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The Effect of Organizational Culture on Work-Life Balance

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Abstract

This study evaluates the relationship between organizational culture and work-life balance. Organizations which have policies and benefits in place generally create a stronger work-life balance for employees, but if the employees do not take advantage of the policies, then the overall balance will decrease. The study tested the relationship between cultural leadership style and the effects on work-life balance of employees. With thorough evaluation of the four cultural leadership styles, organizations were ranked on a scale with employee work life balance, as well as leadership style. Through personal interviews, a survey, and observations, these variables were tested. For my study, I interviewed 34 people from seven organizations across Maryland. The results found did not match those in previous studies. This research concluded that there was no significant relationship between the organizational leadership culture and work-life balance of employees. The research demonstrates that all leadership styles are capable of having strong work-life balance for employees, but it truly depends directly on the supervisor, and not as much on the leadership style.

Keywords

work-life balance, organizational culture, leadership style

Disciplines

Business | Organizational Behavior and Theory

Comments

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Abstract

This study evaluates the relationship between organizational culture and work-life balance. Organizations which have policies and benefits in place generally create a stronger work-life balance for employees, but if the employees do not take advantage of the policies, then the overall balance will decrease. The study tested the relationship between cultural leadership style and the effects on work-life balance of employees. With thorough evaluation of the four cultural leadership styles, organizations were ranked on a scale with employee work life balance, as well as leadership style. Through personal interviews, a survey, and observations, these variables were tested. For my study, I interviewed 34 people from seven organizations across Maryland. The results found did not match those in previous studies. This research concluded that there was no significant relationship between the organizational leadership culture and work-life balance of employees. The research demonstrates that all leadership styles are capable of having strong work-life balance for employees, but it truly depends directly on the supervisor, and not as much on the leadership style.

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The Effect of Organizational Culture on Work-Life Balance

As people become more invested in their careers, more time is spent at work and less time is spent with loved ones. This results in a poor work-life balance. Research has shown that 70% of people report having an unhealthy work-life balance, however, 70% of people also rate family as a top priority (Rife & Hall, 2015). This statistic shows that while people want to have a strong work-life balance, they do not actually have one because of various work commitments. With the increase in gender diversity in the workforce, dual income households, and single parent families, the amount of time spent at work is increasing while time spent at home is decreasing (Darcy, McCarthy, Hill, & Grady, 2012). However, many people believe that if they do not concert all energy and effort into their work, then their personal career progression will be affected.

A strong work-life balance is when people feel that their lives are being fulfilled inside and outside of work. This means that there is minimal conflict between work and home, low turnover and absenteeism, and overall satisfaction (Rife & Hall, 2015). A strong work-life balance allows people to spend time with their family and friends while still succeeding in their career. When someone spends too much time at work and not enough time doing things they enjoy, unnecessary stress increases (Golder & Wiens-Tuers, 2005), and overall life satisfaction will decrease, leading to poor health, lower productivity, and lower performance (O'Driscoll, Poelmans, Spector, Kalliath, Allen, Cooper, & Sanchez, 2003). Research has shown that work-life balance is created through a strong organizational support system, which develops through organizational culture (Rife & Hall, 2015). The culture of an organization is extremely important for everyone involved and for the success of the organization. The culture determines

the leadership styles and the roles of upper management, which affects individuals' work-life balance.

According to Schneider, Ehrhart, & Macey (2013), organizational culture is the shared basic assumptions, values, and beliefs that symbolize a workplace and are picked up and taught to newcomers. The culture of an organization can have many positive or negative effects including employee morale, commitment, productivity, physical health, and emotional well-being, as well as the leadership style of supervisors (Cameron & Quinn, 2006). Based on the leadership style, determined by culture, employees will either feel comfortable having a strong work-life balance, or employees will not have a balance because of pressures from leadership. Supervisors will provide different types and levels of support which give employees an idea of whether or not they are able to take and use the benefits available to them. Each organization has their own benefits and policies for employees, which can describe the overall organizational culture. Some example policies are maternity leave, vacation and sick days, as well as flex hours, and telecommuting. Culture starts to affect an organization and the employees based on the overall goals, values, and leadership style of supervisors and managers. Supervisors who provide emotional support, instrumental support, role modeling behaviors, and creative work-life management will have employees who feel more comfortable using the benefits available to them (Hammer, Kossek, Yragui, Bodner, & Hanson, 2009). In a study conducted by Allen (2001), results demonstrated that managerial support affects whether employees will take advantage of the benefits offered to them. When benefits are offered to employees, they are generally for creating a stronger work-life balance. Allen's (2001) study evaluates how four cultural leadership styles affect the leadership of an organization and the policies related to creating a strong work-life balance. Having supportive leadership allows a culture where

individuals feel comfortable taking time off when needed in order to maintain a positive work-life balance.

Having a strong work-life balance is extremely important to prevent unhealthy lifestyles. Research shows that 60% of Americans report stress to be caused by work, when people are stressed because of work, family well-being is also affected (Kaplan, DeShon, & Tetrick, 2017). Work stress is prevented through policies and supervisor support (Lapierre et al., 2008). Supervisor support determines whether employees take advantage of policies available to them (Allen, 2001). By having family-supportive policies in place, a stronger work-life balance is more likely, as employees generally are spending more time at home with their families (Lapierre et al., 2008). By contrast however, employees must feel comfortable in using these family-supportive policies which is determined then by the culture and leadership style. In the following sections, I will discuss how employee work-life balance is affected by an organization's cultural leadership style.

The leadership of an organization can determine whether or not employees take advantage of the policies which are available to them, or if employees work overtime, after hours, and on weekends. O'Driscoll et al. (2003) found that employees do not always take advantage of the policies available, therefore do not have a strong work-life balance. Some employees might not feel comfortable using applicable policies in fear of being fired or told that they are not invested enough in the organization. In O'Driscoll et al.'s (2003) study, 72% of respondents reported having three or fewer benefits available to them, and 92% reported using 2 or fewer of these policies. Organizations need to develop a culture which supports employees in taking advantage of benefits, and allows them to feel comfortable using the policies.

Work-Life Balance

Creating a lifestyle which has a strong work-life balance is important. O'Driscoll et al. (2003) found that psychological strain was caused by having a negative work-life balance. Overall health and happiness are impacted by an individual's work-life balance. Through the use of family supportive policies, employees find it easier to have a home life and a work life (Allen, 2001). Even with family supportive policies, some employees still do not have a positive work-life balance because of technological advancements. Not only is the increase in gender diversity, dual income households, and single parent families affecting the work-life balance of individuals (Darcy et al., 2012), but with technology constantly changing and advancing, accessibility to work is much easier, therefore encouraging working from home after hours. People are being asked by leadership to work from various locations outside of the office; therefore the boundaries between work and home are fewer, causing more overlap and conflict (Rife & Hall, 2015).

With all these changes, more strain and pressure are placed on employees to work longer and harder hours creating a negative work-life balance (Darcy et al., 2012). These pressures and strains affect employees' personal desire, need, or demand to leave the workplace. When employees do not leave the workplace and end up working longer harder hours, they are not necessarily doing themselves or the organization any favors. Golder & Wiens-Tuers (2005) found that while an employee may work overtime, even if it results in a greater income, greater happiness does not directly correspond. Instead, having a strong work-life balance may be more beneficial to the organization. The overall health of the organization and of employees will be stronger, as well as the work-life balance (Kaplan et al., 2017).

However, having policies in place does not always create the positive work-life balance organizations strive for. While a lot of organizations emphasize the importance of a strong work-life balance, most do not actually promote a positive work-life balance through their policies. For example, some employees may be given time off based off of company policy; however, employees may not actually take the time off because of the company culture, norms, and policies, demonstrating a lack of organizational support (Rife & Hall, 2015).

Organizational Culture

Organizational culture is important in creating a positive work environment and strong work-life balance for employees. Culture is determined by the founder of an organization; however, as time goes on, the culture will change as the organization grows, subcultures are formed, and supervisors change. Because culture will change and develop over time, it is important to evaluate and modify their culture to create a stronger organization.

In order to change an organization's culture, one must fully evaluate the organization. There are many ways to evaluate organizational culture. Schein (2010) had a modernist approach when evaluating organizations' culture, using three levels: artifacts, espoused beliefs and values, and the basic underlying assumptions. Through these three levels of evaluating culture, an organization can determine what others think of the workplace, what the overall values are, and what the employees think of the workplace (Schneider et al., 2013). Through these three levels of culture, an organization can assess their overall culture and make changes based off of these levels. Organizations who emphasize culture are generally more supportive of a strong work-life balance, than those whose main beliefs, values, assumptions, and artifacts are purely success driven, increasing profit, and producing results.

In addition to measuring artifacts, espoused beliefs and values, and basic underlying assumptions, another way to evaluate culture is through four leadership styles. The different leadership cultures are hierarchy, market, clan, and adhocracy. These leadership styles make up the competing values framework, and help to determine the type of leadership style, which affects the overall culture of an organization (Cameron & Quinn, 2006). The hierarchy culture has a leader who values a structured work environment with rules, specialized jobs, and centralized decisions. Generally there are many layers and levels of management and leadership who work to create formal rules and policies, as well as long-term goals of stability for the organization. The hierarchy leadership style is controlling, and the leader generally is a coordinator, monitor, and organizer. The overall theory of effectiveness in a hierarchical leadership style is to have control and be efficient (Cameron & Quinn, 2006).

The next type of leadership style is a market culture. This culture is an ambitious one, having constant competition and working to produce a product. Generally this leadership style is goal achieving and profit is the main goal (Cameron & Quinn, 2006). With this culture, it is the external environment which drives the organization rather than the inside workers. Generally, leaders are tough and have high expectations of their employees, being hard-drivers, and competitive. Overall, reputation and success are two of the most important values, as employees are aggressively trying to produce the best product and please their management.

The clan culture is a collaborative working environment. Generally leaders are facilitators, team builders, and mentors, adding support when necessary. These organizations tend to be more family-oriented, and have a focus on teamwork (Cameron & Quinn, 2006). Usually employees have a lot in common, and leaders are seen as mentors or father figures. Organizations with a clan culture are typically held together through loyalty and tradition, as

well as emphasizing teamwork and rewarding as a team (Cameron & Quinn, 2006). Overall, a clan culture is one which believes that through human development and participation, organizations will be the most successful and effective.

Finally, the adhocracy culture is one which is creative and allows employees to be innovative in the workplace. Generally the leaders are innovators, entrepreneurs, and visionaries (Cameron & Quinn, 2006). Through the use of creativeness and adaptation, new resources are established. Generally, adhocracy cultures do not use organizational charts mainly because there is a need to be constantly changing and adapting to new opportunities as they arise. With projects regularly changing, employees are assigned and reassigned to be the leader for certain projects depending on the needs of the project and expertise of the employees (Cameron & Quinn, 2006). Overall, leaders are innovators and risk takers who promote individual initiation, freedom, and encourage innovation.

Supervisors

Within each cultural leadership style, there are many different ways which leaders can make a positive or negative impact on their employees. Supervisors determine whether or not employees take advantage of the benefits offered to them (Hammer et al., 2009). Generally, this is done informally, through the culture. The support given by the supervisors can make a large impact on whether employees feel that they can take time off for family matter, or if they would get reprimanded by a supervisor.

The culture of an organization generally will be determined by the supervisor. When there is a family supportive supervisor who helps to create the cultural leadership style, then generally, employees will have a stronger work-life balance. When supervisors were trained in a study to create policies which encouraged employees to take time off for family matters,

employee physical health and work-life balance increased (Hammer, Kossek, Anger, Bodner, & Zimmerman, 2011). A family supportive supervisor is one who understands, accepts, and supports a balance between work and family, therefore creating an environment where employees have a strong work-life balance. Through emotional support, instrumental support, role modeling behaviors, and creative work-life management, supervisors can change the work-life balance that employees have. In addition to a culture which supports a positive work-life balance it is extremely important for employees to have supervisors who support them in creating a strong work-life balance. This can help to encourage employees to spend more time with family, and take time off when necessary.

There are several ways that an organization's leadership can support employees having a strong work-life balance. Some leaders require employees to work long days and overtime, resulting in a poor work-life balance. Even after working extra hours, employees often times still do not produce the results and goals they are hoping for (Rife & Hall, 2015). Supervisors who support a strong work-life balance are those who encourage employees to go home at the end of a long day, and do not require working on the weekends and in the evenings. Through flexible work hours, child and elder care provision, paid maternity and paternity leave, adoption assistance, medical leave/time off, education assistance, health assistance, housing assistance, and flexibility with telecommuting and job sharing, employees may begin to have a stronger work-life balance (Rife & Hall, 2015). Not only do these policies need to be available to employees, but they must feel comfortable using what is available.

The Present Study

As suggested by Rife and Hall (2015), supervisors should not be focusing on the number of hours employees spend at work, but the final outcome and projects. By doing this, employees

will have a stronger work-life balance because there will not be as much pressure about spending a certain amount of time working. Through this suggestion, supervisors who allow their employees to have a strong work-life balance will reduce overall strain and stress (O'Driscoll et al., 2003). This demonstrates the importance of leadership style and support. Based off of Lapierre et al.'s (2008) research, when an organization's culture allows for employees to feel comfortable taking advantage of family supportive policies and benefits, the overall organization succeeds. While Lapierre et al. (2008) studied a similar topic, there is no prior research evaluating how leadership style affects work-life balance. Cameron and Quinn (2006) measured the specific leadership styles, suggesting that clan culture has a more collaborative and mentoring culture. The hierarchy culture has a more monitored and controlling style, and similarly the market leadership style generally have tough leadership with high expectations of their employees. This could cause employees to feel pressured by their employers to overwork themselves and not have a strong work-life balance. Therefore I hypothesized that the cultural leadership style of the organization has an effect on the work-life balance of individual employees, specifically that hierarchy cultures and market cultures have the lowest levels of work-life balance, and the clan culture has the highest level of work-life balance.

Method

Participants and Procedure

I interviewed a total of 34 people from seven organizations in Maryland. All participants were working adults. Participants were selected by their supervisors or volunteered for the interview. Interviews and observations were conducted over a two week period.

Measures

Each participant answered three interview questions measuring work-life balance. Based on Mukhtar's (2012) survey, questions were created measuring work-life balance. The interview consisted of three work-life balance questions and was a maximum of 5-10 minutes long. Work-life balance was then evaluated by the researcher based on a five-point Likert-type scale ranging from weak to strong. For example, employees who were given a one had a weak work-life balance rating because they worked after hours and on weekends and were not happy about it. Those employees who were given a three, a medium work-life balance, worked after hours and on the weekend by choice, but were satisfied with their work-life balance. The employees who were given a five had the strongest work-life balance because they did not do any work outside of the office, did not work overtime regularly, and were satisfied with their job. See Appendix A.

Culture was measured using 13 items from the Organizational Culture Assessment Instrument (OCAI, Cameron & Quinn, 2006). Complex items were cut from the original OCAI to shorten the survey for employees in consideration of time. Each employee interviewed was asked to fill out the OCAI measuring whether they agree or disagree with statements regarding their workplace culture and leadership of their organization. See Appendix B for items used.

In addition to the OCAI, culture was also measured through personal observation. The leadership style was determined based off of Schneider et al.'s (2013) model of the four categories, clan culture, adhocracy culture, hierarchy culture, or market culture, see Appendix C. Each organization was rated by the researcher for each leadership style and given either low, medium, or high scores, see Figures 1-7.

Results

Results demonstrated that the hypothesis was not supported. There was not a relationship between leadership style and work-life balance, $r = -.05$ to $.07$, $p = .68$ to 1.00 , indicating that there is no one leadership style which supports a stronger work-life balance for the employees.

Specifically for the hierarchical leadership style, there was no difference in work-life balance across levels of this leadership style, $F(2,31) = .93$, $p = .67$. However, the organizations who had a medium level of hierarchy had the highest work-life balance across employees ($M = 4.27$), while the low level of hierarchy had the lowest work-life balance ($M = 3.67$), and the high level of hierarchy was in between them ($M = 3.90$), see Figure 8.

The market leadership style represented no significance in work-life balance and leadership style, $F(1,32) = .17$, $p = .69$, see Figure 9. However, organizations with a high market culture had a higher work-life balance ($M = 4.05$) than those with a medium market leadership culture ($M = 3.92$). There were no organizations who categorized as a 'low' market leadership style.

The clan leadership style, again, had no significance with leadership style and work-life balance, $F(1,32) = .17$, $p = .68$, see Figure 10. While there was no significance, organizations with a high clan leadership style tended to have a stronger work-life balance ($M = 4.08$) than those organizations with a medium clan leadership style ($M = 3.95$). There were no organizations which fell into the 'low' category for this leadership style.

There was no difference in work-life balance based on the adhocracy culture, $F(1,32) = .00$, $p = 1.00$, see Figure 11. However, there were no organizations which fell into the 'medium'

category. All organizations evaluated were either low or high on the adhocracy scale. Low and high adhocracy leadership styles both have the same work-life balance level ($M = 4.00$).

In addition to examining quantitative results, qualitative results were also evaluated to determine how cultural leadership style affects work-life balance. Those who overall ranked high for the clan leadership style had supervisors who put family first. Employees noted “I couldn’t ask for a better place to work” and reported their organization saying “go do what you need to do, [and] let us know what we can do to help” whenever a family emergency or situation arose. Some organizations even offered opportunities for the entire workplace to take time off without cutting into their vacation day as a ‘bonus’ and to thank the employees for their hard work. Another employee from a clan-adhocracy-hierarchical leadership style stated that the organization regularly mentions, “family is 1A and we are 1B” inferring that while the company is important and should be a priority for all employees, family will always come first. Some other leadership styles also had ‘family-first’ attitudes; however, the clan leadership style had the most ‘family-first’ responses from employees, signifying a positive work-life balance for the clan leadership style.

Discussion

The results found do not support the hypothesis. Other related studies suggested that cultural leadership style would relate to work-life balance. However, these results did not find this to be true (Lapierre et al., 2008). The study concluded that there was no significant relationship between work-life balance and organizational leadership style. However, the most helpful cultural leadership types for work-life balance could be high clan, high market, medium hierarchy, and either high or low adhocracy. With a larger sample, these leadership styles and the effect on work-life balance could be confirmed.

However, qualitative results may help determine what factors drove employees' work-life balance levels. There were situations where employees did not have a high work-life balance score. Some reasons for the low score was because of quotes such as "we live in a culture where they will always expect a response" and "work and life cannot be separated." These types of comments brought down an individual's work-life balance score because there is not much of a 'break' from work, even when not in the office. Other employees comments were based on restricted policies and benefits available to employees, including "I wish I had more vacation time" or "I wish we had longer maternity leave." While these comments mention measures which I did not study, such as vacation time and maternity leave, future research could evaluate the effect specific policies and benefits have on work-life balance.

This study also did not measure subcultures, which could have had an impact on the results. Many organizations have subcultures which are very different from the overall organizational culture. While the results were null, work-life balance for employees can vary depending which subculture that are in. Hatch & Cunliffe (2013) describe subcultures as the part of an organization when there are group of members who have created their own beliefs, values, and norms and will identify themselves as a group within the overall group. When evaluating culture, one must remember that there is more to an organization than just the overall larger culture. Some organizations have lots of hierarchy and levels, creating subcultures, while others do not.

For example, one organization used for this study had both retail stores and an office space, which worked to oversee the daily functions, finance, and management of the retail stores. This organization would most likely have a different culture in the office setting than in the stores. Similarly, some organizations visited had many departments, including finance,

human resources, marketing, sales, etc. Each department likely had their own subculture, which would have contributed to the overall culture of the organization. Subcultures are important to notice because they occur across multiple offices in various locations within the same organization. Within each office, there is a culture, and depending how many employees, likely there is a subculture. This study did not measure subcultures, therefore being a potential contributor to the null results.

Limitations and Future Study

This study only evaluated seven very different organizations, none of which were in the same industry. This study also only interviewed three employees at some organizations, while at others, interviewed up to 10 employees. This could have an impact on the overall dataset because there are fewer resources to use to evaluate the culture and overall average work-life balance of employees. A limitation of the study could be that some organizations that needed the work-life balance and leadership style intervention the most were not as willing to allow a researcher to come in and observe the organization.

A future study could be conducted measuring the work-life balance of many organizations all with different leadership styles. Measuring with the full range of low, medium, and high leadership styles each for hierarchy, clan, market, and adhocracy, could provide more insight to the effect on work-life balance. More employees could be used to build more stable results for work-life balance at each organization. Another study could evaluate how leadership style and work-life balance varies with one organization at different office locations. Finally, as mentioned previously, future research could include specific policies and benefits and the effects those have on an employee's work-life balance.

Conclusion

While the results may not be significant in demonstrating a specific leadership style that better supports work-life balance, each supervisor should work to improve employees overall work-life balance. By creating a stronger work environment, employees will feel more comfortable with taking time off for personal needs, and taking advantage of policies and benefits available to them. Overall, work-life balance is extremely important to one's overall health, and this can be influenced by the organizational culture.

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Appendix A

1. Please briefly describe how you feel your work-life balance is.

-A good balance, a weak balance, do you feel you spend enough time with loved ones?

SIOP WLB Article Definition

A strong work- life balance→ when people feel their lives are being fulfilled inside and outside of work.

- Minimal conflict between work and non-work
- Attracts new hires
- Helps reduce turnover
- Helps reduce absenteeism
- Increases the chances of employees voluntarily engaging in “prosocial” behaviors
- May not always increase profits but will usually not decrease profitability

2. What are some ways that your company’s leadership encourages work-life balance?

3. If you could add or change a policy regarding work-life balance, what would you do?

Appendix B

	Agree	Disagree
The organization is a very personal place. It is like an extended family. People seem to share a lot of themselves.		
The organization is very results-oriented. A major concern is with getting the job done. People are very competitive and achievement- oriented.		
The organization is a very controlled and structured place. Formal procedures generally govern what people do.		
The leadership in the organization is generally considered to exemplify mentoring, facilitating, or nurturing.		
The management style in the organization is characterized by teamwork, consensus, and participation.		
The management style in the organization is characterized by individual risk taking, innovation, freedom, and uniqueness.		
The management style in the organization is characterized by hard-driving competitiveness, hard demands, and achievement.		
The management style in the organization is characterized by security of employment, conformity, predictability, and stability in relationships.		
The glue that holds the organization together is loyalty and mutual trust. Commitment to this organization runs high.		
The glue that holds the organization together is the emphasis on achievement and goal accomplishment.		
The glue that holds the organization together is formal rules and policies. Maintaining a smooth-running organization is important.		
The organization emphasizes human development. High trust, openness, and participation persist.		
The organization defines success on the basis of the development of human resources, teamwork, employee commitment, and concern for people.		

Appendix C

1. Evaluate the leadership style of the organization through the OCAI assessment, observations, and interviews.
 - a. Clan, Adhocracy, Hierarchy, or Market

2. Determine whether or not there are subcultures through the OCAI assessment, observations, and interviews.
 - a. Operator
 - b. Engineering/design
 - c. Executive

3. Evaluate the 3 levels of culture based off of observations and employee interviews
 - a. Artifacts
 - b. Espoused beliefs and values
 - c. Basic underlying assumptions

Figures

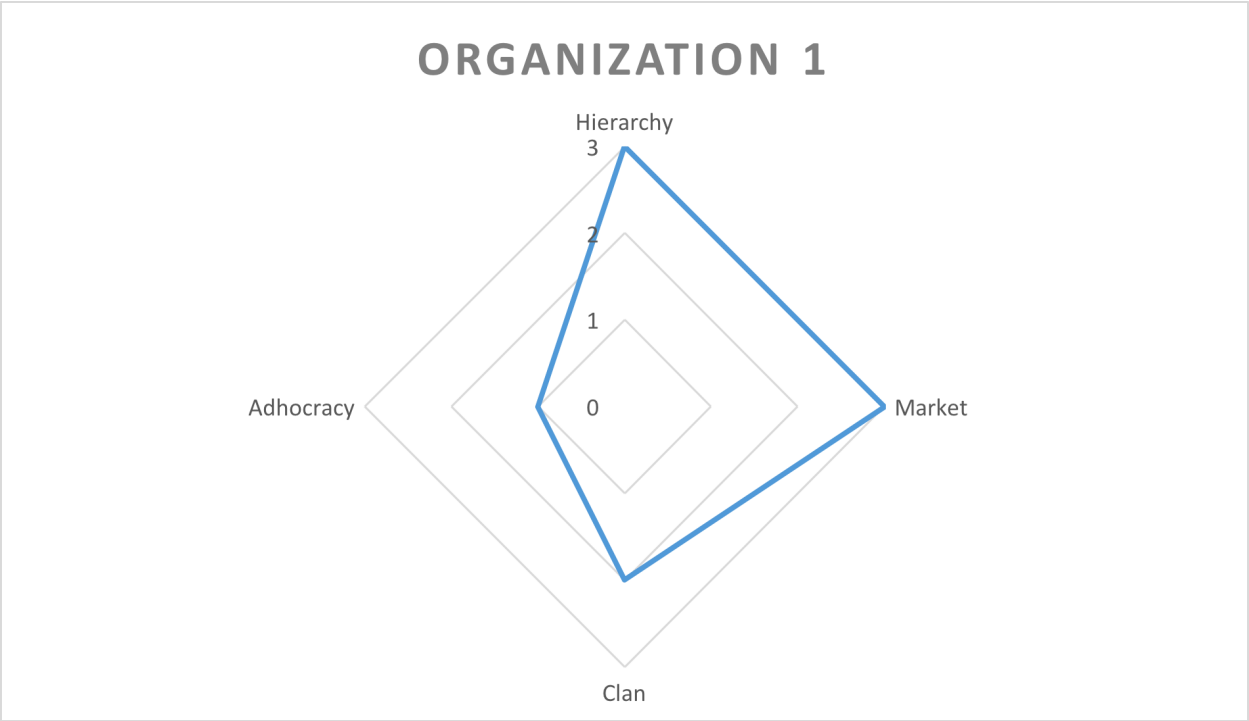


Figure 1. Rankings of Organization One based off Schneider et al.'s (2013) model using the four leadership styles of clan, adhocracy, hierarchy, and market ranked on a scale of low, medium, or high.

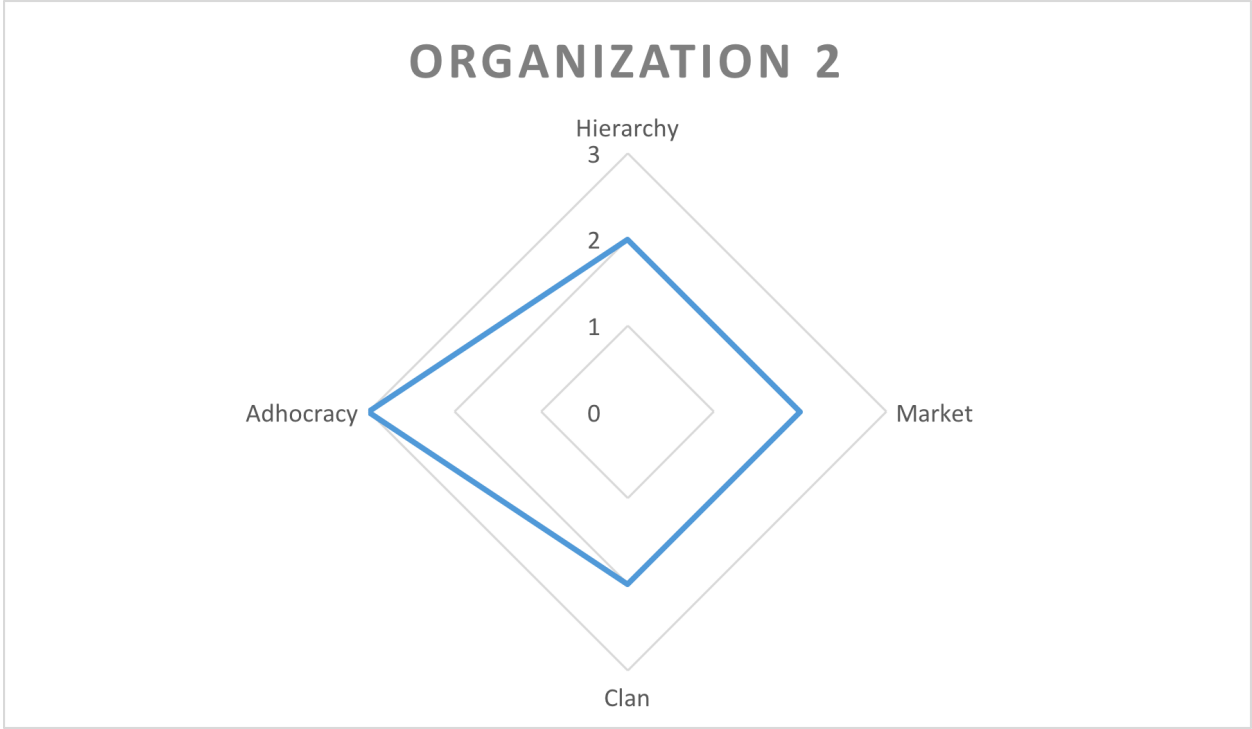


Figure 2. Rankings of Organization Two based off Schneider et al.’s (2013) model using the four leadership styles of clan, adhocracy, hierarchy, and market ranked on a scale of low, medium, or high.

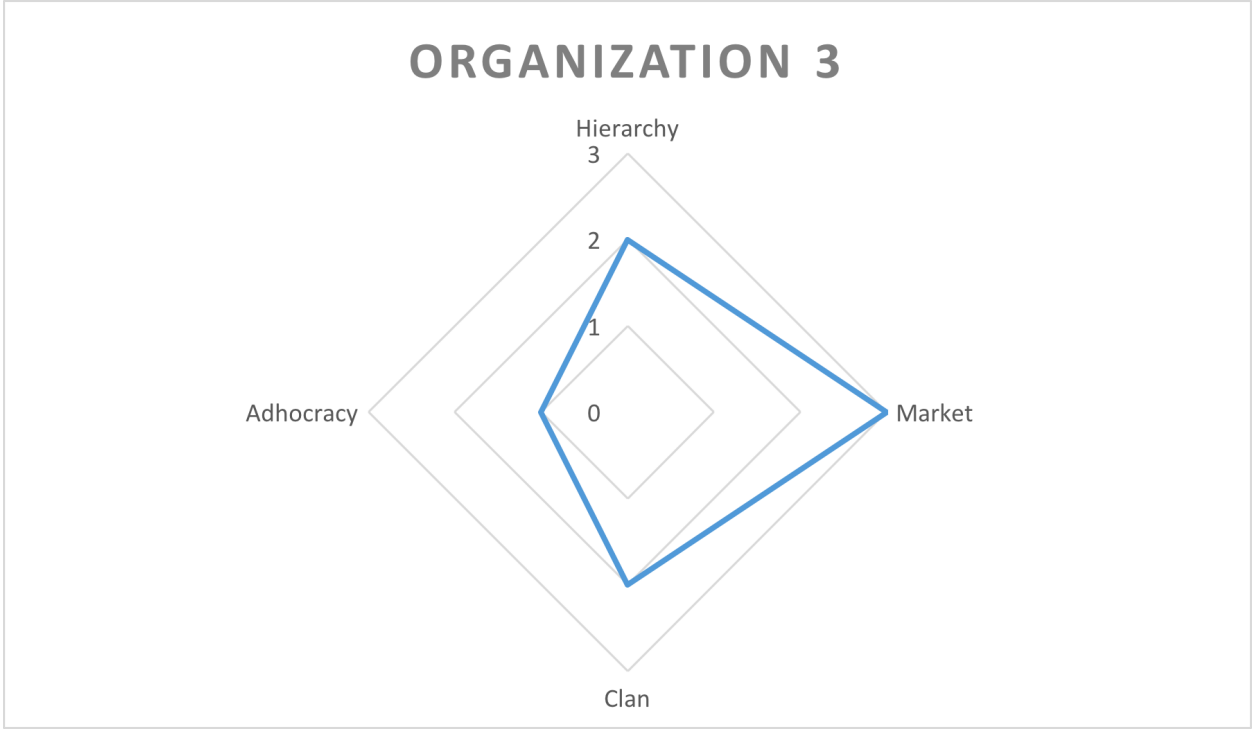


Figure 3. Rankings of Organization Three based off Schneider et al.’s (2013) model using the four leadership styles of clan, adhocracy, hierarchy, and market ranked on a scale of low, medium, or high.

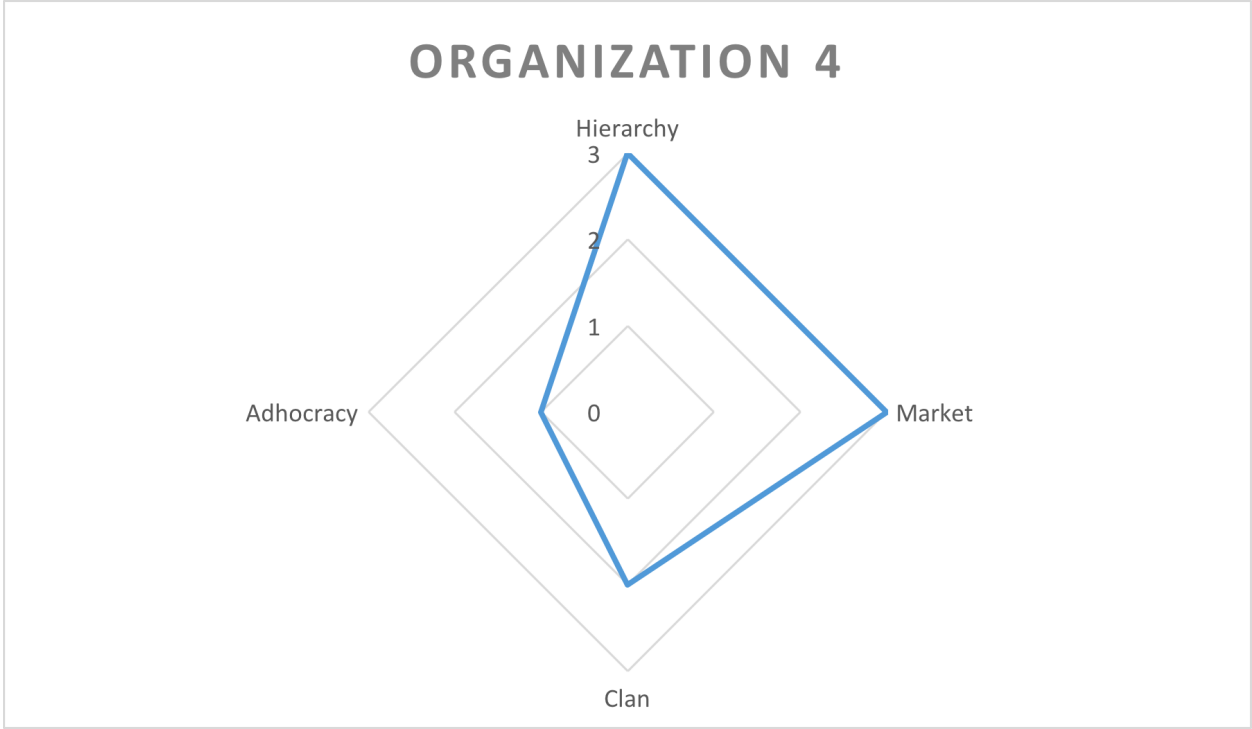


Figure 4. Rankings of Organization Four based off Schneider et al.’s (2013) model using the four leadership styles of clan, adhocracy, hierarchy, and market ranked on a scale of low, medium, or high.

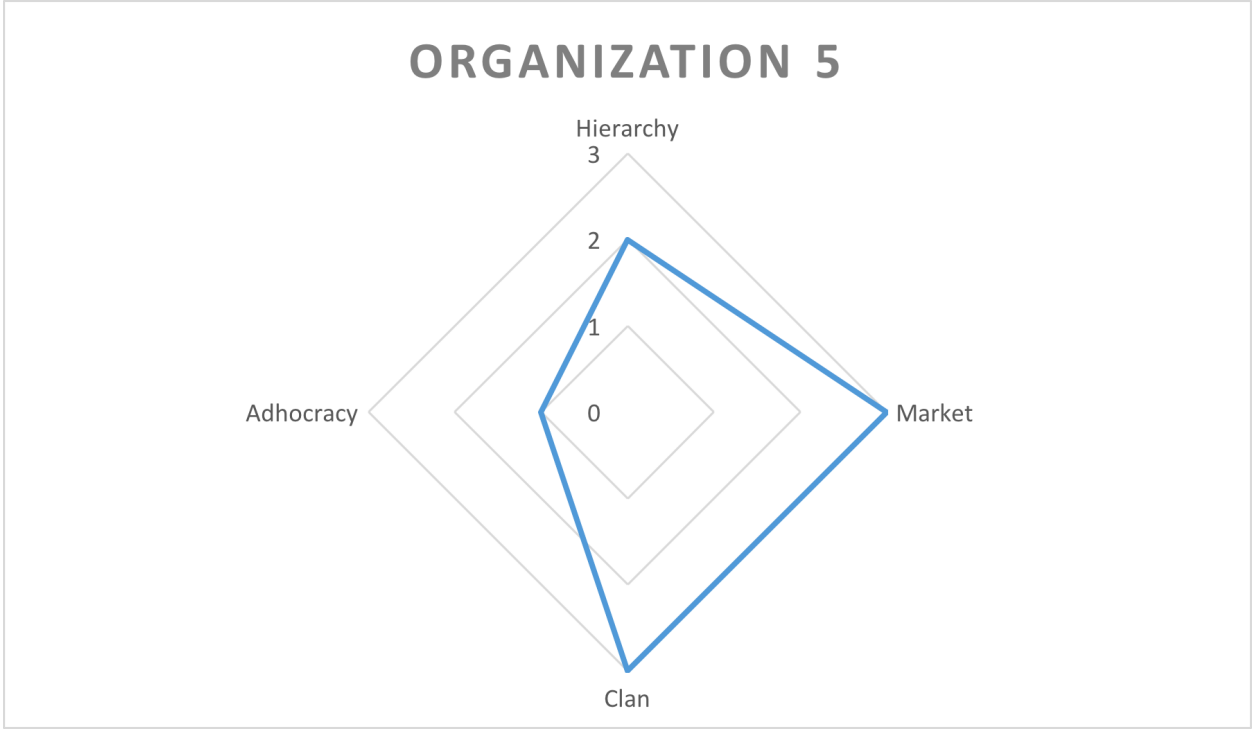


Figure 5. Rankings of Organization Five based off Schneider et al.'s (2013) model using the four leadership styles of clan, adhocracy, hierarchy, and market ranked on a scale of low, medium, or high.



Figure 6. Rankings of Organization Six based off Schneider et al.'s (2013) model using the four leadership styles of clan, adhocracy, hierarchy, and market ranked on a scale of low, medium, or high.

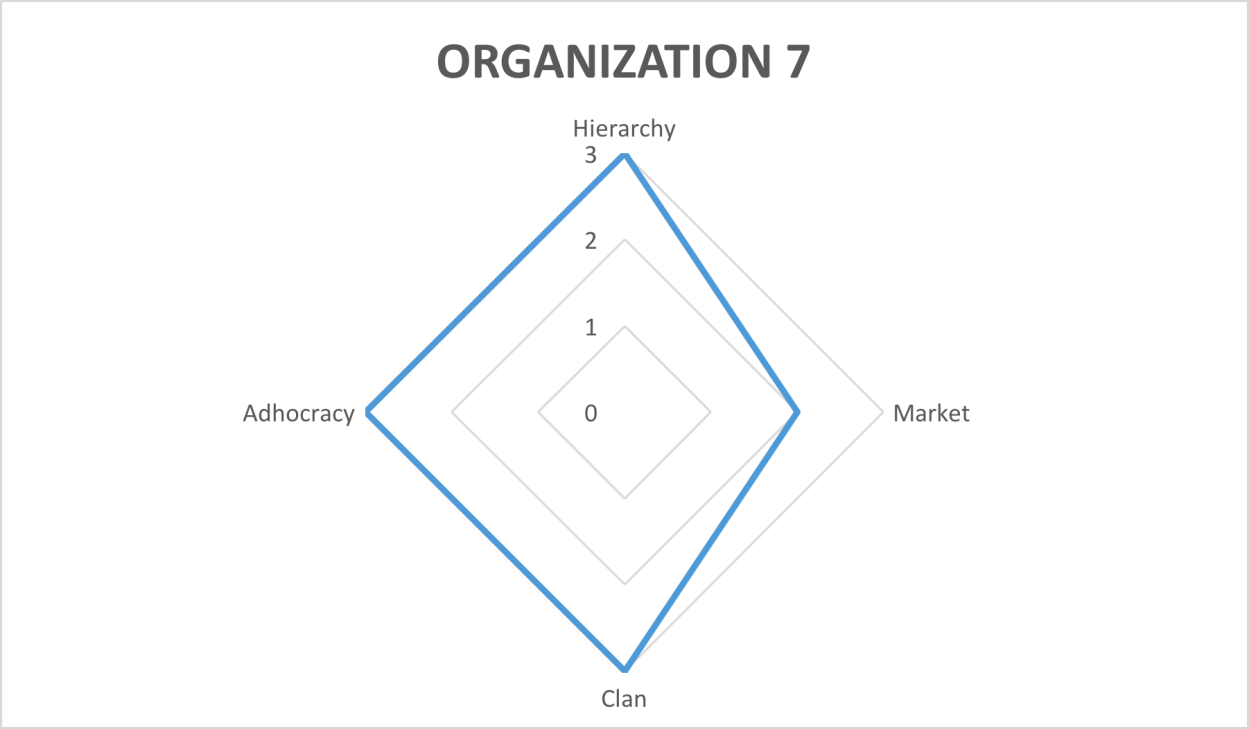


Figure 7. Rankings of Organization Seven based off Schneider et al.'s (2013) model using the four leadership styles of clan, adhocracy, hierarchy, and market ranked on a scale of low, medium, or high.

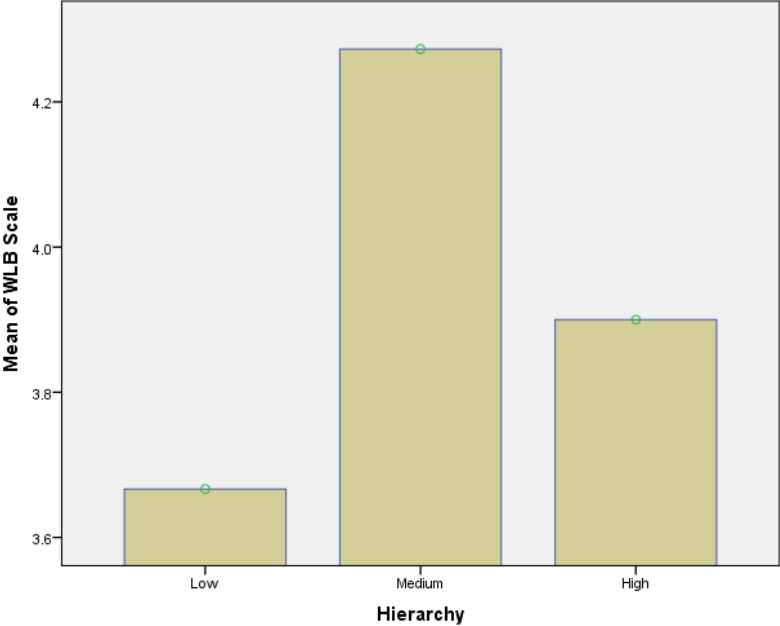


Figure 8. The averages of the hierarchical leadership style representing the average work-life balance of employees and level of hierarchy within the organizations.

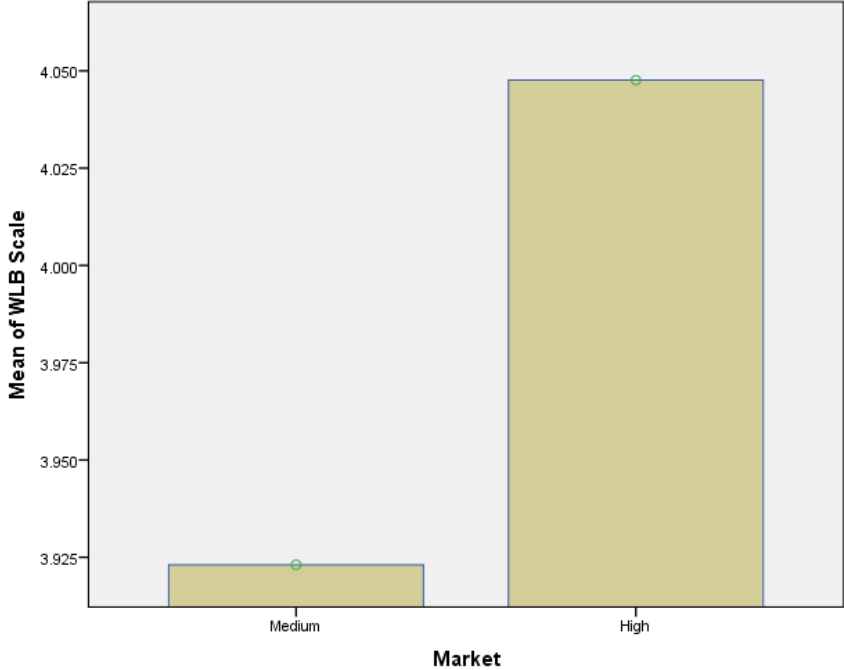


Figure 9. The averages of the market leadership style representing the average work-life balance of employees and level of market leadership within the organizations.

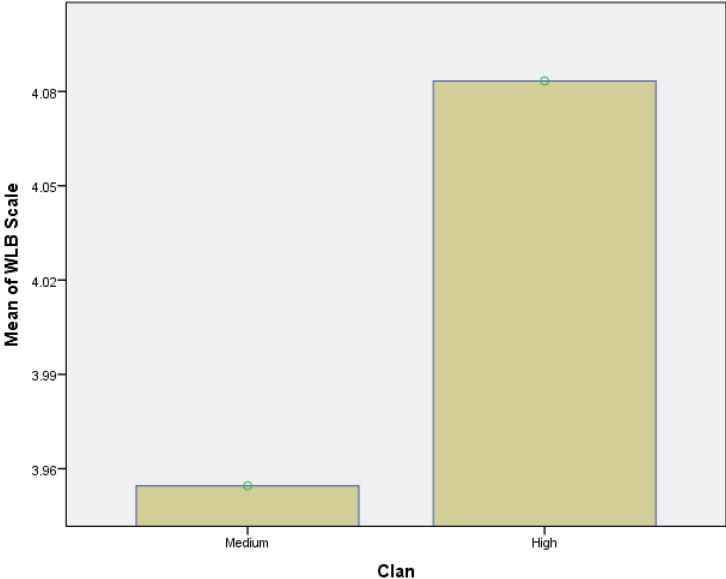


Figure 10. The averages of the clan leadership style representing the average work-life balance of employees and level of clan leadership within the organizations.

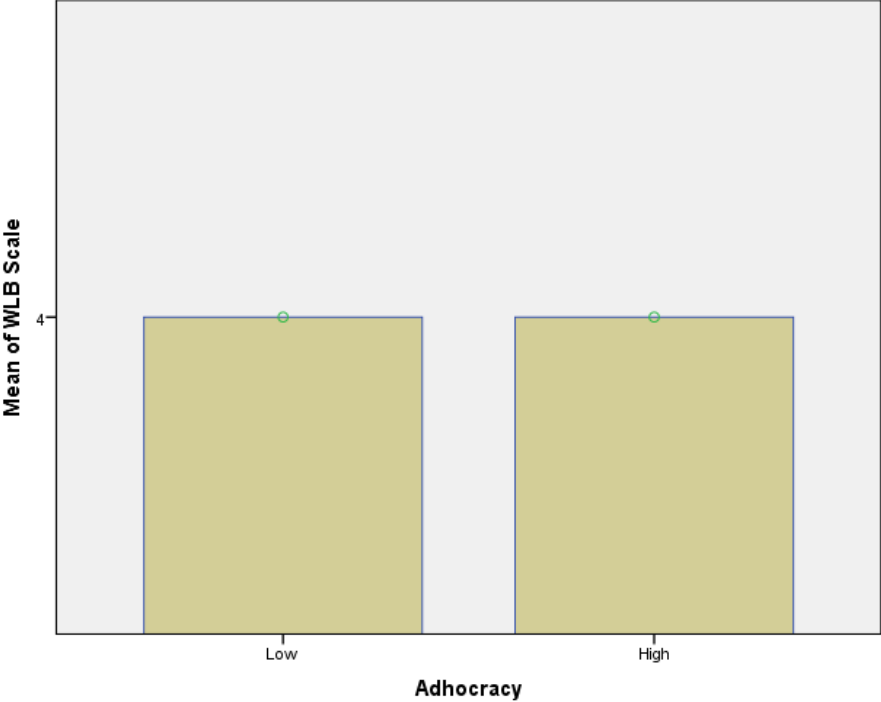


Figure 11. The averages of the adhocracy leadership style representing the average work-life balance of employees and level of adhocracy leadership within the organizations.