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THE RELATIONSHIP BETWEEN SCHEDULE FLEXIBILITY AND DOMAIN-SPECIFIC SATISFACTION VIA WORK-TO-FAMILY ENRICHMENT FOR WORKING PARENTS IN SOUTH AFRICA

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Abstract

Employees discretion over the scheduling of their work hours, often referred to as schedule flexibility, has been repeatedly linked to increases in both job satisfaction and family satisfaction. Despite the international research, evidence on these relationships has not been empirically tested in the South African context. There is also a gap in understanding the role of perceived work-to-family enrichment on the relationship between schedule flexibility and domain-specific satisfaction. To address these gaps in our knowledge, this study investigated the relationship between schedule flexibility and domain-specific satisfaction amongst South African employees, and assessed the role of work-to-family enrichment as a mediator of this relationship. Work-to-family enrichment occurs when a resource gain in the work domain promotes gains in the family domain.

The propositions were tested among working parents that used schedule flexibility ($N = 121$) across multiple organisations in South Africa. Working parents responded to a self-report online survey. The questionnaire contained, *inter alia*, measures of schedule flexibility use, schedule flexibility availability, work-to-family enrichment, job satisfaction, family satisfaction and personal demographics. Correlation and regression analysis were used to test the propositions. Preacher and Hayes' (2004) PROCESS script was used to test mediation effects. The results of the analyses indicated that there is a significant positive and proportional relationship between the use of schedule flexibility and domain-specific satisfaction. The use of schedule flexibility was more strongly correlated to job satisfaction than employee knowledge regarding the availability of schedule flexibility in the organisation. Further analysis showed that work-to-family enrichment mediated the relationship between schedule flexibility use and domain-specific satisfaction.

Key words: Schedule flexibility use, work-to-family enrichment, job satisfaction, family satisfaction, working parents, South Africa.

As a policy that grants employees discretion over their own working hours, schedule flexibility constitutes an integral part of an organisations Human Resource strategy as it aims to improve employee motivation and retention (Carlson, Grzywacz, & Kacmar, 2010). Grobler and de Bruyn (2011) reported that 90% of public companies in South Africa, representing three sectors on the Johannesburg Stock Exchange (JSE), implement schedule flexibility. Although schedule flexibility remains a popular family-friendly Human Resource policy, research on the potential benefits, challenges and consequences of schedule flexibility use within South African organisations is limited (Downes & Koekemoer, 2011).

According to the Time Use Survey conducted by Statistics South Africa in 2010, working parents spend on average eight hours of their day at work and five hours of their day attending to family responsibilities. More specifically, working mothers and working fathers spend eight and nine hours of their day at work respectively (Schneider, 2011). Family responsibilities include caring for children and elders, as well as meeting the demands of the constituent relationships therein (Maume, 2006). As a result of the simultaneous and often conflicting work and family responsibilities, working parents turn to organisations for support. Through the use of schedule flexibility, employees are able to self-manage their time and fulfill their work and family responsibilities. Moreover, schedule flexibility use may increase employee efficiency, work focus, and productivity (Kossek, 2005).

As schedule flexibility use allows employees increased autonomy in their work schedules, employees are more likely to be committed to the responsibilities within their work and family domains, resulting in greater job satisfaction and family satisfaction (Bae & Goodman, 2014; Baltes, Briggs, Huff, Wright, & Neuman, 1999; Carlson et al., 2010). In addition to being among the most studied work- and family-related outcomes over the past 15 years, job satisfaction and family satisfaction are affective outcomes of schedule flexibility use that indicate domain-specific well-being, and may further result in low turnover intention, high productivity, and low absenteeism (Cotti, Haley, & Miller, 2014; De Simone et al., 2013). Empirically testing the relationship between schedule flexibility use and domain-specific satisfaction constitutes a practical inquiry, especially in South Africa where there is limited research (Grobler & de Bruyn, 2011).

According to Carlson et al. (2010), the mechanisms linking schedule flexibility use with job satisfaction and family satisfaction require further research. Given that schedule flexibility use helps employees manage their work and family responsibilities, it is necessary to consider employees' perceived experiences at the work-family interface as a linking mechanism between schedule flexibility use and domain-specific satisfaction (Carlson et al., 2010; Grobler & de Bruyn, 2011). More specifically, the relationship between schedule flexibility and job satisfaction, and schedule flexibility and family satisfaction may be mediated by work-to-family enrichment. Work-to-family enrichment occurs when resource gains in the work role promotes resource gains in the family role (Greenhaus & Powell, 2006). According to Voydanoff (2004), schedule flexibility is a boundary-spanning resource from the work domain that is used by employees to resolve demands in the family domain. As a result of utilizing schedule flexibility, employees are able to effectively manage their work and family responsibilities and achieve greater domain-specific satisfaction through the process of work-to-family enrichment.

Aims of the Research

The aim of this study is two-fold: first, to establish that there is a positive relationship between schedule flexibility and domain-specific satisfaction in a South African context; and second, to deepen the current understanding of the relationship between schedule flexibility and domain-specific satisfaction by assessing whether it is mediated by work-to-family enrichment.

The goals of this study are to enhance existing theoretical knowledge on the relationship between schedule flexibility and job satisfaction, and schedule flexibility and family satisfaction, as well as to provide an understanding of the aforementioned relationships in a South African context. This study will provide a business case to organisations in South Africa regarding the implementation of schedule flexibility, as it demonstrates how schedule flexibility use can contribute to greater domain-specific satisfaction through the experience of work-to-family enrichment. This study offers practical implications to organisations seeking to help employees manage work and family

commitments, as well as to employees who aim to enhance their perceived level of job satisfaction and family satisfaction.

Structure of the Dissertation

The present section provides an introduction to the study, its aims and motivation. Section Two introduces the theoretical framework used, namely the Broaden and Build Theory, and reviews existing literature on schedule flexibility, job satisfaction, family satisfaction, and work-to-family enrichment. The relationships among these constructs are discussed and the propositions are presented. Section Three outlines the method applied to investigate the research propositions, which includes information pertaining to the research design, respondents, the data collection process, the relevant scales, and the data analysis techniques. Section Four presents the results, which outlines the analysis of data and the results of the statistical testing phase. Section Five presents a discussion of the results in relation to the existing literature and the South African context, as well as the present study's limitations, recommendations and implications.

Literature Review

This section presents the theoretical framework used to explain work-to-family enrichment as a linking mechanism between schedule flexibility use and domain-specific satisfaction. Following this, existing literature on the relationship between schedule flexibility use and domain-specific satisfaction are discussed, as well as the mediating role of work-to-family enrichment. This section concludes with the research propositions.

Theoretical Framework

The Broaden and Build (BB) Theory is used as a theoretical framework in this study. The BB Theory shares a similarity to the Conservation of Resources (COR) Theory in that both have their emphasis on personal resources, however, a major difference is that the BB Theory places emphasis on positive emotions and achieving a state of well-being, whereas the COR Theory has its strength in predicting stress and strain as a result of threatened resources (Hobfoll, 2001). According to Hobfoll (1989), the COR Theory is based on the premise that individuals are motivated to protect their current resources (conservation) and acquire new resources (acquisition), however, when there is a threat of a loss of resources, an actual loss of resources or lack of an expected gain in resources, individuals may experience stress. As a result of the stress, an individual may experience a negative state of wellbeing, such as dissatisfaction and depression. For example, if an employee has a loss of resources at work, they are more likely to experience burnout. In contrast to the negative emotions that result from experiencing stress, the BB Theory emphasizes that positive emotions lead to a state of well-being, such as greater domain-specific satisfaction, and is therefore a more suitable theoretical framework for this study.

The Broaden and Build Theory of Positive Emotions. Fredrikson (2001) developed the Broaden and Build (BB) Theory to demonstrate the developmental value of positive emotions, highlighting the evolved adaptive significance of emotions. Whereas traditional perspectives suggest that positive emotions signal well-being and health, the BB Theory suggests that positive emotions may produce well-being and fuel human flourishing, thus casting positive emotions in a more consequential role in the story of human welfare (Diener,

2000). This theory offers a new perspective in the field of Positive Psychology that posits that positive emotions (such as joy, interest, pride, contentment and love) broaden an individual's momentary thought-action repertoire, thus widening the array of thoughts and actions that come to mind. In turn, this builds their enduring personal resources. All these various thought-action tendencies (i.e., to play, explore, integrate and share) represent the ways in which positive emotions broaden habitual modes of thinking and acting. Subsequently, an individual's broadened mindset may promote the discovery of novel and creative actions, ideas and social bonds, which, in turn, build that individual's personal resources (including physical, intellectual, social and psychological resources). In other words, positive emotions augment an individual's resources. For example, joy broadens by sparking the urge to play, and through the social play, lasting social attachments are built. Therefore, play builds enduring social resources, which can become the locus of subsequent social support. Furthermore, the personal resources accrued during the states of positive emotions are durable and carry long-term adaptive effects, as they outlast the transient state that led to their acquisition. The incidental effect of experiencing positive emotions results in an increase of personal resources that can be drawn in subsequent moments and in different emotional states to improve the odds of successful coping. When these momentary expansions are sustained through appropriate organisational situations, they can benefit employees and organisations by creating habitual ways in which employees think and behave in the workplace and in other domains (Fredrikson, 2001). For example, schedule flexibility use, as a resource generated in the work domain, may lead to the accumulation of work-to-family enrichment, thereby enhancing favorable outcomes in the future. As an individual experiences positive emotions and their cultivation thereafter, they are able to transform physically and psychologically, and achieve desirable states of improved well-being, health, social integration, knowledge, creativity, and resilience. In summary, the BB Theory considers positive emotions as an end-state and as a mean to achieve human flourishing.

Theoretical Model. Using the BB Theory as a theoretical foundation, Figure 1 demonstrates the proposed relationships between the constructs. Firstly, schedule flexibility use may lead to greater employee job satisfaction and family satisfaction. Secondly, in order to understand *how* schedule flexibility use links to greater domain-specific satisfaction, work-to-family enrichment (W2FE) is introduced. Schedule flexibility is a boundary-spanning

resource (i.e., a resource in the work domain that can be used to promote affective gains in the family domain) that promotes W2FE (Voydanoff, 2004). After employees experience W2FE, they are likely to feel positive emotions that prompt a momentary expansion of their thought-action repertoire, leading to outward-orientated thoughts and actions that contribute to the deepening of relationships and acquisition of greater skills. If these momentary expansions are sustained through organisational situations (such as the continual use of schedule flexibility), they create habitual ways in which employees think and behave at work and at home, contributing to greater domain-specific satisfaction. Therefore, the emotional sequel of W2FE promotes an outward orientation that contributes to enhanced affect, such as job satisfaction and family satisfaction, and accumulated W2FE may enhance domain-specific satisfaction.

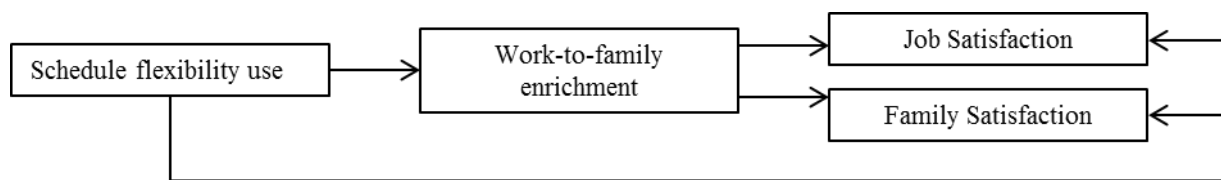


Figure 1. The hypothesized model of schedule flexibility use and domain-specific satisfaction via work-to-family enrichment

The next section elaborates on each link in Figure 1 by drawing on conceptual and empirical evidence from the literature.

Schedule Flexibility

The 21st century workplace and the socio-demographic changes therein have provided reason for organisations to rethink their approach to retaining and motivating employees (McNall, Masuda, & Nicklin, 2010). Schedule flexibility, a policy that allows employees to determine their start and stop times of work daily, and other family-friendly Human Resource policies (FFHRP's) aim to create a family-friendly work environment whereby employees are able to balance their work and family responsibilities (Chou & Cheung, 2013). According to Dancaster (2012) and Kossek (2005), the provision and use of schedule flexibility enables employees to self-manage their time and improve their work focus, thereby creating an

accessible, supportive and flexible work environment for employees with family responsibilities.

According to Bagraim and Sader (2007), FFHRP's comprise of Flexible Work Arrangement (FWA) policies (e.g., schedule flexibility and job sharing), benefits (e.g., medical aid and paid maternity leave) and services (e.g., Employee Assistance Programmes and onsite childcare facilities). FWA's help employees manage their work and non-work responsibilities, thus promoting work-family enrichment and reducing work-family conflict (Chou & Cheung, 2013). FWA's may also be disadvantageous for employees as they may blur the boundaries between work and family, which may cause conflict resulting from time pressure, work overload, and work intensification (Bophela & Govender, 2015; Gerdenitsch, Kubicek, & Korunka, 2015). Notwithstanding the potential negative effects of FWA's, FWA's have been increasingly implemented in organisations as part of a central strategy to attract, motivate and retain talent (Allen, Johnson, Kiburz, & Shockley, 2013; Hill, Erickson, Holmes, & Ferris, 2010).

FWA's refer to work options that permit flexibility in terms of where and when work is done, known as flexplace (also known as spatial flexibility) and flextime (also known as temporal flexibility) respectively (Gerdenitsch et al., 2015; Rau & Hyland, 2002). Different types FWA's affect employee and organisational outcomes differently (Nadler, Cundiff, Lowery, & Jackson, 2010; Sweet, Pitt-Catsoupes, Besen, & Golden, 2014). Flextime, which draws attention to the temporal domain of FWA's, includes schedule flexibility, job sharing, or part-time work (Hill et al., 2010). This study focuses on schedule flexibility, as it is the most common form of FWA offered to employees in organisations and has been ranked as the most valuable benefit option by employees, ranking ahead of flexplace and child-care related benefits (Downes & Koekemoer, 2011; Michel & Michel, 2015). According to Thomas and Ganster (1995), all employees are able to benefit from using schedule flexibility, whereas child-care related benefits are likely to be of value to only a subset of the workforce.

Schedule flexibility is a policy that allows employees to determine their start and stop times of work daily. Whereas traditional work schedules stipulated rigid requirements for the amount of hours worked each day, schedule flexibility is a non-traditional approach that allows for less rigid attendance requirements (Nadler et al., 2010). By using schedule

flexibility, employees are able to modify their work schedules in terms of when work is done. For example, employees can choose when they will arrive at work, when they will leave work and when they can take time off during their work day (Hill et al., 2008).

The provision of schedule flexibility may be a formal policy or an informal work arrangement. A formal schedule flexibility policy allows employees to determine their start and stop times daily usually around a core band of hours where employees must be present (Baltes et al., 1999; Carlson et al., 2010). For example, if each working day has a core requirement of six hours between 9am and 3pm, employees are permitted to either arrive before the core start time or leave after the core finish time. The provision of informal schedule flexibility allows employees to exercise control over their work schedules with the discretion of their supervisor (Allen et al., 2013). Although supervisors play an important role in employees' utilization of schedule flexibility, informal schedule flexibility may not be a standardized practice in the organisation as it differs between each employee and their supervisor (De Sivatte & Guadamillas, 2013). In contrast, formal schedule flexibility forms part of the organisation's Human Resource strategy to help employees manage their work and non-work responsibilities, and is therefore available to all employees. Nadler et al. (2010) suggest that employees are more likely to use schedule flexibility when it is a formal policy in the organisation. For this reason, this study will focus on formal schedule flexibility use.

According to Allen (2001) and De Menezes and Kelliher (2011), the mere availability of formal schedule flexibility influences employees to perceive that their organisation is family-supportive, regardless of whether they made use of the policy. As a result, this increases an employees' sense of psychological control and elicits positive job attitudes, such as greater job satisfaction (Allen et al., 2013). According to Gajendran and Harrison (2007) and Kossek, Lautsch, and Eaton (2006), although the availability of schedule flexibility may have a positive influence on employees' attitudes, the use of schedule flexibility plays a more active role in eliciting employee satisfaction as it provides employees with tangible ways to enact role boundary management strategies. This finding was confirmed by a meta-analysis that revealed schedule flexibility use as the basis of most studies, as opposed to schedule flexibility availability (Gajendran & Harrison, 2007).

Schedule Flexibility in South Africa. Statistics South Africa (2010) reported that working parents spend on average eight hours of their day at work and five hours of their day attending to family responsibilities. The demand for schedule flexibility in South African organisations remains high, however, an employee is not provided with the legislative right to request schedule flexibility or any other FWA if their organisation does not provide it for them (Dancaster, 2012). According to Dancaster (2012), if an employee is working under inflexible working hours in their organisation, it can be classified as indirect discrimination on the grounds of family responsibility. It is therefore crucial for organisations to provide schedule flexibility to their employees in order to prevent discrimination. By way of example, the Families and Work Institute in the USA reported that the percentage of organisations offering schedule flexibility and other forms of FWA's grew from 68% in 1998 to 81% in 2014 (Matos & Galinsky, 2014). In the United Kingdom, parents who have children under the age of 16 have the legal right to request FWA's (De Menezes & Kelliher, 2011).

South African research on schedule flexibility and other forms of FWA's has mainly focused on labor market flexibility, atypical work, the relevance of schedule flexibility in the South African workplace, and the personal consequences of schedule flexibility for white working mothers (Downes & Koekemoer, 2011). Consequently, the literature on the implementation and use of schedule flexibility and other forms of FWA's, including their potential benefits, challenges and consequences within South African organisations is limited (Downes & Koekemoer, 2011).

Schedule flexibility, a boundary-spanning resource that helps employees manage both their work and family responsibilities, contributes to valuable organisational outcomes such as improved performance and productivity, reduced stress and absenteeism, and job satisfaction (Hill et al., 2008; Ishrat & Wali, 2015; Michel & Michel, 2015). When organisations provide formal schedule flexibility, and when employees utilize schedule flexibility, employees perceive their organisation as family-supportive, thus eliciting a heightened state of positive emotions. Due to the lack of research in South Africa, coupled with the affective benefits associated with the implementation and use of schedule flexibility, there exists the need to research the relationship between schedule flexibility use and domain-specific satisfaction in a South African context.

Domain-specific Satisfaction

Domain-specific satisfaction refers to the satisfaction an employee feels in the different domains of their life, such as at work and at home. When an employee feels satisfied within the different domains of their life, they are better able to balance their work and family demands, and achieve a greater state of overall well-being (Michel & Michel, 2015). In addition, when an employee feels satisfied in one domain of their life (work), it has positive consequences in another domain of their life (home). According to Carlson et al. (2010), the affective responses of job satisfaction and family satisfaction are among the most studied work- and family-related outcomes, and are indicators of domain-specific well-being and overall well-being (De Simone et al., 2014). Job satisfaction and family satisfaction have distal outcomes of greater life satisfaction and enhanced engagement in the work and family domains (Zhang, Siu, Hu, & Zhang, 2015).

Job Satisfaction. As a critical labor issue that has potential profit implications and is an important area of managerial interest, job satisfaction has the potential to influence the efficiency and effectiveness of an organisation (Aziri, 2011; Imran, Arif, Cheema, & Azeem, 2014). When employees experience job satisfaction, they feel more encouraged to work and are therefore more productive. Additional distal outcomes of job satisfaction include decreased turnover rates, improved workforce health, and greater employee well-being (Bae & Goodman, 2014; Cotti et al., 2014; Michel & Michel, 2015).

According to Hardin and Donaldson (2014), job satisfaction is the positive emotional state resulting from the positive appraisal of an individual's job experience. Job satisfaction increases when an individual conforms to their work environment, and as a result, likes their job. Hardin and Donaldson (2014) found that greater job satisfaction results from ideal-job actualization and actual-job regard. In other words, the extent to which the work environment matches the individual (ideal-job actualization) and the extent to which the individual matches the work environment (actual-job regard) are unique predictors of greater job satisfaction, thus resulting in positive moods and emotions while at work (Grandey, 2003). With an emphasis on the work environment as a determinant of job satisfaction, Grandey (2003) described determinants of job satisfaction as a managers concern for an employee, job

design, compensation, working conditions, social relationships, perceived long-term opportunities, and levels of aspiration and the need for achievement. As a working condition, schedule flexibility use is an antecedent of job satisfaction, and assessing this relationship constitutes a practical enquiry (Cotti et al., 2014).

Job Satisfaction and Schedule Flexibility. As a resource acquired in the work domain, schedule flexibility use allows employees control over their work schedules, thereby enabling them to fulfill work and family responsibilities. As a result, an employee acknowledges that their organisation cares about their demanding responsibilities, and they may perform better at work, both resulting in greater job satisfaction (McNall et al., 2010). The positive and proportional relationship between schedule flexibility use and job satisfaction has been researched extensively (Carlson et al., 2010; De Simone et al., 2013; Michel & Michel, 2015; McNall et al., 2010). Cotti et al. (2014) found that among 1632 employees in the United States, schedule flexibility use increased the probability of self-reported job satisfaction by 8.1 percent and had a greater association with job satisfaction as opposed to flexplace. Cotti et al. (2014) suggested controlling for gender and firm size when estimating the effect of schedule flexibility use on job satisfaction. De Menezes and Kelliher (2011) found 30 studies that supported the positive relationship between schedule flexibility use and job satisfaction. In addition, employees who were unable to use schedule flexibility expressed job dissatisfaction (De Menezes & Kelliher, 2011). Lastly, a meta-analysis of 31 studies conducted by Allen (2001) and Baltes et al. (1999) found that schedule flexibility use was positively related to job satisfaction, among other organisational outcomes.

Family Satisfaction. Family satisfaction refers to the degree of satisfaction an individual has with their family and the constituent relationships imbedded therein (Carmon, Miller, & Brasher, 2013). Family satisfaction is an indicator of domain-specific well-being and has distal outcomes of greater life satisfaction, as well as enhanced engagement in the family domain and at work (Zhang et al., 2015).

Family Satisfaction and Schedule Flexibility. According to De Sivatte and Guadamillas (2013), employees with family obligations are more likely to make use of schedule flexibility. In addition, gender and the number of children an employee has should

be controlled for when determining the effect of schedule flexibility use on family satisfaction (De Sivatte & Guadamillas, 2013). When an employee has more children and is female, they are more likely to benefit more from using schedule flexibility, resulting in greater family satisfaction. According to Hill (2005), when an employee uses schedule flexibility and is able to make changes in their work schedule to attend to family responsibilities, they experience greater family satisfaction. The positive and proportional relationship between schedule flexibility use and family satisfaction is under-researched. Carlson et al. (2010) found a positive relationship between schedule flexibility use and family satisfaction, and recommended that future research should include family satisfaction as a relevant outcome variable for studies focusing on schedule flexibility. As this study focuses on working parents, it is assumed the respondents will have some form of family responsibility. It is therefore proposed that employees in this study will experience greater family satisfaction as a result of using schedule flexibility.

When employees use schedule flexibility and have perceived control over their time, they are able to fulfill multiple responsibilities at work and at home. This increased autonomy may lead to greater domain-specific satisfaction (Baltes et al., 1999). In order to understand *how* schedule flexibility use links to greater job satisfaction and family satisfaction, work-to-family enrichment is introduced as a mediator.

Work-to-family Enrichment as a Mediator

Employees' experiences at work can impact the family and vice versa, and these experiences have implications for occupational health and well-being (Kacmar, Crawford, Carlson, Ferguson, & Whitten, 2014). There are two experiences, namely work-family conflict, which occurs when an individual experiences mutually incompatible role pressures from the work and family domains, and work-family enrichment, which will be discussed below (Greenhaus & Beutell, 1985). As a resource acquired in the work domain, schedule flexibility use enables employees to better manage their work and family roles, thereby reducing work-family conflict and enhancing work-family enrichment (Carlson et al., 2010). Although there is extensive research on the negative relationship between schedule flexibility use and work-family conflict (Byron, 2005; Carlson et al., 2010; Kelly, Moen, & Tranby,

2011; Kinman & Jones, 2008; Kossek et al., 2006; Moen, Kelly, & Huang, 2008), less is known the mediating role of work-family enrichment between schedule flexibility use and positive affective outcomes (Carlson et al., 2010; McNall et al., 2010).

Work-family enrichment is defined as “the extent to which experiences in one role improve the quality of life in another role” (Greenhaus & Powell, 2006, p. 73). Work-family enrichment occurs when resources in one role, such as psychological and physical resources; social capital resources; material resources; skills; and flexibility, promote enhanced performance or affect in another role (Greenhaus & Powell, 2006; McNall et al., 2010). Resources either directly improve performance in another role (i.e., the instrumental path), or indirectly through positive affect (i.e., the affective path). Work-family enrichment is bidirectional, meaning that work can positively enrich family (work-to-family enrichment/W2FE) and family can positively enrich work (family-to-work enrichment/F2WE). The resource gains in W2FE are capital-based, development-based and affective-based, whereas the resource gains in FW2E are development-based, affective-based and efficiency-based (Kacmar et al., 2014). According to McNall et al. (2010), in contrast to F2WE, W2FE has a stronger relationship with affective work and family outcomes. This study will therefore focus on W2FE, as schedule flexibility is a resource of flexibility acquired in the work domain that positively enriches experiences in the family domain by either directly improving an employee’s family performance or indirectly promoting enhanced affect.

Work-to-family Enrichment as a Mediator between Schedule Flexibility and Domain-specific Satisfaction. The mediating role of W2FE between organisational resources and affective outcomes is well documented (refer to Table 1). Less is known about how schedule flexibility use links to greater domain-specific satisfaction in South Africa.

Schedule flexibility use, a boundary-spanning resource that enables employees to manage their work and family responsibilities, may lead to W2FE. The positive emotions experienced through W2FE have the potential to expand employees’ personal resources and lead to greater domain-specific satisfaction. It can therefore be established that W2FE mediates the relationship between schedule flexibility use and domain-specific satisfaction.

Schedule flexibility and domain-specific satisfaction via work-to-family enrichment

Table 1

Global Research on the Mediating Role of Work-to-family Enrichment between Organisational Resources and Affective Outcomes

Author & Year	Country	Respondents	Purpose	Method	Key Findings
McNall et al. (2010)	USA	220 working adults	To assess the mediating relationship of W2FE between schedule flexibility and compressed workweek with job satisfaction and turnover intentions	Online self-report assessment	W2FE mediated the relationship between schedule flexibility and job satisfaction and turnover intentions, even after controlling for gender, age, marital status, education, number of children and hours worked.
Carlson et al. (2010)	USA	607 full-time employees	To assess the mediating role of W2FE and W2FC between schedule flexibility and performance and domain-specific satisfaction	Online self-report assessment	W2FE and W2FC mediated the relationship between schedule flexibility and job and family satisfaction and family performance; no mediation between schedule flexibility and job performance
Odle-Dusseau, Britt & Greene-Shorridge (2012)	USA	174 employees at a metropolitan hospital	To assess the mediating role of WFE and W2FC between organisational resources and job attitudes	Longitudinal self-report surveys	W2FE and F2WE mediated relationship between organisational resources and job attitudes; no mediation for WFC
Nicklin & McNall (2013)	USA	214 working adults	To assess the mediating role of W2FE between supervisor and family support between job and family satisfaction	Online self-report assessment	WFAff and WFCap mediated relationship between supervisor support and job satisfaction; FWAff mediated relationship between family support and family satisfaction
Marais, De Klerk, Nel, & De Beer (2014)	South Africa	420 female employees	To assess the mediating role of WFE between work resources (support, autonomy & developmental opportunities) and engagement	Online self-report survey	W2FE mediated the relationship between work resources and work engagement; F2WE mediated the relationship between home resources and family engagement
Tang, Siu, & Cheung (2014)	China	543 employees in China	To assess the mediating role of W2FE between work support and Job Satisfaction	Online self-report survey	W2FE fully mediated relationship between work support and job satisfaction

Note. W2FE = work-to-family enrichment; W2FC = work-to-family conflict; FW2E = family-to-work enrichment.

In order to construct propositions pertaining to the mediating role of W2FE between schedule flexibility use and domain-specific satisfaction, the following positive relationships need to be logical and plausible: schedule flexibility use and W2FE; W2FE and job satisfaction; and W2FE and family satisfaction.

Schedule Flexibility and Work-to-family Enrichment. Schedule flexibility, a boundary-spanning resource that enables employees to manage their work and family responsibilities, has the potential to enrich the quality of life in the family role, thus promoting W2FE (Voydanoff, 2005). Schedule flexibility use plays a key role in the resource generation process and requires employees to be outward looking and acknowledge how their responsibilities fit into the broader functioning of the organization (Baltes et al., 1999; McNall et al., 2010). As a result, an employee's forward-thinking skills are developed, which are valuable in many life domains (Carlson et al., 2010).

Work-to-family Enrichment and Domain-specific Satisfaction - Job Satisfaction and Family Satisfaction. In line with the BB Theory, the positive emotions associated with W2FE broaden an individual's thought-action repertoire, which leads to the outward-orientated actions and thoughts and the acquisition of greater skills. As an individual's personal resources are built, it improves their performance at work and at home, contributing to greater job satisfaction and family satisfaction, as well as overall well-being (Grzywacz, Carlson, & Shulkin, 2008; Michel & Michel, 2015; Voydanoff, 2004). According to Carlson, Kacmar, Wayne and Grzywacz (2006), in order for organisations to understand the importance of their employees experiencing W2FE, it is necessary to link W2FE with affective outcomes, such as domain-specific satisfaction. The positive relationships between W2FE and job satisfaction, and W2FE and family satisfaction are well-grounded in research (Carlson et al., 2010; De Simone et al., 2014; Jaga, Bagraim, & Williams, 2013; Turliuc & Buliga, 2014).

Research Propositions

Proposition 1: Schedule flexibility use is more positively associated with job satisfaction as opposed to schedule flexibility availability.

Proposition 2: Schedule flexibility helps to predict domain-specific satisfaction.

2a) Schedule flexibility use helps to predicts job satisfaction

2b) Schedule flexibility use helps to predict family satisfaction

Proposition 3: W2FE mediates the relationship between schedule flexibility use and domain-specific satisfaction

Schedule flexibility and domain-specific satisfaction via work-to-family enrichment

3a) W2FE mediates the relationship between schedule flexibility use and family satisfaction

3b) W2FE mediates the relationship between schedule flexibility use and job satisfaction

Final Notes

This section reviewed literature on schedule flexibility, job satisfaction, family satisfaction and work-to-family enrichment. The positive relationships between schedule flexibility use and domain-specific satisfaction were discussed. Using the Broaden and Build Theory as a theoretical framework and incorporating work-to-family enrichment as a mediator, the current understanding of *how* schedule flexibility use contributes to greater domain-specific satisfaction was explored.

Method

The purpose of this study is to assess the relationship between schedule flexibility use and domain-specific satisfaction amongst working parents in South Africa. In addition, this study assesses work-to-family enrichment as a mediator between schedule flexibility use and domain-specific satisfaction. This section presents a discussion on the research design, respondents, relevant measures, procedure and the statistical analyses performed.

Research Design

A descriptive research design using a deductive approach was used to collect and analyze data for the purpose of this study. This design enables the researcher to describe the relationship between the variables in order to make approximations pertaining to the population parameters (Burns & Burns, 2008). This study employed a cross-sectional time dimension using a non-probability sampling method, which included the once-off collection of quantitative data from respondents using electronic self-report questionnaires available online using the Qualtrics platform. The use of an electronic questionnaire enables cost-effective collection of data, which was a suitable method given the time and resource constraints placed on this study (Wilson, 2014).

Respondents

Respondents in this study included full-time working parents employed in multiple organisations across a wide variety of industries in South Africa. As this study pertains to working parents, respondents were identified by means of two screening questions asking whether they worked for more than 20 hours per week and if they had at least one child. If employees answered “yes” to both questions, they could then partake in the study. Respondents were also requested to forward the survey link to other employees who met the sampling criteria. After cleaning the data set, there were 121 respondents who used schedule flexibility.

Respondents’ demographics are presented in Table 2 below. The mean age of respondents was 42 years old ($N = 110$, $SD = 9.69$) and there were no respondents younger than 24 or older than 74 years of age. Majority of the respondents were married (86.40%) and

41.80% of the respondents had two children. A large portion of the respondents either had a degree or diploma (77.30%), and more than half of the respondents held senior positions in their organisations (54.50%), while the rest were either middle (39.10%) or junior employees (6.40%). Respondents' tenure in their current organisation was 9 years ($N = 110$, $SD = 9.24$) and they spent an average of 44 hours working per week ($N = 110$, $SD = 14.03$). It took respondents approximately the same time to commute to and from work from/to home every day ($M = 31.71$ and $M = 32.64$ minutes respectively). Over half of the respondents (68.20%) worked in either a large or small organisation, with 40% of the respondents working in large organisations comprising of 1000 employees or more, and 28.20% of the respondents working in small organisations comprising of between 1 to 100 employees.

Table 2
Demographic Characteristics of Respondents

Variable	Category	Frequency	Percentage	Cumulative Percentage
	Total number (Valid)	110	100%	100%
Gender	Male	39	35.50%	35.50%
	Female	71	64.50%	100.00%
Race	white	78	70.90%	70.90%
	Black	32	29.10%	100.00%
Marital status	Married	95	86.40%	86.40%
	Not married	15	13.60%	100.00%
Number of children	1	32	29.10%	29.10%
	2	46	41.80%	70.90%
	3	21	19.10%	90.00%
	4	7	6.40%	96.40%
	6	4	3.60%	100.00%
Children living at home	Yes	99	90.00%	90.00%
	No	11	10.00%	100.00%
Children at school	Yes (>6 years old)	60	54.50%	54.50%
	No (< 6 years old)	50	45.50%	100%
Caring for an elder	Yes	11	10.00%	10.00%
	No	99	90.00%	100.00%
Education	High school	25	22.70%	22.70%
	Diploma/degree	85	77.30%	100%
Job Level	Junior	7	6.40%	6.40%
	Middle	43	39.10%	45.50%
	Senior	60	54.50%	100.00%
Size of organisation	Small (1-100)	31	28.20%	28.20%
	Medium (100-1000)	35	31.80%	60.00%
	Large (1000+)	44	40.00%	100.00%

Note. $N = 110$ after listwise deletion of missing data

Measures

After reviewing literature on the constructs, three scales were included in the questionnaire, as well as several statements pertaining to schedule flexibility. The full set of the items can be found in Appendix A. Responses were answered on a five-point Likert-type scale, except for the first two qualifying questions and statements on schedule flexibility, which required “yes” or “no” answers from respondents. The following statements and scales of the questionnaire were used in this study:

Schedule Flexibility. Schedule flexibility was measured using five self-developed items. Each item required a “yes” or “no” answer depending on the use of several types of schedule flexibility. Responses were coded with a 0 for “no” and a 1 for “yes”. Item 1 (Schedule Flexibility Begin) asked respondents if they made changes to the time they began work. Item 2 (Schedule Flexibility End) asked respondents if they made changes to the time they ended work. Item 3 (Schedule Flexibility During) asked respondents if they took time off during their work day. Items 1-3 were added to form item 4, a proxy continuous variable indicating the variation of schedule flexibility an employee uses. Item 5 asked respondents if formal schedule flexibility was available to them. The frequencies of schedule flexibility use and availability are presented in Table 3 below.

Table 3
Schedule Flexibility Frequencies

Item Number and Type	Category	Frequency	Percentage
	Total number (Valid)	121	100%
1. Schedule Flexibility Begin	Yes/1	114	94.20%
	No/0	7	5.80%
2. Schedule Flexibility End	Yes/1	108	89.30%
	No/0	13	10.70%
3. Schedule Flexibility During	Yes/1	94	77.70%
	No/0	27	22.30%
4. Schedule Flexibility Use (proxy variable)	1	10	8.30%
	2	27	22.30%
	3	84	69.40%
5. Schedule Flexibility Availability	Yes/1	71	58.70%
	No/0	50	41.30%

Work-to-family Enrichment. Work-to-family enrichment was assessed using three items from the shortened six-item version (Kacmar et al., 2014) of the Work-Family Enrichment Scale (WFES) that was originally developed by Carlson et al. (2006). The shorter scale developed by Kacmar et al. (2014) enables a more efficient measurement of WFE as it minimizes survey length and results in less missing data. This scale consists of two directions, namely work-to-family enrichment (W2FE) and family-to-work enrichment (F2WE). Three items assess each dimension of F2WE, namely family-work affect, development and efficiency, and three items assess each dimension of W2FE, namely work-family capital, affect and development (Carlson et al., 2006). This study only assessed W2FE. An example of an item measuring W2FE is “my involvement in my work makes me feel happy and this helps me be a better family member”.

According to Kacmar et al. (2014), the W2FE sub-scale displayed a high internal consistency as measured by Cronbach alpha ($\alpha = .82$). Kacmar et al. (2014) also found evidence for discriminant and criterion-related validity for the measure in their sample. W2FE was assessed on a five-point Likert-type scale ranging from strongly disagree (1) to strongly agree (5).

Job Satisfaction. Job satisfaction was assessed using the three-item Overall Job Satisfaction scale from the Michigan Organizational Assessment Questionnaire (MOAQ) (Cammann, Fichman, Jenkins, & Klesh, 1979). An example of an item is “all in all, I am satisfied with my job”. The second item is originally reverse worded as, “in general, I don’t like my job”. Reverse worded items may lead to response bias and cause the respondent confusion and inattention (Hughes, 2009). Thus the item used in this study was, “in general, I like my job”. The original scale displayed a high internal consistency as measured by Cronbach alpha ($\alpha = .88$) (Allen, 2001). Moreover a high internal consistency was established in this study ($\alpha = .91$) when the reverse worded item was changed (Allen, 2001). The original scale was assessed using a seven-point Likert-type scale (Cammann et al., 1979), while other studies have used a five-point Likert-type scale, for example Allen (2001) and Grandey (2003). This study assessed job satisfaction on a five-point Likert-type scale ranging from strongly disagree (1) to strongly agree (5).

Family Satisfaction. Family satisfaction was measured using the four-item scale developed by Greenhaus, Parasuraman, and Wormley (1990) originally adapted by Cammann et al. (1979). An example of an item is “I am happy with the progress toward the goals I have for my family”. This scale displayed a high internal consistency as measured by Cronbach alpha ($\alpha = .92$) (Dyson-Washington, 2006). Family satisfaction was assessed on a five-point Likert-type scale ranging from never (1) to always (5) that required respondents to indicate the frequency with which they experienced each item in the last year.

Demographic Variables. Various demographic variables relevant to this study were assessed, namely: age, gender, race, marital status, number of children and the age of each child, number of years spent with their current employer, number of hours spent working a week, as well as the commute time to work from home and from work to home. In addition, respondents were required to provide their education level, size of the organisation and industry they worked in from a number of options provided from a predetermined list. Lastly, respondents were asked whether or not their children lived with them and if they were caring for an elder person in their home.

Procedure

This study was part of a larger study on Flexible Work Arrangements and the Work-Family Interface at the University of Cape Town (UCT). In the questionnaire, only three scales and four statements pertaining to schedule flexibility were related to this study. Before data collection commenced, the researcher sought permission from organisations across a wide variety of industries to survey employees. The organisations were located in the Western Cape and Gauteng. After the survey tool was compiled, the researcher sought ethical clearance from the Commerce Faculty’s Ethics Research Committee at UCT. The self-report questionnaire was compiled online using Qualtrics software, which enabled the researcher to distribute the questionnaire via email.

After sending the survey link to the participating organisations, e-mails were sent to the respondents containing a link that directed them to the online questionnaire and cover letter. The cover letter (see Appendix B) informed respondents about the nature and

objectives of this study, instructions for completing the questionnaire, and assurance of their confidentiality, anonymity and voluntary participation. Respondents were further instructed that they were able to withdraw from the study at any time. It was estimated that the questionnaire should take approximately 30 minutes to complete. After reading the cover letter, respondents were directed to a page containing two screening questions asking if they work more than 20 hours per week, and if they have at least one child. If respondents answered “yes” to both questions, they were able to complete the questionnaire. If respondents answered “no” to one or both of the screening questions, they were directed to a page thanking them for their time. After completing the questionnaire, respondents were asked to provide their email address in order to stand the chance of receiving a R600 Woolworths voucher. Including an incentive may enhance the response rate (Dillman, 2011).

Data were collected over five weeks between August and September 2015. After two weeks, there was a low response rate and the researcher sent reminder emails to the respondents. Respondents were also requested to forward the survey link to other employees who met the sampling criteria. This method was suitable given the time and budgetary constraints of this study (Burns & Burns, 2008). Consequently, the response rate increased. Data collection ended in September and the questionnaire was deactivated on Qualtrics.

Statistical Analyses

The data were exported from Qualtrics directly into the IBM’s Statistical Programme for Social Sciences (SPSS) version 22 for analyses. The data were first cleaned and coded based on contemporary statistical conventions (Pallant, 2010). In addition, if more than 25% of the data was missing from a scale, the response was deemed unusable (Burns & Burns, 2008). Validity and reliability were examined using exploratory factor analysis and Cronbach’s alpha reliability. Descriptive statistics and normality were assessed to describe the composition of the respondents. The propositions were assessed using correlation analysis, regression analysis and Preacher and Hayes’ (2004) PROCESS macro for SPSS. Following this, G*Power version 3.1.9.2 was used to conduct post-hoc power analyses.

Results

In the present section, the validity and reliability of the scales are presented, followed by the descriptive data of each scale. The propositions are assessed by means of correlation analysis, regression analysis, and mediation analysis using Preacher and Hayes' (2004) PROCESS script.

Exploratory Factor Analysis

In order to identify the underlying latent variables and structure of each scale, the scale items were subjected to an iterative process of exploratory factor analysis (EFA). Principle-axis factor analysis (PAF) was used to extract factors and the items were subjected to a direct oblimin rotation. PAF is recommended for data structuring as it focuses on the shared variance between items and in doing so, emphasizes the latent factor (Henson & Roberts, 2006). In contrast, principal component factor analysis extracts the maximum variance from the variables, and is therefore a data reduction method (Thompson, 2004). An oblique rotation method was used as the scales were strongly correlated with each other and it is therefore recommended to report the direct oblimin rotation results (Pallant, 2010).

Several conditions were met before performing EFA. Firstly, each scale needs at least five respondents per item, and the strength of the inter-correlations among the items need to be below .30 (Tabachnick & Fidell, 2001). Secondly, in order to provide evidence for sampling adequacy, the Kaiser-Meyer-Olkin (KMO) test must produce a value larger than .60, and the Bartlett's Test of Sphericity must be significant, demonstrating that items within the scale adequately correlate with one another (Bartlett, 1954; Kaiser, 1974). Thirdly, according to Kaiser's rule (1960), only factors that produce eigenvalues greater than 1.00 are significant and should be retained. Lastly, items containing factor loadings greater than .30 are significant (Hair, Black, Babin, Anderson, & Tatham, 2006). The aforementioned conditions were satisfied for the scales in this study and it was deemed appropriate to proceed with EFA.

Job Satisfaction and Family Satisfaction. The three items of the *job satisfaction* scale and the four items of the *family satisfaction* scale were subjected to PAF with direct oblimin rotation. Two significant factors with eigenvalues greater than 1.0 were extracted, accounting for 25.43% and 55.23% of the total variance respectively. *Job satisfaction* items loaded highly onto Factor 2 (factor loadings: $.824 < r > .900$), and *family satisfaction* items loaded highly onto Factor 1 (factor loadings: $.664 < r > .944$) (refer to Table 4 below). The results support the use of the *job satisfaction* and *family satisfaction* items as distinct scales.

Table 4
Factor Analysis Results for the Job Satisfaction and Family Satisfaction Scales

Code	Item	FS	JS
JSAT1	In general, I like my job	0.001	0.896
JSAT2	All in all, I am satisfied with my job	0.011	0.900
JSAT3	In general, I like working here	0.001	0.824
FSAT1	I am happy with my progress toward the goals I have for my family	0.664	0.055
FSAT2	I am satisfied with my present family situation	0.942	-0.118
FSAT3	Overall, I am pleased with the state of my family life	0.944	0.006
FSAT4	In general, I like my family life	0.791	0.078
Eigenvalue		3.866	1.780
Individual total variance (percent)		55.23%	25.43%
Cumulative total variance explained (percent)		55.23%	80.66%

Note. $N = 111$ after listwise deletion of missing data; direct oblimin rotation; each items' significant factor loadings are presented in bold face; JSAT = job satisfaction items; FSAT = family satisfaction items; FS = family satisfaction; JS = job satisfaction.

Work-to-family Enrichment. The three items measuring *work-to-family enrichment* (*W2FE*) were evaluated using PAF. One significant factor with an eigenvalue greater than 1.0 was extracted, accounting for 72.42% of the total variance in *W2FE*. *W2FE* items loaded highly onto Factor 1 (factor loadings: $.606 < r > .967$) (refer to Table 5 below). The EFA results support the use of *W2FE* as a distinct sub-scale, operating in one direction.

Table 5
Factor Analysis Results for the Work-to-family Enrichment Scale

Code	Item	W2FE
My involvement in my work...		
W2FE1	Helps me to understand different viewpoints and this helps me be a better family member.	.606
W2FE2	Makes me feel happy and this helps me be a better family member	.967
W2FE3	Helps me feel personally fulfilled and this helps me be a better family member	.739
Eigenvalue		2.173
Individual total variance (percent)		72.42%
Cumulative total variance explained (percent)		72.42%

Note. $N = 121$ after listwise deletion of missing data; each items' significant factor loadings are presented in bold face; W2FE = work-to-family enrichment

Reliability Analysis

The internal consistency of each scale was assessed using the Cronbach's alpha coefficient (α). Cronbach alpha values greater than the standard cut-off point of .70 are considered an acceptable level of reliability, with high values indicating a high level of internal consistency among the items (Hair et al., 2006). Each scale contained a minimum of three items. The reliability coefficients for each scale in this study ranged from .81 to .91, all exceeding the conventional level of acceptance of .70 (see Table 7). The three items of *W2FE* scale ($.56 < r > .77$) showed acceptable item-total correlations $N=121$. The four items of the *family satisfaction* scale showed acceptable item-total correlations ($.66 < r > .87$), $N=111$. The three items of the *job satisfaction* scale showed acceptable item-total correlations ($.79 < r > .83$), $N=111$.

Descriptive Statistics

The data were examined for normality by assessing the skewness (symmetry) and kurtosis (width and height) of the distribution. Skewness and kurtosis values close to zero indicate normal distribution (Pallant, 2010). Whilst many statistical analyses assume data are normally distributed, normality is highly uncommon in the field of Psychology (Burns & Burns, 2010). As the parametric tests used in SPSS are highly robust, they are suitable for data that are not normally distributed (Pallant, 2010).

The following criteria were used to establish the normality of each scale's distribution: 1) a skew or kurtosis ratio below the cut off score of 2.58 (a 1% level of significance) indicates a normal scale distribution and 2) a non-significant result (i.e., a value more than .05) on the Kolmogorov-Smirnov (KM) test represents normality (Burns & Burns, 2008; Pallant, 2010). Histograms and Normal Q-Q plots were also examined. The *W2FE* subscale and *job satisfaction* scale had skewness and kurtosis ratios above 2.58, suggesting non-normal distributions. These scales were also skewed to the left and are more peaked than a normal distribution. To aid this interpretation, these scales displayed significant KM tests for normality, indicating they are all non-normally distributed ($D(121) = .20, p < .001$ and $D(111) = .24, p < .001$). The *family satisfaction* scale had a kurtosis ratio below 2.58, suggesting normal distribution. However, this scale appeared to be skewed to the left. The

KM score was significant ($D(111) = .14, p < .001$), indicating a non-normal distribution. To aid this interpretation, the histogram was skewed to the left. Based on the skewness of the histogram, the *family satisfaction* scale has a non-normal distribution.

Table 6 presents the descriptive data for each scale. Respondents reported high levels of *job satisfaction* and *family satisfaction* ($M = 4.17, SD = .77; M = 3.95, SD = .75$, respectively) and a moderate level of *W2FE* ($M = 3.76, SD = .72$).

Table 6
Summary of Descriptive Data

Scale	N	M	SD	Min	Max	SE	Skewness	Kurtosis	Skewness Ratio	Kurtosis Ratio
W2FE	121	3.760	.717	1.00	5.00	.065	-.853	1.733	-3.877	3.966
JS	111	4.165	.769	1.00	5.00	.073	-1.529	4.221	-6.677	9.277
FS	111	3.948	.749	1.25	5.00	.071	-.593	.654	-2.589	.1437

Note. N = Number of cases after listwise deletion. W2FE = work-to-family enrichment; JS = job satisfaction; FS = family satisfaction. All values are rounded off to the third decimal place. M = Mean; SD = Standard Deviation; SE = Standard Error of Mean. The SE of skewness for FS and JS scales is .229. The SE of kurtosis for FS and JS scales is .455. The SE of skewness for W2FE scale is .220. The SE of kurtosis for the W2FE scale is .437.

Correlation Analysis

Pearson product-moment correlations and point-biserial correlations were performed to assess the relationships between the variables, determining whether they could be used in further analyses. Using Cohen’s (1988) recommendations, a correlation coefficient between .10 and .29 indicates a small effect; a correlation coefficient between .30 and .49 indicates a medium effect; and a correlation coefficient between .50 and 1.0 indicates a large effect.

The correlation matrix (see Table 7) indicates small positive correlations between *schedule flexibility use* and *job satisfaction*, and *schedule flexibility use* and *family satisfaction* ($r_{pb} = .177, n = 111, p = .044; r_{pb} = .257, n = 111, p = .003$, respectively). As employees use more schedule flexibility, they may experience greater job satisfaction and family satisfaction. Although statistically significant, these correlations may have limited practical significance. Taking this into account, these significant positive correlations show relative support for propositions 2a and 2b. Proposition 1 is also supported as *schedule flexibility use* is more positively associated with *job satisfaction* than *schedule flexibility availability* ($r_{pb} = .177, p = .044, n = 111; r_{pb} = .081, n. s., n = 111$, respectively).

Table 7
Reliability and Correlation Analyses for Indicators

	1	2	3	4	5
1. Schedule Flexibility Use	(-)				
2. Schedule Flexibility Availability	.168	(-)			
3. Work-to-family Enrichment	.388**	.197*	(.809)		
4. Job Satisfaction	.177*	.081	.543**	(.905)	
5. Family Satisfaction	.257**	.118	.258**	.314**	(.902)

Note. $N = 111$ after listwise deletion of missing data; * $p \leq 0.05$; ** $p \leq 0.01$; Cronbach's Alpha reflected on the diagonal in parenthesis. Dichotomous variables (coded such that 1 = yes and 0 = no): Schedule Flexibility Availability = respondents do or do not have a formal schedule flexibility policy available to them. Continuous variables: Schedule Flexibility Use = proxy variable for the variation of schedule flexibility use by a respondent; work-to-family enrichment; job satisfaction; family satisfaction.

Regression Analysis

Schedule Flexibility. Based on the significant positive correlations above, a simple regression analysis was conducted to determine the percentage of variance explained by the independent variable (IV) (*schedule flexibility use*) in the dependent variables (i.e., *job satisfaction* and *family satisfaction*). *Schedule flexibility use* significantly explained 3.7% of the variance in *family satisfaction* ($R^2 = .037$, $F_{1,109} = 4.150$, $p = .044$) and 3.1% of the variance in *job satisfaction* ($R^2 = .031$, $F_{1,127} = 4.125$, $p = .044$), and was a significant predictor of both *family satisfaction* ($\beta = .192$, $p = .044$) and *job satisfaction* ($\beta = .177$, $p = .044$). These significant positive results further support propositions 2a and 2b.

Domain-specific Satisfaction. To determine whether *gender* and *firm size* explain variance in *job satisfaction*, and whether *gender* and *number of children* explain variance in *family satisfaction* (Cotti et al., 2014; De Sivatte & Guadamillas, 2013), simple regression was conducted. In terms of *job satisfaction*, the whole model, including *gender* and *firm size*, did not significantly account for variance in *job satisfaction* ($R^2 = .035$, $F_{2,107} = 1.950$, *n.s.*). *Gender* ($\beta = -.053$, $p = .582$) and *firm size* ($\beta = -.187$, $p = .054$) were not significant predictors of *job satisfaction*. In terms of *family satisfaction*, the whole model, including *gender* and *number of children*, did not significantly account for the variance in *family satisfaction* ($R^2 = .023$, $F_{2,107} = 1.283$, *n.s.*). *Gender* ($\beta = -.099$, $p = .325$) and *number of children* ($\beta = .092$, $p = .359$) were not significant predictors of *family satisfaction*. As the control variables mentioned above were not significant predictors of domain-specific satisfaction, they were not used in further analyses.

A post-hoc power analysis (using G*Power 3.1.9.2) was conducted for the significant regression models and produced an observed power coefficient of .988 (input parameters: $N = 121$, α error probability = .05). The results yielded a medium effect size ($f_2 = .15$) (Cohen, 1988). There was therefore adequate power (above the commonly accepted level of .80, Field, 2013) to detect significant results.

Mediation Analysis

Propositions 3a and 3b were assessed using Preacher and Hayes' (2004) PROCESS macro for SPSS. In contrast to Baron and Kenny's (1986) mediation procedure, which assumes data are normally distributed, Preacher and Hayes' (2004) script uses bootstrapping. Bootstrapping is a resampling strategy for hypothesis-testing whereby the sample is conceptualized as a pseudo-population that represents the broader population from which the sample was derived, and the sampling distribution of a statistic can be generated within multiple resamples of the data set (Preacher, Rucker, & Hayes, 2007). In other words, bootstrapping involves the use of a non-parametric test that does not make assumptions about the distribution of data and is therefore appropriate for non-normally distributed data (Field, 2013). Moreover, Preacher and Hayes' (2004) script accurately determines statistical significance in small samples using bootstrapping confidence intervals, whereas Baron and Kenny's (1986) mediation procedure does not consider statistical significance and requires the Sobel's (1982) test, which requires a large sample size and assumes symmetrical data. According to Field (2013), bootstrapping confidence intervals are more powerful than the Sobel's (1982) test in determining the statistical significance of mediation effects. Cohen's (1988) guidelines for interpreting varying effect sizes were used; .01 as a small effect size, .09 as a medium effect size and .25 as a large effect size.

The mediating role of *work-to-family enrichment (W2FE)* on the relationships between *schedule flexibility use* and *job satisfaction*, and *schedule flexibility use* and *family satisfaction* were assessed. The IV is denoted as x , the mediator variable is denoted as m , and the outcome variable is denoted as y . Figures 2 and 3 represent the regression coefficients between the variables, the indirect effect and its bootstrapped confidence intervals.

Family Satisfaction. Figure 2 presents a model consisting of *schedule flexibility use* (x), *W2FE* (m), and *family satisfaction* (y). *Schedule flexibility use* significantly predicts *family satisfaction* ($b = .180, t = 3.002, p = .003$) and accounts for 6.63% of the variance in *family satisfaction*. *Schedule flexibility use* significantly predicts *W2FE* ($b = .300, t = 4.75, p = .000$) and accounts for 15.8% of the variance in *W2FE*. *W2FE* significantly predicts *family satisfaction* ($b = .170, t = 2.028, p = .045$), and *schedule flexibility use* significantly predicts *family satisfaction*, even with *W2FE* in the model (i.e., the direct effect) ($b = .130, t = 2.013, p = .046$). The model explains 9.58% of the variance in *family satisfaction*. There is a significant indirect effect of *schedule flexibility use* on *family satisfaction* through *W2FE* ($b = .051, \text{BCa CI } [.0014, .1134]$), indicating the mediating effect of *W2FE*. This represents a relatively medium effect size, $k^2 = .0690, 95\% \text{ BCa CI } [.0089, .1515]$. Proposition 3a is supported.

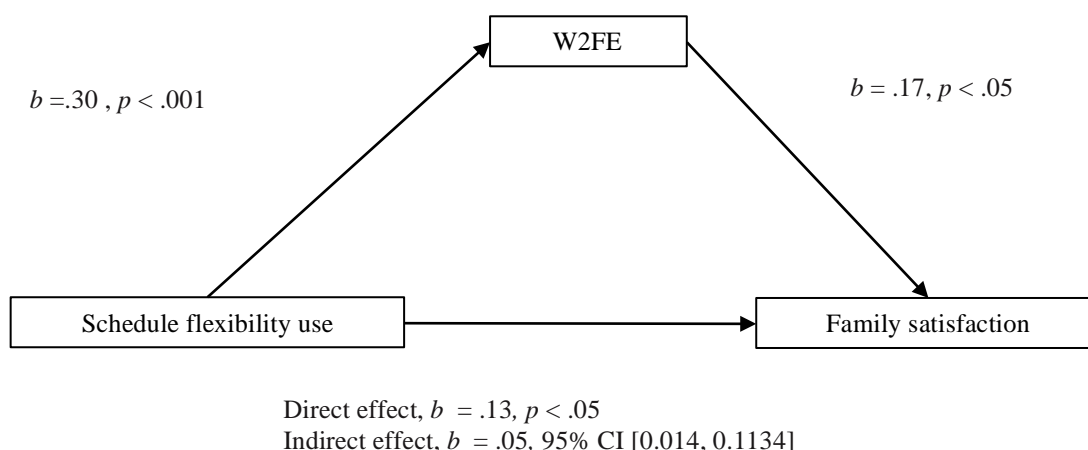


Figure 2. Model of schedule flexibility use as a predictor of family satisfaction, mediated by work-to-family enrichment (W2FE). The confidence interval for the indirect effect is a BCa bootstrapped CI based on 1000 samples.

Job Satisfaction. Figure 3 presents a model consisting of *schedule flexibility use* (x), *W2FE* (m), and *job satisfaction* (y). *Schedule flexibility use* significantly predicts *W2FE* ($b = .298, t = 4.748, p = .000$) and accounts for 15.8% of the variance in *W2FE*. *W2FE* significantly predicts *job satisfaction* ($b = .526, t = 6.890, p = .000$), however, *schedule flexibility use* does not significantly predict *job satisfaction* with *W2FE* in the model (i.e., the direct effect) ($b = -.029, t = -.488, n.s.$). *Schedule flexibility use*, alone, significantly predicts

job satisfaction ($b = .128, t = 2.031, p = .044$) and accounts for 3.15% of the variance in *job satisfaction*. There was a significant indirect effect of *schedule flexibility use* on *job satisfaction* through *W2FE* ($b = .156, \text{BCa CI } [.0772, .2812]$). This represents a relatively small effect size, $k^2 = .2202, 95\% \text{ BCa CI } [.1166, .3499]$. This model suggests that the relationship between *schedule flexibility use* and *job satisfaction* isn't a direct effect but rather operates through the *W2FE* interface. Proposition 3b is supported.

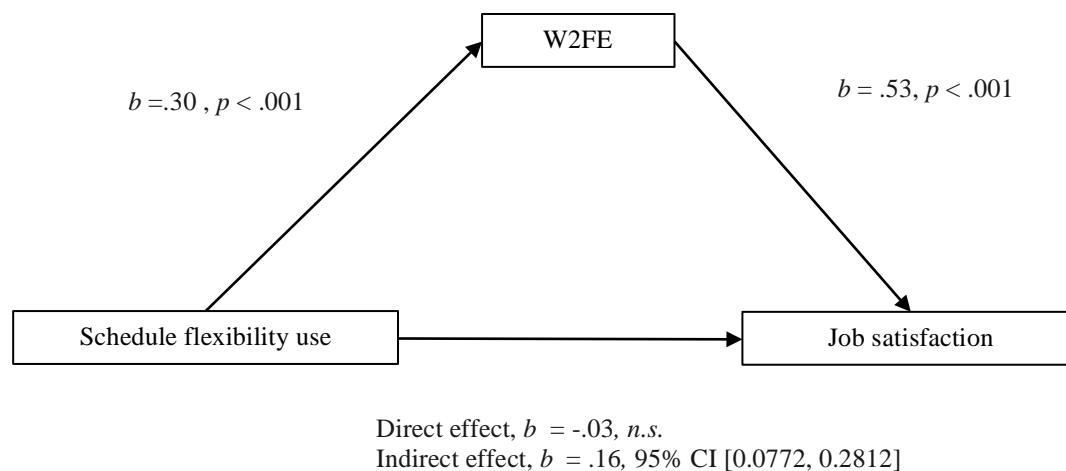


Figure 3. Model of schedule flexibility use as a predictor of job satisfaction, mediated by work-to-family enrichment (W2FE). The confidence interval for the indirect effect is a BCa bootstrapped CI based on 1000 samples.

Prior to conducting regression analysis, several conditions were satisfied (Pallant, 2010). Firstly, in line with Tabachnick and Fidell's (2001) formula for calculating sample size ($N > 50 + 8m$, where "m" represents the number of independent variables), this study had a sample large enough to conduct regression analyses. The largest sample size required for the regression analyses was 82 respondents and this study had 121 respondents after listwise deletion of missing data. There was no evidence of outliers as all the scores from the data set had standardised residual values that fell within the range of -3.30 to 3.30. In addition, all the scales had Cook's Distance values less than 1.00 (Tabachnick & Fidell, 2007). There was no evidence of multicollinearity, which exists when the IV's are strongly related to one another, and homoscedasticity, which implies that residuals of different IV's remain similar along the line of best fit (Pallant, 2010). Lastly, the normal P-P plots of

regression standardised residuals indicated multivariate normal data, as most scores were concentrated along the zero point and distributed in a centralised rectangle.

Final Notes

The results of this study found positive and proportional relationships between schedule flexibility use and job satisfaction, and schedule flexibility use and family satisfaction. Moreover, the use of schedule flexibility was more strongly correlated to job satisfaction than employee knowledge regarding the availability of schedule flexibility in the organisation. The results also showed that work-to-family enrichment mediated the relationship between schedule flexibility use and domain-specific satisfaction.

Table 8
Summary of Propositions

Proposition	Procedure	Support
1: Schedule flexibility use is more positively associated with job satisfaction than schedule flexibility availability	Correlation analysis	Supported
2a: Schedule flexibility use helps to predict job satisfaction	Regression analysis	Supported
2b: Schedule flexibility use is helps to predict family satisfaction	Regression analysis	Supported
3a: W2FE mediates the relationship between schedule flexibility use and family satisfaction	PROCESS script	Supported
3b: W2FE mediates the relationship between schedule flexibility use and job satisfaction	PROCESS script	Supported

Note. W2FE = work-to-family enrichment

Discussion

This study aimed to first establish the positive and proportional relationship between schedule flexibility and domain-specific satisfaction (job satisfaction and family satisfaction) in a South African context; and second, to deepen the current understanding of these relationships using the Broaden and Build Theory as a theoretical framework, and work-to-family enrichment as a mediator.

This section discusses the findings in relation to the existing literature. The theoretical and practical contributions of this study, as well as the limitations and recommendations for future research are presented. This study makes contributions by:

1. Empirically comparing the relationships between schedule flexibility use and job satisfaction, and schedule flexibility availability and job satisfaction.
2. Empirically assessing schedule flexibility use as a predictor of job satisfaction.
3. Empirically assessing schedule flexibility use as a predictor of family satisfaction.
4. Empirically examining work-to-family enrichment as a mediator of the relationship between schedule flexibility use and job satisfaction.
5. Empirically examining work-to-family enrichment as a mediator of the relationship between schedule flexibility use and family satisfaction.

Schedule Flexibility

Employees may have a formal schedule flexibility policy available to them, however, when employees use formal schedule flexibility, they are more likely to experience greater job satisfaction. This finding contradicts research by Allen (2001), Batt and Valcour (2003), and De Menezes and Kelliher (2011), who found that the availability of formal schedule flexibility policies contributes positively to employees' perceptions about their organisation, such that they perceive their organisations as family-supportive. As a result, this is believed to elicit greater employee job satisfaction, regardless of whether employees made use of the policy. According to Gajendran and Harrison (2007), the mere availability of a formal

schedule flexibility policy in an organisation is not sufficient to increase employees' sense of psychological control and elicit positive job attitudes, such as job satisfaction. Rather the use of schedule flexibility plays a more active role in eliciting job satisfaction from employees as it not only increases perceptions of psychological control, but also provides employees with tangible ways to enact role boundary management strategies (Kossek et al., 2006).

When employees use formal schedule flexibility, they have an increased sense of psychological control and are able to proactively plan and manage their work and family responsibilities. Through achieving an optimal state of balance, employees are more likely to appreciate their organisations, thereby eliciting positive attitudes, such as enhanced job satisfaction.

The Relationship between Schedule Flexibility and Job Satisfaction

The provision and use of formal schedule flexibility policies may elicit positive employee perceptions about the organisation, which in turn, motivates employees to perform better at work and experience greater job satisfaction (Wayne et al., 2006). The basic premise is that through the use of schedule flexibility, which allows employees control over their work schedules, employees are able to fulfill their work and family responsibilities. In turn, employees may perceive their organisation as family-friendly, resulting in greater performance at work and job satisfaction (Allen, 2001; McNall et al., 2010). In line with research by Carlson et al. (2010) and De Menezes and Kelliher (2011), this finding adds to the compelling evidence that found higher levels of self-reported job satisfaction among employees who made use of schedule flexibility policies. According to Cotti et al. (2014), non-wage compensation, such as workplace flexibilities, promote job satisfaction more than salary alone. This finding highlights the importance of schedule flexibility implementation and use as key determinants of job satisfaction. Moreover, job satisfaction is likely to reduce employee turnover and absenteeism, and improve employee productivity and well-being (Cotti et al., 2014). In addition, gender and firm size did not explain variance in job satisfaction and are therefore not considered determinants of job satisfaction.

The Relationship between Schedule Flexibility and Family Satisfaction

According to De Sivatte and Guadamillas (2013), employees with family obligations are more likely to use and benefit more from schedule flexibility. This study comprised of working parents, all of whom have family responsibilities as they have at least one child. When employees use schedule flexibility, they may experience greater family satisfaction, as schedule flexibility facilitates employees more time in the family domain. This finding is consistent with research by Turliuc and Buliga (2014), who suggested that schedule flexibility is a resource acquired in the work domain and reaps benefits in the family domain, such as enhancing functioning at home. Similarly, Ford, Heinen, and Langkamer (2007) and Hill (2005) found that when employees use schedule flexibility and are able to change their work schedules to make time to attend to family responsibilities, they experience greater family satisfaction. In addition, gender and number of children did not explain variance in family satisfaction and are therefore not considered determinants of family satisfaction (De Sivatte & Guadamillas, 2013).

Work-to-family Enrichment as a Mediator

There is extensive research on work-to-family enrichment as a mediator between organisational resources (such as Flexible Work Arrangements) and affective outcomes (Carlson et al., 2010; Marais et al., 2014; McNall et al., 2010; Nicklin & McNall, 2013; Odle-Dusseau et al., 2012). This study examined how a specific type of Flexible Work Arrangement, namely schedule flexibility, contributed to domain-specific satisfaction in a South African context. According to Allen (2001) and Carlson et al. (2010), there is limited research on the psychological process underlying the relationship between schedule flexibility use and domain-specific satisfaction.

In order to gain a deeper understanding of the putative antecedents and consequences of work-to-family enrichment, the proposed conceptual model in this study consisted of schedule flexibility use, which is a boundary-spanning resource, work-to-family enrichment, and the Broaden and Build Theory. The significant and positive mediation findings in this study indicate that schedule flexibility use contributes to greater domain-specific satisfaction (job satisfaction and family satisfaction) through the experience of work-to-family

enrichment. In other words, when employees use a greater variation of schedule flexibility, they are more satisfied at work and at home through the experience of work-to-family enrichment.

Consistent with Greenhaus and Powell's (2006) model, schedule flexibility use (as a resource of workplace flexibility) is a key driver of work-to-family enrichment. Moreover, Voydanoff (2005) suggested that schedule flexibility is a boundary-spanning resource that provides employees with autonomy in their work schedules, and allows them greater control to successfully combine their work and family lives, resulting in work-to-family enrichment (Grzywacz & Butler, 2005). Work-to-family enrichment occurs when a resource gained in the work domain successfully promotes affective resource gains in the family domain. The positive emotional experiences that accompany work-to-family enrichment can therefore lead to greater job satisfaction and family satisfaction (Balmforth & Gardner, 2006; Carlson et al., 2010; Hill, 2005; Michel & Michel, 2015; Wayne, Randel, & Stevens, 2006). This linkage is theoretically grounded by means of the Broaden and Build Theory. After work-to-family enrichment has taken place, employees experience positive emotions that prompt a momentary expansion of their thought-action repertoire leading to outward-orientated thoughts and actions. In turn, this contributes to the deepening of relationships and the acquisition of greater skills. If these momentary expansions are sustained through organisational situations (such as the continual use of schedule flexibility), they create habitual ways in which employees think and behave at work and at home, contributing to greater domain-specific satisfaction. Interestingly, work-to-family enrichment was more strongly related to job satisfaction than to family satisfaction, suggesting that when employees recognize the benefits their family receives from their work, they attribute those synergies to the source, leading to enhanced job satisfaction. This study therefore provides evidence that schedule flexibility use contributes to domain-specific satisfaction through the occurrence of work-to-family enrichment.

Contributions of the Present Study

Theoretical Contributions. The present study makes a unique contribution to the existing literature in a number of ways. Firstly, this study answered the call to research the

positive side of the work-family interface, which is underrepresented compared to work-family conflict, especially in the South African context (McNall et al., 2010). Work-family enrichment is conceptually distinct from work-family conflict, however, research on the antecedents and consequences of work-family enrichment remains scarce (Byron, 2005). Thus this study is one of the few that linked work-to-family enrichment with valued affective outcomes at home and in the organisation, namely job satisfaction and family satisfaction, and this study further identified schedule flexibility use as an antecedent of work-to-family enrichment. This study also expanded the conceptual understanding of work-to-family enrichment, providing a more balanced conceptualization of the work-family enrichment interface.

Secondly, the Broaden and Build Theory (Fredrikson, 2001) was used as a theoretical grounding to describe the linkage between schedule flexibility use, work-to-family enrichment and domain-specific satisfaction. This theory described how positive emotions elicit specific responses. For example, the developmental value of positive emotions experienced after work-to-family enrichment has taken place elicits domain-specific satisfaction. This adds to existing work-family enrichment research, as combining work and family may create positive synergies among working parents.

Lastly, this study utilized Preacher and Hayes' (2004) PROCESS script for SPSS to test the mediational effect of work-to-family enrichment between schedule flexibility and domain-specific satisfaction. While Baron and Kenny's (1986) mediation procedure has been widely used in psychological research, this study provides impetus for using Preacher and Hayes' (2004) PROCESS script as it involves bootstrapping, which is more accurate for determining statistical significance in small samples and is suitable for non-normally distributed data.

Managerial Contributions. Prior to this study, little was known about how work-family experiences link workplace policies to outcomes, despite explicit calls for this type of research (Carlson et al., 2010). This study provides practitioners with empirical evidence suggesting that the implementation and use of formal schedule flexibility contributes to valued affective responses at work and at home by promoting work-to-family enrichment. In

other words, it is recommended that organisations make formal schedule flexibility policies available throughout the organisation, and that employees use schedule flexibility, as schedule flexibility acts as a boundary-spanning resource that enhances work-to-family enrichment, which in turn enhances domain-specific satisfaction. This study also demonstrated the psychological value of providing employees with schedule flexibility, as it enhances positive perceptions about the organisation, such that it is family-supportive. In turn, this has the potential to improve employee retention and motivation. While cost-benefit analyses are needed to determine the fiscal feasibility of implementing schedule flexibility, this study provides practitioners with reason to argue the financial value of organisational attempts to promote schedule flexibility use among employees in South Africa.

This study used an objective categorization of schedule flexibility use as it directly examined employees who used schedule flexibility in their organisation. An objective examination provides a more accurate understating of what employees are actually using, and allows organisations to effectively evaluate the utility of offering formal schedule flexibility policies.

Limitations and Recommendations for Future Research

The design of this study has certain limitations. The descriptive cross-sectional research design limits its ability to provide causal inferences (Burns & Burns, 2008). In addition, utilizing a non-probability sampling technique may lend itself to selection bias, which further limits the generalizability of the results from the sample to the population. Snowball sampling may exclude individuals if they were not part of the social groups associated with the original employees that were approached to do this study. This study also made use of self-report questionnaires, which may have resulted in common method bias, such as the consistency effect, social desirability or acquiescence bias (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). Future research should consider using a longitudinal research design. This may combat common method bias as well as allow the researcher to track the stability of employee perception over time, thus strengthening the study's inferences (Buchanan & Bryman, 2009).

The findings of this study are only relevant to organisations that have employees that use schedule flexibility, as well as to organisations that are in the same industries as the ones examined in this study. This may limit the generalizability of its results to specific organisations and specific employee demographics. Future researchers should consider adopting a random sampling method that obtains a sample from various organisations within various industries. This may allow the results to be generalized to a larger group of organisations and employees, as well as increase the likelihood of obtaining a sample that reflects the current demographic statistics of South Africa (Burns & Burns, 2008).

The validity of the constructs used in this study was determined by means of Exploratory Factor Analysis. Although Confirmatory Factor Analysis (CFA) was not suitable as this study had a small sample, it is recommended that future research conduct CFA as it is more appropriate if the scales have already been derived from existing scales with structures supported by theoretical and empirical grounds (Burns & Burns, 2008).

Until recently, research has focused on minimizing work-family conflict to obtain positive outcomes (Carlson et al., 2010). This study, coupled with the growing research on the positive side of the work-family interface, highlight the importance of using organisational resources to facilitate work-family enrichment, resulting in positive affective outcomes. However, more research is required to build a case for organisational investments (such as through formal schedule flexibility policies) in work-family enrichment. In order to support the organisational value of implementing and using schedule flexibility, future research should investigate the relationship between schedule flexibility use and work-family enrichment with a wide variety of work-related outcomes, such as performance, turnover intention, and absenteeism.

This study focused on one type of Flexible Work Arrangement, namely schedule flexibility, and also only focused on one direction of work-family enrichment, namely work-to-family enrichment. Future research should examine the relationships between different types of Flexible Work Arrangements, such as job sharing, compressed workweeks, and informal approaches to creating flexibility in the workplace, with both directions of work-

family enrichment in order to gain a holistic understanding of the reciprocal nature of work-family enrichment as a mediator variable.

The respondents in this study consisted of working parents, however, it is unknown whether working fathers or working mothers benefit equally or differently after using schedule flexibility. With the increasing number of women in the workforce, women are faced with the multiple role responsibilities, including employee, wife, mother and caretaker. Most working mothers assume a greater share of household and family care responsibilities (including elder and child care) as opposed to men, as they are the primary caregivers and ascribe greater importance to the family role and domestic tasks than men (Jung-Jang, Zippay, & Park, 2012; Konrad & Mangel, 2000; Shockley & Allen, 2007). Moreover, women stress more about their child-care arrangements (Hill, 2005). According to Carlson et al. (2010), research pertaining to gender differences in work-family literature is inconsistent, however, women are particularly susceptible to stressors associated with work-family time demands, and as a result, may benefit more from using schedule flexibility. It is worthwhile for future research to determine whether women do in fact benefit more from utilizing schedule flexibility.

Preacher and Hayes' (2004) PROCESS script for mediation was used in this study. Compared to Baron and Kenny's (1986) mediation procedure that uses the Sobel's test to detect statistical significance, bootstrapping accurately detects statistical significant and is suitable for non-normally distributed data. Future research should use Preacher and Hayes' (2004) PROCESS script for mediation in order to enhance its applicability in research.

Lastly, researchers and Human Resource practitioners should recognize that schedule flexibility is not a panacea, and it has the potential to increase problems as employees may take on more responsibilities when given the freedom to control their work schedules (Grzywacz et al., 2008). Therefore, Human Resource practitioners should manage schedule flexibility policies with caution to avoid unanticipated consequences.

Conclusion

This study supports the theoretically derived and well-documented positive relationship between schedule flexibility use and domain-specific satisfaction. Schedule flexibility, a policy that grants employees discretion over their own working hours, has the potential to enhance job satisfaction and family satisfaction for working parents in South Africa. The current understanding of why employees feel more satisfied at work and at home after using schedule flexibility is attributed to work-to-family enrichment as a mediator. This study has responded to a gap in existing knowledge by demonstrating that schedule flexibility use positively affects domain-specific satisfaction through the meditational effect of work-to-family enrichment. This linkage is theoretically grounded by means of the Broaden and Build Theory, which demonstrates the developmental value of positive emotions as a result of experiencing work-to-family enrichment.

This study has shown that schedule flexibility is a strategic Human Resource initiative that reaps positive affective benefits in both the work and family domains for working parents in South Africa. Employers and Human Resource practitioners are encouraged to design and implement schedule flexibility policies as a standardized practice for all employees, as this may provide organisations with a competitive advantage in the market through the attraction and retention of key talent. Moreover, employees are encouraged to utilize schedule flexibility, as it will assist them in managing both their work and family responsibilities and contribute to greater family satisfaction and job satisfaction. The results from the present study provide support for the necessity of future research on this topic. Future researchers should consider this study's limitations and use them as a foundation for prospective research.

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Appendix A

A list of the measures included in this study is presented below.

Schedule Flexibility (general)

- 1) I have a formal Schedule Flexibility policy available to me

Schedule Flexibility Use (specific types)

- 1) I use a work schedule where I make changes in the time I **begin** work
- 2) I use a work schedule where I make changes in the time I **end** work
- 3) I use a work schedule where I **take time off during the day**

Work-to-family Enrichment sub-scale (Kacmar et al., 2014):

My involvement in my work:

- 1) ...helps me to understand different viewpoints and this helps me be a better family member.
- 2) ... makes me feel happy and this helps me be a better family member.
- 3) ... helps me feel personally fulfilled and this helps me be a better family member.

Family Satisfaction Scale (Greenhaus et al., 1990):

- 1) I am happy with my progress toward the goals I have for my family
- 2) I am satisfied with my present family situation
- 3) Overall, I am pleased with the state of my family life
- 4) In general, I like my family life

Job Satisfaction Scale (Cammann et al., 1979):

- 1) In general, I like my job
- 2) All in all, I am satisfied with my job
- 3) In general, I like working here

Appendix B



Dear Sir/Madam

As part of the Organisational Psychology Masters programme at UCT, we are required to conduct research and complete a dissertation project.

We would like to invite employees to participate in our study entitled *Flexible Work Arrangements (FWA's) in relation to the work-life interface*. This study aims to add to the body of knowledge on FWA's in South African organisations. The findings may reveal important considerations for organisations regarding positive work and family outcomes as well as to inform policy implementation and use.

This study has been approved by the Commerce Faculty's Research in the Ethics Committee of the University of Cape Town. Please note that the data collected will be used for research purposes only and the privacy and confidentiality of all your employees' responses will be respected. Participation is completely voluntary and there is no penalty if employees do not participate.

We would like to request your company to send the link of our survey to as many of your employees as possible. Respondents will also be entered into a lucky draw to win a Woolworths voucher valued at R600. If they choose to, they are required to provide their email address at the end of the questionnaire so that we can contact the winner.

Thank you for considering our request. You may contact any of the researchers below if you have any questions regarding the research.

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