Family Supportive Supervisory Behaviors (FSSB) Intervention Study: Effects on Employee’s Work, Family, Safety, & Health Outcomes

Dr. Ellen Ernst Kossek
Dr. Leslie B. Hammer
Directors
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National Work, Family, & Health Network: Center of Work-Family Stress, Safety, and Health
http://wfsupport.psy.pdx.edu/

Dr. Ellen Ernst Kossek
School of Labor & Industrial Relations
Michigan State University

Dr. Leslie B. Hammer
Department of Psychology
Portland State University

With:
Dr. Jesse S. Michel,
Nanette L. Yragui, Ph.D. Candidate
Jill Arnold, Ph.D. Candidate
Dr. W. Kent Anger
Dr. Todd E. Bodner
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Professor Ellen Ernst Kossek  Professor Leslie B. Hammer
Michigan State University  Portland State University
School of Labor & Industrial Relations  Department of Psychology
433 South Kedzie Hall  PO Box 751
East Lansing, MI 48824-1032  Portland, OR 97207-0751
(517) 353-9040  (503) 725-3971
kossek@msu.edu  hammerl@pdx.edu

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Family Supportive Supervisory Behaviors (FSSB)
Executive Summary

In October 2006 researchers from Portland State University and Michigan State University undertook the FSSB Intervention study to: (1) identify supervisor behaviors that are family supportive in order to provide managers with effective management tools, and (2) develop and evaluate a training and self-monitoring intervention for supervisors to increase their family supportive behaviors. This intervention was followed by additional data collection in June-July 2007 to assess longitudinal changes in supervisor behaviors and associate family, work, health, and safety outcomes.

This report summarizes our findings based on 360 associates and 75 supervisors pre-intervention (October 2006), and 240 associates and 77 supervisors post-intervention (June-July 2007), from 12 Spartan stores within The Pharm, Family Fare, and Glens banners. To briefly summarize, we found the following key results (p < .05):

**PRE-SUPERVISOR TRAINING INTERVENTION:**

1. Supervisors make a difference. When an associate reported their supervisor was high in family supportive supervisory behaviors, they also tended to report:
   - Their supervisor as generally supportive on the job.
   - Lower levels of work-family conflict.
   - Higher job satisfaction.
   - Fewer intentions to leave the company.
   - Higher levels of participation and compliance with the company’s safety program.

2. There was a discrepancy between supervisor/associate perceptions of family supportive behaviors:
   - 100% of supervisors felt that their own behaviors were family supportive while only 67% of associates agreed.
Executive Summary

**POST-SUPERVISOR TRAINING INTERVENTION:**

Six stores, two from each banner, were selected at random to participate in the supervisor training and self-monitoring intervention. Training consisted of computer-based tutorial quizzes and face-to-face discussions. In addition, some supervisors completed daily self-monitoring cards pertaining to family supportive behaviors. Key findings include:

1. Associates in the intervention stores compared to the control stores reported:
   - Higher levels of physical health
   - Higher levels of participation in safety programs
   - Higher levels of perceptions of family supportive supervisor behaviors
   - Higher levels of job satisfaction
   - Lower levels of work-family conflict
   - Lower levels of turnover intentions

   These effects were stronger for workers who reported higher levels of work-family conflict, compared to workers lower on work-family conflict. These findings suggest that the family-supportive supervisor training was effective and that the training was especially helpful for those workers who had higher levels of work-family conflict.

2. Associates who reported higher levels of work-family conflict at pre-intervention experienced the following at post intervention:
   - More parental stress than associates with lower levels of work-family conflict.
   - More intentions to leave the company.
   - Greater rates of separation from the company (based on actual turnover data).
   - Lower levels of general and mental health.
   - Increase in injuries within both the work and home context.
About the Study

In October 2006 researchers from Portland State University and Michigan State University undertook the FSSB Intervention study to: (1) identify supervisor behaviors that are family supportive in order to provide managers with effective management tools, and (2) develop and evaluate a training and self-monitoring intervention for supervisors to increase their family supportive behaviors.

To achieve these goals, we conducted a longitudinal multi-source quasi-experimental pilot study at 12 grocery stores in Michigan. Participants were current employees of Spartan Stores who had worked in the company for at least two months prior to the survey, however, most associates worked more than 6 years and most supervisors worked more than 10 years at Spartan. Participants were recruited by members of our research team who entered the stores and offered employees a chance to participate. It was stressed to the participants that the research project was not initiated or sponsored by their employer and that confidentiality would be strictly maintained. Additionally, participants were offered a $25 incentive if they agreed to be interviewed.

Those employees who agreed to participate were scheduled a time to be interviewed by a member of the research team. Participants were interviewed by one member of the research team in a private location at the stores themselves (such as an empty office or conference room). The interviews lasted between 35-50 minutes on average. The interview consisted of 196 survey-type questions that were asked of respondents. Interviews were necessary given that some associates were limited in general cognitive and reading comprehension ability.

Participants who completed the initial interview were then offered an opportunity to complete additional parts of the research project, provided they were eligible. Those participants with spouses who were also employed were given “spouse surveys” to take home with them and have their spouses complete. Surveys were enclosed in self-addressed stamped envelopes and when completed were returned via mail or to the store. Participant spouses who completed the survey were given a $25 incentive. Those participants with children between the ages of 10-18 and having primary custody status were asked for consent for one member of the research team to phone their youngest child and conduct a “child telephone interview”. Participants then reported a good time to call the child, and children were contacted during that time by a researcher and interviewed over the phone. Interviews took approximately 10 to 15 minutes. Participant’s children who were interviewed were given a $10 incentive.
About the Study

Participants were offered the chance to engage in what the research team termed “health data” research. Participants were offered the opportunity to wear a watch-like sleep monitor on their wrist for a period of one work and two non-work days. Additionally, participation involved taking roughly 10 daily blood pressure readings from a wrist-worn blood pressure monitor over the same period. Participants were given instruction in how to use each device, and also were given “diaries” to record their blood pressure readings and their heart rate. Diaries were then cross-checked with the data from the blood pressure monitors to verify accuracy. Participants who completed the “health data” portion were given an extra $25 incentive.

A key component of this study was a training intervention. We designed a computer-based and face-to-face training intervention with self-monitoring and goal setting components to increase supervisors’ supportiveness of employees’ work and family needs. Additionally, we identified and validated a measure of family supportive supervisory behaviors. Overall, we found that employees with supervisors who were more supportive of work and family issues reported a variety of health and work benefits. These findings will be discussed throughout this report and follow the general model below.

Relationships Between Work and Family

Certain Leadership Styles are seen as more Family Supportive.

Perceptions of Work and Family have an impact on Associate Outcomes, such as Health.
Associates from The Pharm were younger than the other banners, yet supervisors from The Pharm averaged the same as Glens. The Pharm had the highest percentage of women for both associates and supervisors. Most participants throughout these banners identified themselves as white. While The Pharm had the highest percentage of associates who had education beyond high school, it also had the lowest percentage of supervisors with education beyond high school. Compared to the other banners, a smaller percentage of The Pharm associates indicated that their family income was less than $25,000. Supervisors at The Pharm did not make less than $25,000.

Overall, Family Fare participants were older than associates and supervisors from other banners. Family Fare also had the highest percentage of both women associates and supervisors compared to other banners. Similar to The Pharm, most Family Fare participants were white, including all supervisors. The biggest division between education of associates and supervisors was in Family Fare with the fewest associates having education beyond high school compared to all banners. Family Fare also has the largest percentage of all participants whose family income is less than $25,000.

Associates at Glens fell in the middle of the age spectrum, the average age of associates being in-between those at the The Pharm and Family Fare. Supervisors on the other hand, were on average the same age as Supervisors at The Pharm.
The Spartan Sample

<table>
<thead>
<tr>
<th></th>
<th>Associate</th>
<th>Supervisor</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$n = 127$</td>
<td>$n = 37$</td>
</tr>
<tr>
<td>Women</td>
<td>72%</td>
<td>48%</td>
</tr>
<tr>
<td>White</td>
<td>89%</td>
<td>97%</td>
</tr>
<tr>
<td>Beyond High School</td>
<td>41%</td>
<td>52%</td>
</tr>
<tr>
<td>Family Income Less than $25,000</td>
<td>38%</td>
<td>7%</td>
</tr>
</tbody>
</table>

While there are more women associates at The Pharm, there are fewer women associates at Family Fare. For supervisors, Glens had the lowest percentage of women. Again, most participants in Glens were white. Like Family Fare, more supervisors had completed education beyond high school, but the difference between associates and supervisors was smaller at Glens. Moreover, Glens had more associates with a family income less than $25,000 than The Pharm but fewer associates compared to Family Fare. Glens had the most supervisors with family incomes less than $25,000.

Managerial Style

How we measured supervisor and associate perceptions

Participants were asked to rate how much they agreed with self-report statements. All measures were based on a five-point scale, 1 representing strong disagreement and 5 representing strong agreement. High scores on the scales represent high construct levels. In this report “low” represents scores below 3.00 and “high” represents scores of 3.00 and above.

Supervisor Leadership

Supervisors rated themselves on a number of leadership behaviors. These included:

- **Charisma/Inspiration**: Provides confidence in and instills trust from their associates; provides a focus on store goals and values; models ethical behavior and standards
- **Intellectual Simulation**: Suggests and seeks new ways of working effectively
- **Individual Consideration**: Gives associates individual attention; teaches and coaches associates; and focus’ on associates’ strengths versus weaknesses

A high score on this measure indicates that a supervisor is a “Transformational” or “Active” leader. We refer to this type of leadership as “active” throughout the remainder of this report.

“When managing my associates, I generally teach and coach them.”
Managerial Style

Supervisor Leadership

Active leadership consists of the three dimensions of charisma/inspiration, intellectual stimulation, and individual consideration. Supervisors who are charismatic/inspirational create trustworthiness, along with clear and appealing store goals and values. Intellectual stimulation is the extent to which supervisors provoke independent and creative thought from their associates. Lastly, individualized consideration reflects the degree to which the supervisor attends to and supports the associate’s individual needs in an equitable and satisfactory manner.

Self perceptions of Spartan supervisors reflects a managerial workforce that is high in active leadership. All supervisors who participated in this study reported the use of some active leadership behaviors. Overall, 54% reported being active leaders some of the time, while 46% reported frequent or consistent use of active leadership behav-

Family Supportive Supervisory Behaviors

Associates rated their supervisor on a number of family supportive supervisor behaviors. These included:

- **Emotional/Social Support for Family**: Inquires and assists with associates’ work and nonwork issues
- **Model Behaviors for Work-Family Balance**: Is a good role model for work and non-work balance
- **Tangible Support with Scheduling Conflicts**: Helps in scheduling conflicts
- **Balancing the Company and Associates**: Works effectively with associates to creatively solve conflicts between work and nonwork

A high score indicates that an associate perceives their supervisor as family supportive.
Managerial Style

Key Findings

“Active leaders are perceived as being more supportive of family issues.”

- Active leadership was significantly (p<.05) and positively related to their associate’s perceptions of family supportive supervisory behaviors. Thus, active leaders are perceived as being more supportive of family issues.
- Education was significantly (p<.05) and positively related to their associates perceptions of family supportive supervisory behaviors. Thus, more educated managers are perceived as being more supportive of family issues.
- Age was significantly (p<.05) and negatively related to their associates perceptions of family supportive supervisory behaviors. Thus, older managers are perceived as being less supportive of family issues while younger managers are seen as more supportive.
- When examined simultaneously, leadership style and age remain significant predictors (p<.05) of associates perceptions of family supportive supervisory behaviors, while education does not. These results indicate that leadership and age are strong predictors of associate perceptions, accounting for over 40% of the between group variance.

Perceptual Gap

Key Finding:

100% of supervisors felt that their own behaviors were highly family supportive, compared to 67% of Associates.

These findings indicated that 1/3 of associates and their supervisors do not agree on perceptions of family supportive supervisory behaviors.

"1/3 of associates and their supervisors do not agree on perceptions of family supportive supervisory behaviors."
Managerial Style

Perceptual Gap

This perceptual gap extends to more specific areas of family supportive supervisory behaviors. For example:

Emotional/Social Support for Family. Most supervisors (97%) believe that they “inquire and provide assistance with associates work and nonwork issues” compared to 74% of associates.

Model Behaviors for Work-Family Balance. Most supervisors (94%) thought that they were “a good role model for work and nonwork balance” compared to 80% of associates.

Tangible Support with Scheduling Conflicts. Most supervisors (99%) feel that associates can depend on them “to help in scheduling conflicts” compared to 82% of associates.

Balancing the Company and Associates. Most supervisors (99%) feel that they “work effectively with associates to creatively solve conflicts between work and nonwork” compared to 76% of associates.

Perceived General Support

“*My supervisor can be relied upon when things get tough on my job.*”

This scale assesses perceptions of supervisor support. A high score on this measure indicates that an associate perceives his/her supervisor as being supportive.

Supervisor Family Supportive Supervisory Behaviors & Perceived General Support

Associates who reported higher family supportive behaviors from their supervisor were also more likely to rate their supervisor as generally supportive on the job. These results suggest a positive relationship between perceiving supervisors as supportive on the job and supportive of the employee’s personal life.
Managerial Style

Associate Perceived Supervisor Support and Family-Supportive Supervisor Behaviors

Training Intervention

Selection of Stores: Six stores, two from each banner, were selected at random to participate in the training and self-monitoring intervention.

Supervisor Training: The training consisted of computer-based tutorial quizzes (one-hour), which explained work and family issues that face associates and supervisors alike. In addition to this tutorial, face-to-face discussions took place with participating supervisors and the principal investigators of this research project.

Self-Monitoring Intervention: Participating supervisors completed daily self-monitoring cards (see below), which asked them about various family supportive behaviors. At the onset, supervisors set goals of improvement for each of these behaviors.

3 x 5 card used for self-monitoring in grocery manager participants

Computer-Based Tutorial
The training evaluation was based on Kirkpatrick’s (1994) four training criteria (i.e., Reactions, Learning, Behaviors, Results). **Reactions** of supervisors (N=40) indicated a moderate to high degree of perceived usefulness of the computer-based training with a mean rating of 3.65 (SD =.67) on a 1-5 point response scale and a mean rating of 3.32 (SD =.58) to the face-to-face training.

**Learning** was assessed via computer-based test performance results. Comparing pretest and posttest knowledge scores, a significant effect size was found (d_gain = 1.4, p < .001), indicating that the computer-based training taught the material effectively based on a multiple choice test.

Although supervisor **Behaviors** were not observed directly in the workplace, the self-monitoring task produced two forms of behavioral data: (a) supervisor participation levels, and (b) supervisors’ self-reported levels of family-supportive behaviors. Twenty-eight of the forty managers volunteered to participate in the behavioral self-monitoring. Of the 3 most-often self-monitored behaviors reported, 25% of participants exceeded their goal of asking about their employee’s family, 22% exceeded their goal of speaking to their associates, and 14% exceeded their goal of talking about their own family with an employee. In response to an open-ended survey question that asked about family supportive supervisory behavior change, 22% of trained supervisors reported they changed their behavior toward their workers to help them achieve better work and non-work balance as a result of the training they received. On the following page is a bar chart that shows how supervisors rated themselves on changes they made in supportive behaviors.
Training Intervention

Supervisor Response

<table>
<thead>
<tr>
<th></th>
<th>Trained</th>
<th>Control</th>
</tr>
</thead>
<tbody>
<tr>
<td>I have increased the amount that</td>
<td>3.78</td>
<td>3.46</td>
</tr>
<tr>
<td>I talk to my associates</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I have increased the amount that</td>
<td>3.67*</td>
<td>3.2</td>
</tr>
<tr>
<td>I ask my associates about their family</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I have increased the amount that</td>
<td>3.7</td>
<td>3.46</td>
</tr>
<tr>
<td>I talk to my associates about their schedules</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I have increased the amount that</td>
<td>3.89</td>
<td>3.76</td>
</tr>
<tr>
<td>I give my associates constructive feedback about their performance</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Associate Response

**Results** were assessed via worker health outcomes following training. Workers in the intervention stores reported higher levels of physical health based on the SF-12, compared to those workers in the control stores, after controlling for baseline physical health. This treatment effect was stronger for those workers who reported higher levels of work-family conflict, compared to those workers lower on work-family conflict. These findings suggest that the family-supportive supervisor training was effective in improving physical health of workers and that the training was especially helpful for those workers who had higher levels of work-family conflict (see Figures below).
Training Intervention

Associate Response

MENTAL HEALTH: This scale assesses participants' emotional health in the last month, along with depressive symptoms.

Results also suggest that there was a beneficial difference in mental health outcomes (mental health and depressive symptoms) for workers whose supervisors were trained on family supportive behaviors, compared to controls. More specifically, associates who had trained supervisors reported greater overall mental health and fewer depressive symptoms.

Quotes regarding the Training Intervention

“Due to this study, awareness was increased and I, along with my staff have been more involved. Work relations inside and outside of work have increased.”

“I’ve started talking to them about their family life, to give me notice if they have family activities. My associates seem to be happier at work and they do a better job.”

Perceptions of Work and Family

Work-Family Conflict

This measure assesses the extent to which work (family) responsibilities and/or demands interfere with family (work) life. These demands can be time-based, strain-based, or behavior-based. For example, working overtime could result in time-based work-family conflict.

Differences in Perceptions of Work-Family Conflict

Overall, associates reported less work-family conflict than supervisors, where only 34% of associates felt high work-family conflict compared to 50% of supervisors.
Perceptions of Work and Family

Further Differences in Perceptions of Work-Family Conflict

- Associates who work more days experience greater work-family conflict ($r = .14$)
- Associates with set days off each week experience less work-family conflict ($r = -.15$)
- Associates who work more weekend days experience more work-family conflict ($r = .25$)
- Associates with more children living at home experience more work-family conflict ($r = .12$)
- Associates with children who have “special needs” (e.g., learning disability) experience more work-family conflict ($r = .16$)
- Associates who provide care of elder parents experience more work-family conflict ($r = .11$)
- Older associates experience less work-family conflict ($r = -.21$)

Family Characteristics

A look into the participants’ nonwork lives

<table>
<thead>
<tr>
<th>Nonwork Snapshot</th>
<th>Associates ($n = 360$)</th>
<th>Supervisors ($n = 75$)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Married</td>
<td>49%</td>
<td>71%</td>
</tr>
<tr>
<td>Children at Home</td>
<td>41%</td>
<td>47%</td>
</tr>
<tr>
<td>Special Needs</td>
<td>13%</td>
<td>16%</td>
</tr>
<tr>
<td>Providing Elder/Adult Care</td>
<td>16%</td>
<td>12%</td>
</tr>
<tr>
<td>Children at Home &amp; Providing Elder/Adult Care</td>
<td>9%</td>
<td>1%</td>
</tr>
</tbody>
</table>

From this snapshot, we see that almost half of associates (49%) and almost three-quarter (71%) of supervisors are married. In addition, many associates (41%) and supervisors (47%) have children living at home. Of those children, 13% (associates) and 16% (supervisors) have special needs. In addition, 16% of associates and 12% of supervisors provide care for elder/adults, while 9% of associates are providing care to both children and elders/adults.
Family Outcomes

**PARENTAL STRESS:** Participants were asked to rate how much he/she felt stressed or rewarded as a parent through a series of self-report statements.

“How stressful has it been to discipline or correct your child?”

Example: Associate who reported more work-family conflict also reported that disciplining or correct their child as more stressful than associates with less work-family conflict.

**Parental Stressors**

Parental stressors assess the extent to which a participant feels stress from parental activities. A higher score on this scale represents greater parental stressors.

**Parental Stressors and WFC**

Associates who reported higher levels of parental stress also experience more work-family conflict than associates with lower levels of parental stress. These results suggest that as associate perceptions of parental stress increase, so do perceptions of work-family conflict.

**Additional Findings for Family Outcomes**

- “Parental Rewards” assess participant’s feelings of reward from parental activities. Overall, 97% of associates with children reported high parental rewards.
Work Characteristics

A look into the participants’ work lives

<table>
<thead>
<tr>
<th>Work Snapshot</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Where do people work?</strong></td>
</tr>
<tr>
<td>Associate</td>
</tr>
<tr>
<td>$n = 360$</td>
</tr>
<tr>
<td>Years with Spartan</td>
</tr>
<tr>
<td>Front End</td>
</tr>
<tr>
<td>Second Job</td>
</tr>
</tbody>
</table>

| **How often are people working?** |
| Associate | Supervisor |
| $n = 360$ | $n = 75$ |
| Weekly Hours | 31 Hrs. 44 Hrs. |
| Part-Time Status | 53% - |

| **When do people work?** |
| Associate | Supervisor |
| $n = 360$ | $n = 75$ |
| Start Shift 7 AM – 2 PM | 62% 78% |
| Set Days Off | 51% 50% |
| Monthly | |
| Weekend Days | 5 Days 5 Days |

Where do people work?

From this snapshot, we see that supervisors on average have worked within the company longer than associates. Most associates work in the front end as cashiers, baggers, service, etc. And almost one-fifth of associates have a second job in addition to working at Spartan.

How often are people working?

On average, supervisors work more weekly hours than associates. Associates who are married, with children in the home, and between the ages of 30 and 39, work more than associates who are not married, with no children in the home, and younger than 30 but older than 40. Half of associates are part-time within the company. We found that those associates who are working part-time are likely to have no children in the home.

When do people work?

Most associates and supervisors start their day between 7 AM and 2 PM, although supervisors were more likely to than associates. Associates with children at home are more likely to work between 7 AM and 2 PM than associates without children in the home. Men are more likely than women to start work after 7 PM. Half of associates and supervisors have set days off during the week. In addition, both associates and supervisors work five weekend days per month on average.
Work Outcomes

**JOB SATISFACTION:** This scale assesses a participant’s satisfaction with their job.

“I have enough time to get my job done.”

**Job Satisfaction**

The job satisfaction scale assesses a participant’s satisfaction with their job. A higher score on this scale represents greater job satisfaction. Overall, supervisors reported higher job satisfaction (89%) than associates (79%).

**Job Satisfaction and FSSB**

Associates who reported family supportive behaviors from their supervisor (FSSB) reported more job satisfaction with their job than those who report less family supportive supervisor behaviors. These results suggest that as associate perceptions of family supportive supervisory behaviors increase, so do perceptions of job satisfaction.

Example: Associates who experience family-supportive supervisor behaviors were more likely to agree that he/she was generally very satisfied with this job.

**Turnover Intentions**

This scale assesses a participant’s intention to quit their job.

“I am seriously considering quitting this company for an alternative employer.”

**Turnover Intentions**

The turnover intentions scale assesses participant’s intentions to leave Spartan stores. A higher score on this scale represents greater turnover intentions.
Work Outcomes

Turnover Intentions and FSSB

Associates who reported higher family supportive behaviors from their supervisor also reported fewer intentions to leave the company than those who report less family supportive supervisor behaviors. These results suggest that as associate perceptions of family supportive supervisory behaviors increase, turnover intentions decrease.

Example:
Associates who view their supervisor as family supportive were less likely to look for a new job outside of the company over the next year.

Turnover Intentions and WFC

Associates who reported higher levels of work-family conflict also reported more intentions to leave the company. These results suggest that as associate perceptions of work-family conflict increase, so do turnover intentions.

Example:
Associates who reported less work-family conflict were less likely to look for a new job outside of the company over the next year.
Work Outcomes

Work-Family Conflict is related to greater ACTUAL TURNOVER *
*(based on turnover data from Spartan Stores)

Additional Findings for Work Outcomes

“Work-Family Conflict is related to lower job satisfaction.”

- Supervisors reported far more decision authority (perceptions of their own authority to make decisions on the job) than associates (83% of supervisors report high decision authority versus 59% of associates).
- 40% of associates feel that they have low control of their work conditions.
- Work-Family Conflict is related to lower job satisfaction.

Health Characteristics

A look into the participant’s health

<table>
<thead>
<tr>
<th>Health Snapshot</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Blood Pressure</strong></td>
</tr>
<tr>
<td>Blood Pressure On a Workday 121/75</td>
</tr>
<tr>
<td>Blood Pressure On a Nonwork Day 119/72</td>
</tr>
<tr>
<td><strong>Sleep Hours</strong></td>
</tr>
<tr>
<td>Hours of Sleep On a Workday 6.54 Hrs.</td>
</tr>
<tr>
<td>Hours of Sleep On a Nonwork Day 7.44 Hrs.</td>
</tr>
</tbody>
</table>

**Blood Pressure.** Participants took hourly measures of their blood pressure for one workday and one nonwork day.

On average, blood pressure was higher on workdays (121/75) than on nonwork days (119/72).

**Sleep.** Participants wore a watch-like device for one workday and one nonwork day that measured their sleep amount and quality.

On average, hours of sleep was lower on workdays (6.54 hours) than on nonwork days (7.44 hours).
Health Outcomes

**General Health**

A self-report measure assessed participants’ general health in the last month. Overall, associates and supervisors reported very similar perceptions of their health. 52% of associated reported high general health compared to 54% of supervisors.

**General Health and WFC**

Associates who reported higher levels of work-family conflict also reported lower levels of general health. These results suggest that as associate perceptions of work-family conflict increase, self-rated general health decreases.

**Example:** Associates with high levels of work-family conflict were also more likely to rate their general health as poor or fair.

As a result of your emotional problems, have you accomplished less than you would have liked?

**Mental Health & Depressive Symptoms**

The mental health scale assessed participant’s self-reported emotional health in the last month. In addition, depressive symptoms were also assessed. 42% of both associates and supervisors reported low mental health; meanwhile, 12% of associates and 10% of supervisors reported high depressive symptoms.
Health Outcomes

Mental Health and Work-Family Conflict

Associates who reported higher levels of work-family conflict also reported lower levels of mental health. These results suggest that as associate perceptions of work-family conflict increase, self-rated mental health decreases.

![Bar chart showing the relationship between self-ratings of mental health and work-to-family conflict.](chart)

Additional Findings for Health Outcomes

- Work-Family Conflict negatively impacts sleep quality (1) during the week, and (2) during the weekend.
- Work-Family Conflict impacts sleep time and quality differentials between work and nonwork days.

Safety Characteristics

A look into the participant’s safety

<table>
<thead>
<tr>
<th>Safety Snapshot</th>
<th>Associates</th>
<th>Supervisors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bruises at Work</td>
<td>1.16</td>
<td>0.96</td>
</tr>
<tr>
<td>Bruises at Home</td>
<td>0.52</td>
<td>0.59</td>
</tr>
<tr>
<td>Scratches at Work</td>
<td>3.77</td>
<td>5.79</td>
</tr>
<tr>
<td>Scratches at Home</td>
<td>1.88</td>
<td>1.87</td>
</tr>
<tr>
<td>Cuts at Work</td>
<td>1.22</td>
<td>0.45</td>
</tr>
<tr>
<td>Cuts at Home</td>
<td>0.46</td>
<td>0.24</td>
</tr>
</tbody>
</table>

Injuries at Work. Participants indicated how many times he/she sustained a number of injuries at work in the past six months.

Injuries at Home. Participants indicated how many times he/she sustained a number of injuries at home in the past six months.
Safety Outcomes

Safety Participation and Compliance

The safety participation scale assessed participant's proclivity to engage in the store’s safety regulations; likewise, the safety compliance scale assessed participant’s willingness to comply with the store’s safety regulations. Overall, associates were high in both safety participation (96%) and safety compliance (99%), as were supervisors, 99% for both.

Example: Associates who experience family-supportive supervisor behaviors were more likely to agree that he/she promotes the safety program within the organization.

Safety Participation/Compliance and FSSB

Associates who reported family supportive behaviors from their supervisor were also more likely to (1) participate in the company’s safety program, and (2) comply with the company’s safety program.
Implications for Spartan Stores

Review
We set out to (1) design, implement, and evaluate a quasi-experimental workplace intervention (i.e., supervisor training and behavioral self-monitoring) to increase family supportive supervisor behaviors in the grocery/retail industry; (2) develop and validate a measure of family-supportive supervisory behaviors (FSSB); (3) evaluate the effects of the intervention on employees’ work-family conflict, health, safety and effectiveness at work and home, and change in supervisors. Our intervention was designed to decrease work-family conflict of workers, and in turn, improve health, safety, family well-being, and work effectiveness outcomes.

Pre-Intervention Findings
Preliminary analyses of baseline data indicated that workers who were supervised by family-supportive managers were significantly more likely to experience: lower levels of work-family conflict, higher job satisfaction, lower intentions to turnover, and higher reports of mental and physical health. Using hierarchical regression analysis, we also found that sleep quality was predicted by work-family conflict, after controlling for demographic characteristics, household income, hours of work/week, number of children at home, elderly parent care, and depressive symptoms.

Implications of Training Intervention
Supervisors have an opportunity to create a happier, healthier, and safer workforce. To summarize our findings, we provide the following significant results (p < .05).

Associates that reported Family Supportive Supervisor Behaviors:

- ...also perceived supervisors as generally supportive.
- ...also reported less work-family conflict.
- ...also reported more work-family positive spillover.
- ...also reported less job strain.
- ...also reported more job satisfaction.
- ...also reported higher levels of safety participation and compliance.
Summary and Conclusions

Implications for Spartan Stores

Implications of Associate Work-Family Balance

Work-family conflict experienced by associates has significant outcomes for their family life, work life, and health/safety consequences. To summarize our findings, we provide the following significant results (p < .05).

Associates with High Levels of Work-Family Conflict:

- experience more parental stress.
- experience more job strain.
- are less satisfied with their job.
- experience poor mental and physical health.
- experience greater depressive symptoms.

How to Change Supervisor Behaviors

Our supervisor intervention was based on three interdependent components and began with a one-hour self-paced computer-based training session, followed by a one-hour group-administered face-to-face training session that usually occurred one day later. During the face-to-face session, supervisors were instructed on how to implement the behavioral self-monitoring exercise that continued for 2-4 weeks following the training, and that enhances transfer of training. Results strongly support our training intervention in regards to (1) reactions of supervisors, (2) learning of family supportive behaviors, (3) transfer of those behaviors onto the actual job, and (4) associate outcomes of a family supportive supervisor.

Implications for Spartan Stores

There are two primary implications for Spartan Stores regarding family supportive supervisory behaviors. (1) Spartan Stores can further implement a training intervention to promote such supervisory behaviors. (2) Transformational or Active Leaders were perceived as being more family supportive. Accordingly, Spartan Stores could select or develop/train managers who (a) provide confidence in and instills trust from their associates, provide a focus on store goals and values, and model ethical behavior and standards, (b) suggest and seek new ways of working effectively, and (c) give associates individual attention, teach and coach associates, and focus on associates’ strengths.