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FAMILY-SUPPORTIVE SUPERVISOR BEHAVIOR AND FATHERS' WORK-FAMILY CONFLICT

Talar Ohanian

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FAMILY-SUPPORTIVE SUPERVISOR BEHAVIOR AND FATHERS' WORK-
FAMILY CONFLICT

A Thesis
Presented to the
Faculty of
California State University,
San Bernardino

In Partial Fulfillment
of the Requirements for the Degree
Master of Science
in
Industrial and Organizational Psychology

by
Talar Ohanian
August 2021

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ABSTRACT

Research on fathers' work-family conflict has been minimal compared to mothers. However, the view of fatherhood and fathers' involvement with their families has changed dramatically throughout the years. Unfortunately, many fathers do not take advantage of their organizational policies or other family benefits offered by their organizations. The purpose of this study was to examine the roles of family-supportive supervisor behaviors and organizational policy utilization on fathers' work-family conflict and mental health. In a sample of 311 fathers participating in a survey-based study, findings indicated that family-supportive supervisor behavior significantly reduces WFC, and policy utilization also greatly reduces WFC. Fathers' gender role beliefs moderated the relationship between FSSB and policy utilization. We hope this study helps in findings better ways to increase fathers' work-family balance.

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CHAPTER ONE

INTRODUCTION

Literature Review

Research on the work-family interface, including that focused on employee experiences of work-family conflict and the resources available to employees to support family involvement, has historically focused on working mothers, to the neglect of fathers. With the increase in dual-earner families and shifting gender roles, however, there is increased recognition of the importance of studying fathers and providing solutions that help reduce fathers' work-family conflict and increase their family involvement. Moreover, recent research has revealed fathers' aspiration to participate more with their families and share child-rearing responsibility with their spouses (Kuo et al., 2018).

Family-based policies are fundamental paths through which organizations support employees' efforts to reduce work-family conflict. Such policies are meant to assist parents in managing their work and family responsibilities and balancing multiple roles (Thomas & Ganster, 1995). Despite the evolvement of social views around fatherhood, and the increasing desire for fathers to be more involved with their families, however, fathers are far less likely than mothers to utilize organizational policies and supports provided by their organizations (Moran & Kolowski, 2019).

Having a healthy balance among work and family responsibilities can allow fathers the opportunity to engage with their families while still contributing

to their professional growth (Holmes et al., 2020). It is difficult for fathers to reduce work-family conflict and increase involvement with their families, however, without taking advantage of organizational policies (Wells & Sarkadi, 2012). The lack of fathers' utilization of family-based policies may be explained by the limited social support for fathers to utilize organizational family-based policies.

Supportive supervisor behavior may be an important influence on fathers' choices to utilize organizational policies, as employed fathers indicate that leaders and line management directly influence their decision to request flexible working options or discretionary leave (Moran & Koslowski, 2019).

In addition to the potential influence for family-supportive supervisor behaviors to influence fathers' utilization of organizational policies (Moran & Koslowski, 2019), individual gender role beliefs may also play a role. Fathers who have egalitarian gender role beliefs tend to be more engaged with their families and participate in familial responsibilities (Kuo et al., 2018). In contrast, fathers who hold traditional gender roles beliefs perceive their role as restricted primarily to being financially providers to their families and are less likely to utilize their organizational policies. Thus, such beliefs create a potential barrier for fathers to being more involved with their families (Holmes et al., 2020), and may limit the likelihood that having a family supportive supervisor will increase policy use.

Studying work-family policy utilization among fathers and the factors related to use decisions is important to understanding family-supportive

organizational policies utilization and to provide working fathers the opportunity to engage more with families while maintaining job security (Haas & Hwang, 2019). The purpose of this study is to examine the relationship between family-supportive supervisor behavior and fathers' utilization of work-family policies and their subsequent experiences of work-family conflict. This study will also examine how gender roles may relate to fathers' decisions to utilize their organizational policies.

Fathers and the Work-Family Interface

Today's fathers have more familial responsibilities than past generations (Wells & Sarkadi, 2012). The extent of fathers' direct involvement in their family has increased, creating new experiences for fathers' such as childcare and home chores (Baruch & Barnett, 1986). Research also reveals that fathers are becoming more affectionate with their families and providing increased levels of emotional support (Whelan & Lally, 2002), rather than primarily exhibiting the traditional masculinity behavior of aggressiveness and authoritarianism (Huffman et al., 2014). Fathers are participating more in familial activities such as playing and teaching their children and helping their spouses with household chores and meal preparation (Whelan & Lally, 2002), and these types of engagement activities have been to promote positive outcomes for fathers and their children (Henry et al., 2020). Moreover, spouses also reported being more satisfied with their husbands when fathers are actively engaged with their children (Baruch & Barnett, 1986).

The contributions of fathers to their families can be direct through childrearing, actively engaging with their children through playing or teaching, actively participating in household chores through preparing meals, and indirect through providing financial support and being emotionally supportive of their families (Whelan & Lally, 2002). Also, fathers' involvement with their children by providing financial and psychological support can significantly enhance their quality of life and their children's development (Henry et al., 2020). Consequently, fathers who have a healthy work-family balance report have improved job performance, more remarkable job enhancements, and fewer strains, greatly benefiting employers and organizations (Holmes et al., 2020). However, research has shown that fathers who participated in chores while working full-time report experiencing physical and emotional overload that caused them increased tension in managing their time between their careers and their family (Baruch & Barnett, 1986) increasing stress and depression levels in working fathers (Schwartzberg, 1996). Despite the recent expansion of fathers' roles and responsibilities beyond the workplace to include more family domain functions (Huffman et al., 2014), research investigating fathers' ability to manage their family and work time remains limited, nor do we see much promotion for organizational resources that target fathers in the workplace.

Research examining interventions that promote fathers' involvement in childrearing, such as positive parenting, and co-parenting, found that fathers' engagement with their children results in healthy social, emotional, and academic

outcomes for children at all developmental stages (Henry et al., 2020). Also, fathers' involvement with their family results in feeling more engaged and competent as a father, but also increases concern about family time interference with careers (Baruch and Barnett, 1986). The interference of personal and professional responsibilities can negatively affect their involvement and participation of fathers with their families (Lau, 2010). Also, fathers who experience work-family conflict may have difficulty participating in social interactions (Whelan & Lally, 2002). Research has indicated that the desire to participate in familial responsibilities is often incompatible with fathers' ability to be involved with their families (Kuo et al., 2018), facilitating fathers' concern about their work and family roles interference (Baruch & Barnett, 1986). Fathers who actively participate in family activities report increased work-family conflict because they did not have the time and energy to contribute effectively to their careers (Baruch & Barnett, 1986). Therefore, one potential solution is to increase fathers' utilization of organizational policies to allow fathers to remain engaged with their work organization while also being involved with their families (Wells & Sarkadi, 2012) and experiencing decreased work-family conflict levels (Van Breeschoten & Evertsson, 2019).

Reducing work-family conflict means fathers may have more time to be involved with familial responsibilities and more possibilities for career growth (Holmes et al., 2020). Achieving and maintaining a healthy relationship with children and spouses cannot be possible without having a healthy balance in

fathers' work and family roles (Holmes et al., 2020). In addition, reducing work-family conflict is fundamental for reducing fathers' physical and psychological distress (Kelloway et al., 1999) such as stress and depression (Schwartzberg, 1996), and for allowing fathers time and the ability to contribute to their professional growth (Holmes et al., 2020). Therefore, fathers need to have a healthy balance between their personal and professional roles.

Work-family conflict refers to the conflict created by the interference of work and family roles (Kelloway et al., 1999). Early research on the work-family interference studied the conflict between the two roles unidirectionally, specifically work responsibilities interfering with family activities (Carlson et al., 2000). However, recent studies have shown that conflict between work and family roles is bidirectional, with work responsibilities interfering with family activities or family demands interfering with work (Kelloway et al., 1999). The conflict between work and family role responsibilities impacts working individuals psychologically and physically (Allen & Martin, 2017), resulting in stressful experiences, affecting job satisfaction, psychological distress, turnover, and life satisfaction (Carlson et al., 2000).

Fathers working hours expectations can limit their involvement with family activities. Strain-based conflict refers to the spillover of strain from one role to another, resulting in fatigue and negatively affecting the ability to participate in another role (Carlson et al., 2000). For example, fathers experiencing stress or negative emotions during work may transfer their negative emotions to their

family, affecting their relationships with their children and spouses. Behavior-based conflict is experienced when certain behaviors from one role contradict performing behaviors required in another role (Kelloway et al., 1999). For example, fathers may have unexpected work demands that may interfere with performing family responsibilities such as taking their child to the doctor or helping their spouses with chores. Studying and understanding the fathers' challenges in managing their work and family roles may allow for developing and implementing policies that help them have a healthy work-family balance.

Organizational Policy Utilization

Organizations and supervisors can contribute to supporting fathers in balancing their work and family roles by providing family-supportive organizational resources and encouraging fathers to take sufficient organizational policies (Haas & Hwang, 2019). Organizational policies refer to policies that help working individuals balance their work and family roles (Allen, 2001).

Organizational work-family policies are offered to employees to increase their work-family balance (Van Breeschoten & Evertsson, 2019). Organizational policies may include a range of accommodations that support fathers' work and family roles management. According to research conducted by Butt et al. (2013), the most common family-based organizational policies are flexible hours (46%) and elder care (39%). Family-based organizational policies such as flexible working arrangements allow fathers more time and the ability to engage with familial responsibilities like childcare (Radcliffe & Cassell, 2015). Fathers who

utilize work-family policies strive to increase their involvement with their families (Wells & Sarkadi, 2012).

In addition to examining the availability of organizational policies and their role in reducing work-family conflict, policy utilization is also important to consider. Utilizing organizational family policies would allow fathers to have a healthy balance in work and family responsibilities, facilitating their engagement with their families while contributing to their professional growth (Holmes et al., 2020). Increased fathers' participation with their families results in improved relationships with their spouses (Baruch & Barnett, 1986) and healthier father-child relationships (Henry et al., 2020). Radcliffe & Cassell (2015), showed that one-third of conflicts detected between spouses were resolved by at least one of the parents utilizing organizational resources like flexible working arrangements.

Research has shown that some potential reasons that keep fathers from utilizing work-family policies include the perceived impact on their work performance. For example, fathers may fear appearing as neglectful of their work responsibilities because of their extension to parental leaves (Moran & Kolowski, 2019). Also, fathers may be viewed as being less committed to the organization than other employees when utilizing organizational resources (Radcliffe & Cassell, 2015), leading to risking their chance of getting promoted (Moran & Kolowski, 2019). Research indicates that fathers encounter negative judgments and stigma for utilizing organizational resources that decrease their workplace involvement (Radcliffe & Cassell, 2015). Fathers may also fear the experience of

negative judgments from other men. Research has shown that fathers may not take advantage of family-based policies due to their perception of other men's possible negative judgment of them (Thébaud & Pedulla, 2016). For example, a study has shown that 36% of stay-at-home fathers report experiencing prejudice because they performed a traditionally female-dominant role (Radcliffe & Cassell, 2015). Therefore, despite the aforementioned need and interest in organizational support around work and family balance, fathers tend not to utilize related policies (Haas & Hwang, 2019).

Other research has shown that supportive organizational cultures and supervisor support correspond with an increase in fathers' utilization of organizational resources, leading to more engagement and warmth in their relationships with their families (Holmes et al., 2020). For example, direct communication with fathers about taking advantage of organizational resources has been shown to increase fathers' likelihood of utilizing organizational policies and resources (Wells & Sarkadi, 2012). Supportive supervisors and organizational culture may allow fathers to feel less pressure and more comfortable utilizing work-family policies encouraging fathers to take advantage of such policies (Van Breeschoten & Evertsson, 2019).

Although organizations offer fathers and mothers egalitarian organization equal access to policies to have flexibility in taking time off work to perform domestic work (Wells & Sarkadi, 2012), a minimal number of fathers tend to utilize their parental leaves. Fathers usually do not take advantage of such

organizational policies offered by their organizations (Van Breeschoten & Evertsson, 2019), despite research evidence showing fathers desire to engage more with their families and share home responsibilities with their spouses (Kuo et al., 2018). Therefore, one possible factor in this underutilization are the individual gender role beliefs held by fathers, which may explain the lack of utilization of their entitled organizational policies despite their availability (Haas & Hwang, 2019).

Gender differences in policy utilization may be better understood by considering gender roles and gender role beliefs held by individual employees. Individuals who believe in traditional gender roles believe men are the family's essential financial providers (Holmes et al., 2020). Fathers who value traditional gender role beliefs tend not to take advantage of organizational policies, consequently decreasing their families' involvement (Holmes et al., 2020). Research has shown that holding traditional gender roles, for which fathers are considered helpers or secondary parents, can hinder fathers' parental leave utilization (Kaufman, 2018). Additionally, the lack of fathers' utilization of family-based policies may be linked to their personal beliefs and traditional gender role of masculinity, especially that many fathers have the traditional view of women being the primary caregiver (Thébaud & Pedulla, 2016). In contrast, individuals who believe in nontraditional and more egalitarian gender roles embrace equality between men and women sharing household responsibilities (Angelone et al., 2012). Fathers who endorse more modern beliefs of fatherhood and egalitarian

fathers are more likely to take advantage of organizational policies to manage their work-family time; and become more involved with their families, which is associated with lower work-family conflict and more involvement with family (Kuo et al., 2018).

Gender differences and gender roles also play a significant factor in the amount of time an individual takes for parental leave (Barcus et al., 2019). Studies have shown that the length of mothers' parental leaves were typically three times that of fathers' (Barcus et al., 2019). Parental leave duration can depend on various factors based solely on the gender of the parent. For example, mothers' parental leave duration can be influenced by socioeconomic status, whereas family and workplace contexts most affect fathers' parental leave length (Barcus et al., 2019). Therefore, gender roles can influence parents' ability to be involved with their children and families. Therefore, fathers' gender role beliefs may influence their choices of utilizing organizational.

Supervisors' Influence on Fathers

Family-supportive supervisors are leaders who encourage employees to find balance in their work and family roles (Li et al., 2017). Family-supportive supervisors tend to sympathize with employees' roles needs and help employees manage their work and family responsibilities (Allen, 2001) by encouraging fathers to utilize family-based policies (Thomas & Ganster, 1995). Leaders are among the largest facilitators in shaping their employees' professional future. Research has shown that individuals who indicate having less work-family

conflict report having supervisors that demonstrate family-supportive supervisor behaviors (Allen & Martin, 2017). In addition, supportive supervisor behavior is associated with positive outcomes including heightened job satisfaction and positive health (Li et al., 2017). In contrast, low social support, particularly from supervisors, is associated with higher employee work-family conflict (Hammer et al., 2009).

Early research on the relationship between supervisor support and work-family outcomes examined supervisor emotional support rather than measuring specific supervisor behaviors that may help employees feel their supervisors' support of their work and family roles (Hammer et al., 2009). Research by Hammer et al. (2009), on supportive supervisors has developed the scope of measure that would test family-supportive supervisor behaviors through four dimensions. Emotional support refers to the perspective that one is accepted, supported, and given affirmation (Kailasapathy et al., 2014). Instrumental support is demonstrated when supervisors' daily support employees' work and family demands; this includes accommodations for flexible working schedules and adjustments for routine tasks (Crouter & Booth, 2009). Supervisory role-modeling behavior demonstrates certain behaviors that supervisors encourage their subordinates to follow (Hammer et al., 2009). The concept of creative work-family management refers to the support initiated and provided by managers to ensure employees' effectiveness in their work and family responsibilities (Hammer et al., 2009), which reduces work-family conflict (Li et al., 2017).

Research has shown that supervisors influence employees' decisions in utilizing organizational work-family policies (Barcus et al., 2019). Informal supervisor discretion is often considered when offering work-family support to employees because employees' work demands and work-related stressors are highly influenced by their supervisors (Hammer et al., 2009). Supervisors and line management can directly influence fathers' decision to request flexible working options or discretionary leave, and it has been shown that fathers are more likely to seek flexible working hours from leaders who display supportive behavior (Moran & Koslowski, 2019). Therefore, supervisors' support in normalizing fathers work-family policies utilization can help in decreasing stereotypes towards men who take advantage of organizational family-based organizational resources (Radcliffe & Cassell, 2015). Employed fathers who report having employers and managers who actively encourage them to support their families while contributing to their professional growth are more willing to ask for flexible working schedules and extensions to their paternity leaves (Moran & Kolowski, 2019). When fathers recognize their leaders' support to their needs in supporting their families while contributing to their professional growth, fathers may demonstrate more engagement and better performance at their workplaces (Moran & Kolowski, 2019). In addition to supervisors' support and encouragement for using family-based organizational policies, supervisors also need to utilize these organizational policies to demonstrate their support for such policies (Huffman et al., 2014).

Research has shown that managers have the power and authority, due to the organizational structure (Kailasapathy et al., 2014), to create an organizational environment in which fathers feel comfortable utilizing family-based organizational policies (Huffman et al., 2014). Research has shown that employees of both genders receive supervisory support, but those men and women receive different types of family supervisor-supportive behaviors (Huffman & Olson, 2017). Huffman and Olson also identified some potential reasons for supervisors' different family supportive behaviors. First, men and women have different perceived and objective demands, requiring different supervisory support types to balance their work and family roles. Also, men and women differ in the characteristics they value. For example, men may be more likely to value independence and competence while women value compassion and support. Thus, effect supervisors' support will be different behaviors. Therefore, supervisors can shape their organizational environment to help fathers manage their work and family roles by comfortably utilizing family-based organizational policies.

Present Study

The present study examined family-supportive supervisor behavior as a potential predictor of fathers' utilization of work-family policies. Further, we examined policy utilization as a mediator between the predictor, family-supportive supervisor behavior, and work-family conflict experiences among fathers. The study also tested fathers' gender role beliefs as a moderator in the relationship

between family-supportive supervisor behavior and fathers' utilization of organizational policies. Because fathers' gender role beliefs may play a fundamental role in their decision to utilize family-based policies (Haas & Hwang, 2019), fathers may not take advantage of family-based policies even when family-supportive supervisor behaviors are present. Figure 1 presents the relationships and hypotheses that will be tested in this study.

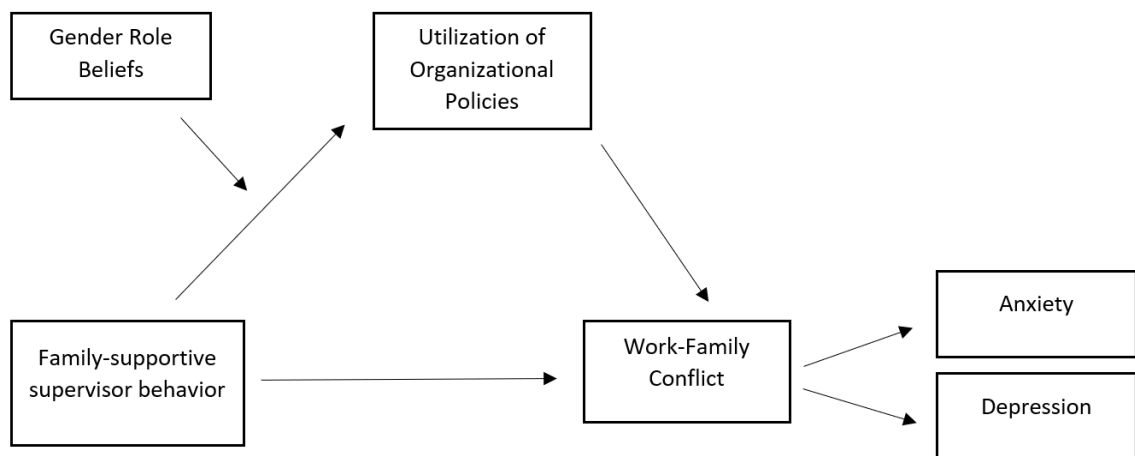


Figure 1: Conceptual Model of the Effects of Family-Supportive Supervisor Behavior on Fathers' Work-Family Conflict.

H1: Family-supportive supervisor behavior will be negatively related to fathers' work-family conflict.

H2: Fathers' utilization of organizational policies will be negatively related to work-family conflict.

H3: Family-supportive supervisor behavior will be positively related to fathers' utilization of organizational policies.

H4: Fathers' utilization of organizational policies will mediate the relationship between family-supportive supervisor behavior and work-family conflict.

H5: Fathers' gender role beliefs would moderate the relationship between family-supportive supervisor behavior and fathers' utilization of organizational policies.

H6: Fathers' work-family conflict will be positively related to their anxiety.

H7: Fathers' work-family conflict will be positively related to their depression.

CHAPTER TWO

METHODS

Participants

The sample comprised 311 working fathers. The majority of the participants were employed full-time (93%). Participants were mostly married (91%) and were living with their children (97%). Participants' ages ranged between 25- 34 (39%) followed by 35- 44 (30%), 45-54 (14.5%), 55-64 (12.3%). The ethnicities were Asian (51%), White (29%), Hispanic (10%), Black or African American (7%). A majority of participants had completed 4-year degrees (62%) while others had completed 2-year degrees (14%), professional degree (11%), and some college (8%). It is worthy to note that the vast majority of our sample came from Mturk.

Procedures

Participants were recruited online through social media websites (LinkedIn, Facebook, etc.) and Mturk (Amazon Mechanical Turk). Interested participants were guided to a web-based survey hosted by Qualtrics. The entire survey was administered online. Participants were required to have an electronic device (computer, smartphone, etc.) and an internet connection to access the survey. Before beginning the survey, participants viewed the informed consent, which explained the study's purpose and its importance. Participants were required to agree to the informed consent before beginning the survey to

acknowledge their agreeableness to participate in the study. The survey took approximately 10-15 minutes to complete. The first set of questions was demographical information (age, gender, ethnicity, etc.). The survey consisted of items from five measures including Family supportive-supervisor behaviors (FSSB; Hammer, 2009), Attitude Toward Women Scale (AWS; Spence & Helmreich, 1978), Work-Family Conflict Scale (WFC; Carlson et al., 2000), Benefit availability and use. (A list of 10 Benefits; Allen, 2001), and the Hospital Anxiety and Depression Scale (HADS; Zigmond & Snaith, 1983).

Measures

Family-Supportive Supervisor Behaviors Scale (FSSB; Hammer, 2009)

Family-Supportive Supervisor Behaviors was assessed using the 14 item FSSB scale developed by Hammer et al. (2009) (Refer to appendix A). The scale measures four sub-dimensions of FSSB (emotional support, instrumental support, role model, and creative work-family management). The items were measured on a 5-point scale (1= strongly disagree to 5= strongly agree) with higher scores indicating higher levels of family-supportive supervisor behavior. Sample items include “My supervisor takes the time to learn about my personal need” and “My supervisor is a good role model for work and non-work balance.” The reliability of the overall FSSB for the current sample was measured using coefficient alpha and showed Cronbach's alpha of 0.97.

Work-Family Conflict Scale (WFC; Carlson et al., 2000)

Work-family conflict was measured by the WFC scale developed by Carlson et al., (2000) (Refer to appendix B). The scale consisted of 18 items divided into six sub-dimensions (time-based WIF, time-based FIW, strain-based WIF, strain-based FIW, behavior-based WIF and behavior-based FIW). The scale was measured on a 5-point scale (1= strongly disagree to 5= strongly agree). Higher scores indicate higher levels of work-family conflict. Sample items include “My work keeps me from my family activities more than I would like” and “Due to stress at home, I am often preoccupied with family matters at work.” The internal consistency of all six dimensions for the current sample was measured using coefficient alpha and showed Cronbach's alpha of such that time-based WIF= 0.86, time-based FIW= 0.87, strain-based WIF= 0.84, strain-based FIW= 0.90, behavior-based WIF= 0.83, behavior-based FIW= 0.81.

Benefit Availability and Use. (A list of 10 Benefits; Allen, 2001)

To measure organizational policy availability and utilization, participants were introduced to a list of 10 common family-based organizational policies/benefits and asked to indicate if each of the benefits was offered by their organization and if they were considering utilizing them or not. Benefits included in the list include “flextime, telecommuting, paid, and paternity leave) (Refer to appendix C).

Attitude Toward Women Measure (AWS; Spence & Helmreich, 1978)

Gender role beliefs was measured by the Attitude Towards Women scale developed by Spence and Helmreich, (1978) (Refer to appendix D). The scale included 15 items measured on a 5-point scale (1= strongly disagree to 5= strongly agree). Higher scores indicate egalitarian gender role beliefs, whereas lower scores indicate traditional gender role beliefs. Items were reverse coded accordingly. Sample items include “A woman should be as free as a man to propose marriage” and “Swearing and obscenity are more repulsive in the speech of a woman than a man.” The reliability of the overall AWS for the current sample was measured using coefficient alpha and showed Cronbach's alpha of 0.71.

The Hospital Anxiety and Depression Scale (HADS; Zigmond & Snaith, 1983)

Fathers' anxiety and depression levels were measured by the Hospital Anxiety and Depression Scale (HADS) developed by Zigmond & Snaith (1983) (Refer to Appendix E). The scale included 14 items (7 measuring anxiety and 7 measuring depression). The items are measured on a 5-point scale (1= strongly disagree to 5= strongly agree). Higher scores indicating higher levels with two items being reverse coded. Sample items include “Worrying thoughts go through my mind” and “I have lost interest in my appearance.” The scale had a high reliability through an internal consistency of Cronbach's alpha 0.91. The reliability of the 7 items measuring anxiety was 0.90 and the reliability of the 7 items measuring depression was 0.82. The scale validity was indicated through

establishing face validity, expert validation, and convergent and divergent validity (Waqas et al., 2019).

COVID-19 Impact

The study considered the impact the COVID-19 had on working father's households. Therefore, the study measured the impact of COVID-19 on fathers' households through the COVID-19 Household Environment Scale (CHES) (Refer to appendix D). The scale included 15 items measured on a 5-point scale (1= strongly disagree to 5= strongly agree). Higher scores indicated fathers' high engagement with their families, whereas lower scores indicate low engagement with family. Sample items include "Engaging in conversation" and "Getting involved in the children's education." The reliability of the current sample was measured using coefficient alpha and showed Cronbach's alpha of 0.97.

Also, the study measured the impact of COVID-19 on fathers' work through items adapted from the Daily C19 Task Setbacks scale (Zohar, 1999) and Daily Work Withdrawal Behavior scale (Spector et al., 2006) (Refer to Appendix G). The scale included 15 items measured on a 5-point scale (1= strongly disagree to 5= strongly agree). Higher scores indicated fathers' high engagement in their work, whereas lower scores indicate low engagement with their work. Sample items include "Today, something related to COVID-19 situation disrupted me from my planned work goals" and "I took a longer break from work than allowed today." The reliability of the current sample was measured using coefficient alpha and showed Cronbach's alpha of 0.90. The

survey also included a few questions about the extent to which the COVID-19 pandemic impacted fathers' work arrangements in general (e.g., How has COVID-19 changed your work-related arrangements?).

Data Screening

Before conducting the primary analysis, data were screened for unqualified and incomplete surveys (182 cases were females, 29 participants were not fathers, 27 participants decided to not complete the survey, and 15 were unemployed fathers, etc.). In addition, 32 cases who did not pass at least 9 of the 11 attention checks were eliminated. Originally, there were 596 cases; however, after eliminating unqualified participants, 311 participants remained in the study. Normality tests were conducted to examine assumptions and violations and missing data using SPSS (Statistical Package for the Social Sciences). The assumption of normality was examined. Data was normally distributed with no skewness and kurtosis shown. There were no univariate or multivariate outliers detected ($-3.3 < z < 3.3$), therefore, no cases were removed. Table 1 shows the means, standard deviations, and bivariate correlations for all study variables.

CHAPTER THREE

STUDY FINDINGS

Results

In order to test the study hypotheses, a path analysis was conducted using the statistical modeling program, Mplus version 8.3 (Muthén & Muthén, 1998-2019). The study results showed a strong fit for the proposed model: CFI= 1, RMSEA (Root Mean Square Error of Approximation) = 0.06, and SRMR (Standardized Root Mean Square Residual) = 0.13. Most of the study hypotheses were supported by the results. Figure 2 shows results for the proposed direct relationships among study variables. A complete list of all Indirect relationships is presented in Table 2. Table 3 shows the percentage of policy utilization consideration for each organizational policy.

Hypothesis 1 was supported as the path analysis showed that work-family conflict significantly and negatively related to family-supportive supervisor behaviors ($b = -0.37, p < 0.001$). Although, the moderation effect of gender roles on the relationship between FSSB and work-family conflict was not included in the study hypothesis, the interaction showed important findings such that there is a significant decrease in work-family conflict when fathers experience high family-supportive supervisor behaviors in fathers with traditional gender role beliefs (Refer to figure 3). In support of hypothesis 2, work-family conflict was also negatively related to policy utilization ($b = -0.35, p < 0.001$), indicating that fathers who utilized fewer organizational benefits experienced

more work-family conflict. Also, work-family conflict was significantly positively related to the interaction effect of family-supportive supervisor behaviors and fathers' gender role beliefs ($b = 0.40, p < 0.001$).

The results for hypothesis 3 revealed a significant relationship between fathers' utilization of organizational policies and family-supportive supervisor behaviors; however, the relationship was negative and in the opposite direction than what was predicted ($b = -0.44, p < 0.001$). The findings suggest that fathers who report having supervisors who display family-supportive supervisor behaviors were less likely to take advantage of organizational policies. Additionally, fathers' utilization of organizational policies was significantly positively related to fathers' gender role beliefs ($b = 0.34, p < 0.001$). Although this was opposite of expectations, consideration of this finding in the context of gender role beliefs may provide some explanation. Hypothesis 4 was supported such that fathers' policy utilization significantly mediated the relationship between family-supportive supervisor behaviors and fathers' work-family conflict ($b = 0.15, p < 0.001$).

Hypothesis 5 was also supported such that fathers' gender role beliefs significantly moderated the relationship between family-supportive supervisor behaviors and fathers' utilization of organizational policies ($b = -0.15, p = 0.001$). The interaction indicates that the negative effect between FSSB and utilization is greater in fathers with egalitarian gender role beliefs compared to fathers with traditional gender role beliefs (Refer to figure 4). Likewise, results supported

hypothesis 6 in that fathers' work-family conflict significantly and positively related to anxiety levels ($b = 0.70, p < 0.001$), and fathers' anxiety levels significantly and negatively related to policy utilization ($b = -0.20, p < 0.001$). Policy utilization was also indirectly related to fathers' anxiety levels through work-family conflict ($b = -0.50, p < 0.001$). The results for hypothesis 6 also revealed that family-supportive supervisor behaviors were significantly and negatively related to working fathers' anxiety levels ($b = -0.26, p < 0.001$). Family-supportive supervisor behaviors also indirectly related positively to anxiety levels through policy utilization ($b = 0.09, p < 0.001$) and negatively through work-family conflict ($b = -0.28, p < 0.001$). Anxiety was also significantly and positively indirectly related to the interaction between family-supportive supervisor behaviors and fathers' gender role belief through benefit utilization ($b = 0.03, p < 0.001$).

Similarly, hypothesis 7 was confirmed such that depression levels of working fathers also significantly positively related to work-family conflict ($b = 0.29, p < 0.001$). Also, depression was significantly negatively related to FSSB ($b = -0.58, p < 0.001$). Statistical evidence also showed significant negative indirect relationship between family-supportive supervisor behaviors and depression through work-family conflict ($b = -0.10, p < 0.001$). Depression had also a statistically significant negative indirect relationship with policy utilization through work-family conflict ($b = -0.18, p < 0.001$).

The overall model explained 34% of the variance in work family conflict ($r^2 = 0.34$), 40% in fathers' utilization of organizational policies ($r^2 = 0.40$), 72% in anxiety ($r^2 = 0.72$), and 64% in depression ($r^2 = 0.64$).

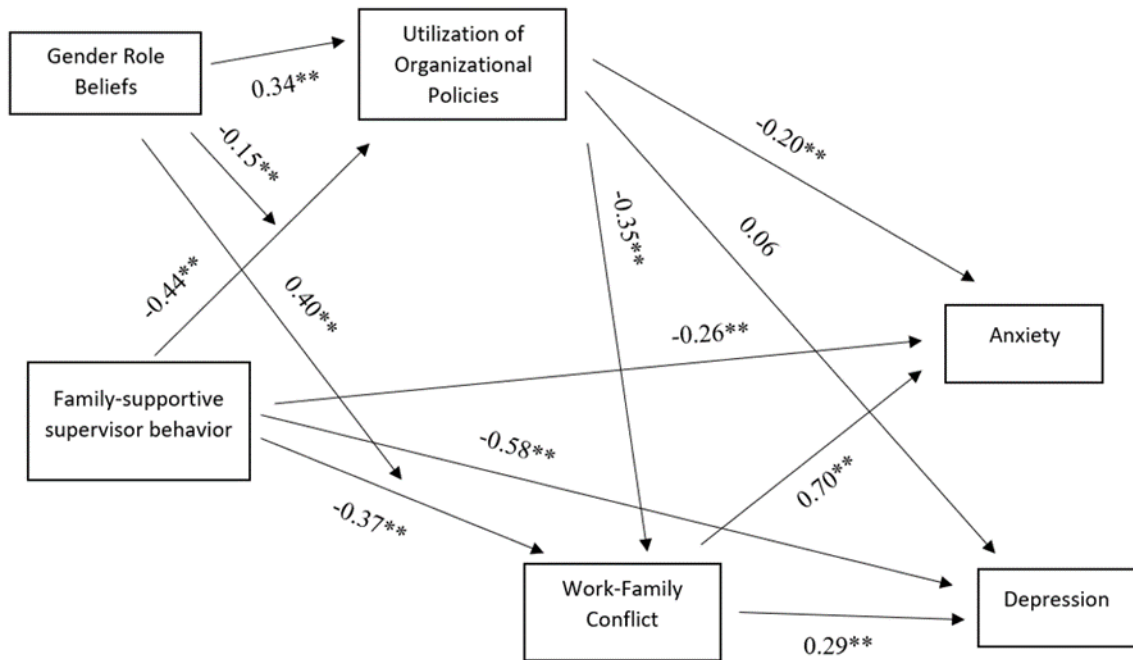


Figure 2. Model Results

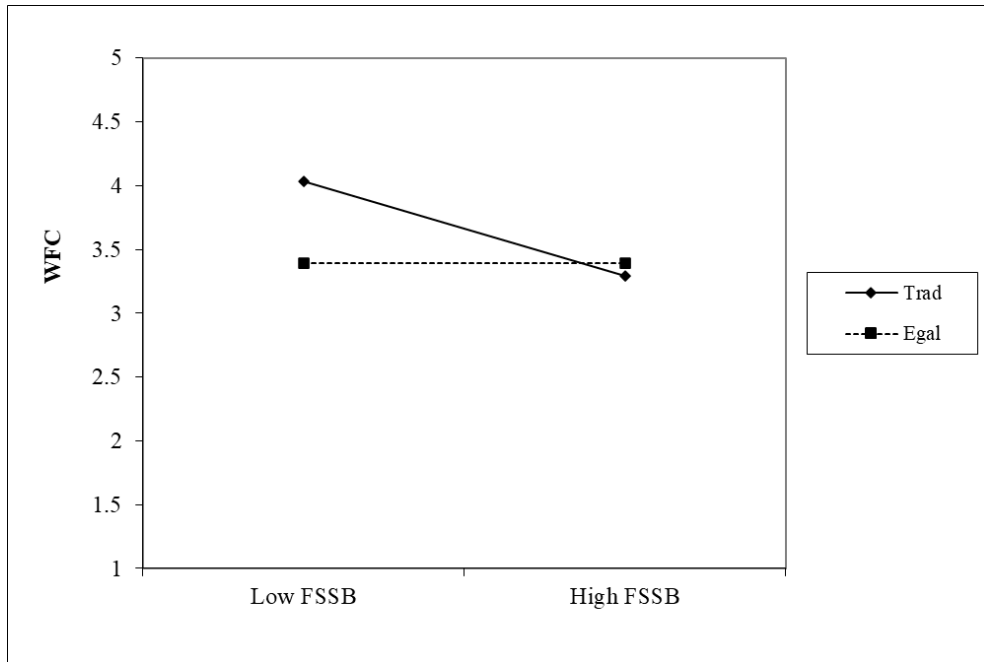


Figure 3: Gender Role Beliefs Associated with Work-Family Conflict and Family-Supportive Supervisor Behaviors.

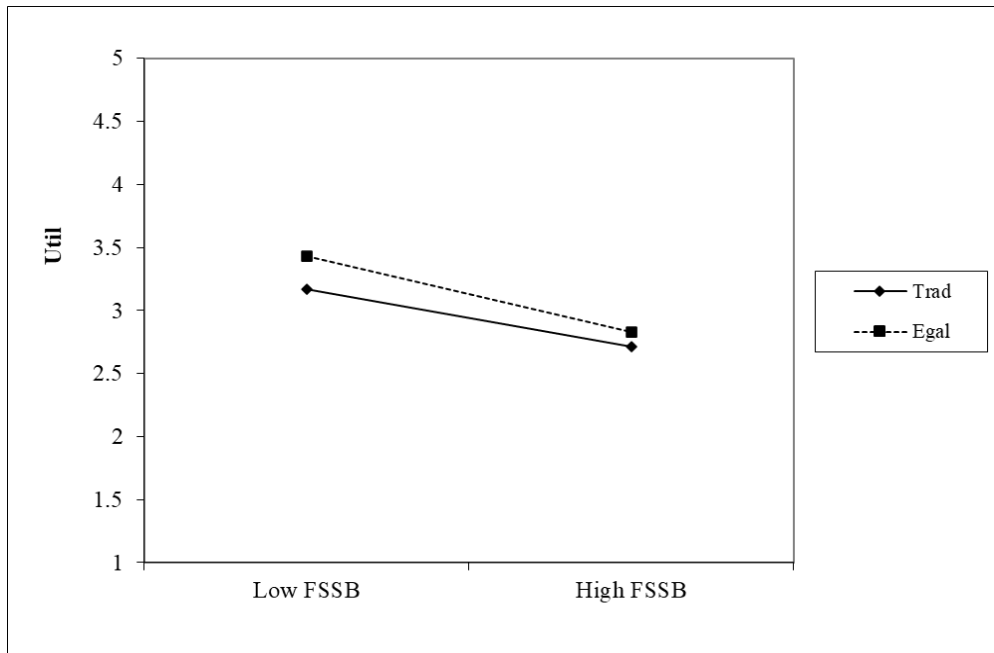


Figure 4. Gender Roles Beliefs Associated with Utilization and Family-Supportive Supervisor Behaviors.

Table 1: Means, standard deviations, and correlations

Variables	N	Mean	Std. Deviation	1	2	3	4	5	6	7	8	9	10	11	12	13	14
1. Work-Family Interference	311	2.3469	0.97249														
2. Family-Work Interference	311	2.4459	1.01062	.879**													
3. Work-Family Conflict	311	2.3964	0.96114	.968**	.971**												
4. Emotional Support_FSSB	311	2.6367	1.21608	-.243**	-.231**	-.244**											
5. Instrumental Support_FSSB	311	2.6281	1.22721	-.212**	-.183**	-.203**	.898**										
6. Role Model_FSSB	311	2.6066	1.22166	-.270**	-.278**	-.283**	.872**	.861**									
7. Creative Management_FSSB	311	2.4469	1.19204	-.226**	-.237**	-.239**	.836**	.826**	.902**								
8. FSSB	311	2.5796	1.15159	-.251**	-.245**	-.255**	.951**	.946**	.958**	.939**	(0.97)						
9. Gender Role Beliefs	311	2.6442	0.62405	-.230**	-.194**	-.218**	-.302**	-.290**	-.316**	-.306**	-.320**	(0.71)					
10. Benefits utilization	311	1.6059	0.53862	-.199**	-.134**	-.171**	-.532**	-.525**	-.472**	-.453**	-.523**	.469**					
11. Anxiety_MH	311	2.7924	1.08945	.804**	.790**	.822**	-.307**	-.290**	-.372**	-.344**	-.346**	-.201**	-.181**	(0.90)			
12. Depression_MH	311	3.3376	0.94865	.463**	.520**	.507**	-.656**	-.677**	-.692**	-.671**	-.711**	.114*	.304**	.653**	(0.82)		
13. Mental Health	311	3.0650	0.92688	.709**	.730**	.743**	-.516**	-.517**	-.572**	-.546**	-.567**	-0.060	0.049	.922**	.895**	(0.91)	
14. COVID-19_HOU	311	3.4203	1.46149	.456**	.515**	.501**	-.118*	-0.058	-.165**	-0.108	-.118*	0.109	0.030	.505**	.342**	.472**	(0.97)
15. COVID-19_WOR	311	2.3983	1.12334	.719**	.753**	.760**	-.265**	-.278**	-.312**	-.254**	-.293**	-.194**	-0.041	.750**	.639**	.768**	.575**

** . Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Cronbach's alpha (in correlation matrix diagonal)

Table 2: Indirect Effects

	β	p
FSSB → BEN → WFC	0.15	< 0.001
FSSB* GenderRole → BEN → WFC	0.05	<0.005
FSSB → BEN → ANX	0.09	<0.001
FSSB → WFC → ANX	-0.28	<0.005
FSSB → BEN → WFC → ANX	0.12	<0.001
BEN → WFC → ANX	-0.50	<0.001
FSSB* GenderRole → BEN → ANX	0.03	0.005
FSSB* GenderRole → WFC → ANX	0.28	<0.001
FSSB* GenderRole → BEN → WFC → ANX	0.04	0.004
FSSB → WFC → DEP	-0.10	<0.001
FSSB → BEN → WFC → DEP	0.04	<0.001
BEN → WFC → DEP	-0.18	<0.001
FSSB* GenderRole → WFC → DEP	0.10	<0.001

Table 3: The Percentages of Policy Utilization Consideration

Organizational policies	N	I would consider it if I needed to	I would not consider it even if I needed the benefits
Flextime	176	92.6%	7.4%
Compressed work week	138	50%	50%
Telecommuting	179	77.1%	22.9%
Part-time work	167	65.3%	34.7%
On-site childcare center	112	76.8%	23.2%
Subsidized local childcare	102	77.5%	22.5%
Childcare	105	54.3%	45.7%
information/referral services			
Paid maternity leave	196	62.8%	37.2%
Paid paternity leave	166	72.9%	27.1%
Elder care	106	61.3%	38.7%

CHAPTER FOUR

DISCUSSION

General Discussion

The present study demonstrates the importance of family-supportive supervisor behavior on fathers' work-family conflict and mental health outcomes. These results are consistent with previous research on family-supportive supervisor behavior and fathers' work-family conflict that show individuals who have supervisors with family-supportive supervisor behaviors experience less work-family conflict (Allen & Martin, 2017). The study results also support that low level of social support from supervisors can relate to more conflict in employees' work and family roles (Hammer et al., 2009). There were clear and strong direct and indirect effects between family-supportive supervisor behavior and anxiety and depression. Further, fathers experiencing lower depression and anxiety levels were evident when fathers' have less work-family conflict. These findings are consistent with research by Schwartzberg (1996) and Kelloway et al. (1999) that suggested that work-family conflict would negatively affect individuals' mental health, such as having increased anxiety and depression levels. Family-supportive supervisors encouraging employees to have a healthy work-family balance (Li et al., 2017), thus having less conflict between work and family roles, is associated with decreased levels of depression and anxiety.

It was also evident that fathers' utilization of policies is important is related to reduced anxiety and depression, as well as work-family conflict. The findings

indicate that fathers who take advantage of their organizational policies experience less work-family conflict, which is related to reduced anxiety and depression levels. These results are consistent with previous research that shows organizational policies are resources that assist fathers in balancing work and family roles (Allen, 2001) and increases their work-family balance (Van Breeschoten & Evertsson, 2019).

The study findings also indicate that fathers' gender role beliefs are fundamental in managing their work and family interface. Specifically, fathers' gender role beliefs played a significant role in moderating the relationship between FSSB and work-family conflict and the relationship between policy utilization and work-family conflict. Family-supportive supervisor behaviors were related to reduced levels of work-family conflict, and gender role beliefs moderated the relationship. Specifically, there was a significant decrease in work-family conflict among fathers with traditional gender role beliefs when they experienced high FSSB, but less of an impact was experienced by fathers with more egalitarian beliefs. A possible explanation for the present study finding is that fathers with traditional gender role beliefs may value psychological support offered to them by their supervisor through interpersonal relationships more than organizational policies such as parental leave or flexible working hours. Research by French and Shockley (2020) differentiates between formal support such as organizational policies and benefits and informal support like emotional support that are provided to them through social interactions. Fathers with traditional

gender role beliefs may view their role as the breadwinner, thus preferring not to utilize organizational policies (Holmes et al., 2020), having informal support such as emotional support may be viewed as more acceptable for fathers. Fathers may find it difficult to utilize organization policies like flexible work arrangements due to societal norms that encourage traditional gender roles (Radcliffe & Cassell, 2015).

Fathers' gender role beliefs also moderated the relationship between FSSB and policy utilization, such that the presence of FSSB more dramatically reduced policy utilization among fathers with egalitarian beliefs than fathers with traditional gender role beliefs. This finding is consistent with previous research that shows fathers with egalitarian gender role beliefs are more likely to utilize organizational policies and lower their work-family conflict (Kuo et al., 2018). However, the study findings also revealed that fathers used fewer organizational policies when family-supportive supervisor behaviors were present and found that some elements of family-supportive supervisor behavior when associated with policy utilization resulted in heightened anxiety. This is inconsistent with most other results found, and gender role beliefs might be a potential partial explanation for the negative effects of family-supportive supervisor and policy utilization and the positive indirect effect of FSSB on anxiety through policy utilization. These findings support previous research that indicates fathers' feels of being trapped between the modern egalitarian gender roles that increasingly encourage fathers to be involved with their families and traditional gender norms

that have historically placed fathers in the workplace (Holmes et al., 2020). For example, research has shown that even some fathers with egalitarian gender role beliefs find themselves having fewer domestic responsibilities than their female partners (Kuo et al., 2018). This may be due to fathers not feeling confident in their ability to perform simple childcaring tasks because men have been conditioned not to participate in familial responsibilities such as childcare and chores (Kuo et al., 2018). Thus, fathers' gender role beliefs may play an essential role in the relationship between FSSB and policy utilization.

Future Research

Future research would be interesting to investigate the effects of the four sub-dimensions of FSSB (emotional support, instrumental support, role model, and creative work-family management) on work-family conflict. In the present study, a counterintuitive dynamic was found in the relationship between FSSB and policy utilization. Investigating the different influences each sub-dimension FSSB had would allow us to understand better the impact of FSSB on policy utilization and work-family conflict. For example, research has shown that emotional support tends to be more effective in decreasing the effects of stressors on work-family conflict compared to creative work-family management (Li et al., 2017).

Future research should also investigate the role of financial needs in increasing fathers' anxiety levels when having FSSB and utilizing organizational policies. Research has shown that the utilization of organizational policies may

mean fewer working hours and reduced pay, which makes it financially unsuitable for employees (Wheatley, 2017). Fathers report that their rejection to utilize organizational policies based on financial means (Moran & Koslowski, 2019). For example, fathers with newborns tend to seek more working hours to financially support their families (Kuo et al., 2018). Therefore, organizations can provide financial support such as income support or income protection, especially fathers with low-income (Lau, 2010).

Additionally, it would be interesting to examine the difference in supervisory support provided to mothers compared to fathers. In the current study, fathers' gender role beliefs were evident in influencing their decision to take advantage of organizational benefits. Investigating supervisors' gender role beliefs can lead to interesting findings of the role of supervisors' gender role beliefs on their encouragement of fathers to utilize their organizational policies. Fathers are stigmatized for utilizing organizational resources to be more involved with their families (Radcliffe & Cassell, 2015), and women are prejudged for performing specific masculine jobs (e.g., military, construction work) (Huffman & Olson, 2017). Learning about the potential influence that supervisors' gender role beliefs may have on fathers can allow us to implement training that prevents possible discriminatory behaviors towards fathers and mothers in the workplace, particularly when offering organizational resources. Men and women have similar work-family conflict, and both need of equal opportunities for manage their work and family roles (Shockley et al., 2017).

Implications

The purpose of this study was to examine the role of organizational policy utilization and family-supportive supervisor behavior on working fathers' work-family conflict and mental health. The present study found that family-supportive supervisor behaviors significantly reduced fathers' work-family conflict, leading to lower anxiety and depression levels. The present study also confirmed that organizational policy utilization significantly reduced fathers' work-family conflict, which was related to lower levels of depression and anxiety levels. Therefore, we now have additional support to argue for appropriate training that allows supervisors to demonstrate supportive behaviors to assist fathers in having a work-family balance. For example, the FSSB training created by Kossek and Hammer (2013) shows that it can increase job satisfaction and decrease work-family conflict, leading to employees experiencing less negative mental health outcomes such as depression and anxiety (Huffman & Olson, 2017). According to the study findings, organizational policy utilization strongly influences fathers' work-family balance. Thus, we may further develop training programs such as the FSSB training program by Kossek and Hammer (2013) to include the emphasis and importance of utilizing organizational resources on fathers' work-family balance and their relationships with their families. It is important to encourage fathers to use organizational resources, especially since the study findings suggest that fathers' gender role beliefs can influence their choices in utilizing organizational resources. With this finding, we can create and implement

training for employees that focuses on gender equality and egalitarianism to allow fathers to consider using organizational benefits and resources such as diversity training programs.

COVID-19 Impact

Due to the unusual circumstances that the COVID-19 pandemic had imposed on the individuals' lifestyle and work arrangements during the timeframe of the present study, additional measures were added to the survey to examine the extent of the impact of the pandemic on working fathers' work and family roles. The results show that the COVID-19 pandemic has affected working fathers' work arrangements and their relationships with their families. The vast majority of fathers reported working from home during the COVID-19 pandemic. Fathers reported encountering unforeseen difficulty in their regular work duties. The study results show that fathers had to devote time and effort from their regular work duties toward issues regarding COVID-19. Fathers also reported skipping or joining virtual meetings late without permission, as well as taking longer breaks than allowed and working fewer hours than allowed. The study results show that the COVID-19 pandemic had a more positive effect on fathers' relationships with their families, such that fathers reported engaging in conversations, chores, and various activities (e.g., hobbies, cooking, gardening ...etc.) with their families. Fathers also indicated that they had shared more emotional support, showed more affection, and participated in religious/spiritual activities with their families than they did before COVID-19. These findings

suggest that fathers spent more time engaging with their families than they did prior to the COVID-19 pandemic. Fathers increased shared time with their families might be explained by the lockdown measures taken by most countries around the world. It is crucial to consider the impact of the COVID-19 pandemic when examining fathers' work-family conflict because most fathers did not work in their typical work settings. COVID-19 has imposed unusual work and living circumstances that had a significant impact on fathers' work-family balance. It is important to mention that the COVID-19 measures were highly correlated with other study variables, suggesting that the COVID-19 pandemic had a considerable impact on the present study's findings. For example, the high correlation between work-family conflict and the work arrangement measures during COVID-19 may explain the increased work-family conflict fathers reported. Fathers may have been experiencing issues regarding COVID19 that impacted fathers' work-family roles and responsibilities.

Limitations

One limitation of this study was that data collection occurred during the COVID-19 pandemic. The COVID-19 pandemic may have influenced fathers' work-family conflict, especially because many individuals, including fathers, were laid off or adjusted to part-time or on-call working conditions from working full-time. The change in fathers' work arrangement and their regular household activities may have affected their work-family balance, leading to fathers taking different approaches to balancing their work and family roles. This study was not

designed to examine father's work-family conflict during a pandemic such as COVID-19. Therefore, fathers may have responded to survey questions based on their work arrangements during the COVID-19 pandemic. There is also the possibility that supervisors might have exhibited more support than they would usually do because of the unique circumstances of COVID-19. Thus, fathers may have perceived their supervisors to be more supportive than they would under typical situations. Fathers might have also reported better work-family balance than they would typically report under normal circumstances due to having more flexibility and control over their work arrangements as they work from home. It is also worthy to consider the participants' demographics and their different cultural perspectives on gender roles. About 51% of the survey participants identified as Asian. Previous studies have suggested that cultural differences play a role in the perception of work-family balance (Chandra, 2012). In the Asian culture, the different treatment of men and women are subtle (Cho et al., 2015). Research has shown that women are the primary caregiver in the Asian culture despite women having full-time jobs similar to men (Chandra, 2012). Thus, in the Asian culture women tend to priorities domestic work and neglect their careers, while men develop their career and neglect their participation with their families (Chandra, 2012). This cultural difference might explain the fathers' gender role beliefs in the present study.

Another limitation to the study was the participants' locations. We used Mturk (Amazon Mechanical Turk) to recruit for participants, which allows

participants to access the survey from around the world. Different cultural perspectives may have played a role in interpreting family-supportive supervisor behaviors. For example, in the United States, we might not interpret family-supportive supervisor behaviors to be supportive as citizens of their countries or vice versa. In other words, the perception of supportive supervisory behaviors might not be universal. Therefore, the cultural differences of the study sample might be a limitation to the study findings.

Conclusion

The study findings are an important first step towards reducing working fathers' work-family conflict through providing FSSB and organizational policies. Also, we found that low work-family conflict relates to lower levels of depression and anxiety. Therefore, supervisory training is needed to increase family-supportive supervisor behaviors in the workplace to help fathers lower their work-family conflict. We also encourage developing training or interventions that emphasize the importance of organizational policy utilization for a healthier balance in fathers' work and family roles. Lastly, we stress on investigating further the impact of FSSB on policy utilization and anxiety levels as we found counterintuitive results. An examination of gender role beliefs can lead to meaningful outcomes in this matter.

APPENDIX A

FAMILY-SUPPORTIVE SUPERVISOR BEHAVIORS (FSSB; HAMMER, 2009)

Please indicate your level of agreement or disagreement for each statement (Strongly agree, somewhat agree, neither agree or disagree, somewhat disagree, or strongly disagree).

1. My supervisor is willing to listen to my problems in juggling work and nonwork life.
2. My supervisor takes the time to learn about my personal needs.
3. My supervisor makes me feel comfortable talking to him or her about my conflicts between work and nonwork.
4. My supervisor and I can talk effectively to solve conflicts between work and nonwork issues.
5. I can depend on my supervisor to help me with scheduling conflicts if I need it.
6. I can rely on my supervisor to make sure my work responsibilities are handled when I have unanticipated nonwork demands.
7. My supervisor works effectively with workers to creatively solve conflicts between work and nonwork.
8. My supervisor is a good role model for work and nonwork balance.
9. My supervisor demonstrates effective behaviors in how to juggle work and nonwork balance.
10. My supervisor demonstrates how a person can jointly be successful on and off the job.
11. My supervisor thinks about how the work in my department can be organized to jointly benefit employees and the company.

12. My supervisor asks for suggestions to make it easier for employees to balance work and nonwork demands.
13. My supervisor is creative in reallocating job duties to help my department work better as a team.
14. My supervisor is able to manage the department as a whole team to enable everyone's needs to be met.

APPENDIX B

WORK-FAMILY CONFLICT SCALE (WFC; CARLSON ET AL., 2000)

Please indicate your level of agreement or disagreement for each statement (Strongly agree, somewhat agree, neither agree or disagree, somewhat disagree, or strongly disagree).

1. My work keeps me from my family activities more than I would like.
2. The time I must devote to my job keeps me from participating equally in household responsibilities and activities.
3. I have to miss family activities due to the amount of time I must spend on work responsibilities.
4. The time I spend on family responsibilities often interfere with my work responsibilities.
5. The time I spend with my family often causes me not to spend time in activities at work that could be helpful to my career.
6. I have to miss work activities due to the amount of time I must spend on family responsibilities.
7. When I get home from work, I am often too frazzled to participate in family activities/responsibilities.
8. I am often so emotionally drained when I get home from work that it prevents me from contributing to my family.
9. Due to all the pressures at work, sometimes when I come home, I am too stressed to do the things I enjoy.
10. Due to stress at home, I am often preoccupied with family matters at work.
11. Because I am often stressed from family responsibilities, I have a hard time concentrating on my work.
12. Tension and anxiety from my family life often weakens my ability to do my job.
13. The problem-solving behaviors I use in my job are not effective in resolving problems at home.
14. Behavior that is effective and necessary for me at work would be counterproductive at home.
15. The behaviors I perform that make me effective at work do not help me to be a better parent and spouse.
16. The behaviors that work for me at home do not seem to be effective at work.
17. Behavior that is effective and necessary for me at home would be counterproductive at work.
18. The problem-solving behaviors that work for me at home does not seem to be as useful at work.

APPENDIX C

BENEFIT AVAILABILITY AND USE. (A LIST OF 10 BENEFITS; ALLEN, 2001)

Indicate the status of the following benefits in your organization (not offered by my organization, offered by my organization and I would consider it if I needed to, or offered by my organization, but I would not consider it even if I needed the benefits)

1. Flextime.
2. Compressed work week.
3. Telecommuting.
4. Part-time work.
5. On-site childcare center.
6. Subsidized local childcare.
7. Childcare information/referral services.
8. Paid maternity leave.
9. Paid paternity leave.
10. Elder care.

APPENDIX D

ATTITUDE TOWARD WOMEN SCALE (AWS; SPENCE & HELMREICH, 1978)

Please indicate your level of agreement or disagreement for each statement (Strongly agree, somewhat agree, neither agree or disagree, somewhat disagree, or strongly disagree).

1. Swearing and obscenity are more repulsive in the speech of a woman than a man.
2. Under modern economic conditions, with women active outside the home, men should share in household tasks such as washing dishes and doing laundry.
3. It is insulting to women to have the "obey" clause still in the marriage service.
4. A woman should be as free as a man to propose marriage.
5. Women should worry less about their rights and more about becoming good wives and others.
6. Women earning as much as their dates should bear equally the expenses when they go out together.
7. Women should assume their rightful place in business and all the professions along with men.
8. A woman should not expect to go to ~~exactly the same~~ places or to have quite the same freedom of action as a man.
9. Sons in a family should be given more encouragement to go to college than daughters.
10. It is ridiculous for a woman to run a locomotive and for a man to darn socks.
11. In general, the father should have greater authority than the mother in the bringing up of the children.
12. The intellectual leadership of a community should be largely in the hands of men.
13. Economic and social freedom is worth far more to women than acceptance of the ideal of femininity, which has been set up by men.
14. There are many jobs in which men should be given preference over women in being hired or promoted.
15. Women should be given equal opportunities with men for apprenticeship in the various trades.

APPENDIX E
THE HOSPITAL ANXIETY AND DEPRESSION SCALE (HADS; ZIGMOND &
SNAITH, 1983).

Following are statements describing feelings of depression and anxiety that people may experience. Please read each statement carefully and indicate the extent to which you agree or disagree that the statement describes your own experiences as a result of work and family role conflict. (Strongly agree, somewhat agree, neither agree or disagree, somewhat disagree, or strongly disagree).

A: I feel tense or 'wound up'.

D: I still enjoy the things I used to enjoy.

A: I get a sort of frightened feeling as if something awful is about to happen.

D: I can laugh and see the funny side of things.

A: Worrying thoughts go through my mind.

D: I feel cheerful.

A: I can sit at ease and feel relaxed.

D: I feel as if I am slowed down.

A: I get a sort of frightened feeling like 'butterflies' in the stomach.

D: I have lost interest in my appearance.

A: I feel restless as I have to be on the move.

D: I look forward with enjoyment to things.

A: I get sudden feelings of panic.

D: I can enjoy a good book or radio or TV program.

APPENDIX F

COVID-19 HOUSEHOLD ENVIRONMENT SCALE (CHES: CENTER OF
EXCELLENCE FOR HEALTH DISPARITIES RESEARCH: EL CENTRO)

Following are activities that one can engage in with their household members. Please read each statement carefully and indicate the extent to which you are engaging in such activities compared to before and during COVID-19. (Much less than before, a little less than before, the same as before, a little more, a little more than before, much more than before, does not apply to my household, and I prefer not to answer)

1. Spending leisure time together (e.g., hobbies, television, playing games, social media)
2. Engaging in conversation
3. Doing exercise or fitness activities together
4. Getting involved in the children's education
5. Facing challenges or solving problems together
6. Helping each other (e.g., with use of technology, health needs)
7. Sharing household tasks (e.g., cooking, gardening, laundry, cleaning)
8. Going on errands together (e.g., to the market or drugstore)
9. Eating together
10. Showing concern or emotional support for each other
11. Showing affection (hugs, kisses)
12. Physical intimacy (sexual relations)
13. Sharing religious or spiritual activities (e.g., praying, meditating, religious lessons)
14. Sharing material resources (e.g., personal items, books, money)
15. Helping others together (e.g., volunteering, charitable work)

APPENDIX G

WORK ARRANGMENTS COVID MASURMNTS

Following are some work-related experiences that might have been impacted by my COVID-19. Please read each statement carefully and indicate the extent to which you agree or disagree that the statement describes your own experiences.

(Strongly agree, somewhat agree, neither agree or disagree, somewhat disagree, or strongly disagree).

Daily C19 Task Setbacks scale (Zohar, 1999)

1. Today, something related to COVID-19 situation disrupted me from my planned work goals.
2. Today, I had to divert time or effort from my typical, original work duties to handle issues or reasons related to the COVID-19 situation.
3. Today, I encountered an unforeseen or new difficulty in carrying out my scheduled work plans due to issues or reasons related to the COVID-19 situation.

Daily Work Withdrawal Behavior scale (Spector et al., 2006)

4. I joined online/call meeting late without permission today.
5. I skipped online/call meetings without legitimate reason today.
6. I took a longer break from work than allowed today.
7. I worked less hours than allowed today.

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