work-nonwork emotional support behaviors. For Hypothesis 6a and 6b, the presence of mediation was analyzed using the approach suggested by Baron and Kenny (1986). If correlation analyses satisfy the conditions outlined by Baron and Kenny (1986) and regression analyses indicate that supervisor work-nonwork attitudes do not impact employee perceptions of instrumental SWNS or emotional SWNS when

supervisor perceptions of support instrumentality are controlled for, then a mediation effect will be demonstrated for both variables. A mediation effect was not found for Hypotheses 6a or 6b for Sample 1, Sample 2, or the combined sample. Thus, Hypotheses 6a and 6b were not supported. Analyses are reviewed below by hypothesis. Regression analyses for H6a are included in Tables 28 through 30; regression analyses for H6b are included in Tables 31 through 33.

H6a: Hypothesis 6a predicted supervisor perceptions of the instrumentality of their work-nonwork supportive behaviors will mediate the relationship between supervisor work-nonwork values regarding supervisor work-nonwork support and employee perceptions of supervisor's work-nonwork instrumental support behaviors. This hypothesis was not supported for sample 1. Analyses indicated that supervisor work-nonwork attitudes were not significantly correlated with employee perceptions of instrumental SWNS, with $r = 0.046$, $p = 0.34$, violating the first requirement for mediation. Supervisor work-nonwork attitudes were positively correlated with supervisor perceptions of instrumental work-nonwork support instrumentality, with $r = 0.438$, $p = 0.00$, fulfilling the second requirement. However, the third requirement for mediation was not fulfilled. The model of supervisor work-nonwork attitudes and supervisor perceptions of instrumental work-nonwork support instrumentality did not significantly predict employee perceptions of supervisor instrumental work-nonwork support, with $F(2,65) = 0.947$, $p = 0.39$, and $r = 0.168$, $r^2 = 0.028$. When supervisor work-nonwork attitudes were controlled for, supervisor perceptions of instrumental work-nonwork support instrumentality were not a significant predictor of employee perceptions of supervisor instrumental work-nonwork support, with $t = -1.325$, $p = 0.19$, $\beta = -0.180$.

When controlling for supervisor instrumental work-nonwork support (the fourth requirement for mediation), supervisor work-nonwork attitudes were not a significant predictor of employee perceptions of supervisor instrumental work-nonwork support (with $t = 0.917$, $p = 0.36$, $\beta = 0.125$).

Hypothesis 6A was also not supported for Sample 2 or the combined sample. In Sample 2, analyses indicated that supervisor work-nonwork attitudes were positively correlated with employee perceptions of supervisor instrumental work-nonwork support, with $r = 0.168$, $p = 0.07$, fulfilling the first requirement for mediation. Supervisor work-nonwork attitudes were also positively correlated with supervisor perceptions of instrumental work-nonwork support instrumentality, with $r = 0.434$, $p = 0.02$, fulfilling the second requirement. However, the third requirement for mediation was not fulfilled. The model of supervisor work-nonwork attitudes and supervisor perceptions of instrumental work-nonwork support instrumentality did not significantly predict employee perceptions of supervisor instrumental work-nonwork support, with $F(2,77) = 2.341$, $p = 0.10$, and $r = 0.239$, $r^2 = 0.057$. When supervisor work-nonwork attitudes were controlled for, supervisor perceptions of instrumental work-nonwork support instrumentality were not a significant predictor of employee perceptions of supervisor instrumental work-nonwork support, with $t = 1.546$, $p = 0.13$, $\beta = 0.190$. When controlling for supervisor instrumental work-nonwork support (the fourth requirement for mediation), supervisor work-nonwork attitudes were not a significant predictor of employee perceptions of supervisor instrumental work-nonwork support (with $t = 0.693$, $p = 0.49$, $\beta = 0.085$). In the combined sample, analyses indicated that supervisor work-nonwork attitudes were not significantly correlated with employee perceptions of

supervisor instrumental work-nonwork support, with $r = 0.054$, $p = 0.26$, not fulfilling the first requirement for mediation. Supervisor work-nonwork attitudes were not significantly correlated with supervisor perceptions of instrumental work-nonwork support instrumentality, with $r = 0.414$, $p = 0.15$, not fulfilling the second requirement. The third requirement for mediation was also not fulfilled. The model of supervisor work-nonwork attitudes and supervisor perceptions of instrumental work-nonwork support instrumentality did not significantly predict employee perceptions of supervisor instrumental work-nonwork support, with $F(2,145) = 0.556$, $p = 0.57$, and $r = 0.087$, $r^2 = 0.008$. When supervisor work-nonwork attitudes were controlled for, supervisor perceptions of instrumental work-nonwork support instrumentality were not a significant predictor of employee perceptions of supervisor instrumental work-nonwork support, with $t = 0.833$, $p = 0.41$, $\beta = 0.076$. When controlling for supervisor instrumental work-nonwork support (the fourth requirement for mediation), supervisor work-nonwork attitudes were not a significant predictor of employee perceptions of supervisor instrumental work-nonwork support (with $t = 0.245$, $p = 0.81$, $\beta = 0.022$.

H6b: Hypothesis 6b predicted supervisor perceptions of the instrumentality of their work-nonwork supportive behaviors will mediate the relationship between supervisor work-nonwork attitudes regarding supervisor work-nonwork support and employee perceptions of supervisors' work-nonwork emotional support behaviors. This hypothesis was not supported for Sample 1. Analyses indicated that supervisor work-nonwork attitudes were not significantly correlated with employee perceptions of supervisor emotional work-nonwork support, with $r = 0.117$, $p = 0.17$, violating the first requirement for mediation. Supervisor work-nonwork attitudes were positively

correlated with supervisor perceptions of emotional work-nonwork support instrumentality, with $r = 0.488$, $p = 0.00$, fulfilling the second requirement. However, the third requirement for mediation was not fulfilled. The model of supervisor work-nonwork attitudes and supervisor perceptions of emotional work-nonwork support instrumentality did not significantly predict employee perceptions of supervisor emotional work-nonwork support, with $F(2,65) = 0.548$, $p = 0.58$, and $r = 0.129$, $r^2 = 0.017$. When supervisor work-nonwork attitudes were controlled for, supervisor perceptions of emotional work-nonwork support instrumentality were not a significant predictor of employee perceptions of supervisor emotional work-nonwork support, with $t = -0.434$, $p = 0.67$, $\beta = -0.061$. When controlling for supervisor instrumental work-nonwork support (the fourth requirement for mediation), supervisor work-nonwork attitudes were not a significant predictor of employee perceptions of supervisor instrumental work-nonwork support (with $t = 1.044$, $p = 0.30$, $\beta = 0.147$).

Hypothesis 6b was also not supported for Sample 2 or the combined Sample. In Sample 2, analyses indicated that supervisor work-nonwork attitudes were positively correlated with employee perceptions of supervisor emotional work-nonwork support, with $r = 0.264$, $p = 0.01$, fulfilling the first requirement for mediation. Supervisor work-nonwork attitudes were also positively correlated with supervisor perceptions of emotional work-nonwork support instrumentality, with $r = 0.381$, $p = 0.00$, fulfilling the second requirement. However, the third requirement for mediation was not fulfilled. The model of supervisor work-nonwork attitudes and supervisor perceptions of emotional work-nonwork support instrumentality did significantly predict employee perceptions of supervisor emotional work-nonwork support, with $F(2,77) = 4.108$, $p = 0.020$, and $r =$

0.311, $r^2 = 0.097$. When supervisor work-nonwork attitudes were controlled for, however, supervisor perceptions of emotional work-nonwork support instrumentality were not a significant predictor of employee perceptions of supervisor emotional work-nonwork support, with $t = 1.510$, $p = 0.135$, $\beta = 0.177$. When controlling for supervisor emotional work-nonwork support (the fourth requirement for mediation), supervisor work-nonwork attitudes were a significant predictor of employee perceptions of supervisor emotional work-nonwork support (with $t = 1.677$, $p = 0.098$, $\beta = 0.197$). In the combined sample, analyses indicated that supervisor work-nonwork attitudes were positively correlated with employee perceptions of supervisor emotional work-nonwork support, with $r = 0.161$, $p = 0.03$, fulfilling the first requirement for mediation. Supervisor work-nonwork attitudes were also significantly correlated with supervisor perceptions of emotional work-nonwork support instrumentality, with $r = 0.401$, $p = 0.00$, fulfilling the second requirement. The third requirement for mediation was not fulfilled. The model of supervisor work-nonwork attitudes and supervisor perceptions of emotional work-nonwork support instrumentality did significantly predict employee perceptions of supervisor emotional work-nonwork support, with $F(2,145) = 2.497$, $p = 0.086$, and $r = 0.182$, $r^2 = 0.033$. When supervisor work-nonwork attitudes were controlled for, supervisor perceptions of emotional work-nonwork support instrumentality were not a significant predictor of employee perceptions of supervisor emotional work-nonwork support, with $t = 1.062$, $p = 0.29$, $\beta = 0.095$. When controlling for supervisor emotional work-nonwork support (the fourth requirement for mediation), supervisor work-nonwork attitudes were not a significant predictor of employee perceptions of supervisor emotional work-nonwork support ($t = 1.376$, $p = 0.17$, $\beta = 0.123$).

H7a: Hypothesis H7a predicted that employee perceptions of supervisor instrumental work-nonwork support would be positively correlated with employee perceptions of overall supervisor work-nonwork support, with employees who perceived more instrumental work-nonwork support from their supervisors reporting higher levels of perceived overall SWNS than employees who reported lower perceived levels of instrumental SWNS. This hypothesis was supported for Sample 1, where $r = 0.423$, $p = 0.00$. This hypothesis was also supported for Sample 2 ($r = 0.491$, $p = 0.00$), and the combined samples ($r = 0.458$, $p = 0.00$). Means and standard deviations for all samples are presented in Table 24. Correlations for each sample are presented in Tables 25 to 27.

H7b: Hypothesis H7b predicted that employee perceptions of supervisor emotional work-nonwork support would be positively correlated with employee perceptions of overall supervisor work-nonwork support, with employees who perceived more emotional work-nonwork support from their supervisors reporting higher levels of perceived overall SWNS than employees who reported lower perceived levels of social SWNS. This hypothesis was supported for Sample 1, where $r = 0.560$, $p = 0.000$. This hypothesis was also supported for Sample 2 ($r = 0.704$, $p = 0.00$), and for the combined samples ($r = 0.641$, $p = 0.00$). Means and standard deviations for all samples are presented in Table 24. Correlations for each sample are presented in Tables 25 to 27.

Hypotheses 8a and 8b were analyzed using a one-way ANOVA analysis. Results were expected to support these hypotheses, demonstrating mean differences where supervisors with a dual-centric identity are rated by employees as providing more instrumental and emotional work-nonwork support than supervisors with a work- or

nonwork- centric identity. Means, standard deviations, and analyses summarized in Table 34 for H8a, and in Table 35 for H8b. Results are reviewed below by hypothesis.

H8a. Hypothesis H8a predicted that supervisor identity salience (defined as a work, nonwork, or dual value priority) would predict employee's perceptions of supervisors' instrumental support for employees' work life efforts, with supervisors with a dual-centric identity providing more instrumental work-nonwork support than supervisors with a work- or life- centric identity. This hypothesis was not supported in Sample 1, where $F(2, 67) = 0.123$, $p = 0.89$. The hypothesis was also not supported in Sample 2 ($F(2, 77) = 1.384$, $p = 0.26$) or in the combined samples, ($F(2,147) = 0.337$, $p=0.72$). No statistically significant differences between employees' ratings of supervisor instrumental work-nonwork support were found in any of the study samples. Contrary to expectations, very few supervisors indicated that they had a work-centric identity salience. Potential explanations for this finding are discussed in the discussion section.

H8b. Hypothesis H8b predicted that supervisor identity salience (defined as a work, nonwork, or dual value priority) would predict employee's perceptions of supervisors' emotional support for employees' work-nonwork efforts, with supervisors with a dual-centric identity providing more emotional work-nonwork support than supervisors with a work- or nonwork- centric identity. H8b was not supported for Sample 1. Although analyses showed that there were statistically significant mean differences between the levels of emotional work-nonwork support shown by supervisors with different identity saliences ($F(2, 67) = 4.744$, $p = 0.02$, $\eta^2 = 0.127$), these mean differences were not in the predicted directions. Post hoc analyses indicated that

supervisors with a nonwork identity salience *(M* = 5.152, *SD* = 1.436) were reported by their employees as providing statistically significantly higher levels of emotional work-nonwork support than supervisors with a dual-centric (*M* = 3.880, *SD* = 1.275) or work-centric (*M* = 4.125, *SD* = 1.417) identity salience. Hypothesis H8b was not supported in Sample 2 ($F(2, 77) = 0.181$, $p = 0.84$), or the combined samples ($F(2, 147) = 1.617$, $p = 0.20$). No statistically significant differences between employees' ratings of supervisor emotional work-nonwork support were found for Sample 2 or the combined samples between any supervisor identity salience types.

Supervisor support for employees is, admittedly, a team-level variable. Although team level variables are most appropriately assessed by looking at nested team data using hierarchical linear modeling procedures, only supervisor-employee dyads were analyzed in this study. I have limited the analysis to the procedures described previously due to concerns regarding team sample sizes and the potential influence of extraneous variables due to uneven team response rates on the hypothesized relationships.

Supplemental Analyses of Figure 1 Supervisor Support Variables

Analysis of Instrumental and Emotional Supervisor Work Nonwork Support. Although not hypothesized, it is reasonable to expect that instrumental, emotional, and overall SWNS will be strongly related. To further investigate the relationships between these variables, supplemental analyses were conducted using correlation and regression analyses. Regression analyses were run controlling for each variable in turn in the analyses of the relationships between instrumental SWNS and overall SWNS, and emotional SWNS and overall SWNS, to assess the unique variance in overall SWNS predicted by each type of support. Means and standard deviations can be found in Table

24 for all three samples. Correlations for Sample 1, Sample 2, and the combined sample can be found in Tables 25, 26, and 27, respectively. To highlight the comparison between the contributions of instrumental versus emotional SWNS to the prediction of overall SWNS, analyses are reported by sample below.

In Sample 1, employee ratings of instrumental SWNS were positively correlated with overall SWNS, with r =0.423, p =0.00. The model of emotional SWNS and instrumental SWNS did significantly predict employee perceptions of overall SWNS, with $F(2,92) = 22.075$, $p = 0.00$, and $r = 0.569$, $r^2 = 0.324$. When controlling for the impact of emotional SWNS, analyses indicated that instrumental SWNS did not significantly predict employee perceptions of overall SWNS, with $t = 1.190$, $p = 0.24$, $\beta = 0.129$. The addition of instrumental SWNS to a model of emotional SWNS resulted in an increased prediction in r-squared of only 0.010 over the model of emotional SWNS ($F(1,93) = 42.544$, $p = 0.00$, and $r = 0.560$, $r^2 = 0.314$. Conversely, when controlling for the impact of instrumental SWNS, analyses indicated that emotional SWNS did significantly predict employee perceptions of overall SWNS, with $t = 4.453$, $p = 0.00$, $\beta = 0.482$. The addition of emotional SWNS to a model of supervisor instrumental supervisor work-nonwork support resulted in an increased prediction in r-squared of 0.146 over the model of instrumental SWNS ($F(1,93) = 20.230$, $p = 0.00$, and $r = 0.423$, $r^2 = 0.179$. .

Sample 2 and the combined sample showed similar results. In Sample 2, employee ratings of instrumental SWNS were positively correlated with overall SWNS, with r =0.491, p =0.00. The model of emotional SWNS and instrumental SWNS significantly predicted employee perceptions of overall SWNS, with $F(2,115) = 57.795$, p

= 0.00, and $r = 0.708$, $r^2 = 0.501$. When controlling for the impact of emotional SWNS, analyses indicated that instrumental SWNS did not significantly predict employee perceptions of overall SWNS, with $t = -1.073$, $p = 0.29$, $\beta = -0.109$. The addition of instrumental SWNS to a model of emotional SWNS resulted in an increased prediction in r-squared of only 0.005 over the model of emotional SWNS ($F(1,116) = 114.288$, $p = 0.00$, and $r = 0.704$, $r^2 = 0.496$). Conversely, when controlling for the impact of instrumental SWNS, analyses indicated that emotional SWNS did significantly predict employee perceptions of overall SWNS, with $t = 7.739$, $p = 0.00$, $\beta = 0.788$. The addition of emotional SWNS to a model of instrumental SWNS resulted in an increased prediction in r-squared of 0.260 over the model of instrumental SWNS ($F(1,116) = 36.944$, $p = 0.00$, and $r = 0.491$, $r^2 = 0.242$.

In the combined sample, employee ratings of instrumental SWNS were positively correlated with overall SWNS, with $r = 0.458$, $p = 0.00$. The model of emotional SWNS and instrumental SWNS significantly predicted employee perceptions of overall SWNS, with $F(2,210) = 73.303$, $p = 0.00$, and $r = 0.641$, $r^2 = 0.411$. When controlling for the impact of emotional SWNS, analyses indicated that instrumental SWNS did not significantly predict employee perceptions of overall SWNS, with $t = 0.190$, $p = 0.85$, $\beta = 0.014$. The addition of instrumental SWNS to a model of emotional SWNS resulted in no increased prediction in r-squared over the model of emotional SWNS ($F(1,211) = 147.242$, $p = 0.00$, and $r = 0.641$, $r^2 = 0.411$). Conversely, when controlling for the impact of instrumental SWNS, analyses indicated that emotional SWNS did significantly predict employee perceptions of overall SWNS, with $t = 8.471$, $p = 0.00$, $\beta = 0.631$. The addition of emotional SWNS to a model of instrumental SWNS resulted in an increased

prediction in r-squared of 0.201 over the model of instrumental SWNS ($F(1,211) = 56.052$, $p = 0.00$, and $r = 0.458$, $r^2 = 0.210$).

Supervisor/Employee Value Similarity. As a supplemental analysis, a correlation analysis was used to assess the relationship between supervisor/employee value similarity and employee perceptions of supervisor emotional and instrumental work-nonwork support. As discussed earlier, supervisor/employee value similarity may make conversations about work-nonwork issues more likely, making it more likely that employees will seek instrumental support and frame requests for support in ways that gain supervisor approval. Analyses indicated that there is a positive relationship between employee's perceived supervisor/employee value similarity and instrumental and emotional SWNS. In Sample 1, supervisor/employee value similarity ($M = 4.445$, $SD = 1.501$) was positively correlated with employee perceptions of emotional SWNS ($M = 4.320$, $SD = 1.603$, $r = 0.554$, $p = 0.00$), and with employee perceptions of instrumental SWNS ($M = 3.138$, $SD = 1.347$, $r = 0.428$, $p = 0.00$). In sample 2, supervisor/employee value similarity ($M = 4.911$, $SD = 1.561$) was also positively correlated with employee perceptions of emotional SWNS ($M = 4.737$, $SD = 1.619$, $r = 0.558$, $p = 0.00$) and with instrumental SWNS ($M = 3.857$ $SD = 1.532$, $r = 0.442$, $p = 0.00$). The combined sample showed the same pattern, with supervisor/employee value similarity ($M = 4.703$, $SD = 1.548$) positively correlated with employee perceptions of emotional SWNS ($M = 4.551$, $SD = 1.621$, $r = 0.565$, $p = 0.00$) and with employee perceptions of instrumental SWNS ($M = 3.536$ $SD = 1.493$, with $r = 0.454$, $p = 0.00$)

Supervisor Perceptions of Organizational Work-Nonwork Culture. As discussed, it is reasonable to predict that supervisor perceptions of the supportiveness of their

organizational work-nonwork culture will influence the instrumental and emotional SWNS they show their employees. Supplementary analyses were conducted to assess these relationships. First, analyses were conducted to determine if Sample 1, the shared sample, had a consistent organizational work-nonwork culture. ANOVA results indicated that, as with employee perceptions of work-nonwork organizational culture, supervisor perceptions of work-nonwork organizational culture did not vary across team units in the sample ($F(2, 129) = 0.088$, $p = 0.92$, $\eta^2 = 0.003$). Means and standard deviations are reported in Table 36. This result, however, is not sufficient to assume a consistent organizational work-nonwork culture. Reliability analyses using a two-way random effects model (absolute agreement definition) were conducted to evaluate the consistency of the perceived culture inside the team unites. With a single rater intraclass correlation coefficient value of 0.051 for Unit 1, 0.076 for Unit 2, and 0.168 for Unit 3, organizational culture perceptions within team units were not consistent. Since these results did not show consistency within team units, supervisor perceptions of organizational work-nonwork culture were used as a predictor variable of employee perceptions of supervisor emotional and instrumental work-nonwork support in Sample 1 as well as Sample 2. Correlation analyses were run to establish these relationships. Results indicated that supervisor perceptions of organizational work-nonwork culture did not significantly predict employee perceptions of supervisor instrumental work-nonwork support for Sample 1 ($r = -0.126$, $p = 0.15$), Sample 2 ($r = 0.077$, $p = 0.25$), or the combined sample ($r = 0.039$, $p = 0.32$). Supervisor perceptions of organizational work-nonwork culture also did not significantly predict employee perceptions of supervisor emotional work-nonwork support in Sample 1 ($r = -0.143$, $p = 0.12$), Sample 2 ($r = -$

0.080, $p = 0.24$), or the combined samples ($r = -0.080$, $p = 0.17$). These relationships are shown in Tables 25, 26, and 27.

Analyses of Relationships Between Supervisor Characteristics. Finally, correlation and ANOVA analyses were used to assess potential relationships between supervisor identity salience, supervisor work-nonwork attitudes, and supervisor organizational culture perceptions. Although not hypothesized, it is likely that these variables influence and are related to one another, and analyses were conducted to demonstrate that these variables were, indeed, distinct. An ANOVA analyses was used to assess the relationship between supervisor work-nonwork attitudes and identify salience. Results demonstrated that these variables were not related in Sample 1 or in the combined sample, but a relationship was found in Sample 2, with $F(2, 77) = 2.869$, $p = 0.06$, $\eta^2 = 0.069$). Post hoc analyses indicated that supervisors with a nonwork-centric identity ($M = 5.968$, $SD = 0.871$) had statistically significantly more positive work-nonwork attitudes than supervisors with a dual-centric identity salience ($M = 5.375$, $SD = 1.203$). Means, standard deviations, and analyses for all three samples are summarized in Table 37.

The variables of supervisor perceptions of organizational culture and supervisor identity salience, and of supervisor perceptions of organizational culture and supervisor work-nonwork attitudes, were also expected to be related, but it was expected that these relationships may be weak due to factors such as a bad person-organization fit, an inconsistent organizational work-life culture, or a surface-level adoption of organizational values. ANOVA analyses indicated that supervisor identity salience and supervisor perceptions of culture were related in all samples. In Sample, 1, these variables were related with $F(2, 129) = 3.400$, $p = 0.36$, $\eta^2 = 0.050$. Post hoc analyses indicated that

supervisors with a nonwork centric identity (*M* = 3.103, *SD* = 1.362) had significantly more positive perceptions of the organization's work-nonwork culture as supportive (as evidenced by a lower mean score) than supervisors with a work-centric identity salience (*M* = 4.000, *SD* = 1.717). Supervisors with a dual-centric identity (*M* = 3.310 *SD* = 1.177) also had statistically significantly more positive perceptions of the organizational work-nonwork culture as supportive than supervisors with a work-centric identity salience (*M* = 4.000, *SD* = 1.717) (as shown in Table 38).

In Sample 2, these variables were related with $F(2, 76) = 8.508$, $p = 0.00$, $\eta^2 = 0.183$. Post hoc analyses indicated that supervisors with a nonwork-centric identity (*M* = 3.178, S*D* = 0.1.48) had statistically significantly more positive perceptions of the organization's work-nonwork culture as supportive (as evidenced by a lower mean score) than supervisors with a work-centric identity salience (*M* = 5.259, *SD* = 1.382) or a dual-centric identity salience (*M* = 3.850 *SD* = 1.226). Supervisors with a dual-centric identity (*M* = 3.850 *SD* = 1.226) also had statistically significantly more positive perceptions of the organizational work-nonwork culture as supportive than supervisors with a work-centric identity salience (*M* = 5.259, *SD* = 1.382) (as shown in Table 39)

In the combined sample, these variables were related with $F(2, 208) = 8.756$, $p = 0.00$, $\eta^2 = 0.078$. Post hoc analyses indicated that supervisors with a nonwork centric identity (*M* = 3.113, *SD* = 1.403) had significantly more positive perceptions of the organization's work-nonwork culture as supportive (as evidenced by a lower mean score) than supervisors with a work-centric identity salience (*M* = 4.354, *SD* = 1.78) or a dual-centric identity (*M* = 3.506 *SD* = 1.218). Supervisors with a dual-centric identity (*M* = 3.506 *SD* = 1.218) also had statistically significantly more positive perceptions of the

organizational work-nonwork culture as supportive than supervisors with a work-centric identity salience (M = 4.354, SD = 1.78) (as shown in Table 40).

Correlation analyses of supervisor perceptions of organizational culture and supervisor work-nonwork attitudes revealed that these variables were significantly related in Sample 2, and the combined sample, but not in Sample 1. Supervisors who had a perception of their work-nonwork culture as more supportive (indicated here by lower ratings) also indicated more positive attitudes towards their role in providing work-nonwork support for Sample 2 (r = -0.220, p = 0.03) and in the combined sample (r = -0.177, p = 0.01). Means, standard deviations, and correlations for all samples are reported in Tables 24 through 27.

Supplemental Analyses on Figure 2 Work-Nonwork Conflict Antecedents

Employee Perceptions of Organizational Work-Nonwork Culture. Analyses were run on Sample 1 to determine if the organization had a strong work-nonwork culture. First, a one-way ANOVA procedure was run to determine if employee perceptions of organizational work-nonwork culture varied by team unit. Results indicated that the three team units that made up Sample 1 were not statistically significantly different from one another, with $F(2, 92) = 0.930$, $p = 0.40$, $\eta^2 = 0.020$) (means and standard deviations are reported in Table 41). This analysis indicated that the units did not have unique unit cultures. Next, an interclass correlation analysis was run using a two-way random effects model (absolute agreement definition) to confirm if each unit had consistent perceptions of the culture inside the unit. If consistency was found, it would indicate that the organizational sample had a strong organizational work-nonwork culture. The interclass correlation analyses showed a single rater intraclass correlation coefficient value of

0.0594 for Unit 1, 0.0013 for Unit 2, and 0.2438 for Unit 3, indicating that organizational culture perceptions within team units were not consistent. Since a strong (or consistent) work-nonwork organizational culture was not found, the impact of employee perceptions of organizational work-nonwork culture on employee work-nonwork conflict was investigated in Sample 1, Sample 2, and the combined sample as a supplementary analysis to assess the potential impact of organizational work-nonwork culture on employee's perceptions of work-nonwork conflict. .

The relationship between organizational work-nonwork culture and employee perceptions of work-to-nonwork and nonwork-to-work conflict was analyzed using correlation analyses. Means, standard deviations, and correlations for the three samples can be found in Tables 12 through 15. In Sample 1, employee ratings of organizational culture were significantly correlated with employees' perceptions of work-to-nonwork conflict. Results showed that employees who viewed their organizational work-nonwork culture as less supportive (indicated in this study by higher scores on the measure) also indicated having higher levels of work-to-nonwork conflict, with $r = 0.531$, $p = 0.00$. This relationship was also found in Sample 2 ($r = 0.328$, $p = 0.00$) and the combined sample (with $r = 0.400$, $p = 0.00$). In analyses looking at the relationship between employee perceptions of organizational work-nonwork culture and their perceptions of nonwork-to-work conflict, employee ratings of organizational culture were significantly correlated with employees' perceptions of nonwork-to-work conflict in Sample 1 ($r = 0.226$, $p = 0.01$). This result indicates that employees who perceived their culture as less supportive reported higher levels of work-to-nonwork conflict than those who perceived their organizational work-nonwork culture as supportive. This relationship

was not found in sample 2, but was found in the combined sample with r =0.145, p = 0.02.

Both supervisors and employees were asked to report their perceptions of their organizational work-nonwork culture. Analyses were run to determine the convergence between supervisor and employee work-nonwork culture perceptions. Although not hypothesized, these perceptions should be related for employees and supervisors due to the similar organizational messages and norms they receive from sources such as coworkers, policies, and senior leaders. Correlation analyses on the relationship between supervisor and employee perceptions of organizational work-nonwork culture in Sample 1 and Sample 2 showed very different results. In Sample 1, supervisor perceptions of the organizational work-nonwork culture (M =3.311, SD = 1.443) were not significantly related to employee perceptions of organizational work-nonwork culture (M = 3.743, SD = 1.646), with r = 0.037, p = .38. In Sample 2, however, there was a relationship between supervisor perceptions of organizational work-nonwork culture (M = 3.765, SD = 1.474) and employee perceptions of organizational work-nonwork culture (M = 3.923, SD = 1.154), with r = 0.493, p = .00. The combined cultures showed a relationship of r = .280, p = .00 between supervisor perceptions (M = 3.554, SD = 1.472) and employee perceptions (M = 3.839, SD = 1.586)

Incremental Impact of Overall Supervisor Work-Nonwork Support. Although these relationships were not hypothesized, exploratory analyses were run to identify the unique impact of overall SWNS on work-nonwork conflict due to the study's focus on the importance of supervisor support to an employee's work-nonwork conflict. A multiple regression analysis was conducted to demonstrate the incremental impact of

overall supervisor work-nonwork support on employee work-to nonwork and employee nonwork-to-work conflict (Figure 2, boxes G, H, and I), independently of the impacts of the variables of supervisor/employee similarity, organizational work-nonwork culture, employee work-nonwork benefit utilization, work demands, and nonwork demands (see Figure 2). Means, standard deviations, and correlations for these variables are reported for Samples 1 and 2 in Tables 12 through 15.

Analyses indicated that overall SWNS did have an incremental impact on employee perceptions of work-to-nonwork conflict in all three samples. In Sample 1, regression analyses indicated that overall supervisor work-nonwork support does have a unique impact on employee perceptions of work-to-nonwork conflict when these other variables are controlled for. The model of supervisor/employee work-nonwork value similarity, employee work-nonwork benefit utilization, work demands, nonwork demands, organizational culture and overall supervisor work-nonwork support significantly predicted employee perceptions of work-to-nonwork conflict with $F(6,88) = 14.397$, $p = 0.00$, and $r = 0.704$, $r^2 = 0.495$. Employee perceptions of overall supervisor work-nonwork support were a significant predictor of employee work-to-nonwork conflict, with $t = -1.691$, $p = 0.094$, $\beta = -0.185$. This model provides an increased prediction in r-squared of 0.016 over a model containing only the control variables, were $F(5,89) = 16.362$, $p = 0.00$. Incremental impact of overall SWNS was also found for Sample 2. Here, the model including overall SWNS was significant at $F(6,109) = 8.264$, $p = 0.00$, and $r = 0.559$, $r^2 = 0.313$. Employee perceptions of overall supervisor work-nonwork support were a significant predictor of employee work-to-nonwork conflict, with $t = -2.670$, $p = 0.009$, $\beta = -0.311$. This model provided an increased prediction in r-

squared of 0.045 over a model containing only the control variables, where $F(5,110) = 8.044$, $p = 0.00$. The combined sample also demonstrated incremental impact of overall SWNS, with $F(6,204) = 18.610$, $p = 0.00$, and $r = 0.595$, $r^2 = 0.354$. Employee perceptions of overall supervisor work-nonwork support were a significant predictor of employee work-to-nonwork conflict, with $t = -2.668$, $p = 0.008$, $\beta = -0.216$. This model provides an increased prediction in r-squared of 0.045 over a model containing only the control variables, were $F(5,205) = 20.302$, $p = 0.00$.

Regression analyses were also used to analyze the incremental impact of overall supervisor work-nonwork support on nonwork-to-work conflict, using the same control variables. This relationship was not found in Sample 1 or 2, but was supported in the combined sample. In Sample 1, the model of supervisor supervisor/employee work-nonwork value similarity, employee work-nonwork benefit utilization, work demands, nonwork demands, and employee perceptions of organizational work-nonwork culture and overall supervisor work-nonwork support did not significantly predict employee perceptions of nonwork-to-work conflict with $F(6,88) = 1.439$, $p = 0.21$, and $r = 0.299$, $r^2 = 0.089$. Employee perceptions of overall supervisor work-nonwork support were not a significant predictor of employee nonwork-to-work conflict, with $t = -0.926$, $p = 0.357$, $\beta = -0.136$. Sample 2 regression analyses found that the model of supervisor/employee work-nonwork value similarity, employee work-nonwork benefit utilization, work demands, nonwork demands, employee perceptions of organizational culture, and overall supervisor work-nonwork support did significantly predict employee perceptions of nonwork-to-work conflict ($F(6,109) = 2.712$, $p = 0.00$, and $r = 0.360$, $r^2 = 0.130$), but employee perceptions of overall supervisor work-nonwork support were not a significant

predictor of employee work-to-nonwork conflict, with t = -1.326, p = 0.187, β = -0.174. This model provides an increased prediction in r-squared of .014 over a model containing only the control variables, were $F(5,110) = 2.882$, p = 0.02. Finally, the combined sample demonstrated a different pattern of results. Here, analyses showed that the model containing overall supervisor work-nonwork support (as well as the control variables) significantly predicted employee perceptions of nonwork-to-work conflict with $F(6,204) = 3.830$, p = 0.00, and r = 0.318, r^2 = 0.101. Employee perceptions of overall supervisor work-nonwork support were a significant predictor of employee work-to-nonwork conflict, with t = -1.870, p = 0.06, β = -0.179. This model provides an increased prediction in r-squared of .015 over a model containing only the control variables, were $F(5,205) = 3.849$, p = 0.00.

Additional Data Analyses. Several different types of supplemental analyses were conducted to provide an additional perspective on the data presented above. Additional analyses focusing on potential demographic differences investigated the impact of the factors of gender, age, marital status, and supervisors' years of experience on the study variables. Tables for employee and supervisor correlation analyses containing these variables (containing the information found in Tables 12 through 14, and 24 through 26) are reported in Tables 42 through 45 for Sample 1 and Sample 2. Analyses showed that demographic differences did impact some study variables. In Sample 1, employee gender was negatively correlated with employee nonwork demands, indicating that females reported significantly lower levels of nonwork demands than males (r = -0.176, p = 0.05). Gender was positively correlated with employee perceptions of the organization's work-nonwork culture, indicating that female employees felt their culture was less supportive

(indicated here by a higher score) than male employees (r = 0.149, p = 0.08). Employee age was negatively correlated with nonwork-to-work conflict (r = -0.262, p = 0.01), indicating that older employees experienced less nonwork-to-work conflict, and positively correlated with supervisor/employee value similarity (r = 0.176, p = 0.05), indicating that older employees were more likely to feel that their work-nonwork values and their supervisors' values were similar compared to younger employees. Finally, employees who were married or living with a significant other reported significantly higher levels of nonwork demands (r = 0.328, p = 0.00), higher levels of work-to-nonwork conflict (r = 0.176, p = 0.05), and lower levels of nonwork-to-work conflict (r = -0.179, p = 0.04) than single employees.

In Sample 2, female employees reported significantly lower levels of work demands (r = -0.237, p = 0.01), lower levels of overall SWNS (r = -0.168, p = 0.04), and lower levels of nonwork-to-work conflict (r = -0.188, p = 0.02) than male employees, and perceived their organization's work-nonwork organizational culture as less supportive (r = 0.129, p = 0.084) than males did. Older employees reported significantly less nonwork-to-work conflict than younger employees (r = -0.127, p = 0.09). Finally, employees who were married or living with a significant other reported significantly higher levels of nonwork demands (r = 0.189, p = 0.02), lower levels of overall SWNS (r = -0.128, r = 0.08), and higher levels of work-to-nonwork conflict (r = 0.165, p = 0.04) than single employees.

In Sample 1, female supervisors reported higher perceptions of instrumental SWNS instrumentality than males (r = 0.116, p = 0.09), and were rated by employees as providing higher levels of overall SWNS (r = 0.249, p = 0.02). The employees of older

supervisors reported lower levels of overall SWNS (r = -0.246, p = 0.02). Supervisors who were married or living with a significant other reported lower perceptions of instrumental SWNS instrumentality than single supervisors (r = -0.183, p = 0.02). Interestingly, results indicated that as a supervisors' tenure as a supervisor increased, his or her perceptions of emotional SWNS instrumentality increased (r = 0.158, p = 0.04), but he or she was less likely to perceive the organization's work-nonwork culture as supportive (r = 0.149, p = 0.05), or provide emotional SWNS (r = -0.259, p = 0.02) or overall SWNS (r = -0.303, p = 0.01) to employees.

In contrast to Sample 1, in Sample 2 gender and years as a supervisor had no impact on the supervisor study variables. Age was negatively correlated with employee perceptions of overall SWNS, with the employees of older supervisors perceiving less overall SWNS from their supervisors than those with younger supervisors (r = -0.211, p = 0.03). Supervisors who were married or living with a significant other were significantly more likely to have more positive work-nonwork attitudes (r = 0.200, p = 0.04) and have more positive perceptions of their organization's work-nonwork culture (r = -0.176, p = 0.06) than single employees, and were perceived by their employees as providing more emotional SWNS (r = 0.157, p = 0.08).

An ANOVA analysis comparing employees grouped by marital status and gender indicated that there are no mean differences in work-nonwork conflict between male employees who are married/living with a significant other, male single employees, female employees who are married/living with a significant other, or female single employees in Sample 1 (with $F(3, 90) = 1.087$, p = 0.36 for work-to-nonwork conflict, and $F(3, 90) = 1.777$, p = 0.16 for nonwork-to work conflict). Mean differences between

groups were also not found for Sample 2 (with $F(3, 112) = 1.848$, $p = 0.14$ for work-to-nonwork conflict, and $F(3, 112) = 1.909$, $p = 0.13$ for nonwork-to-work conflict). Means and standard deviations are reported in Table 46.

In all previous analyses, all available employee or supervisor cases (regardless of whether they were part of a complete supervisor-employee dyad) were used to test relationships between supervisor-only, and employee-only, variables. This decision was made due to the independent nature of the analyses, and to maximize the available sample. For comparison, tables for employee and supervisor correlation analyses (comparable to Tables 12 through 14, and 24 through 26) are reported in Tables 47 through 52. The outcome of these analyses was very similar to the data described above, both in the strength of the relationships found and the pattern of results.

Finally, tables of employee and supervisor correlation analyses using the study measures containing the removed reverse-scored measure items are also included for comparison (see Tables 53 through 58).

Discussion

Using two samples, this study built upon previous research by testing a complex model that hypothesized relationships between supervisor characteristics, employees' perceptions of supervisor work-nonwork support, and employee work-nonwork conflict. This study added to previous research by investigating supervisors' identity salience, work-nonwork support attitudes, and perceptions of work-nonwork support instrumentality (effectiveness) and the provision of two types of social support for work-nonwork balance: instrumental support and emotional support. This study also extended previous research by demonstrating the generalizability of work-life and work-family

research to relationships between work-nonwork antecedents (employee work demands, employee nonwork demands, and employee perceptions of overall SWNS) and employees' work-nonwork conflict. .

The two samples included in this study offered a unique opportunity to investigate these hypothesized relationships in both an organizational sample and a business student sample. Employees in the organizational sample (Sample 1, M = 36.72) tended to be older than those in the business student sample (Sample 2, M = 26.98), but supervisors in these samples were very close in age (M = 43.84 in sample 1, M = 41.27 in Sample 2). In both samples, supervisors had nearly identical years of experience in the supervisor role, with a mean of 8.82 for Sample 1, and 8.62 in Sample 2. These two samples also showed similar patterns when comparing employee and supervisor demographics. In both samples supervisors had a higher average age, a higher percentage of males, and a higher percentage of married individuals than their employees. These two samples performed very similarly in scale analyses, with similar coefficient alphas for most measures, suggesting that the measures were interpreted by these two samples in the same way. Finally, analyses suggest that the study variables and hypothesized relationships were fairly similar between these two samples. Table 59 summarizes and compares the outcomes of the eight study hypotheses across samples. The results of these hypotheses and their implications are discussed below.

Hypotheses H1a and H1b were supported across all three samples. Hypotheses H1a was supported in all three samples, suggesting that as predicted, employees reporting higher levels of work demands also experience higher levels of work-to-nonwork conflict than employees reporting lower levels of work demands. This finding replicates and

expands on previous research by demonstrating a relationship between work demands and work-to-nonwork conflict that is similar to the effects found for work-family or work-life conflict, and similar to the effect found when measures focusing only on hours worked were used. The result for hypothesis H1b replicates and expands on previous work-family or work-life research, suggesting that as predicted, employees reporting higher levels of work demands also report higher levels of nonwork-to-work conflict than employees reporting lower levels of work demands. This result was fully supported in all samples. As expected, when looking at the correlations for these relationships, all were significant but smaller than those found for H1a. This suggests that work demands impact both types of work- nonwork conflict, but that the biggest impact is in work-to-nonwork conflict. This study built on early research by using a broad description of work demands (conceptualized as the time, speed, volume, scheduling, and pacing of work), rather than the measure of hours worked used by previous research (e.g., Netemeyer et. al, 1996). Due to the decision to drop all reverse-scored items, the item assessing work hours was dropped from the final study measure. Exploratory analyses comparing the work demands measure item "The number of hours I am expected to work is reasonable" and other measure items suggested that hours worked remains the strongest predictor of work-to-nonwork conflict, but not of nonwork-to-work conflict. These results demonstrate that different aspects of work demands impact employees' work-to-nonwork and nonwork-to-work conflict differently, and suggest careful consideration of the factors of the work experience used to define work demands in future studies of work-nonwork conflict.

Hypotheses H2a and H2b received mixed support. Hypothesis H2a was supported for Sample 1 and the combined samples, indicating that as expected, employees reporting higher levels of nonwork demands experienced higher levels of work-to-nonwork conflict. Interestingly, this was not supported in Sample 2. Previous research on the impacts of nonwork demands has been mixed, and it may be that these results continue this tradition. Another possibility, however, is that the measure did not reflect one activity that Sample 2 considered a critical nonwork demand. A final open-ended question was included in the nonwork measure, asking if participants had any nonwork demands that were not included in the previous measure questions. Responses are shown in Table 60. The types of nonwork activities listed by participants indicated that most types of nonwork activities were captured by the measure – of those who responded, most responded with activities that were clearly applicable to one of the measure items. An exception was the item "school responsibilities". In Sample 2, 46 employees called this item out as a nonwork demand that was not included in the other items. It may be that the lack of this item distorted the results for this sample. Hypothesis 2b was supported for all three samples. As expected, these results indicate that employees reporting higher levels of nonwork demands experienced higher levels of nonwork-to-work demands. These results suggest that a broad conceptualization of nonwork demands (including factors such as elder care, community and religious commitments, and relationships with family, friends, and significant others as well as childcare responsibilities) is helpful in capturing employees' nonwork experiences. Future studies should carefully consider the various sources of nonwork demands that

may influence their particular samples when identifying components of nonwork demands, focusing on a broad definition of employee responsibilities.

Hypotheses H3a and H3b were not supported in any sample. Contrary to expectations, employee work-nonwork benefit use was not related to employees' experiences of work-to-nonwork or nonwork-to-work conflict. In this study, participants reported relatively low levels of work-nonwork benefit use, which could have impacted the results. Of a possible range of 0 to 3, where 0 indicated no use of the benefit and 3 indicated frequent use, the mean level of use for each benefit was below 1, with the exception of flextime (M = 1.83, SD = 1.745 in Sample 1, and M = 1.19, SD = 1.210 in Sample 2). An open-ended question in the work-nonwork benefit measure asked participants to indicate why they did not use an offered policy if they indicated that a policy was offered but not used. Responses are summarized in Table 61. Responses indicated that in general, participants did not use policies because they did not have a need for them. These low levels of benefit usage resulted in a restriction of range for the overall measure, which may have caused the lack of support for Hypotheses H3a and H3b. It is worth noting that when work-nonwork benefits were examined individually, a limited number of relationships between benefit use and work-to-nonwork and nonwork-to-work conflict became apparent. These results support the suggestions of recent studies (i.e., Breaugh & Frye, 2008; Casper & Harris, 2008), indicating that benefit use and work-nonwork conflict may be best investigated looking at individual benefits. Future research should focus on investigating the relationships between work-nonwork conflict and individual benefits in samples that include a wide range of participant use of each benefit.

Hypothesis H4a was supported in all three samples. As expected, employees who perceived higher levels of overall SWNS experienced lower levels of work-to-nonwork conflict than employees who perceived lower levels of overall SWNS. These results suggest that supervisor support is an important factor in determining employees' work-to-nonwork conflict. Supplementary analyses looking at the incremental impact of overall SWNS for work-to-nonwork conflict over and above the other study variables suggests that when these other variables are controlled for, overall SWNS has a distinct impact on work-nonwork conflict. All three samples indicated an additional impact of overall SWNS on work-to-nonwork conflict over and above employee/supervisor value similarity, employee perceptions of organizational culture, work demands, nonwork demands, and work-nonwork benefit use. This further demonstrates the unique role a supervisor can play in influencing employee work-to-nonwork conflict, and suggests that companies take time to educate their supervisors on the importance of providing their employees with work-nonwork support and effective ways to do so.

Hypothesis H4b was not supported in any of the three samples. Contrary to expectations, employees who perceived higher levels of overall SWNS did not report statistically significantly lower levels of nonwork-to-work conflict, although Sample 2 and the combined sample did show a potential trend towards significance at $p = 0.14$. Supplementary analyses looking at the incremental impact of overall SWNS for nonwork-to-work conflict over and above the other study variables indicated there was no incremental impact of overall SWNS on nonwork –to-work conflict over and above employee/supervisor value similarity, employee perceptions of organizational culture, work demands, nonwork demands, and work-nonwork benefit use in Sample 1 and 2.

Interestingly, incremental impact was found in the combined sample. The small relationships found in all three samples suggest that the relationship between overall SWNS and employee nonwork-to-work conflict may exist, but may be very small. It may be that supervisor support is more effective in helping to mitigate the effects of work spilling into nonwork domains through supervisors' direct impacts on the work domain. Many supervisors may feel reluctant to become involved in employees' nonwork concerns when they spill over into work domains. Also, many employees may choose to limit the amount of nonwork-to-work conflict they inform their supervisor of due to fears that their supervisor will view this negatively when considering their overall work performance. This may also limit the impact of supervisor support on nonwork-to-work conflict by limiting the amount of support the supervisor is able to offer. Finally, other types of support such as support from spouses, family, and friends, may be more impactful in helping employees manage their nonwork domains than supervisor work-nonwork support. Future studies should investigate relationships between these types of nonwork support and nonwork-to-work conflict.

Supplementary analyses replicated and extended previous work-family and work-life research, demonstrating the impact of organizational work-nonwork culture on employee's work-to-nonwork and nonwork-to-work conflict. Employees who viewed their organization's work-nonwork culture as more supportive reported lower levels of work-to-nonwork conflict in Sample 1, Sample 2, and the combined sample. Employees who viewed their organization's work-nonwork culture as more supportive also reported lower levels of nonwork-to-work conflict in Sample 1 and the combined sample. These results support the importance a supportive organizational work-nonwork culture to

employees trying to balance their work and nonwork responsibilities, and suggest that organizations take efforts to build this type of culture. The evidence of an inconsistent work-nonwork culture in Sample 1 (as shown by a lack of consistency between units and the lack of a relationship between supervisor and employee perceptions of organizational work-nonwork culture) provides an example of the challenge many organizations face in building a strong work-life culture that is perceived consistently among all of their employees.

Hypotheses H5a and H5b received mixed support across samples. Hypothesis H5a was supported in Sample 2. As expected, supervisors with more positive work-nonwork support attitudes had employees who reported receiving higher levels of supervisor instrumental work-nonwork support. This hypothesis was not supported for Sample 1 or for the combined sample. Hypothesis H5b was not supported for any of the samples, indicating that supervisors with more positive work-nonwork support attitudes did not provide their employees with higher levels of supervisor emotional work-nonwork support. The lack of support and inconsistent support for these hypotheses may have occurred due to the high response means for supervisor work-nonwork support attitudes across samples, and especially in sample 1 (where it was coupled with a relatively low standard deviation). This range restriction may indicate that supervisors generally have positive work-nonwork support attitudes, believing that it is important to support employees' efforts for work-nonwork balance, but may differ from employees in how and when they believe this support should be expressed. Alternatively, supervisors may report positive work-nonwork support attitudes due to social desirability, but may not have internalized these values. This may be especially true in the Sample 1

population, where the organization had launched an education initiative about the importance of work-nonwork balance endorsed by senior leaders.

Hypotheses H6a and H6b built upon H5a and H5b, predicting that supervisor perceptions of instrumental and emotional work-nonwork support instrumentality would have a mediating effect in the relationship between supervisor work-nonwork support attitudes and employee perceptions of supervisor instrumental and emotional work-nonwork support, respectively. These hypotheses were not supported in any samples, indicating that supervisor perceptions of instrumentality did not mediate the relationship between supervisor work-nonwork attitudes and supervisor instrumental or emotional work-nonwork support.

Hypotheses H7a and H7b were supported across all samples. As predicted, employees who perceived higher levels of instrumental support from their supervisors also perceived higher levels of overall supervisor support (Hypothesis H7a) and employees who perceived higher levels of emotional support from their supervisors also perceived higher levels of overall supervisor support (Hypothesis H7b). Additional analyses, however, suggested that these two dimensions may not be functioning as distinct constructs. Correlation analyses reveal that employee perceptions of supervisor instrumental and emotional support are highly correlated (r= 0.610, p = 0.000 for sample 1; r = 0.763, p = 0.000 for sample 2; r = 0.703, p = 0.000 for the combined sample; means standard deviations, and correlations are reported in Tables 21 to 24). Analyses assessing the effects of employee perceptions of instrumental and emotional support independent of one another found that employee perceptions of supervisor emotional support predicted employee perceptions of supervisor overall work-nonwork support over

and above supervisor instrumental work-nonwork support, but supervisor instrumental work-nonwork support did not have predictive value independent of emotional support. There are several potential reasons for this. First, it may be that a supervisor must first offer emotional work-nonwork support (through actions such as listening to employee's problems and sharing ideas and advice) in order to learn about an employee's and be able to identify tactical, instrumental ways to support that employee (through actions such as rearranging a schedule). Also, it is likely that emotional support is more frequent than instrumental support – a supportive supervisor may have an opportunity to offer emotional support daily through conversations and interactions, but instrumental support may only be needed or appropriate occasionally. It is likely, however, that employees would consider each type of support to be important, which would account for the greater influence of the much more frequent emotional support

Finally, Hypothesis H8a and H8b were not supported across the three samples. Supervisors with dual-centric (work and nonwork) identities did not provide higher levels of instrumental or emotional support to their employees than supervisors with work- or nonwork-centric identities. It appears that overall, supervisors with dual work and nonwork priorities are not more supportive to employees' challenges balancing work and nonwork than supervisors with other priorities. Interestingly, Sample 1 results suggest that supervisors with a nonwork-centric identity do provide their employees with higher levels of supervisor emotional work-nonwork support than their dual-centric and work-centric counterparts. This result could have occurred due to the organization's recent work-nonwork education and initiatives. It is likely that supervisors with a nonwork focus felt more encouraged to support their employees' nonwork priorities as a result of

recent initiatives, and were more likely to do so due to their own priority on nonwork activities. The number of supervisors who identified themselves as nonwork-centric in both samples, however, was surprising. I had expected that more supervisors would identify themselves as work-centric than nonwork-centric (especially in the organizational sample), given the importance many employees place upon their careers. The work-nonwork focus of the study may have primed employees to think more carefully about their values in both work and nonwork arenas, which may have led them to rate nonwork priorities as more important than they might have otherwise. Another explanation may have to do with the definitions of work and nonwork spheres included in the study. It is reasonable to expect supervisors to place a greater value on nonwork roles, activities, and responsibilities (which included interactions with the community, family, and friends) than work responsibilities, especially in the current environment of economic uncertainty and diminished job security. This may explain why supervisors indicated that nonwork priorities were so important to them. Future studies should investigate the decision processes supervisors use to identify their work and nonwork priorities, and should continue to investigate the differences between the behaviors and actions of nonwork-centric supervisors, dual-centric supervisors, and work-centric supervisors.

Finally, it is interesting to note that supplementary analyses indicated that supervisor perceptions of organizational work-nonwork culture did not predict instrumental SWNS or emotional SWNS consistently across all three samples. Given the importance of overall SWNS to employees' perceptions of work-nonwork conflict, future studies should further investigate should investigate the role supervisor support plays in

creating and communicating organizational work-nonwork culture, and the other potential factors, such as coworkers or senior leaders, which influence culture in an organization.

This study has several benefits. First, the study expands current research on work-nonwork issues by investigating different antecedents of supervisor support, and suggesting directions for future study. This study also investigates the impact of supervisor characteristics on two categories of supervisor work-nonwork support, instrumental support and emotional support. Results suggest that supervisors should focus on both types of support to best impact employees' overall perceptions of work-nonwork support from supervisors, with a particular emphasis on the more influential supervisor emotional support. Another benefit of this study comes from the sample of participants. Using a sample of employees from a single organization allowed me to study supervisor/employee dyads, and controls for a number of extraneous variables (e.g., industry), while the university sample provided a comparison across industries.

This study is not without limitations. First, since this study relies on cross-sectional data I cannot conclude causality based on my results. Future research should conduct longitudinal and experimental studies to investigate the causality of the relationships described in this study. Also, this study only investigates three supervisor characteristics impacting support for employee work-nonwork concerns. Clearly, future research should investigate the impact of other supervisor characteristics on this relationship. Another limitation of this study is the use of employee perceptions as the single source of data measuring supervisor support and employee work-nonwork conflict. Future research should follow the examples of Casper et al. (2004) and Breaugh and Frye

(2008) in including quantitative measures and multiple data sources, respectively. The use of negatively worded items provided another limitation to this study – as these items did not perform as intended, the constructs they were designed to assess were not captured in the study variables (i.e., negatively worded items were included in measures of instrumental and emotional SWNS to capture the absence of supervisor non-supportive behaviors). Restriction of range was also a limitation in this study. Restriction of range in employee's use of benefits may have reduced the relationship between work-nonwork benefit use and work-nonwork conflict in this study, and should be considered in the design of future studies of this variable.

Although this study did not identify any supervisor characteristics that impacted SWNS in the directions hypothesized, future studies should continue to investigate the antecedents of supervisor instrumental and emotional work-nonwork support. Factors such as supervisor personality characteristics, the supervisor's own experience of work-nonwork conflict, and organizational work pressures on the supervisor should be investigated as potential influences. Future studies should also focus on an in-depth review of the constructs of supervisor instrumental and emotional work-nonwork support, their similarities and differences, and scale validation. In addition to investigating supervisor's instrumental and emotional work-nonwork support, future research should follow the suggestion of Hammer et al. (2007) and investigate the additional support types of role modeling and proactive integration of dual agendas. These additional types of support should be investigated using data from the supervisor's entire team, colleagues, and his or her own supervisor. Finally, future studies should integrate supervisor support with informal and nonwork support from colleagues,

spouses/significant others, family and friends, and investigate the relative impacts of instrumental and emotional support from each source on work-nonwork conflict. Research on these factors will help the literature and businesses gain a clearer understanding of characteristics of supervisors who are able to effectively help their teams in their efforts to achieve work-nonwork balance.

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Footnotes

[1] As part of the dissertation defense, the committee recommended a confirmatory factor analysis be conducted on the work-to-nonwork and nonwork-to-work scales to establish that the factor structure for the original work-family and family-work conflict scales was reflected in the modified measures. Analyses indicated that the proposed factor structure approached, but was not, a good fit for the data.

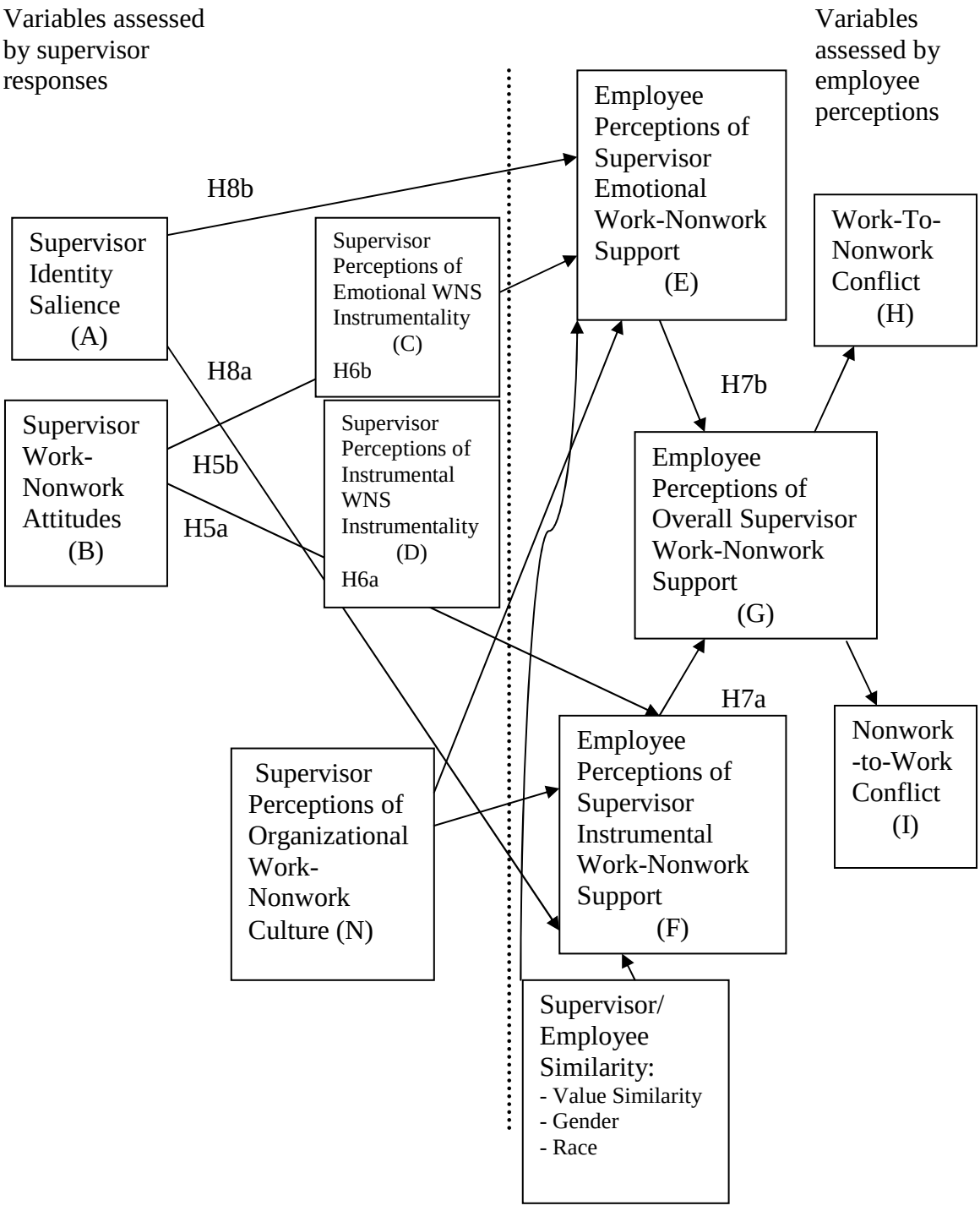
The various scale items were associated with the factors work-to-nonwork conflict and nonwork-to-work conflict as indicated in the measure description. Based on the initial scale validation conducted by Netemeyer et al. (1996), the factors were correlated. In Sample 1, the confirmatory factor analysis run on the factors of work-to-nonwork and nonwork-to-work conflict suggest that the two-factor model approaches, but is not, a good fit with the data. The chi-square indicated that the model did not fit the data, with $x^2(34) = 62.890$ significant at $p = 0.00$. The regression weights, however, indicate that all variable paths are significant as all weights are higher than 1.96. Also, r-squared values for the factor items ranged between $r^2 = 0.609$ and $r^2 = 0.908$ for work-to-nonwork conflict, and between $r^2 = 0.239$ and $r^2 = 0.786$ for nonwork-to-work conflict, suggesting that the respective factors explain a good deal of variance in their associated items. The work-to-nonwork conflict and nonwork-to-work conflict factors were correlated at $r = 0.233$. Fit indices provided mixed support for the model. The CMIN/DF was less than 2 at 1.850, indicating a good fit. The GFI (0.872) and AGFI (0.793) did not indicate a good fit, with values less than 0.90. The CFI (0.961) was in the great fit range of 0.95 and above. Finally, the RMSEA index did not indicate a good fit, with a fit index of over 0.08 at RMSEA = 0.096.

In Sample 2, the confirmatory factor analyses run on the factors of work-to-nonwork and nonwork-to-work conflict suggest that the two-factor model is not a good fit with the data. The chi-square indicated that the model did not fit the data, with $x^2(34) = 96.163$ significant at $p = 0.00$. The regression weights, however, do indicate that all variable paths are significant, as all weights are higher than 1.96. Also, r-squared values for the factor items ranged between $r^2 = 0.641$ and $r^2 = 0.838$ for work-to-nonwork conflict, and between $r^2 = 0.489$ and $r^2 = 0.767$ for nonwork-to-work conflict, suggesting that the respective factors explain a good deal of variance in their associated items. The work-to-nonwork conflict and nonwork-to-work conflict factors were correlated at $r = 0.55$. Fit indices did not support a fit between the data and model. The CMIN/DF was greater than 2 at 2.828, indicating a poor fit. The GFI (0.867) and AGFI (0.785) did not indicate a good fit, with values less than 0.90. The CFI (0.930) was in the good range of 0.90 and above. Finally, the RMSEA index did not indicate a good fit, with a fit index of over 0.08 at RMSEA = 0.127.

Modification indices in both analyses did not suggest any consistent adjustments to the model across samples. In Sample 1, modification indices suggested additional paths between the items "Due to work-related activities, I have to make changes to my plans for nonwork activities" (with a modification index of 6.42), "My job produces strain that makes it difficult to fulfill nonwork duties" (with a modification index of 4.18), and "The amount of time my job takes up makes it difficult to fulfill my nonwork responsibilities" (with a modification index of 4.678), and the latent variable nonwork-to-work conflict. This result may be due to a lack of variance in the sample in nonwork-to-work conflict ($M = 2.035$, $SD = 0.898$), as well as in these item responses. In Sample 2,

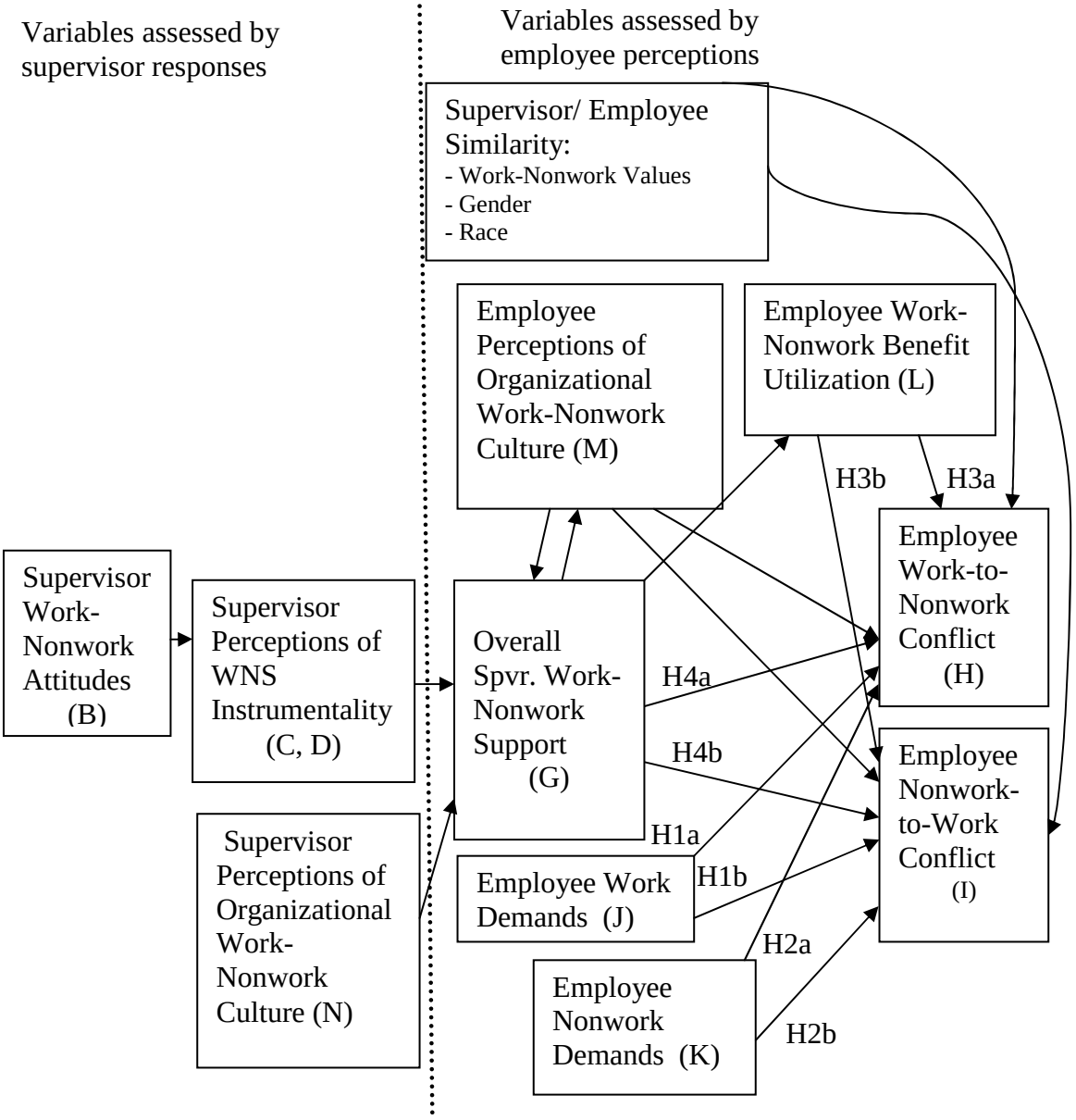
the modification indices suggest an additional path between the nonwork-to-work conflict items “The demands of my nonwork responsibilities interfere with work-related activities” and “Things I want to do at work don’t get done because of the demands of my non-work responsibilities” (7.44), suggesting some redundancy between these items. As with Sample 1, the model may have been impacted by the lack of variance in the nonwork-to-work conflict items as the item “Things I want to do at work don’t get done because of the demands of my non-work responsibilities” (M = 2.25, SD = 1.53) showed very little variance. Future studies should continue to investigate the proposed model using larger samples across multiple industries, and should focus on identifying how employees differentiate between work-to-nonwork and nonwork-to-work conflict when responding to scale items.

Figure 1: Supervisor Support Hypotheses



* Lettered boxes refer to hypothesized variables referenced in the text. Unlettered boxes refer to additional variables that are discussed in the text or included as control variables, but are not part of this study's hypotheses.

Figure 2: Hypotheses of Work-Nonwork Conflict Antecedents



* Lettered boxes refer to hypothesized variables referenced in the text. Unlettered boxes refer to additional variables that are discussed in the text or included as control variables, but are not part of this study's hypotheses.

Appendix 1

Supervisor Survey Items

**Note: Italicized section labels are not included on the actual survey*

This survey was created to assess work-nonwork issues in your work-place, including supervisor support for employee work-nonwork balance. **In this survey, "work" issues are those responsibilities and priorities relating you your job and workplace. "Nonwork" issues are those responsibilities and priorities relating to your personal or family life. Work-nonwork benefits are benefits such as telecommuting, dependent care assistance, and tuition reimbursement designed to help employees manage their work and nonwork roles.**

This survey contains questions regarding demographic information and your views and attitudes regarding work-nonwork issues. This survey will take approximately 20 minutes to complete. **All responses are confidential, and will not be reported at an individual or team level**. Results will be reported only in aggregate. Please answer the following questions using the scales provided.

Section 1 *(Demographics)*
Please fill in or circle the correct response to items 1-5.

1. Survey ID number*: _____
   **Your survey ID number is used to link supervisor and employee responses. Only surveys with correct ID numbers can be used. All responses will be confidential.*
2. How many total years have you been in a supervisory position (in this company or in a previous workplace) with responsibility for at least 3 direct reports?
   _____
3. Gender:
   a. Male
   b. Female
4. Age: _____
5. Race/Ethnicity:
   a. American Indian/Alaskan
   b. Asian
   c. African American
   d. Hispanic or Latino
   e. Nat. Hawaiian/Pacific Island
   f. White
   g. Declined
6. Marital Status/Living with a Partner or Significant Other:
   a. Single
   b. Married/Living with a Significant Other

Section 2 (*Supervisor work-nonwork support instrumentality perceptions)*

As a supervisor, consider the different types of support supervisors may provide for their employees. Looking at the list of support behaviors below, please indicate the extent to which you expect each behavior would result in decreased absenteeism, increased morale, enhanced performance, and/or improved retention for your employees
Please rate each item on a 1-7 scale, where *1 = not at all* and *7 = to a great extent.*

1. Switching schedules (hours, overtime hours, vacation) to accommodate employees' nonwork responsibilities.
   (not at all) 1 2 3 4 5 6 7 *(to a great extent)*
2. Juggling tasks or duties to accommodate employees' nonwork responsibilities.
   (not at all) 1 2 3 4 5 6 7 *(to a great extent)*
3. Explaining available organizational work-life benefits (e.g., telecommuting, dependent care assistance) to employees
   (not at all) 1 2 3 4 5 6 7 *(to a great extent)*
4. Describing the importance of work-nonwork benefits to my team.
   (not at all) 1 2 3 4 5 6 7 *(to a great extent)*
5. Discouraging employees' use of organizational work-nonwork benefits. *(R)*
   (not at all) 1 2 3 4 5 6 7 *(to a great extent)*
6. Taking action to help employees arrange the timing, location, or responsibilities of their work to accommodate their work and nonwork roles.
   (not at all) 1 2 3 4 5 6 7 *(to a great extent)*
7. Listening to employees' problems regarding work and nonwork responsibilities.
   (not at all) 1 2 3 4 5 6 7 *(to a great extent)*
8. Criticizing employee efforts to combine work and nonwork responsibilities. *(R)*
   (not at all) 1 2 3 4 5 6 7 *(to a great extent)*
9. Sharing ideas or advice to help employees balance work and nonwork responsibilities.
   (not at all) 1 2 3 4 5 6 7 *(to a great extent)*
10. Being understanding or sympathetic towards employees' work-nonwork conflict.
    (not at all) 1 2 3 4 5 6 7 *(to a great extent)*
11. Demonstrating that you value an employee's contributions and care about the balance of his or her work and nonwork roles.
    (not at all) 1 2 3 4 5 6 7 *(to a great extent)*

Section 3 (*Supervisor work-nonwork support attitudes)*

Please respond to the following items on a 1-7 scale, where *1 = strongly disagree* and *7 = strongly agree.*

1. Supervisors should support employees' use of work-nonwork programs (e.g., flexible work arrangements, onsite childcare, etc.).
   (strongly disagree) 1 2 3 4 5 6 7 *(strongly agree)*
2. It is important for a supervisor to create a culture supporting work-nonwork balance for employees
   (strongly disagree) 1 2 3 4 5 6 7 *(strongly agree)*
3. Supervisors should help employees balance their work and nonwork responsibilities.
   (strongly disagree) 1 2 3 4 5 6 7 *(strongly agree)*

Section 4 (*Supervisor identity salience)*

Work roles, activities, and responsibilities refer to activities that occur within or are related to one's job or career. These include work tasks and duties, and involve interactions with coworkers and company stakeholders. Nonwork roles, activities, and responsibilities refer to activities that occur within or are related to one's family or personal life. These include interactions with family, friends, and community, and consist of tasks such as volunteering, dependent care, and time with significant others and friends.

1. Consider your work and nonwork roles and responsibilities and select the response which best descries you and your day-to-day priorities:
   a. My nonwork responsibilities (i.e., family, community, etc.) are my top priorities
   b. My priorities are balanced between my nonwork and work responsibilities, but lean a bit more towards my nonwork responsibilities
   c. My priorities are balanced between my nonwork and work responsibilities
   d. My priorities are balanced between my work and nonwork responsibilities, but lean a bit more towards work responsibilities
   e. My work responsibilities are my top priorities

   Please respond to the following items using a 1-7 scale, where *1 = strongly disagree* and *7 = strongly agree*.

2. The major satisfactions in my life come from my work activities.
   (strongly disagree) 1 2 3 4 5 6 7 *(strongly agree)*
3. The most important things that happen to me involve my work.
   (strongly disagree) 1 2 3 4 5 6 7 *(strongly agree)*
4. The major satisfactions in my life come from my nonwork activities. *(R)*
   (strongly disagree) 1 2 3 4 5 6 7 *(strongly agree)*

5. The most important things that happen to me involve my roles in my nonwork/personal life. *(R)*
   (strongly disagree) 1 2 3 4 5 6 7 *(strongly agree)*

Section 5: (*Organizational Work-Nonwork Culture)*

Please indicate the extent to which you agree with each of these statements on a 7 point scale, where *1 = strongly disagree* and *7 = strongly agree*:

1. There is an unwritten rule in my organization that you can't take care of personal/nonwork needs on company time.
   (strongly agree) 1 2 3 4 5 6 7 *(strongly disagree)*
2. In my organization, employees who put their nonwork or personal needs ahead of their jobs are not looked upon favorably.
   (strongly agree) 1 2 3 4 5 6 7 *(strongly disagree)*
3. In my organization, employees have to choose between advancing in their jobs or devoting attention to their nonwork or personal lives.
   (strongly agree) 1 2 3 4 5 6 7 *(strongly disagree)*

Appendix 2

Employee Survey Items:

**Note: Italicized section labels are not included on the actual survey*

This survey was created to assess work-nonwork issues in your work-place, including supervisor support for employee work-nonwork balance. **In this survey, "work" issues are those responsibilities and priorities relating you your job and workplace. "Nonwork" issues are those responsibilities and priorities relating to your personal or family life. Work-nonwork benefits are benefits such as telecommuting, dependent care assistance, and tuition reimbursement designed to help employees manage their work and nonwork roles.**

This survey contains questions regarding demographic information and your views and attitudes regarding work-nonwork issues. This survey will take approximately 20 minutes to complete. **All responses are confidential, and will not be reported at an individual or team level**. Results will be reported only in aggregate. Please answer the following questions using the scales provided.

Section 1: *(Demographics)*
Please fill in or circle the correct response to items 1-5.

1. Survey ID number*: _____
   **Your survey ID number is used to link supervisor and employee responses. Only surveys with correct ID numbers can be used. All responses will be confidential.*
2. Gender:
   a. Male
   b. Female
3. Age: _____
4. Race/Ethnicity:
   a. American Indian/Alaskan
   b. Asian
   c. African American
   d. Hispanic/Latino
   e. Nat. Hawaiian/Pacific Island
   f. White
   g. Declined
5. Marital Status/Living with a Partner or Significant Other:
   a. Single
   b. Married/Living with a Significant Other

Section 2: (*Employee Perceptions of Supervisor Instrumental & Emotional Work-Nonwork Support)*

Using the scale provided (where *1 = never* and *7 = very often*), please rate how often in the past two months your supervisor has done the following:

1. Switched schedules (hours, overtime hours, vacation) to accommodate my nonwork responsibilities
   (never) 1 2 3 4 5 6 7 *(very often)*
2. Juggled tasks or duties to accommodate my nonwork responsibilities
   (never) 1 2 3 4 5 6 7 *(very often)*
3. Explained available organizational work-nonwork benefits (e.g., telecommuting, dependent care assistance).
   (never) 1 2 3 4 5 6 7 *(very often)*
4. Described the importance of work-nonwork benefits to my team.
   (never) 1 2 3 4 5 6 7 *(very often)*
5. Discouraged my use of organizational work-nonwork benefits. *(R)*
   (never) 1 2 3 4 5 6 7 *(very often)*
6. Took action to help me arrange the timing, location, or responsibilities of my work to accommodate my work and nonwork roles
   (never) 1 2 3 4 5 6 7 *(very often)*
7. Listened to my problems regarding my work and nonwork responsibilities.
   (never) 1 2 3 4 5 6 7 *(very often)*
8. Was critical of my efforts to combine my work nonwork responsibilities. *(R)*
   (never) 1 2 3 4 5 6 7 *(very often)*
9. Shared ideas or advice to help me balance my work and nonwork responsibilities.
   (never) 1 2 3 4 5 6 7 *(very often)*
10. Was understanding or sympathetic towards my work-nonwork conflict.
    (never) 1 2 3 4 5 6 7 *(very often)*
11. Demonstrated that he or she values my contributions and cares about the balance of my work and nonwork roles.
    (never) 1 2 3 4 5 6 7 *(very often)*

Section 3: (*Survey of Employee Perceptions of Overall Supervisor Support*)
Please respond to the following questions using a 7- point scale, where *1 = strongly disagree* and *7 = strongly agree*.

1. I feel comfortable bringing up personal/nonwork issues with my supervisor.
   (strongly disagree) 1 2 3 4 5 6 7 *(strongly agree)*
2. My supervisor cares about effects of work on my personal/nonwork life.
   (strongly disagree) 1 2 3 4 5 6 7 *(strongly agree)*
3. My supervisor is fair when responding to employee personal/nonwork needs.
   (strongly disagree) 1 2 3 4 5 6 7 *(strongly agree)*
4. My manager supports my efforts to achieve an appropriate work-nonwork balance.
   (strongly disagree) 1 2 3 4 5 6 7 *(strongly agree)*

Section 4: (*Supervisor and Employee Value Similarity*)
Please respond to the following items using a 7 point scale, where 1 = strongly disagree and 7 = strongly agree.

1. My supervisor and I have similar views regarding work-nonwork issues.
   (strongly disagree) 1 2 3 4 5 6 7 *(strongly agree)*
2. My supervisor and I both value similar levels of work-nonwork balance.
   (strongly disagree) 1 2 3 4 5 6 7 *(strongly agree)*
3. My supervisor and I have similar priorities in terms of our work-nonwork roles.
   (strongly disagree) 1 2 3 4 5 6 7 *(strongly agree)*
4. My supervisor and I have similar concerns about achieving a balance of work and nonwork demands.
   (strongly disagree) 1 2 3 4 5 6 7 *(strongly agree)*

Section 5: (*Work-to-nonwork conflict / Nonwork-to-work conflict*)
Please respond to the following items using a 1-7 scale, where 1 = strongly disagree and 7 = strongly agree.

1. The demands of my work interfere with my home and personal life.
   (strongly disagree) 1 2 3 4 5 6 7 *(strongly agree)*
2. The amount of time my job takes up makes it difficult to fulfill my nonwork responsibilities.
   (strongly disagree) 1 2 3 4 5 6 7 *(strongly agree)*
3. Things I want to do outside of work do not get done because of the demands my job puts on me.
   (strongly disagree) 1 2 3 4 5 6 7 *(strongly agree)*
4. My job produces strain that makes it difficult to fulfill nonwork duties.

(strongly disagree) 1 2 3 4 5 6 7 *(strongly agree)*

5. Due to work-related duties, I have to make changes to my plans for nonwork activities.
   (strongly disagree) 1 2 3 4 5 6 7 *(strongly agree)*
6. The demands of my nonwork responsibilities interfere with work-related activities.
   (strongly disagree) 1 2 3 4 5 6 7 *(strongly agree)*
7. I have to put off doing things at work because of demands on my time outside of work.
   (strongly disagree) 1 2 3 4 5 6 7 *(strongly agree)*
8. Things I want to do at work don't get done because of the demands of my nonwork responsibilities.
   (strongly disagree) 1 2 3 4 5 6 7 *(strongly agree)*
9. My personal life interferes with my responsibilities at work such as getting to work on time, accomplishing daily tasks, and working overtime.
   (strongly disagree) 1 2 3 4 5 6 7 *(strongly agree)*
10. Strain from my nonwork responsibilities interferes with my ability to perform job-related duties.
    (strongly disagree) 1 2 3 4 5 6 7 *(strongly agree)*

Section 6: *(Work Demands/Nonwork Demands & Benefit Use)*

Please answer the following items using a 7-point scale (where *1 = strongly disagree* and *7 = strongly agree*) to indicate the extent to which each item describes an average week for you.

1. The number of hours I am expected to work is reasonable
   (strongly disagree) 1 2 3 4 5 6 7 *(strongly agree)*
2. I have frequent work-related events (i.e., social or networking events) after standard work hours I feel obligated/expected to attend.
   (strongly disagree) 1 2 3 4 5 6 7 *(strongly agree)*
3. I usually have to work very fast to complete my work.
   (strongly disagree) 1 2 3 4 5 6 7 *(strongly agree)*
4. I have little control over the pace of my work demands.
   (strongly disagree) 1 2 3 4 5 6 7 *(strongly agree)*
5. I have little control over the scheduling of my work demands.
   (strongly disagree) 1 2 3 4 5 6 7 *(strongly agree)*
6. Overall, I have a higher level of work demands at my job than most employees.
   (strongly disagree) 1 2 3 4 5 6 7 *(strongly agree)*

7. I have caregiving responsibilities for children, elders, or other dependents which require significant amounts of my time.
   (strongly disagree) 1 2 3 4 5 6 7 *(strongly agree)*
8. I have volunteer work and commitments in my community/religious institution which require significant amounts of my time.
   (strongly disagree) 1 2 3 4 5 6 7 *(strongly agree)*
9. I have a spouse/partner/significant other with whom I spend a significant amount of time.
   (strongly disagree) 1 2 3 4 5 6 7 *(strongly agree)*
10. I have relationships with family and friends which require a significant amount of time.
    (strongly disagree) 1 2 3 4 5 6 7 *(strongly agree)*
11. I am able to spend a significant amount of time pursuing my personal interests.*(R)*
    (strongly disagree) 1 2 3 4 5 6 7 *(strongly agree)*
12. Overall, I have more nonwork responsibilities (such as volunteering, child/elder care, personal interests, etc.) than most employees.
    (strongly disagree) 1 2 3 4 5 6 7 *(strongly agree)*
13. Please write in any nonwork activity that requires a significant amount of your time that is not covered in questions 1-12 above: _____
14. Please indicate your use of each Work-Nonwork Policy listed below using the following response options: (a) not offered and I don't need it, (b) not offered but I could use it, (c) offered but not used, (d) offered, and I use it occasionally, (e) offered, and I use it a moderate amount, (f) offered, and I use it frequently.
    1. Compressed workweeks
    2. Telecommuting
    3. Flex hours
    4. Onsite childcare
    5. Childcare referrals
    6. Eldercare referrals
    7. Employee assistance program
    8. Tuition reimbursement
    9. Fitness Center
    10. If you indicated that a policy above is offered but not used , please explain why _____

Section 7: (*Organizational Work-Nonwork Culture)*

Please indicate the extent to which you agree with each of these statements on a 7 point scale, where *1 = strongly disagree* and *7 = strongly agree*:

1. There is an unwritten rule in my organization that you can't take care of personal/nonwork needs on company time.
   (strongly agree) 1 2 3 4 5 6 7 *(strongly disagree)*
2. In my organization, employees who put their nonwork or personal needs ahead of their jobs are not looked upon favorably.
   (strongly agree) 1 2 3 4 5 6 7 *(strongly disagree)*
3. In my organization, employees have to choose between advancing in their jobs or devoting attention to their nonwork or personal lives.
   (strongly agree) 1 2 3 4 5 6 7 *(strongly disagree)*

Table 1

Sample 1: Industry Employee Race Frequencies

	Frequency	Percent
American Indian/ Alaskan	0	0.0
Asian	7	7.22
African American	4	4.12
Hispanic/Latino	1	1.03
Nat. Hawaiian/ Pacific Islander	1	1.03
White	80	82.47
Declined	4	4.12
Total	97	100.0

Table 2

Sample 1: Industry Employee Marriage Frequencies

	Frequency	Percent
Single	29	29.90
Married/Living with a Significant Other	67	69.07
Declined	1	1.03
Total	97	100.0

Table 3

Sample 1: Industry Supervisor Race Frequencies

	Frequency	Percent
American Indian/ Alaskan	0	0.0
Asian	7	5.19
African American	1	0.74
Hispanic/Latino	1	0.74
Nat. Hawaiian/ Pacific Islander	0	0.0
White	123	91.11
Declined	3	2.22
Total	135	100.0

Table 4

Sample 1: Industry Supervisor Marriage Frequencies

	Frequency	Percent
Single	13	9.63
Married/Living with a Significant Other	121	89.63
Declined	1	0.74
Total	135	100.0

Table 5

Sample 2: University Employee Race Frequencies

	Frequency	Percent
American Indian/ Alaskan	0	0.0
Asian	18	15.25
African American	14	11.86
Hispanic/Latino	3	2.54
Nat. Hawaiian/ Pacific Islander	0	0.0
White	79	66.95
Declined	4	3.39
Total	118	100.0

Table 6

Sample 2: University Employee Marriage Frequencies

	Frequency	Percent
Single	80	67.78
Married/Living with a Significant Other	38	32.20
Declined	0	0
Total	118	100.0

Table 7

Sample 2: University Supervisor Race Frequencies

	Frequency	Percent
American Indian/ Alaskan	0	0.0
Asian	6	7.50
African American	7	8.75
Hispanic/Latino	0	0.0
Nat. Hawaiian/ Pacific Islander	0	0.0
White	60	75.00
Declined	7	8.75
Total	80	100.0

Table 8

Sample 2: University Supervisor Marriage Frequencies

	Frequency	Percent
Single	19	23.75
Married/Living with a Significant Other	61	76.25
Total	80	100.0

Table 9

Supervisor Survey Measures

Scale information	**Sample 1**	**Sample 2**
Work-Nonwork Support Attitudes (3.1-3.3) (1-7 scale)	3.1: Supervisors should support employees' use of work-nonwork programs (e.g., flexible work arrangements, onsite childcare, etc.) 3.2: It is important for a supervisor to create a culture supporting work-nonwork balance for employees 3.3: Supervisors should help employees balance their work and nonwork responsibilities	
	Sample 1	**Sample 2**
Inter-item correlations	.44-.58	.52-.70
Alpha	.7212	.7945
Alpha w/ item deleted	n/a	n/a
SD	.81957	1.10502
Instrumental Support Instrumentality Perceptions (2.1-2.6) (1-7 scale)	2. 1: Switching schedules (hours, overtime hours, vacation) to accommodate employees' nonwork responsibilities 2.2: Juggling tasks or duties to accommodate employees' nonwork responsibilities 2.3: Explaining available organizational work-nonwork benefits (e.g., telecommuting, dependent care assistance) to employees 2.4: Describing the importance of work-nonwork benefits to my team 2.5 Discouraging employees' use of organizational work-nonwork benefits (reverse scored) 2.6 Taking action to help employees arrange the timing, location, or responsibilities of their work to accommodate their work and nonwork roles	
	Sample 1	**Sample 2**
Inter-item correlations	.01-.59	.02-.55
Alpha	.5979	.5553
Alpha w/ 2.5 item deleted	.7170	.7132
Scale Mean	5.2530	5.2338
SD	.85881	.95360

Emotional Support Instrumentality Perceptions (2.7-2.11) (1-7 scale)	2.7: Listening to employees' problems regarding work and nonwork responsibilities 2.8: Criticizing employee efforts to combine work and nonwork responsibilities (reverse scored) 2.9: Sharing ideas or advice to help employees balance work and nonwork responsibilities 2.10: Being understanding or sympathetic towards employees' work-nonwork conflict 2.11: Demonstrating that you value an employee's contributions and care about the balance of his or her work and nonwork roles	
	Sample 1	**Sample 2**
Inter-item correlations	.04-.61	.07-.55
Alpha	.6676	.6367
Alpha w/ 2.8 item deleted	.7939	.7979
Scale Mean	5.8327	5.8760
SD	.82499	.82122
Identity Salience (4.1-4.5) (1-5 scale, used to create 3 categorical variables of nonwork-, dual-, and work-centric identity salience)	4.1: Consider your work and nonwork roles and responsibilities and select the response which best describes you and your day-to-day priorities a. my nonwork responsibilities (i.e., family, community, etc.) are my top priorities b. My priorities are balanced between my nonwork and work responsibilities, but lean a bit more towards my nonwork responsibilities c. My priorities are balanced between my nonwork and work responsibilities d. My priorities are balanced between my work and nonwork responsibilities, but lean a bit more towards work responsibilities e. My work responsibilities are my top priorities 4.2: The major satisfactions in my life come from my work activities 4.3: The most important things that happen to me involve my work 4.4: The major satisfactions in my life come from my nonwork activities (reverse scored) 4.5: The most important things that happen to me involve my roles in my nonwork/personal life (reverse scored)	
	Sample 1	**Sample 2**
Inter-item correlations	.30-.71	.11-.58
Alpha	.7877	.7233
Alpha w/ item deleted	n/a	n/a

Organizational Work-Nonwork Culture (5.1-5.3) (1-7 scale)	5.1: There is an unwritten rule in my organization that you can't take care of personal/nonwork needs on company time 5.2: In my organization, employees who put their nonwork or personal needs ahead of their jobs are not looked upon favorably 5.3: In my organization, employees have to choose between advancing in their jobs or devoting attention to their nonwork or personal lives	
	Sample 1	**Sample 2**
Inter-item correlations	.51-.62	.51-.55
Alpha	.7833	.7693
Alpha w/ item deleted	n/a	n/a
Scale Mean	3.3687	3.7553
SD	1.36229	1.46732

Table 10

Employee Survey Measures

Scale information	**Sample 1**	**Sample 2**
Work Demands (6.1-6.6) (1-7 scale)	6.1: the number of hours I am expected to work is appropriate(reverse scored) 6.2: I have frequent work-related events (i.e., social or networking events) after standard work hours I feel obligated/expected to attend 6.3: I usually have to work very fast to complete my work 6.4: I have little control over the pace of my work demands 6.5: I have little control over the scheduling of my work demands 6.6: Overall, I have a higher level of work demands at my job than most employees	
	Sample 1	**Sample 2**
Inter-item correlations	.12-.77	.02-.48
Alpha	.7830	.5695
Alpha w/ item 6.1 deleted	.7859	.5006
Scale Mean	3.6400	3.5581
SD	1.23929	1.08963
Nonwork Demands (6.7-6.12) (1-7 scale)	6.7: I have caregiving responsibilities for children, elders, or other dependents which require significant amounts of my time 6.8: I have volunteer work and commitments in my community/religious institution which require significant amounts of my time 6.9: I have a spouse/partner/significant other which whom I spend a significant amount of time 6.10: I have relationships with family and friends which require a significant amount of time 6.11: I am able to spend a significant amount of time pursuing my personal interests (reverse scored) 6.12: Overall, I have more nonwork responsibilities (such as volunteering, child/elder care, personal interests, etc.) than most employees	
	Sample 1	**Sample 2**
Inter-item correlations	.01-.59	.02-.45
Alpha	.6378	.4968
Alpha w/ item 6.11 deleted	.6685	.5973
Scale Mean	3.5584	3.5675
SD	1.25392	1.24622

Benefit Use (6.14.1-9) (scored as a-c= 0, d =1, e=2, f = 3)	15. Please indicate your use of each Work-Nonwork Policy listed below using the following response options: (a) not offered and I don't need it, (b) not offered but I could use it, (c) offered but not used, (d) offered, and I use it occasionally, (e) offered, and I use it a moderate amount, (f) offered, and I use it frequently. 1. Compressed workweeks 2. Telecommuting 3. Flex hours 4. Onsite childcare 5. Childcare referrals 6. Eldercare referrals 7. Employee assistance program 8. Tuition reimbursement 9. Fitness Center	
	Sample 1	**Sample 2**
Inter-item correlations	.01-.44	.01-.99
Alpha	.3763	.5212
Alpha w/ item deleted	n/a	n/a
Scale Mean	.5866	.3743
SD	.33072	.36339
Organizational Culture (7.1-7.3) (1-7 scale)	7.1: There is an unwritten rule in my organization that you can't take care of personal/nonwork needs on company time. 7.2: In my organization, employees who put their nonwork or personal needs ahead of their jobs are not looked upon favorably. 7.3: In my organization, employees have to choose between advancing in their jobs or devoting attention to their nonwork or personal lives	
	Sample 1	**Sample 2**
Inter-item correlations	.50-.64	.32-.53
Alpha	.8121	.6907
Alpha w/ item deleted	n/a	n/a
Scale Mean	3.5386	3.9080
SD	1.50265	1.50400

Supervisor/Employee Value Similarity (4.1-4.4) (1-7 scale)	4.1: My supervisor and I have similar views regarding work-nonwork issues. 4.2: My supervisor and I both value similar levels of work-nonwork balance. 4.3: My supervisor and I have similar priorities in terms of our work-nonwork roles. 4.4: My supervisor and I have similar concerns about achieving a balance of work and nonwork demands.	
	Sample 1	**Sample 2**
Inter-item correlations	.72-.83	.68-.81
Alpha	.9400	.9270
Alpha w/ item deleted	n/a	n/a
Scale Mean	4.4447	4.9110
SD	1.50097	1.56057
Employee Perceptions of Overall Supervisor Support (3.1-3.4) (1-7 scale)	3.1: I feel comfortable bringing up personal/nonwork issues with my supervisor. 3.2: My supervisor cares about effects of work on my personal/nonwork life. 3.3: My supervisor is fair when responding to employee personal/nonwork needs. 3.4: My manager supports my efforts to achieve an appropriate work-nonwork balance.	
Scale information	**Sample 1**	**Sample 2**
Inter-item correlations	.63-.91	.76-.86
Alpha	.9308	.9436
Alpha w/ item deleted	n/a	n/a
Scale Mean	5.2500	5.3623
SD	1.55356	1.63711

Employee Perceptions of Supervisor Instrumental Work-Nonwork Support (2.1-2.6) (1-7 scale)	2.1: Switched schedules (hours, overtime hours, vacation) to accommodate my nonwork responsibilities 2.2: Juggled tasks or duties to accommodate my nonwork responsibilities 2.3: Explained available organizational work-nonwork benefits (e.g., telecommuting, dependent care assistance). 2.4: Described the importance of work-nonwork benefits to my team 2.5: Discouraged my use of organizational work-nonwork benefits. *(reverse scored)* 2.6: Took action to help me arrange the timing, location, or responsibilities of my work to accommodate my work and nonwork roles	
	Sample 1	**Sample 2**
Inter-item correlations	.09-.67	.05-.75
Alpha	.6701	.7470
Alpha w/ item 2.5 deleted	.7581	.8353
Scale Mean	3.1382	3.8568
SD	1.34680	1.53215
Employee Perceptions of Supervisor Emotional Work-Nonwork Support (2.7-2.11) (1-7 scale)	2.7: Listened to my problems regarding my work and nonwork responsibilities. 2.8: Was critical of my efforts to combine my work nonwork responsibilities. *(Reverse scored)* 2.9: Shared ideas or advice to help me balance my work and nonwork responsibilities. 2.10: Was understanding or sympathetic towards my work-nonwork conflict. 2.11: Demonstrated that he or she values my contributions and cares about the balance of my work and nonwork roles.	
	Sample 1	**Sample 2**
Inter-item correlations	.31-75	.09-.79
Alpha	.6346	.6515
Alpha w/ item 2.8 deleted	.8821	.8713
Scale Mean	4.3202	4.7373
SD	1.60269	1.61915

Work to Nonwork Conflict (5.1-5.5) (1-7 scale)	5.1: The demands of my work interfere with my home and personal life. 5.2: The amount of time my job takes up makes it difficult to fulfill my nonwork responsibilities. 5.3: Things I want to do outside of work do not get done because of the demands my job puts on me. 5.4: My job produces strain that makes it difficult to fulfill nonwork duties. 5.5: Due to work-related duties, I have to make changes to my plans for nonwork activities	
	Sample 1	**Sample 2**
Inter-item correlations	.72-.92	.70-.83
Alpha	.9554	.9384
Alpha w/ item deleted	n/a	n/a
Scale Mean	3.7895	3.4171
SD	1.66832	1.63382
Nonwork to Work Conflict (5.6-5.10) (1-7 scale)	5.6: The demands of my nonwork responsibilities interfere with work-related activities. 5.7: I have to put off doing things at work because of demands on my time outside of work. 5.8: Things I want to do at work don't get done because of the demands of my nonwork responsibilities. 5.9: My personal life interferes with my responsibilities at work such as getting to work on time, accomplishing daily tasks, and working overtime. 5.10: Strain from my nonwork responsibilities interferes with my ability to perform job-related duties.	
	Sample 1	**Sample 2**
Inter-item correlations	.31-.66	.47-.77
Alpha	.8050	.8824
Alpha w/ item deleted	n/a	n/a
Scale Mean	2.0347	2.5803
SD	.89784	1.33657

Table 11

Sample 1 & Sample 2 Organization Work-Nonwork Culture Analysis

Org. Culture	Sample	N	Mean	Std. Dev.	df	Mean Square	F	Sig.	Partial Eta Squared
Supervisor Org Culture					1	7.386	4.755	.054(*)	.0177
	Sample 1	132	3.369	1.362					
	Sample 2	79	3.756	1.467					
Employee Org Culture					1	7.129	3.154	.077(*)	.0149
	Sample 1	95	3.539	1.503					
	Sample 2	116	3.908	1.504					

**The mean difference is significant at the .01 level
*The mean difference is significant at the .05 level
(*)The mean difference is significant at the .10 level

Table 12

Study Means and Standard Deviations for H1a – H4b and Supplemental Employee Analyses

Sample 1	**Mean**	**Std. Deviation**	**N**
ee work demands	3.6400	1.23929	95
ee nonwork demands	3.5584	1.25392	95
ee benefit use	.5866	.33072	95
ee overall SWNS	5.2500	1.55356	95
ee work to nw conflict	3.7895	1.66832	95
ee nw to work conflict	2.0347	.89784	95
ee/sup value similarity	4.4447	1.50097	95
ee org work-nonwork culture	3.5386	1.50265	96
Sample 2	**Mean**	**Std. Deviation**	**N**
ee work demands	3.5581	1.08963	117
ee nonwork demands	3.5675	1.24622	117
ee benefit use	.3743	.36339	117
ee overall SWNS	5.3623	1.63711	118
ee work to non conflict	3.4171	1.63382	117
ee nw to work conflict	2.5803	1.33657	117
ee/sup value similarity	4.9110	1.56057	118
ee org work-nonwork culture	3.9080	1.50400	116
Combined samples	**Mean**	**Std. Deviation**	**N**
ee work demands	3.5948	1.15698	212
ee nonwork demands	3.5634	1.24672	212
ee benefit use	.4694	.36404	212
ee overall SWNS	5.3122	1.59763	213
ee work to nw conflict	3.5840	1.65587	212
ee nw to work conflict	2.3358	1.18962	212
ee/sup value similarity	4.7031	1.54821	213
ee org work-nonwork culture	3.7417	1.51108	211

Abbreviations:
Ee = employee
Sup = supervisor
SWNS = supervisor work-nonwork support
Nw = nonwork
Org = organizational

Table 13

Sample 1 Correlation Analyses for H1a-H4b and Supplemental Employee Analyses

Sample 1		ee work demands	ee nonwork demands	ee benefit use	ee overall SWSN	ee work to nw conflict	ee nw to work conflict	ee/sup value similarity	ee org work nw culture
ee work demands	Pearson Correlation	1	.195*	-.041	-.068	.550**	.146(*)	-.199*	.359**
	Sig. (1-tailed)	.	.029	.348	.256	.000	.079	.027	.000
	N	95	95	95	95	95	95	95	95
ee nonwork demands	Pearson Correlation	.195*	1	.259**	.034	.379**	.200*	-.030	.290**
	Sig. (1-tailed)	.029	.	.006	.372	.000	.026	.388	.002
	N	95	95	95	95	95	95	95	95
ee benefit use	Pearson Correlation	-.041	.259**	1	.033	.099	.074	.048	-.088
	Sig. (1-tailed)	.348	.006	.	.377	.170	.239	.321	.199
	N	95	95	95	95	95	95	95	95
ee overall SWNS	Pearson Correlation	-.068	.034	.033	1	-.155(*)	-.056	.717**	-.191*
	Sig. (1-tailed)	.256	.372	.377	.	.067	.295	.000	.032
	N	95	95	95	95	95	95	95	95
ee work to nw conflict	Pearson Correlation	.550**	.379**	.099	-.155	1	.308**	-.162(*)	.531**
	Sig. (1-tailed)	.000	.000	.170	.067	.	.001	.059	.000
	N	95	95	95	95	95	95	95	95
ee nw to work conflict	Pearson Correlation	.146(*)	.200*	.074	-.056	.308**	1	-.011	.226*
	Sig. (1-tailed)	.079	.026	.239	.295	.001	.	.459	.014
	N	95	95	95	95	95	95	95	95
ee/sup value similarity	Pearson Correlation	-.199*	-.030	.048	.717**	-.162(*)	-.011	1	-.307**
	Sig. (1-tailed)	.027	.388	.321	.000	.059	.459	.	.001
	N	95	95	95	95	95	95	95	95
ee org work-nonwork culture	Pearson Correlation	.359**	.290**	-.088	-.191*	.531**	.226*	-.307**	1
	Sig. (1-tailed)	.000	.002	.199	.032	.000	.014	.001	.
	N	95	95	95	95	95	95	95	95

**The correlation is significant at the .01 level
*The correlation is significant at the .05 level
(*)The correlation is significant at the .10 level

Abbreviations:
Ee = employee
Sup = supervisor
SWNS = supervisor work-nonwork support
Nw = nonwork
Org = organizational

Table 14

Sample 2 Correlation Analyses for H1a-H4b and Supplemental Employee Analyses

Sample 2		ee work demands	ee nonwork demands	ee benefit use	ee overall SWSN	ee work to nw conflict	ee nw to work conflict	ee/sup value similarity	ee org work nw culture
ee work demands	Pearson Correlation	1	.165*	-.006	-.023	.453**	.303**	-.016	.237**
	Sig. (1-tailed)	.	.038	.475	.402	.000	.000	.434	.005
	N	117	117	117	117	117	117	117	116
ee nonwork demands	Pearson Correlation	.165*	1	.256**	.061	.022	.193*	.116	-.050
	Sig. (1-tailed)	.038	.	.003	.258	.406	.019	.106	.297
	N	117	117	117	117	117	117	117	116
ee benefit use	Pearson Correlation	-.006	.256**	1	.153*	-.118	-.016	.187*	-.064
	Sig. (1-tailed)	.475	.003	.	.050	.102	.431	.022	.247
	N	117	117	117	117	117	117	117	116
ee overall SWNS	Pearson Correlation	-.023	.061	.153*	1	-.256**	-.102	.714**	-.246**
	Sig. (1-tailed)	.402	.258	.050	.	.003	.137	.000	.004
	N	117	117	117	118	117	117	118	116
ee work to nw conflict	Pearson Correlation	.453**	.022	-.118	-.256**	1	.506**	-.099	.328**
	Sig. (1-tailed)	.000	.406	.102	.003	.	.000	.145	.000
	N	117	117	117	117	117	117	117	116
ee nw to work conflict	Pearson Correlation	.303**	.193*	-.016	-.102	.506**	1	-.018	.067
	Sig. (1-tailed)	.000	.019	.431	.137	.000	.	.425	.237
	N	117	117	117	117	117	117	117	116
ee/sup value similarity	Pearson Correlation	-.016	.116	.187*	.714**	-.099	-.018	1	-.121(*)
	Sig. (1-tailed)	.434	.106	.022	.000	.145	.425	.	.098
	N	117	117	117	118	117	117	118	116
ee org work-nonwork culture	Pearson Correlation	.237**	-.050	-.064	-.246**	.328**	.067	-.121(*)	1
	Sig. (1-tailed)	.005	.297	.247	.004	.000	.237	.098	.
	N	116	116	116	116	116	116	116	116

**The correlation is significant at the .01 level
*The correlation is significant at the .05 level
(*)The correlation is significant at the .10 level

Abbreviations:
Ee = employee
Sup = supervisor
SWNS = supervisor work-nonwork support
Nw = nonwork
Org = organizational

Table 15

Combined Samples Correlation Analyses for H1a-H4b and Supplemental Employee Analyses

Combined		ee work demands	ee nonwork demands	ee benefit use	ee overall SWSN	ee work to nw conflict	ee nw to work conflict	ee/sup value similarity	ee org work nw culture
ee work demands	Pearson Correlation	1	.179**	-.010	-.045	.500**	.221**	-.105(*)	.288**
	Sig. (1-tailed)	.	.005	.440	.258	.000	.001	.063	.000
	N	212	212	212	212	212	212	212	211
ee nonwork demands	Pearson Correlation	.179**	1	.245**	.049	.183**	.187**	.052	.103(*)
	Sig. (1-tailed)	.005	.	.000	.238	.004	.003	.226	.068
	N	212	212	212	212	212	212	212	211
ee benefit use	Pearson Correlation	-.010	.245**	1	.090(*)	.009	-.054	.080	-.105(*)
	Sig. (1-tailed)	.440	.000	.	.097	.450	.218	.122	.063
	N	212	212	212	212	212	212	212	211
ee overall SWNS	Pearson Correlation	-.045	.049	.090(*)	1	-.214**	-.075	.712**	-.216**
	Sig. (1-tailed)	.258	.238	.097	.	.001	.137	.000	.001
	N	212	212	212	213	212	212	213	211
ee work to nw conflict	Pearson Correlation	.500**	.183**	.009	-.214**	1	.387**	-.141*	.400**
	Sig. (1-tailed)	.000	.004	.450	.001	.	.000	.020	.000
	N	212	212	212	212	212	212	212	211
ee nw to work conflict	Pearson Correlation	.221**	.187**	-.054	-.075	.387**	1	.019	.145*
	Sig. (1-tailed)	.001	.003	.218	.137	.000	.	.393	.018
	N	212	212	212	212	212	212	212	211
ee/sup value similarity	Pearson Correlation	-.105(*)	.052	.080	.712**	-.141*	.019	1	-.182**
	Sig. (1-tailed)	.063	.226	.122	.000	.020	.393	.	.004
	N	212	212	212	213	212	212	213	211
ee org work-nonwork culture	Pearson Correlation	.288**	.103(*)	-.105(*)	-.216**	.400**	.145*	-.182**	1
	Sig. (1-tailed)	.000	.068	.063	.001	.000	.018	.004	.
	N	211	211	211	211	211	211	211	211

**The correlation is significant at the .01 level
*The correlation is significant at the .05 level
(*)The correlation is significant at the .10 level

Abbreviations:
Ee = employee
Sup = supervisor
SWNS = supervisor work-nonwork support
Nw = nonwork
Org = organizational

Table 16

H1a and H1b: Work Demand Item Means and Standard Deviations

Sample 1	**Mean**	**Std. Deviation**	**N**
6.1	4.95	1.659	95
6.2	2.96	1.701	95
6.3	3.74	1.531	95
6.4	3.89	1.823	94
6.5	4.02	1.762	95
6.6	3.60	1.646	95
ee work to nw conflict	3.7895	1.66832	95
ee nw to work conflict	2.0347	.89784	95
Sample 2	**Mean**	**Std. Deviation**	**N**
6.1	5.57	1.599	117
6.2	2.98	1.920	116
6.3	3.84	1.727	117
6.4	3.53	1.883	117
6.5	3.50	1.765	117
6.6	3.95	2.034	117
ee work to nw conflict	3.4171	1.63382	117
ee nw to work conflict	2.5803	1.33657	117
Combined Sample	**Mean**	**Std. Deviation**	**N**
6.1	5.29	1.652	212
6.2	2.97	1.820	211
6.3	3.79	1.639	212
6.4	3.69	1.861	211
6.5	3.74	1.778	212
6.6	3.79	1.874	212
ee work to nw conflict	3.5840	1.65587	212
ee nw to work conflict	2.3358	1.18962	212

Work Demands Item Key:

6.1: the number of hours I am expected to work is reasonable (reverse scored)
6.2: I have frequent work-related events (i.e., social or networking events) after standard work hours I feel obligated/expected to attend
6.3: I usually have to work very fast to complete my work
6.4: I have little control over the pace of my work demands
6.5: I have little control over the scheduling of my work demands
6.6: Overall, I have a higher level of work demands at my job than most employees

Table 17

H1a and H1b: Sample 1 Work Demand Item Exploratory Correlations

		6.1	6.2	6.3	6.4	6.5	6.6	ee work to nw conflict	ee nw to work conflict
6.1	Pearson Correlation	1	-.118	-.307**	-.349**	-.283**	-.312**	-.597**	-.126
	Sig. (1-tailed)	.	.128	.001	.000	.003	.001	.000	.112
	N	95	95	95	94	95	95	95	95
6.2	Pearson Correlation	-.118	1	.372**	.262**	.227*	.237*	.253**	.181*
	Sig. (1-tailed)	.128	.	.000	.005	.013	.010	.007	.039
	N	95	95	95	94	95	95	95	95
6.3	Pearson Correlation	-.307**	.372**	1	.484**	.432**	.494**	.459**	.214*
	Sig. (1-tailed)	.001	.000	.	.000	.000	.000	.000	.019
	N	95	95	95	94	95	95	95	95
6.4	Pearson Correlation	-.349**	.262**	.484**	1	.770**	.418**	.430**	.050
	Sig. (1-tailed)	.000	.005	.000	.	.000	.000	.000	.317
	N	94	94	94	94	94	94	94	94
6.5	Pearson Correlation	-.283**	.227*	.432**	.770**	1	.505**	.431**	.057
	Sig. (1-tailed)	.003	.013	.000	.000	.	.000	.000	.290
	N	95	95	95	94	95	95	95	95
6.6	Pearson Correlation	-.312**	.237*	.494**	.418**	.505**	1	.447**	.048
	Sig. (1-tailed)	.001	.010	.000	.000	.000	.	.000	.321
	N	95	95	95	94	95	95	95	95
ee work to nw conflict	Pearson Correlation	-.597**	.253**	.459**	.430**	.431**	.447**	1	.308**
	Sig. (1-tailed)	.000	.007	.000	.000	.000	.000	.	.001
	N	95	95	95	94	95	95	95	95
ee nw to work conflict	Pearson Correlation	-.126	.181*	.214*	.050	.057	.048	.308**	1
	Sig. (1-tailed)	.112	.039	.019	.317	.290	.321	.001	.
	N	95	95	95	94	95	95	95	95

**The correlation is significant at the .01 level
*The correlation is significant at the .05 level
(*)The correlation is significant at the .10 level

Work Demands Item Key:
6.1: the number of hours I am expected to work is reasonable (reverse scored)
6.2: I have frequent work-related events (i.e., social or networking events) after standard work hours I feel obligated/expected to attend
6.3: I usually have to work very fast to complete my work
6.4: I have little control over the pace of my work demands
6.5: I have little control over the scheduling of my work demands
6.6: Overall, I have a higher level of work demands at my job than most employees

Table 18

H1a and H1b: Sample 2 Work Demand Item Exploratory Correlations

		6.1	6.2	6.3	6.4	6.5	6.6	ee work to nw conflict	ee nw to work conflict
6.1	Pearson Correlation	1	-.096	-.281**	-.199*	-.247**	-.283**	-.532**	-.211*
	Sig. (1-tailed)	.	.153	.001	.016	.004	.001	.000	.011
	N	117	116	117	117	117	117	117	117
6.2	Pearson Correlation	-.096	1	.018	-.133(*)	.036	.191*	.095	.191*
	Sig. (1-tailed)	.153	.	.425	.078	.350	.020	.155	.020
	N	116	116	116	116	116	116	116	116
6.3	Pearson Correlation	-.281**	.018	1	.143(*)	.186*	.479**	.362**	.106
	Sig. (1-tailed)	.001	.425	.	.062	.023	.000	.000	.127
	N	117	116	117	117	117	117	117	117
6.4	Pearson Correlation	-.199*	-.133(*)	.143(*)	1	.495**	.133	.213*	.226**
	Sig. (1-tailed)	.016	.078	.062	.	.000	.076	.010	.007
	N	117	116	117	117	117	117	117	117
6.5	Pearson Correlation	-.247**	.036	.186*	.495**	1	.192*	.151(*)	.133(*)
	Sig. (1-tailed)	.004	.350	.023	.000	.	.019	.052	.077
	N	117	116	117	117	117	117	117	117
6.6	Pearson Correlation	-.283**	.191*	.479**	.133(*)	.192*	1	.483**	.215*
	Sig. (1-tailed)	.001	.020	.000	.076	.019	.	.000	.010
	N	117	116	117	117	117	117	117	117
ee work to nw conflict	Pearson Correlation	-.532**	.095	.362**	.213*	.151(*)	.483**	1	.506**
	Sig. (1-tailed)	.000	.155	.000	.010	.052	.000	.	.000
	N	117	116	117	117	117	117	117	117
ee nw to work conflict	Pearson Correlation	-.211*	.191*	.106	.226**	.133(*)	.215*	.506**	1
	Sig. (1-tailed)	.011	.020	.127	.007	.077	.010	.000	.
	N	117	116	117	117	117	117	117	117

**The correlation is significant at the .01 level
*The correlation is significant at the .05 level
(*)The correlation is significant at the .10 level

Work Demands Item Key:
6.1: the number of hours I am expected to work is reasonable (reverse scored)
6.2: I have frequent work-related events (i.e., social or networking events) after standard work hours I feel obligated/expected to attend
6.3: I usually have to work very fast to complete my work
6.4: I have little control over the pace of my work demands
6.5: I have little control over the scheduling of my work demands
6.6: Overall, I have a higher level of work demands at my job than most employees

Table 19

H1a and H1b: Combined Work Demand Item Exploratory Correlations

		6.1	6.2	6.3	6.4	6.5	6.6	ee work to nw conflict	ee nw to work conflict
6.1	Pearson Correlation	1	-.102(*)	-.280**	-.278**	-.283**	-.268**	-.570**	-.126*
	Sig. (1-tailed)	.	.070	.000	.000	.000	.000	.000	.034
	N	212	211	212	211	212	212	212	212
6.2	Pearson Correlation	-.102(*)	1	.157*	.029	.114*	.207**	.160**	.183**
	Sig. (1-tailed)	.070	.	.011	.338	.049	.001	.010	.004
	N	211	211	211	210	211	211	211	211
6.3	Pearson Correlation	-.280**	.157*	1	.278**	.280**	.484**	.396**	.143*
	Sig. (1-tailed)	.000	.011	.	.000	.000	.000	.000	.019
	N	212	211	212	211	212	212	212	212
6.4	Pearson Correlation	-.278**	.029	.278**	1	.619**	.231**	.317**	.136*
	Sig. (1-tailed)	.000	.338	.000	.	.000	.000	.000	.025
	N	211	210	211	211	211	211	211	211
6.5	Pearson Correlation	-.283**	.114*	.280**	.619**	1	.296**	.289**	.067
	Sig. (1-tailed)	.000	.049	.000	.000	.	.000	.000	.165
	N	212	211	212	211	212	212	212	212
6.6	Pearson Correlation	-.268**	.207**	.484**	.231**	.296**	1	.450**	.179**
	Sig. (1-tailed)	.000	.001	.000	.000	.000	.	.000	.004
	N	212	211	212	211	212	212	212	212
ee work to nw conflict	Pearson Correlation	-.570**	.160**	.396**	.317**	.289**	.450**	1	.387**
	Sig. (1-tailed)	.000	.010	.000	.000	.000	.000	.	.000
	N	212	211	212	211	212	212	212	212
ee nw to work conflict	Pearson Correlation	-.126*	.183**	.143*	.136*	.067	.179**	.387**	1
	Sig. (1-tailed)	.034	.004	.019	.025	.165	.004	.000	.
	N	212	211	212	211	212	212	212	212

**The correlation is significant at the .01 level
*The correlation is significant at the .05 level
(*)The correlation is significant at the .10 level

Work Demands Item Key:
6.1: the number of hours I am expected to work is appropriate (reverse scored)
6.2: I have frequent work-related events (i.e., social or networking events) after standard work hours I feel obligated/expected to attend
6.3: I usually have to work very fast to complete my work
6.4: I have little control over the pace of my work demands
6.5: I have little control over the scheduling of my work demands
6.6: Overall, I have a higher level of work demands at my job than most employees

Table 20

H3a and H3b: Work-Nonwork Benefit Means and Standard Deviations

Sample 1	Mean	Std. Deviation	N
ee work to nw conflict	3.790	1.668	95
ee nw to work conflict	2.035	.898	95
6.14.1	.27	.610	93
6.14.2	.55	.755	95
6.14.3	1.83	1.745	94
6.14.4	.17	.679	95
6.14.5	.02	.146	93
6.14.6	.00	.000	93
6.14.7	.26	.630	91
6.14.8	.18	.483	95
6.14.9	.42	.793	95
Sample 2	**Mean**	**Std. Deviation**	**N**
ee work to nw conflict	3.417	1.634	117
ee nw to work conflict	2.580	1.337	117
6.14.1	.46	.914	114
6.14.2	.48	.952	117
6.14.3	1.19	1.210	117
6.14.4	.03	.294	115
6.14.5	.03	.206	117
6.14.6	.03	.207	116
6.14.7	.15	.498	116
6.14.8	.76	1.184	116
6.14.9	.22	.661	116
Combined Sample	**Mean**	**Std. Deviation**	**N**
ee work to nw conflict	3.584	1.656	212
ee nw to work conflict	2.336	1.190	212
6.14.1	.38	.796	207
6.14.2	.51	.868	212
6.14.3	1.47	1.503	211
6.14.4	.10	.509	210
6.14.5	.02	.181	210
6.14.6	.01	.154	209
6.14.7	.20	.561	207
6.14.8	.50	.978	211
6.14.9	.31	.728	211

Survey Item Key:
6.14.1 Compressed workweeks
6.14.2 Telecommuting
6.14.3 Flex hours
6.14.4 Onsite childcare
6.14.5 Childcare referrals
6.14.6 Eldercare referrals
6.14.7 Employee assistance program
6.14.8 Tuition reimbursement
6.14.9 Fitness Center

Table 21

H3a and H3b: Sample 1 Work-Nonwork Benefit Correlations

		6.14.1	6.14.2	6.14.3	6.14.4	6.14.5	6.14.6	6.14.7	6.14.8	6.14.9
ee work to nw conflict	Pearson Correlation	-.131	.082	.171*	.163	-.079	.(a)	-.166(*)	.121	-.173*
	Sig. (1-tailed)	.106	.214	.050	.057	.225	.	.058	.121	.046
	N	93	95	94	95	93	93	91	95	95
ee nw to work conflict	Pearson Correlation	.031	-.113	.184*	.015	-.088	.(a)	-.031	.017	-.098
	Sig. (1-tailed)	.383	.137	.038	.444	.202	.	.385	.434	.171
	N	93	95	94	95	93	93	91	95	95

a. no use reported

**The correlation is significant at the .01 level
*The correlation is significant at the .05 level
(*)The correlation is significant at the .10 level

Survey Item Key:
6.14.1 Compressed workweeks
6.14.2 Telecommuting
6.14.3 Flex hours
6.14.4 Onsite childcare
6.14.5 Childcare referrals
6.14.6 Eldercare referrals
6.14.7 Employee assistance program
6.14.8 Tuition reimbursement
6.14.9 Fitness Center

Table 22

H3a and H3b: Sample 2 Work-Nonwork Benefit Correlations

		6.14.1	6.14.2	6.14.3	6.14.4	6.14.5	6.14.6	6.14.7	6.14.8	6.14.9
ee work to nw conflict	Pearson Correlation	.086	-.051	-.107	.009	.014	.014	-.137(*)	-.110	-.128(*)
	Sig. (1-tailed)	.182	.293	.125	.462	.440	.439	.071	.120	.085
	N	114	117	117	115	117	116	116	116	116
ee nw to work conflict	Pearson Correlation	-.043	-.136(*)	.055	.100	.108	.108	.001	-.013	-.018
	Sig. (1-tailed)	.326	.072	.280	.143	.123	.123	.497	.446	.426
	N	114	117	117	115	117	116	116	116	116

**The correlation is significant at the .01 level
*The correlation is significant at the .05 level
(*)The correlation is significant at the .10 level

Survey Item Key:
6.14.1 Compressed workweeks
6.14.2 Telecommuting
6.14.3 Flex hours
6.14.4 Onsite childcare
6.14.5 Childcare referrals
6.14.6 Eldercare referrals
6.14.7 Employee assistance program
6.14.8 Tuition reimbursement
6.14.9 Fitness Center

Table 23

H3a and H3b: Combined Sample Work-Nonwork Benefit Correlations

		6.14.1	6.14.2	6.14.3	6.14.4	6.14.5	6.14.6	6.14.7	6.14.8	6.14.9
ee work to nw conflict	Pearson Correlation	-.005	.006	.064	.116*	-.020	.001	-.141*	-.077	-.132*
	Sig. (1-tailed)	.470	.463	.179	.047	.384	.492	.021	.133	.027
	N	207	212	211	210	210	209	207	211	211
ee nw to work conflict	Pearson Correlation	.006	-.134*	.051	.012	.055	.109(*)	-.035	.062	-.077
	Sig. (1-tailed)	.465	.025	.232	.430	.212	.058	.307	.187	.134
	N	207	212	211	210	210	209	207	211	211

**The correlation is significant at the .01 level
*The correlation is significant at the .05 level
(*)The correlation is significant at the .10 level

Survey Item Key:

6.14.1 Compressed workweeks
6.14.2 Telecommuting
6.14.3 Flex hours
6.14.4 Onsite childcare
6.14.5 Childcare referrals
6.14.6 Eldercare referrals
6.14.7 Employee assistance program
6.14.8 Tuition reimbursement
6.14.9 Fitness Center

Table 24

Sample 1, Sample 2, and Combined Sample Supervisor Variable Means

Sample 1	**Mean**	**Std. Deviation**	**N**
sup attitudes	5.9950	.81957	133
sup instru support perceptions	5.2530	.85881	134
sup emo support perceptions	5.8327	.82499	133
sup org work nonwork culture	3.3687	1.36229	132
ee instru SWNS	3.1382	1.34680	95
ee emo SWNS	4.3202	1.60269	95
ee overall SWNS	5.2500	1.55356	95
Sample 2	**Mean**	**Std. Deviation**	**N**
sup attitudes	5.6042	1.10502	80
sup instrumental support perceptions	5.2338	.95360	80
sup emo support perceptions	5.8760	.82122	80
sup org work nonwork culture	3.7553	1.46732	79
ee instru SWNS	3.8568	1.53215	118
ee emo SWNS	4.7373	1.61915	118
ee overall SWNS	5.3623	1.63711	118
Combined Sample	**Mean**	**Std. Deviation**	**N**
sup attitudes	5.8482	.95354	213
sup instrumental support perceptions	5.2458	.89325	214
sup emo support perceptions	5.8490	.82190	213
sup org work nonwork culture	3.5134	1.41157	211
ee instru SWNS	3.5363	1.49264	213
ee emo SWNS	4.5513	1.62140	213
ee overall SWNS	5.3122	1.59763	213

Abbreviations:
Ee = employee
Sup = supervisor
Instru = instrumental
Emo = emotional
SWSN = supervisor work-nonwork support
Org = organizational

Table 25

Sample 1 Supervisor Variable Correlation Analyses

		sup attitudes	sup instrumental support perceptions	sup emo support perceptions	sup org work nw culture	ee instru SWNS	ee emo SWNS	ee overall SWNS
sup attitudes	Pearson Correlation	1	.488**	.405**	-.103	.046	.117	.058
	Sig. (1-tailed)	.	.000	.000	.120	.356	.171	.320
	N	133	133	133	132	68	68	68
sup instrumental support perceptions	Pearson Correlation	.488**	1	.436**	-.060	-.118	-.142	-.231*
	Sig. (1-tailed)	.000	.	.000	.246	.167	.123	.028
	N	133	134	133	132	69	69	69
sup emo support perceptions	Pearson Correlation	.405**	.436**	1	-.182*	.116	.011	-.018
	Sig. (1-tailed)	.000	.000	.	.019	.174	.466	.442
	N	133	133	133	132	68	68	68
sup org work nonwork culture	Pearson Correlation	-.103	-.060	-.182*	1	-.126	-.143	.061
	Sig. (1-tailed)	.120	.246	.019	.	.153	.122	.312
	N	132	132	132	132	68	68	68
ee instru SWNS	Pearson Correlation	.046	-.118	.116	-.126	1	.610**	.423**
	Sig. (1-tailed)	.356	.167	.174	.153	.	.000	.000
	N	68	69	68	68	95	95	95
ee emo SWNS	Pearson Correlation	.117	-.142	.011	-.143	.610**	1	.560**
	Sig. (1-tailed)	.171	.123	.466	.122	.000	.	.000
	N	68	69	68	68	95	95	95
ee overall SWNS	Pearson Correlation	.058	-.231*	-.018	.061	.423**	.560**	1
	Sig. (1-tailed)	.320	.028	.442	.312	.000	.000	.
	N	68	69	68	68	95	95	95

**The correlation is significant at the .01 level
*The correlation is significant at the .05 level
(*)The correlation is significant at the .10 level

Abbreviations:
Ee = employee
Sup = supervisor
Instru = instrumental
Emo = emotional
SWSN = supervisor work-nonwork support
Org = organizational

Table 26

Sample 2 Supervisor Variable Correlation Analyses

		sup attitudes	sup instrumental support perceptions	sup emo support perceptions	sup org work nw culture	ee instru SWNS	ee emo SWNS	ee overall SWNS
sup attitudes	Pearson Correlation	1	.434**	.381**	-.220*	.168(*)	.264**	.241*
	Sig. (1-tailed)	.	.000	.000	.026	.069	.009	.016
	N	80	80	80	79	80	80	80
sup instrumental support perceptions	Pearson Correlation	.434**	1	.600**	-.226*	.227*	.131	.143
	Sig. (1-tailed)	.000	.	.000	.023	.022	.123	.103
	N	80	80	80	79	80	80	80
sup emo support perceptions	Pearson Correlation	.381**	.600**	1	-.139	.214*	.252*	.292**
	Sig. (1-tailed)	.000	.000	.	.112	.028	.012	.004
	N	80	80	80	79	80	80	80
sup org work nonwork culture	Pearson Correlation	-.220*	-.226*	-.139	1	.077	-.080	-.234*
	Sig. (1-tailed)	.026	.023	.112	.	.250	.240	.019
	N	79	79	79	79	79	79	79
ee instru SWNS	Pearson Correlation	.168(*)	.227*	.214*	.077	1	.763**	.491**
	Sig. (1-tailed)	.069	.022	.028	.250	.	.000	.000
	N	80	80	80	79	118	118	118
ee emo SWNS	Pearson Correlation	.264**	.131	.252*	-.080	.763**	1	.704**
	Sig. (1-tailed)	.009	.123	.012	.240	.000	.	.000
	N	80	80	80	79	118	118	118
ee overall SWNS	Pearson Correlation	.241*	.143	.292**	-.234*	.491**	.704**	1
	Sig. (1-tailed)	.016	.103	.004	.019	.000	.000	.
	N	80	80	80	79	118	118	118

**The correlation is significant at the .01 level
*The correlation is significant at the .05 level
(*)The correlation is significant at the .10 level

Abbreviations:
Ee = employee
Sup = supervisor
Instru = instrumental
Emo = emotional
SWSN = supervisor work-nonwork support
Org = organizational

Table 27

Combined Sample Supervisor Variable Correlation Analyses

		sup attitudes	sup instrumental support perceptions	sup emo support perceptions	sup org work nw culture	ee instru SWNS	ee emo SWNS	ee overall SWNS
sup attitudes	Pearson Correlation	1	.453**	.377**	-.177**	.054	.161*	.145*
	Sig. (1-tailed)	.	.000	.000	.005	.259	.026	.040
	N	213	213	213	211	148	148	148
sup instrumental support perceptions	Pearson Correlation	.453**	1	.500**	-.128*	.086	.010	-.026
	Sig. (1-tailed)	.000	.	.000	.032	.148	.452	.375
	N	213	214	213	211	149	149	149
sup emo support perceptions	Pearson Correlation	.377**	.500**	1	-.158*	.175*	.144*	.152*
	Sig. (1-tailed)	.000	.000	.	.011	.017	.041	.032
	N	213	213	213	211	148	148	148
sup org work nonwork culture	Pearson Correlation	-.177**	-.128*	-.158*	1	.039	-.080	-.080
	Sig. (1-tailed)	.005	.032	.011	.	.320	.169	.167
	N	211	211	211	211	147	147	147
ee instru SWNS	Pearson Correlation	.054	.086	.175*	.039	1	.703**	.458**
	Sig. (1-tailed)	.259	.148	.017	.320	.	.000	.000
	N	148	149	148	147	213	213	213
ee emo SWNS	Pearson Correlation	.161*	.010	.144*	-.080	.703**	1	.641**
	Sig. (1-tailed)	.026	.452	.041	.169	.000	.	.000
	N	148	149	148	147	213	213	213
ee overall SWNS	Pearson Correlation	.145*	-.026	.152*	-.080	.458**	.641**	1
	Sig. (1-tailed)	.040	.375	.032	.167	.000	.000	.
	N	148	149	148	147	213	213	213

**The correlation is significant at the .01 level
*The correlation is significant at the .05 level
(*)The correlation is significant at the .10 level

Abbreviations:
Ee = employee
Sup = supervisor
Instru = instrumental
Emo = emotional
SWSN = supervisor work-nonwork support
Org = organizational

Table 28

Hypothesis H6a, Sample 1

H6a					Change Statistics				
Model	Predictor	Beta	t	r	r squared	R square change	Sig F Change	F	p
Sample 1									
1				.046	.002		.711	.138	.711
	Supervisor Attitudes	.046	.037						.711
2				.168	.028	.026	.190	.947	.393
	Supervisor Attitudes	.125	.917						. 363
	Supervisor perceptions of instrumental work-nonwork support instrumentality.	-.180	-1.325						.190

a. Dependent variable: employee perceptions of instrumental supervisor work-nonwork support

** Significant at the .01 level (1-tailed)
*Significant at the .05 level
(*) Significant at the .10 level

Table 29

Hypothesis H6a, Sample 2

H6a					Change Statistics				
Model	Predictor	Beta	t	r	r squared	R square change	Sig F Change	F	p
Sample 2									
1				.168	.028	.	.137	2.253	.137
	Supervisor Attitudes	.168	1.501						.137
2				.239	.057	.029	.126	2.341	.103
	Supervisor Attitudes	.085	.693						.490
	Supervisor perceptions of instrumental work-nonwork support instrumentality.	.190	1.546						.126

a. Dependent variable: employee perceptions of instrumental supervisor work-nonwork support

** Significant at the .01 level (1-tailed)
*Significant at the .05 level
(*) Significant at the .10 level

Table 30

Hypothesis H6a, Combined Sample

H6a					Change Statistics				
Model	Predictor	Beta	t	r	r squared	R square change	Sig F Change	F	p
Combined Sample									
1				.054	.003		.518	.421	.518
	Supervisor Attitudes	.054	.648						.518
2				.087	.008	.005	.406	.556	.574
	Supervisor Attitudes	.022	.245						.807
	Supervisor perceptions of instrumental work-nonwork support instrumentality.	.833	.406						.406

a. Dependent variable: employee perceptions of instrumental supervisor work-nonwork support

** Significant at the .01 level (1-tailed)
*Significant at the .05 level
(*) Significant at the .10 level

Table 31

Hypothesis H6b, Sample 1

H6b					Change Statistics				
Model	Predictor	Beta	t	r	r squared	R square change	Sig F Change	F	p
Sample 1									
1				.117	.014		.341	.920	.341
	Supervisor Attitudes	.117	.959						.341
2				.129	.017	.003	.666	.548	.580
	Supervisor Attitudes	.147	1.044						.300
	Supervisor perceptions of instrumental work-nonwork support instrumentality.	-.061	-.434						.666

a. Dependent variable: employee perceptions of emotional supervisor work-nonwork support

** Significant at the .01 level (1-tailed)
*Significant at the .05 level
(*) Significant at the .10 level

Table 32

Hypothesis H6b, Sample 2

H6b					Change Statistics				
Model	Predictor	Beta	t	r	r squared	R square change	Sig F Change	F	p
Sample 2									
1				.264	.070		.018	5.841	.018*
	Supervisor Attitudes	.264	2.417						.018*
2				.311	.096	.027	.135	4.108	.020*
	Supervisor Attitudes	.197	1.677						.098(*)
	Supervisor perceptions of instrumental work-nonwork support instrumentality.	.177	1.510						.135

a. Dependent variable: employee perceptions of emotional supervisor work-nonwork support

** Significant at the .01 level (1-tailed)
*Significant at the .05 level
(*) Significant at the .10 level

Table 33

Hypothesis H6b, Combined Sample

H6b					Change Statistics				
Model	Predictor	Beta	t	r	r squared	R square change	Sig F Change	F	p
Combined Sample									
1				.161	.026		.051	3.864	.051(*)
	Supervisor Attitudes	.161	1.966						.051(*)
2				.182	.033	.008	.290	2.497	.086(*)
	Supervisor Attitudes	.123	1.376						. 171
	Supervisor perceptions of instrumental work-nonwork support instrumentality.	.095	1.062						.290

a. Dependent variable: employee perceptions of emotional supervisor work-nonwork support

** Significant at the .01 level (1-tailed)
*Significant at the .05 level
(*) Significant at the .10 level

Table 34

Supervisor Identity Salience and Employee Perceptions of Supervisor Instrumental Work-Nonwork Support

H8a									
Organization	Identity Salience	N	Mean	Std. Deviation	df	Mean Square	F	Sig.	Partial Eta Squared
Sample 1					2	.223	.123	.885	.004
	1: Nonwork	22	3.170	1.436					
	2: Dual	36	3.096	1.275					
	3: Work	10	2.915	1.417					
Sample 2					2	2.992	1.384	.257	.035
	1: Nonwork	31	3.687	1.630					
	2: Dual	40	4.226	1.351					
	3: Work	9	4.328	1.398					
Combined Sample					2	.747	.337	.715	.005
	1: Nonwork	53	3.472	1.559					
	2: Dual	76	3.691	1.425					
	3: Work	19	3.584	1.548					

Table 35
Supervisor Identity Salience and Employee Perceptions of Supervisor Emotional Work-Nonwork Support

H8b									
Organization	Identity Salience	N	Mean	Std. Deviation	df	Mean Square	F	Sig.	Partial Eta Squared
Sample 1					2	11.285	4.744*	.021	.1274
	1: Nonwork	22	5.152	1.436					
	2: Dual	36	3.880	1.275					
	3: Work	10	4.125	1.417					
Sample 2					2	.436	.181	.835	.005
	1: Nonwork	31	4.798	1.730					
	2: Dual	40	4.931	1.390					
	3: Work	9	5.139	1.611					
Combined					2	4.102	1.617	.202	.022
	1: Nonwork	53	4.945	1.552					
	2: Dual	76	4.433	1.522					
	3: Work	19	4.605	1.960					

H8b: Post Hoc		Mean Difference	Std. Error	Sig.
Sample 1				
1: Nonwork	2: Dual	1.272**	.417	.003
	3: Work	1.027(*)	.588	.086
2: Dual	1: Nonwork	-1.272**	.417	.003
	3: Work	-.245	.551	.658
3: Work	1: Nonwork	-1.027(*)	.588	.086
	2: Dual	.245	.551	.658

**The mean difference is significant at the .01 level
*The mean difference is significant at the .05 level
(*)The mean difference is significant at the .10 level

Table 36

ANOVA Analysis of Organizational Culture Between Sample 1 Subgroups (Supervisor Perceptions)

Analysis of Organizational Culture between Samples									
Organizational Culture	Team Unit	N	Mean	Std. Deviation	df	Mean Square	F	Sig.	Partial Eta Squared
Supervisor Organizational Culture					2	.165	.088	.916	.001
	Unit 1	43	3.326	1.454					
	Unit 2	60	3.356	1.343					
	Unit 3	29	3.460	1.304					

**The mean difference is significant at the .01 level
*The mean difference is significant at the .05 level
(*)The mean difference is significant at the .10 level

Table 37
Supervisor Identity Salience and Supervisor Work-Nonwork Attitudes

Org.	Identity Salience	N	Mean	Std. Deviation	df	Mean Square	F	Sig.	Partial Eta Squared
Sample 1					2	0.360	0.532	.588	.008
	1: Nonwork	39	6.1026	0.838					
	2: Dual	71	5.9671	0.795					
	3: Work	23	5.8986	0.879					
Sample 2					2	3.345	2.869(*)	.063	.069
	1: Nonwork	31	5.9677	0.871					
	2: Dual	40	5.3750	1.203					
	3: Work	9	5.3704	1.148					
Combined					2	1.976	2.197	.114	.020
	1: Nonwork	70	6.0429	0.849					
	2: Dual	111	5.7538	0.999					
	3: Work	32	5.7500	0.973					

Post Hoc		Mean Difference	Std. Error	Sig.
Sample 2				
1: Nonwork	2: Dual	0.593*	0.258	.025
	3: Work	0.597	0.409	.148
2: Dual	1: Nonwork	-0.593*	0.258	.025
	3: Work	0.005	0.398	.991
3: Work	1: Nonwork	-0.597	0.409	.148
	2: Dual	-0.005	0.398	.991

**The mean difference is significant at the .01 level
*The mean difference is significant at the .05 level
(*)The mean difference is significant at the .10 level

Table 38

Sample 1 Supervisor Identity Salience and Supervisor Work-Nonwork Organizational Culture

Org.	Identity Salience	N	Mean	Std. Deviation	df	Mean Square	F	Sig.	Partial Eta Squared
Sample 1					2	6.087	3.400*	.036	.050
	1: Nonwork	39	3.103	1.362					
	2: Dual	70	3.310	1.177					
	3: Work	23	4.000	1.717					

Post Hoc		Mean Difference	Std. Error	Sig.
Sample 1				
1: Nonwork	2: Dual	-0.207	0.267	0.440
	3: Work	-0.897*	0.352	0.012
2: Dual	1: Nonwork	0.207	0.267	0.440
	3: Work	-0.691*	0.322	0.034
3: Work	1: Nonwork	0.897*	0.352	0.012
	2: Dual	0.691*	0.322	0.034

**The mean difference is significant at the .01 level

*The mean difference is significant at the .05 level

(*)The mean difference is significant at the .10 level

Table 39

Sample 2 Supervisor Identity Salience and Supervisor Work-Nonwork Organizational Culture

Org.	Identity Salience	N	Mean	Std. Deviation	df	Mean Square	F	Sig.	Partial Eta Squared
Sample 2					2	15.361	8.508**	.000	.183
	1: Nonwork	30	3.178	1.477					
	2: Dual	40	3.850	1.226					
	3: Work	9	5.259	1.467					

Post Hoc: Sample 2		Mean Difference	Std. Error	Sig.
Sample 2				
1: Nonwork	2: Dual	-0.672*	0.325	0.042
	3: Work	-2.082**	0.511	0.000
2: Dual	1: Nonwork	0.672*	0.325	0.042
	3: Work	-1.409**	0.496	0.006
3: Work	1: Nonwork	2.082**	0.511	0.000
	2: Dual	1.409**	0.496	0.006

**The mean difference is significant at the .01 level

*The mean difference is significant at the .05 level

(*)The mean difference is significant at the .10 level

Table 40

Combined Sample Supervisor Identity Salience and Supervisor Work-Nonwork Organizational Culture

Org.	Identity Salience	N	Mean	Std. Dev.	df	Mean Square	F	Sig.	Partial Eta Squared
Combined Sample					2	16.246	8.756**	.000	.078
	1: Nonwork	69	3.135	1.403					
	2: Dual	110	3.506	1.218					
	3: Work	32	4.354	1.708					

Post Hoc		Mean Difference	Std. Error	Sig.
Combined Sample				
1: Nonwork	2: Dual	-0.371(*)	0.209	0.078
	3: Work	-1.219**	0.291	0.000
2: Dual	1: Nonwork	-0.371(*)	0.209	0.078
	3: Work	-0.848*	0.274	0.002
3: Work	1: Nonwork	1.219**	0.291	0.000
	2: Dual	0.848*	0.274	0.002

**The mean difference is significant at the .01 level

*The mean difference is significant at the .05 level

(*)The mean difference is significant at the .10 level

Table 41

ANOVA Analysis of Organizational Culture Between Sample 1 Subgroups (Employee Perceptions)

Analysis of Organizational Culture between Samples									
Organizational Culture	Team Unit	N	Mean	Std. Deviation	df	Mean Square	F	Sig.	Partial Eta Squared
Employee Organizational Culture					2	2.103	.930	.398	.0200
	Unit 1	30	3.800	1.500					
	Unit 2	43	3.516	1.653					
	Unit 3	22	3.227	1.156					

**The mean difference is significant at the .01 level
*The mean difference is significant at the .05 level
(*)The mean difference is significant at the .10 level

Table 42

Analyses of Demographic Variables:
Sample 1 Correlation Analyses for H1a-H4b and Supplemental Employee Analyses

		ee gender	ee age	ee married	ee work demands	ee nonwork demands	ee benefit use	ee overall support	ee work to non conflict	ee nw to work conflict	ee/sup value sim	ee org culture
ee gender	Pearson Correlation	1	.001	.016	.044	-.176*	-.015	.066	-.046	-.008	-.034	.149(*)
	Sig. (1-tailed)	.	.497	.439	.337	.045	.444	.264	.331	.468	.373	.076
	N	95	91	95	94	94	94	94	94	94	94	94
ee age	Pearson Correlation	.001	1	.374**	-.086	-.037	.128	.065	-.011	-.262**	.176*	-.136
	Sig. (1-tailed)	.497	.	.000	.211	.365	.114	.270	.460	.006	.048	.101
	N	91	91	91	90	90	90	90	90	90	90	90
ee married	Pearson Correlation	.016	.374**	1	.074	.328**	.032	.042	.176*	-.179*	-.002	.058
	Sig. (1-tailed)	.439	.000	.	.238	.001	.380	.345	.045	.042	.491	.290
	N	95	91	95	94	94	94	94	94	94	94	94
ee work demands	Pearson Correlation	.044	-.086	.074	1	.195*	-.041	-.068	.550**	.146(*)	-.199*	.359**
	Sig. (1-tailed)	.337	.211	.238	.	.029	.348	.256	.000	.079	.027	.000
	N	94	90	94	95	95	95	95	95	95	95	95
ee nonwork demands	Pearson Correlation	-.176*	-.037	.328**	.195*	1	.259**	.034	.379**	.200*	-.030	.290**
	Sig. (1-tailed)	.045	.365	.001	.029	.	.006	.372	.000	.026	.388	.002
	N	94	90	94	95	95	95	95	95	95	95	95
ee benefit use	Pearson Correlation	-.015	.128	.032	-.041	.259**	1	.033	.099	.074	.048	-.088
	Sig. (1-tailed)	.444	.114	.380	.348	.006	.	.377	.170	.239	.321	.199
	N	94	90	94	95	95	95	95	95	95	95	95
ee overall support	Pearson Correlation	.066	.065	.042	-.068	.034	.033	1	-.155(*)	-.056	.717**	-.191*
	Sig. (1-tailed)	.264	.270	.345	.256	.372	.377	.	.067	.295	.000	.032
	N	94	90	94	95	95	95	95	95	95	95	95
ee work to non conflict	Pearson Correlation	-.046	-.011	.176*	.550**	.379**	.099	-.155(*)	1	.308**	-.162(*)	.531**
	Sig. (1-tailed)	.331	.460	.045	.000	.000	.170	.067	.	.001	.059	.000
	N	94	90	94	95	95	95	95	95	95	95	95
ee nw to work conflict	Pearson Correlation	-.008	-.262**	-.179*	.146(*)	.200*	.074	-.056	.308**	1	-.011	.226*
	Sig. (1-tailed)	.468	.006	.042	.079	.026	.239	.295	.001	.	.459	.014
	N	94	90	94	95	95	95	95	95	95	95	95
ee/sup value sim	Pearson Correlation	-.034	.176*	-.002	-.199*	-.030	.048	.717**	-.162(*)	-.011	1	-.307**

	Sig. (1-tailed)	.373	.048	.491	.027	.388	.321	.000	.059	.459	.	.001
	N	94	90	94	95	95	95	95	95	95	95	95
ee org culture	Pearson Correlation	.149(*)	-.136	.058	.359**	.290**	-.088	-.191*	.531**	.226*	-.307**	1
	Sig. (1-tailed)	.076	.101	.290	.000	.002	.199	.032	.000	.014	.001	.
	N	94	90	94	95	95	95	95	95	95	95	95

**The correlation is significant at the .01 level
*The correlation is significant at the .05 level
(*)The correlation is significant at the .10 level

Abbreviations:
Ee = employee
Sup = supervisor
SWNS = supervisor work-nonwork support
Nw = nonwork
Org = organizational

Table 43

Analyses of Demographic Variables:
Sample 2 Correlation Analyses for H1a-H4b and Supplemental Employee Analyses

		ee gender	ee age	ee married	ee work demands	ee nonwork demands	ee benefit use	ee overall support	ee work to non conflict	ee nw to work conflict	ee/sup value sim	ee org culture
ee gender	Pearson Correlation	1	.145(*)	-.188*	-.237**	.001	.090	-.168*	-.047	-.188*	-.061	.129*
	Sig. (1-tailed)	.	.060	.021	.005	.494	.168	.035	.309	.021	.257	.084
	N	117	117	117	116	116	116	117	116	116	117	115
ee age	Pearson Correlation	.145(*)	1	.428**	-.090	.068	.104	-.089	-.049	-.127(*)	.047	.047
	Sig. (1-tailed)	.060	.	.000	.166	.232	.131	.168	.299	.086	.307	.307
	N	117	118	118	117	117	117	118	117	117	118	116
ee married	Pearson Correlation	-.188*	.428**	1	.087	.189*	-.041	-.128(*)	.165*	.087	.025	.071
	Sig. (1-tailed)	.021	.000	.	.175	.021	.329	.083	.037	.175	.395	.225
	N	117	118	118	117	117	117	118	117	117	118	116
ee work demands	Pearson Correlation	-.237**	-.090	.087	1	.165*	-.006	-.023	.453**	.303**	-.016	.237**
	Sig. (1-tailed)	.005	.166	.175	.	.038	.475	.402	.000	.000	.434	.005
	N	116	117	117	117	117	117	117	117	117	117	116
ee nonwork demands	Pearson Correlation	.001	.068	.189*	.165*	1	.256**	.061	.022	.193*	.116	-.050
	Sig. (1-tailed)	.494	.232	.021	.038	.	.003	.258	.406	.019	.106	.297
	N	116	117	117	117	117	117	117	117	117	117	116
ee benefit use	Pearson Correlation	.090	.104	-.041	-.006	.256**	1	.153*	-.118	-.016	.187*	-.064
	Sig. (1-tailed)	.168	.131	.329	.475	.003	.	.050	.102	.431	.022	.247
	N	116	117	117	117	117	117	117	117	117	117	116
ee overall support	Pearson Correlation	-.168*	-.089	-.128(*)	-.023	.061	.153*	1	-.256**	-.102	.714**	-.246**
	Sig. (1-tailed)	.035	.168	.083	.402	.258	.050	.	.003	.137	.000	.004
	N	117	118	118	117	117	117	118	117	117	118	116
ee work to non conflict	Pearson Correlation	-.047	-.049	.165*	.453**	.022	-.118	-.256**	1	.506**	-.099	.328**
	Sig. (1-tailed)	.309	.299	.037	.000	.406	.102	.003	.	.000	.145	.000
	N	116	117	117	117	117	117	117	117	117	117	116
ee nw to work conflict	Pearson Correlation	-.188*	-.127(*)	.087	.303**	.193*	-.016	-.102	.506**	1	-.018	.067
	Sig. (1-tailed)	.021	.086	.175	.000	.019	.431	.137	.000	.	.425	.237
	N	116	117	117	117	117	117	117	117	117	117	116
ee/sup value sim	Pearson Correlation	-.061	.047	.025	-.016	.116	.187*	.714**	-.099	-.018	1	-.121(*)

	Sig. (1-tailed)	.257	.307	.395	.434	.106	.022	.000	.145	.425	.	.098
	N	117	118	118	117	117	117	118	117	117	118	116
ee org culture	Pearson Correlation	.129(*)	.047	.071	.237**	-.050	-.064	-.246**	.328**	.067	-.121(*)	1
	Sig. (1-tailed)	.084	.307	.225	.005	.297	.247	.004	.000	.237	.098	.
	N	115	116	116	116	116	116	116	116	116	116	116

**The correlation is significant at the .01 level
*The correlation is significant at the .05 level
(*)The correlation is significant at the .10 level

Abbreviations:
Ee = employee
Sup = supervisor
SWNS = supervisor work-nonwork support
Nw = nonwork
Org = organizational

Table 44

Analyses of Demographic Variables:
Sample 1 Supervisor Variable Correlation Analyses

		sup gender	sup age	sup married	years as sup	sup attitudes	sup instru support perceptions	sup emo support perceptions	sup org culture	ee instru support	ee emo support	ee overall support
sup gender	Pearson Correlation	1	-.048	-.268**	-.163*	.024	.116(*)	-.054	.084	-.009	.027	.249*
	Sig. (1-tailed)	.	.295	.001	.032	.392	.091	.270	.169	.472	.413	.019
	N	135	130	134	129	133	134	133	132	70	70	70
sup age	Pearson Correlation	-.048	1	.218**	.625**	.043	.101	.017	-.003	.052	-.141	-.246*
	Sig. (1-tailed)	.295	.	.006	.000	.314	.126	.425	.485	.338	.127	.022
	N	130	130	130	124	128	129	128	127	67	67	67
sup married	Pearson Correlation	-.268**	.218**	1	.256**	-.097	-.183*	-.017	.044	-.052	-.025	-.085
	Sig. (1-tailed)	.001	.006	.	.002	.133	.018	.425	.309	.334	.418	.243
	N	134	130	134	128	132	133	132	131	70	70	70
years as sup	Pearson Correlation	-.163*	.625**	.256**	1	.089	.045	.158*	.149*	.003	-.259*	-.303**
	Sig. (1-tailed)	.032	.000	.002	.	.160	.306	.038	.048	.490	.018	.007
	N	129	124	128	129	127	128	127	126	66	66	66
sup attitudes	Pearson Correlation	.024	.043	-.097	.089	1	.488**	.405**	-.103	.046	.117	.058
	Sig. (1-tailed)	.392	.314	.133	.160	.	.000	.000	.120	.356	.171	.320
	N	133	128	132	127	133	133	133	132	68	68	68
sup instru support perceptions	Pearson Correlation	.116(*)	.101	-.183*	.045	.488**	1	.436**	-.060	-.118	-.142	-.231*
	Sig. (1-tailed)	.091	.126	.018	.306	.000	.	.000	.246	.167	.123	.028
	N	134	129	133	128	133	134	133	132	69	69	69
sup emo support perceptions	Pearson Correlation	-.054	.017	-.017	.158*	.405**	.436**	1	-.182*	.116	.011	-.018
	Sig. (1-tailed)	.270	.425	.425	.038	.000	.000	.	.019	.174	.466	.442
	N	133	128	132	127	133	133	133	132	68	68	68
sup org culture	Pearson Correlation	.084	-.003	.044	.149*	-.103	-.060	-.182*	1	-.126	-.143	.061
	Sig. (1-tailed)	.169	.485	.309	.048	.120	.246	.019	.	.153	.122	.312
	N	132	127	131	126	132	132	132	132	68	68	68
ee instru support	Pearson Correlation	-.009	.052	-.052	.003	.046	-.118	.116	-.126	1	.610**	.423**
	Sig. (1-tailed)	.472	.338	.334	.490	.356	.167	.174	.153	.	.000	.000
	N	70	67	70	66	68	69	68	68	95	95	95
ee emo support	Pearson Correlation	.027	-.141	-.025	-.259*	.117	-.142	.011	-.143	.610**	1	.560**
	Sig. (1-tailed)	.413	.127	.418	.018	.171	.123	.466	.122	.000	.	.000
	N	70	67	70	66	68	69	68	68	95	95	95
ee overall support	Pearson Correlation	.249*	-.246*	-.085	-.303**	.058	-.231*	-.018	.061	.423**	.560**	1
	Sig. (1-tailed)	.019	.022	.243	.007	.320	.028	.442	.312	.000	.000	.
	N	70	67	70	66	68	69	68	68	95	95	95

**The correlation is significant at the .01 level
*The correlation is significant at the .05 level
(*)The correlation is significant at the .10 level

Abbreviations:
Ee = employee
Sup = supervisor
Instru = instrumental
Emo = emotional
SWSN = supervisor work-nonwork support
Org = organizational

Table 45

Analyses of Demographic Variables:
Sample 2 Supervisor Variable Correlation Analyses

		sup gender	sup age	sup married	years as sup	sup attitudes	sup instru support perceptions	sup emo support perceptions	sup org culture	ee instru support	ee emo support	ee overall support
sup gender	Pearson Correlation	1	.089	.015	-.051	.010	.042	.087	.023	.000	-.028	-.130
	Sig. (1-tailed)	.	.221	.446	.330	.465	.356	.222	.422	.499	.402	.125
	N	80	77	80	76	80	80	80	79	80	80	80
sup age	Pearson Correlation	.089	1	.152(*)	.528**	-.072	.028	-.124	.133	.018	-.049	-.211*
	Sig. (1-tailed)	.221	.	.093	.000	.265	.405	.141	.127	.439	.336	.033
	N	77	77	77	73	77	77	77	76	77	77	77
sup married	Pearson Correlation	.015	.152(*)	1	.094	.200*	.045	.077	-.176(*)	.127	.157(*)	.129
	Sig. (1-tailed)	.446	.093	.	.210	.038	.347	.248	.061	.131	.082	.127
	N	80	77	80	76	80	80	80	79	80	80	80
years as sup	Pearson Correlation	-.051	.528**	.094	1	-.109	-.024	-.053	-.068	-.007	.048	.120
	Sig. (1-tailed)	.330	.000	.210	.	.175	.417	.325	.280	.475	.341	.151
	N	76	73	76	76	76	76	76	75	76	76	76
sup attitudes	Pearson Correlation	.010	-.072	.200*	-.109	1	.434**	.381**	-.220*	.168(*)	.264**	.241*
	Sig. (1-tailed)	.465	.265	.038	.175	.	.000	.000	.026	.069	.009	.016
	N	80	77	80	76	80	80	80	79	80	80	80
sup instrumental support perceptions	Pearson Correlation	.042	.028	.045	-.024	.434**	1	.600**	-.226*	.227*	.131	.143
	Sig. (1-tailed)	.356	.405	.347	.417	.000	.	.000	.023	.022	.123	.103
	N	80	77	80	76	80	80	80	79	80	80	80
sup emo support perceptions	Pearson Correlation	.087	-.124	.077	-.053	.381**	.600**	1	-.139	.214*	.252*	.292**
	Sig. (1-tailed)	.222	.141	.248	.325	.000	.000	.	.112	.028	.012	.004
	N	80	77	80	76	80	80	80	79	80	80	80
sup org culture	Pearson Correlation	.023	.133	-.176(*)	-.068	-.220*	-.226*	-.139	1	.077	-.080	-.234*
	Sig. (1-tailed)	.422	.127	.061	.280	.026	.023	.112	.	.250	.240	.019
	N	79	76	79	75	79	79	79	79	79	79	79
ee instru support	Pearson Correlation	.000	.018	.127	-.007	.168(*)	.227*	.214*	.077	1	.763**	.491**
	Sig. (1-tailed)	.499	.439	.131	.475	.069	.022	.028	.250	.	.000	.000
	N	80	77	80	76	80	80	80	79	118	118	118
ee emo support	Pearson Correlation	-.028	-.049	.157(*)	.048	.264**	.131	.252*	-.080	.763**	1	.704**
	Sig. (1-tailed)	.402	.336	.082	.341	.009	.123	.012	.240	.000	.	.000
	N	80	77	80	76	80	80	80	79	118	118	118
ee overall support	Pearson Correlation	-.130	-.211*	.129	.120	.241*	.143	.292**	-.234*	.491**	.704**	1
	Sig. (1-tailed)	.125	.033	.127	.151	.016	.103	.004	.019	.000	.000	.
	N	80	77	80	76	80	80	80	79	118	118	118

**The correlation is significant at the .01 level
*The correlation is significant at the .05 level
(*)The correlation is significant at the .10 level

Abbreviations:
Ee = employee
Sup = supervisor
Instru = instrumental
Emo = emotional
SWSN = supervisor work-nonwork support
Org = organizational

Table 46

Sample 1 and Sample 2: Work-Nonwork Conflict by Gender and Marital Status

Sample 1	Marital Status/Gender	N	Mean	Std. Deviation
ee work to non conflict	1.00	15	3.493	1.543
	2.00	32	3.988	1.814
	3.00	14	3.144	1.554
	4.00	33	3.909	1.538
	Total	94	3.755	1.644
ee nw to work conflict	1.00	15	2.480	1.071
	2.00	32	1.838	.779
	3.00	14	2.057	.939
	4.00	33	2.015	.887
	Total	94	2.035	.903

Sample 2	Marital Status/Gender	N	Mean	Std. Deviation
ee work to non conflict	1.00	32	3.0625	1.37764
	2.00	23	4.0783	1.89999
	3.00	46	3.3174	1.65386
	4.00	15	3.3867	1.52028
	Total	116	3.4069	1.63716
ee nw to work conflict	1.00	32	2.6438	1.09513
	2.00	23	3.0783	1.72441
	3.00	46	2.3543	1.25055
	4.00	15	2.2400	1.20285
	Total	116	2.5629	1.32898

Abbreviations:
1 = Male / Single
2 = Male / Married/Living with a Significant Other
3 = Female / Single
4 = Female / Married/Living with a Significant Other

Table 47

Analyses of Employee/Supervisor Pairs:
Study Means and Standard Deviations for H1a – H4b and Supplemental Employee Analyses

Sample 1	Mean	Std. Deviation	N
ee work demands	3.7188	1.34572	69
ee nonwork demands	3.5370	1.23436	69
ee benefit use	.5965	.36075	69
ee overall support	5.0942	1.67820	69
ee work to non conflict	4.0348	1.75330	69
ee nw to work conflict	2.1087	.97494	69
ee/sup value sim	4.2609	1.61133	69
ee org culture	3.7319	1.63580	69
Sample 2	**Mean**	**Std. Deviation**	**N**
ee work demands	3.5787	1.06577	80
ee nonwork demands	3.4575	1.23378	80
ee benefit use	.3866	.39232	80
ee overall support	5.4125	1.64591	80
ee work to non conflict	3.3000	1.67181	80
ee nw to work conflict	2.5862	1.32156	80
ee/sup value sim	4.8313	1.56240	80
ee org culture	3.8875	1.53620	80

Abbreviations:
Ee = employee
Sup = supervisor
SWNS = supervisor work-nonwork support
Nw = nonwork
Org = organizational

Table 48

Analyses of Employee/Supervisor Pairs:
Sample 1 Correlation Analyses for H1a-H4b and Supplemental Employee Analyses

		ee work demands	ee nonwork demands	ee benefit use	ee overall SWNS	ee work to non conflict	ee nw to work conflict	ee/sup value sim	ee org work nw culture
ee work demands	Pearson Correlation	1	.211*	-.031	-.051	.580**	.142	-.202*	.372**
	Sig. (1-tailed)	.	.041	.399	.338	.000	.122	.048	.001
	N	69	69	69	69	69	69	69	69
ee nonwork demands	Pearson Correlation	.211*	1	.283**	-.047	.459**	.212*	-.085	.310**
	Sig. (1-tailed)	.041	.	.009	.351	.000	.040	.244	.005
	N	69	69	69	69	69	69	69	69
ee benefit use	Pearson Correlation	-.031	.283**	1	-.038	.096	.088	.008	-.126
	Sig. (1-tailed)	.399	.009	.	.377	.215	.237	.475	.151
	N	69	69	69	69	69	69	69	69
ee overall SWNS	Pearson Correlation	-.051	-.047	-.038	1	-.128	.000	.730**	-.207*
	Sig. (1-tailed)	.338	.351	.377	.	.147	.500	.000	.044
	N	69	69	69	69	69	69	69	69
ee work to nw conflict	Pearson Correlation	.580**	.459**	.096	-.128	1	.271*	-.169(*)	.543**
	Sig. (1-tailed)	.000	.000	.215	.147	.	.012	.083	.000
	N	69	69	69	69	69	69	69	69
ee nw to work conflict	Pearson Correlation	.142	.212*	.088	.000	.271*	1	.029	.228*
	Sig. (1-tailed)	.122	.040	.237	.500	.012	.	.407	.029
	N	69	69	69	69	69	69	69	69
ee/sup value sim	Pearson Correlation	-.202*	-.085	.008	.730**	-.169(*)	.029	1	-.309**
	Sig. (1-tailed)	.048	.244	.475	.000	.083	.407	.	.005
	N	69	69	69	69	69	69	69	69
ee org work nw culture	Pearson Correlation	.372**	.310**	-.126	-.207*	.543**	.228*	-.309**	1
	Sig. (1-tailed)	.001	.005	.151	.044	.000	.029	.005	.
	N	69	69	69	69	69	69	69	69

**The correlation is significant at the .01 level
*The correlation is significant at the .05 level
(*)The correlation is significant at the .10 level

Abbreviations:
Ee = employee
Sup = supervisor
SWNS = supervisor work-nonwork support
Nw = nonwork
Org = organizational

Table 49

Analyses of Employee/Supervisor Pairs:
Sample 2 Correlation Analyses for H1a-H4b and Supplemental Employee Analyses

		ee work demands	ee nonwork demands	ee benefit use	ee overall SWNS	ee work to nw conflict	ee nw to work conflict	ee/sup value sim	ee org work nw culture
ee work demands	Pearson Correlation	1	.125	-.030	-.097	.515**	.295**	-.079	.241*
	Sig. (1-tailed)	.	.136	.395	.195	.000	.004	.242	.016
	N	80	80	80	80	80	80	80	80
ee nonwork demands	Pearson Correlation	.125	1	.312**	.108	.021	.161(*)	.124	-.021
	Sig. (1-tailed)	.136	.	.002	.170	.425	.076	.137	.428
	N	80	80	80	80	80	80	80	80
ee benefit use	Pearson Correlation	-.030	.312**	1	.138	-.149(*)	-.031	.146(*)	-.058
	Sig. (1-tailed)	.395	.002	.	.111	.093	.392	.098	.303
	N	80	80	80	80	80	80	80	80
ee overall SWNS	Pearson Correlation	-.097	.108	.138	1	-.241*	-.178(*)	.700**	-.199*
	Sig. (1-tailed)	.195	.170	.111	.	.016	.057	.000	.038
	N	80	80	80	80	80	80	80	80
ee work to nw conflict	Pearson Correlation	.515**	.021	-.149(*)	-.241*	1	.563**	-.127	.329**
	Sig. (1-tailed)	.000	.425	.093	.016	.	.000	.130	.001
	N	80	80	80	80	80	80	80	80
ee nw to work conflict	Pearson Correlation	.295**	.161(*)	-.031	-.178(*)	.563**	1	-.040	.130
	Sig. (1-tailed)	.004	.076	.392	.057	.000	.	.363	.125
	N	80	80	80	80	80	80	80	80
ee/sup value sim	Pearson Correlation	-.079	.124	.146(*)	.700**	-.127	-.040	1	-.029
	Sig. (1-tailed)	.242	.137	.098	.000	.130	.363	.	.399
	N	80	80	80	80	80	80	80	80
ee org work nw culture	Pearson Correlation	.241*	-.021	-.058	-.199*	.329**	.130	-.029	1
	Sig. (1-tailed)	.016	.428	.303	.038	.001	.125	.399	.
	N	80	80	80	80	80	80	80	80

**The correlation is significant at the .01 level
*The correlation is significant at the .05 level
(*)The correlation is significant at the .10 level

Abbreviations:
Ee = employee
Sup = supervisor
SWNS = supervisor work-nonwork support
Nw = nonwork
Org = organizational

Table 50

Analyses of Employee/Supervisor Pairs:
Sample and Sample 2 Sample Supervisor Variable Means

Sample 1	Mean	Std. Deviation	N
sup attitudes	5.9902	.80002	68
sup instrumental support perceptions	5.1609	.92930	69
sup emo support perceptions	5.8125	.80156	68
sup org work nonwork culture	3.3113	1.44320	68
ee instru SWNS	3.1150	1.33355	69
ee emo SWNS	4.3406	1.61796	69
ee overall SWNS	5.0942	1.67820	69
Sample 2	**Mean**	**Std. Deviation**	**N**
sup attitudes	5.6118	1.10995	79
sup instrumental support perceptions	5.2392	.95842	79
sup emo support perceptions	5.8840	.82338	79
sup org work nonwork culture	3.7650	1.47427	78
ee instru SWNS	4.0563	1.49354	80
ee emo SWNS	4.8938	1.52706	80
ee overall SWNS	5.4125	1.64591	80

Abbreviations:
Ee = employee
Sup = supervisor
Instru = instrumental
Emo = emotional
SWSN = supervisor work-nonwork support
Org = organizational

Table 51

Analyses of Employee/Supervisor Pairs:
Sample 1 Supervisor Variable Correlation Analyses

		sup attitudes	sup instrumental support perceptions	sup emo support perceptions	sup org work nonwork culture	ee instru SWNS	ee emo SWNS	ee overall SWNS
sup attitudes	Pearson Correlation	1	.438**	.488**	.013	.046	.117	.058
	Sig. (1-tailed)	.	.000	.000	.459	.356	.171	.320
	N	68	68	68	68	68	68	68
sup instrumental support perceptions	Pearson Correlation	.438**	1	.454**	-.006	-.118	-.142	-.231*
	Sig. (1-tailed)	.000	.	.000	.482	.167	.123	.028
	N	68	69	68	68	69	69	69
sup emo support perceptions	Pearson Correlation	.488**	.454**	1	-.144	.116	.011	-.018
	Sig. (1-tailed)	.000	.000	.	.120	.174	.466	.442
	N	68	68	68	68	68	68	68
sup org work nonwork culture	Pearson Correlation	.013	-.006	-.144	1	-.126	-.143	.061
	Sig. (1-tailed)	.459	.482	.120	.	.153	.122	.312
	N	68	68	68	68	68	68	68
ee instru SWNS	Pearson Correlation	.046	-.118	.116	-.126	1	.609**	.436**
	Sig. (1-tailed)	.356	.167	.174	.153	.	.000	.000
	N	68	69	68	68	69	69	69
ee emo SWNS	Pearson Correlation	.117	-.142	.011	-.143	.609**	1	.585**
	Sig. (1-tailed)	.171	.123	.466	.122	.000	.	.000
	N	68	69	68	68	69	69	69
ee overall SWNS	Pearson Correlation	.058	-.231*	-.018	.061	.436**	.585**	1
	Sig. (1-tailed)	.320	.028	.442	.312	.000	.000	.
	N	68	69	68	68	69	69	69

**The correlation is significant at the .01 level
*The correlation is significant at the .05 level
(*)The correlation is significant at the .10 level

Abbreviations:
Ee = employee
Sup = supervisor
Instru = instrumental
Emo = emotional
SWSN = supervisor work-nonwork support
Org = organizational

Table 52

Analyses of Employee/Supervisor Pairs:
Sample 2 Supervisor Variable Correlation Analyses

		sup attitudes	sup instrumental support perceptions	sup emo support perceptions	sup org work nonwork culture	ee instru SWNS	ee emo SWNS	ee overall SWNS
sup attitudes	Pearson Correlation	1	.432**	.378**	-.225*	.167(*)	.277**	.246*
	Sig. (1-tailed)	.	.000	.000	.024	.071	.007	.015
	N	79	79	79	78	79	79	79
sup instrumental support perceptions	Pearson Correlation	.432**	1	.598**	-.229*	.226*	.141	.146(*)
	Sig. (1-tailed)	.000	.	.000	.022	.022	.107	.099
	N	79	79	79	78	79	79	79
sup emo support perceptions	Pearson Correlation	.378**	.598**	1	-.145	.213*	.269**	.298**
	Sig. (1-tailed)	.000	.000	.	.103	.030	.008	.004
	N	79	79	79	78	79	79	79
sup org work nonwork culture	Pearson Correlation	-.225*	-.229*	-.145	1	.076	-.072	-.232*
	Sig. (1-tailed)	.024	.022	.103	.	.254	.264	.021
	N	78	78	78	78	78	78	78
ee instru SWNS	Pearson Correlation	.167	.226*	.213*	.076	1	.767**	.444**
	Sig. (1-tailed)	.071	.022	.030	.254	.	.000	.000
	N	79	79	79	78	80	80	80
ee emo SWNS	Pearson Correlation	.277**	.141	.269**	-.072	.767**	1	.680**
	Sig. (1-tailed)	.007	.107	.008	.264	.000	.	.000
	N	79	79	79	78	80	80	80
ee overall SWNS	Pearson Correlation	.246*	.146(*)	.298**	-.232*	.444**	.680**	1
	Sig. (1-tailed)	.015	.099	.004	.021	.000	.000	.
	N	79	79	79	78	80	80	80

**The correlation is significant at the .01 level
*The correlation is significant at the .05 level
(*)The correlation is significant at the .10 level

Abbreviations:
Ee = employee
Sup = supervisor
Instru = instrumental
Emo = emotional
SWSN = supervisor work-nonwork support
Org = organizational

Table 53

Analyses of Measures with Reverse Scored Items:
Study Means and Standard Deviations for H1a – H4b and Supplemental Employee Analyses

Sample 1	Mean	Std. Deviation	N
ee work demands	3.5425	1.16427	95
ee nonwork demands	3.7116	1.10918	95
ee benefit use	.5866	.33072	95
ee overall SWNS	5.2500	1.55356	95
ee work to nw conflict	3.7895	1.66832	95
ee nw to work conflict	2.0347	.89784	95
ee/sup value similarity	4.4447	1.50097	95
ee org work nonwork culture	3.5386	1.50265	95
Sample 2	**Mean**	**Std. Deviation**	**N**
ee work demands	3.3695	1.03900	117
ee nonwork demands	3.6282	1.05758	117
ee benefit use	.3743	.36339	117
ee overall SWNS	5.3623	1.63711	118
ee work to nw conflict	3.4171	1.63382	117
ee nw to work conflict	2.5803	1.33657	117
ee/sup value similarity	4.9110	1.56057	118
ee org work nonwork culture	3.9080	1.50400	116

Abbreviations:
Ee = employee
Sup = supervisor
SWNS = supervisor work-nonwork support
Nw = nonwork
Org = organizational

Table 54

Analyses of Measures with Reverse Scored Items:
Sample 1 Correlation Analyses for H1a-H4b and Supplemental Employee Analyses

		ee work demands	ee nonwork demands	ee benefit use	ee overall SWNS	ee work to nw conflict	ee nw to work conflict	ee/sup value similarity	ee org work nonwork culture
ee work demands	Pearson Correlation	1	.316**	-.056	-.113	.630**	.159(*)	-.223*	.401**
	Sig. (1-tailed)	.	.001	.295	.138	.000	.061	.015	.000
	N	95	95	95	95	95	95	95	95
ee nonwork demands	Pearson Correlation	.316**	1	.239**	.019	.458**	.212*	-.051	.322**
	Sig. (1-tailed)	.001	.	.010	.428	.000	.020	.313	.001
	N	95	95	95	95	95	95	95	95
ee benefit use	Pearson Correlation	-.056	.239**	1	.033	.099	.074	.048	-.088
	Sig. (1-tailed)	.295	.010	.	.377	.170	.239	.321	.199
	N	95	95	95	95	95	95	95	95
ee overall SWNS	Pearson Correlation	-.113	.019	.033	1	-.155(*)	-.056	.717**	-.191*
	Sig. (1-tailed)	.138	.428	.377	.	.067	.295	.000	.032
	N	95	95	95	95	95	95	95	95
ee work to nw conflict	Pearson Correlation	.630**	.458**	.099	-.155*	1	.308**	-.162*	.531**
	Sig. (1-tailed)	.000	.000	.170	.067	.	.001	.059	.000
	N	95	95	95	95	95	95	95	95
ee nw to work conflict	Pearson Correlation	.159(*)	.212*	.074	-.056	.308**	1	-.011	.226*
	Sig. (1-tailed)	.061	.020	.239	.295	.001	.	.459	.014
	N	95	95	95	95	95	95	95	95
ee/sup value similarity	Pearson Correlation	-.223*	-.051	.048	.717**	-.162(*)	-.011	1	-.307**
	Sig. (1-tailed)	.015	.313	.321	.000	.059	.459	.	.001
	N	95	95	95	95	95	95	95	95
ee org work nonwork culture	Pearson Correlation	.401**	.322**	-.088	-.191*	.531**	.226*	-.307**	1
	Sig. (1-tailed)	.000	.001	.199	.032	.000	.014	.001	.
	N	95	95	95	95	95	95	95	95

**The correlation is significant at the .01 level
*The correlation is significant at the .05 level
(*)The correlation is significant at the .10 level

Abbreviations:
Ee = employee
Sup = supervisor
SWNS = supervisor work-nonwork support
Nw = nonwork
Org = organizational

Table 55

Analyses of Measures with Reverse Scored Items:
Sample 2 Correlation Analyses for H1a-H4b and Supplemental Employee Analyses

		ee work demands	ee nonwork demands	ee benefit use	ee overall SWNS	ee work to nw conflict	ee nw to work conflict	ee/sup value similarity	ee work nonwork org culture
ee work demands	Pearson Correlation	1	.205*	-.031	-.109	.532**	.319**	-.052	.270**
	Sig. (1-tailed)	.	.013	.372	.122	.000	.000	.290	.002
	N	117	117	117	117	117	117	117	116
ee nonwork demands	Pearson Correlation	.205*	1	.191*	.019	.144(*)	.268**	.109	-.013
	Sig. (1-tailed)	.013	.	.019	.420	.060	.002	.122	.446
	N	117	117	117	117	117	117	117	116
ee benefit use	Pearson Correlation	-.031	.191*	1	.153*	-.118	-.016	.187*	-.064
	Sig. (1-tailed)	.372	.019	.	.050	.102	.431	.022	.247
	N	117	117	117	117	117	117	117	116
ee overall SWNS	Pearson Correlation	-.109	.019	.153*	1	-.256**	-.102	.714**	-.246**
	Sig. (1-tailed)	.122	.420	.050	.	.003	.137	.000	.004
	N	117	117	117	118	117	117	118	116
ee work to nw conflict	Pearson Correlation	.532**	.144(*)	-.118	-.256**	1	.506**	-.099	.328**
	Sig. (1-tailed)	.000	.060	.102	.003	.	.000	.145	.000
	N	117	117	117	117	117	117	117	116
ee nw to work conflict	Pearson Correlation	.319**	.268**	-.016	-.102	.506**	1	-.018	.067
	Sig. (1-tailed)	.000	.002	.431	.137	.000	.	.425	.237
	N	117	117	117	117	117	117	117	116
ee/sup value similarity	Pearson Correlation	-.052	.109	.187*	.714**	-.099	-.018	1	-.121(*)
	Sig. (1-tailed)	.290	.122	.022	.000	.145	.425	.	.098
	N	117	117	117	118	117	117	118	116
ee org work nonwork culture	Pearson Correlation	.270**	-.013	-.064	-.246**	.328**	.067	-.121(*)	1
	Sig. (1-tailed)	.002	.446	.247	.004	.000	.237	.098	.
	N	116	116	116	116	116	116	116	116

**The correlation is significant at the .01 level
*The correlation is significant at the .05 level
(*)The correlation is significant at the .10 level

Abbreviations:
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Nw = nonwork
Org = organizational

Table 56

Analyses of Measures with Reverse Scored Items: Sample and Sample 2 Sample Supervisor Variable Means

Sample 1	Mean	Std. Deviation	N
sup attitudes	5.9950	.81957	133
sup instrumental support perceptions	5.3463	.76494	134
sup emo support perceptions	5.8857	.73620	133
sup org work nonwork culture	3.3687	1.36229	132
ee instru SWNS	3.7232	1.08355	95
ee emo SWNS	4.6337	1.17692	95
ee overall SWNS	5.2500	1.55356	95
Sample 2	**Mean**	**Std. Deviation**	**N**
sup attitudes	5.6042	1.10502	80
sup instrumental support perceptions	5.1321	.83458	80
sup emo support perceptions	5.6825	.81100	80
sup org culture	3.7553	1.46732	79
ee instru SWNS	4.2172	1.25801	118
ee emo SWNS	4.7492	1.25791	118
ee overall SWNS	5.3623	1.63711	118

Abbreviations:
Ee = employee
Sup = supervisor
Instru = instrumental
Emo = emotional
SWSN = supervisor work-nonwork support
Org = organizational

Table 57

Analyses of Measures with Reverse Scored Items:
Sample 1 Supervisor Variable Correlation Analyses

		sup attitudes	sup instrumental support perceptions	sup emo support perceptions	sup org work nonwork culture	ee instru SWNS	ee emo SWNS	ee overall SWNS
sup attitudes	Pearson Correlation	1	.463**	.421**	-.103	.063	.092	.058
	Sig. (1-tailed)	.	.000	.000	.120	.305	.227	.320
	N	133	133	133	132	68	68	68
sup instrumental support perceptions	Pearson Correlation	.463**	1	.500**	-.061	-.153	-.148	-.185*
	Sig. (1-tailed)	.000	.	.000	.243	.105	.112	.064
	N	133	134	133	132	69	69	69
sup emo support perceptions	Pearson Correlation	.421**	.500**	1	-.155*	.065	.004	.013
	Sig. (1-tailed)	.000	.000	.	.038	.298	.487	.458
	N	133	133	133	132	68	68	68
sup org culture	Pearson Correlation	-.103	-.061	-.155*	1	-.188(*)	-.100	.061
	Sig. (1-tailed)	.120	.243	.038	.	.062	.209	.312
	N	132	132	132	132	68	68	68
ee instru SWNS	Pearson Correlation	.063	-.153	.065	-.188(*)	1	.597**	.414**
	Sig. (1-tailed)	.305	.105	.298	.062	.	.000	.000
	N	68	69	68	68	95	95	95
ee emo SWNS	Pearson Correlation	.092	-.148	.004	-.100	.597**	1	.575**
	Sig. (1-tailed)	.227	.112	.487	.209	.000	.	.000
	N	68	69	68	68	95	95	95
ee overall SWNS	Pearson Correlation	.058	-.185(*)	.013	.061	.414**	.575**	1
	Sig. (1-tailed)	.320	.064	.458	.312	.000	.000	.
	N	68	69	68	68	95	95	95

**The correlation is significant at the .01 level
*The correlation is significant at the .05 level
(*)The correlation is significant at the .10 level

Abbreviations:
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Instru = instrumental
Emo = emotional
SWSN = supervisor work-nonwork support
Org = organizational

Table 58

Analyses of Measures with Reverse Scored Items:
Sample 2 Supervisor Variable Correlation Analyses

		sup attitudes	sup instrumental support perceptions	sup emo support perceptions	sup org work nonwork culture	ee instru SWNS	ee emo SWNS	ee overall SWNS
sup attitudes	Pearson Correlation	1	.417**	.276**	-.220*	.221*	.343**	.241*
	Sig. (1-tailed)	.	.000	.007	.026	.025	.001	.016
	N	80	80	80	79	80	80	80
sup instrumental support perceptions	Pearson Correlation	.417**	1	.629**	-.285**	.257*	.213*	.192*
	Sig. (1-tailed)	.000	.	.000	.005	.011	.029	.044
	N	80	80	80	79	80	80	80
sup emo support perceptions	Pearson Correlation	.276**	.629**	1	-.205*	.249*	.252*	.278**
	Sig. (1-tailed)	.007	.000	.	.035	.013	.012	.006
	N	80	80	80	79	80	80	80
sup org work nonwork culture	Pearson Correlation	-.220*	-.285**	-.205*	1	.021	-.165	-.234*
	Sig. (1-tailed)	.026	.005	.035	.	.428	.073	.019
	N	79	79	79	79	79	79	79
ee instru SWNS	Pearson Correlation	.221*	.257*	.249*	.021	1	.701**	.559**
	Sig. (1-tailed)	.025	.011	.013	.428	.	.000	.000
	N	80	80	80	79	118	118	118
ee emo SWNS	Pearson Correlation	.343**	.213*	.252*	-.165	.701**	1	.723**
	Sig. (1-tailed)	.001	.029	.012	.073	.000	.	.000
	N	80	80	80	79	118	118	118
ee overall SWNS	Pearson Correlation	.241*	.192*	.278**	-.234*	.559**	.723**	1
	Sig. (1-tailed)	.016	.044	.006	.019	.000	.000	.
	N	80	80	80	79	118	118	118

**The correlation is significant at the .01 level
*The correlation is significant at the .05 level
(*)The correlation is significant at the .10 level

Abbreviations:
Ee = employee
Sup = supervisor
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SWSN = supervisor work-nonwork support
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Table 59

Summary of Hypothesis Support across Samples

Hypotheses of Work-Nonwork Antecedents (corresponding to Figure 2)			
H1a:		H1b:	
Sample1	Supported	Sample1	Supported
Sample 2	Supported	Sample 2	Supported
Combined	Supported	Combined	Supported
H2a:		H2b:	
Sample1	Supported	Sample1	Supported
Sample 2	Not Supported	Sample 2	Supported
Combined	Supported	Combined	Supported
H3a:		H3b:	
Sample1	Not Supported	Sample1	Not Supported
Sample 2	Not Supported	Sample 2	Not Supported
Combined	Not Supported	Combined	Not Supported
H4a:		H4b:	
Sample1	Supported	Sample1	Not Supported
Sample 2	Supported	Sample 2	Not Supported
Combined	Supported	Combined	Not Supported
Supervisor Support Hypotheses (corresponding to Figure 1)			
H5a:		H5b:	
Sample1	Not Supported	Sample1	Not Supported
Sample 2	Supported	Sample 2	Supported
Combined	Not Supported	Combined	Supported
H6a:		H6b:	
Sample1	Not Supported	Sample1	Not Supported
Sample 2	Not Supported	Sample 2	Not Supported
Combined	Not Supported	Combined	Not Supported
H7a:		H7b:	
Sample1	Supported	Sample1	Supported
Sample 2	Supported	Sample 2	Supported
Combined	Supported	Combined	Supported
H8a:		H8b:	
Sample1	Not Supported	Sample1	Not Supported
Sample 2	Not Supported	Sample 2	Not Supported
Combined	Not Supported	Combined	Not Supported

Table 60

Qualitative Analyses of Nonwork Demands not Assessed by the Nonwork Demand Measure

Sample 1 **Nonwork activities**	**Number of participants**
Exercise	5
Caregiving responsibilities	2
Student/schoolwork	3
Job training	2
Hobbies/Personal interest	2
Volunteer work and commitments in community/religious institution	3
Farming/Livestock	3
Second job	1
Sports	3
Relationships with family & friends	2
Support group	1

Sample 2 **Nonwork Activities**	**Number of participants**
School responsibilities	46
Hobby/Personal interest	5
Second Job	3
Volunteer work and commitments in community/religious institution	4
Health issues	1
Exercise/fitness/gym	4
Athletics/sports	5
Non-paid internship	1
Military training	1
Farming/livestock	1
Caregiving responsibilities	1

Table 61
Qualitative Analyses of Reasons an offered Work-Nonwork Policy is not used

Reasons Provided Sample 1	**Number of Participants**
It is not needed	40
It is not convenient	4
Do not have time to use the policy	11
Policy is available but not supported for my job	6
I am not aware of the policies	1

Reasons Provided Sample 2	**Number of Participants**
It is not needed	23
It is not convenient	7
Do not have time to use the policy	3
Stipulations are too strict to use the policy	2
Policy is available but not supported for my job	4