

How do employees experience their work-life balance within strong work priority norms, and what is the role of experienced support from colleagues?

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Balancing Acts and Breaking Norms: Exploring employee work-life balance within strong work priority norms

Master Thesis

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Work and Organisational Psychology

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Date: 24-06-24

Word Count: 8,178

UU-SER number: 24-0103

May be made publicly accessible

Abstract

Work-life balance has become increasingly prominent in public disclosure and has been frequently discussed to be implemented in corporate settings, to enhance employee well-being. However, there is still a gap when it comes to applying theory into practice. Existing research on work-life balance has mostly focused on the role of support from colleagues and supervisors. By further examining the role of support, now in the presence of work priority norms, the present study aims to increase our understanding of its effect on work-life balance outcomes. Private life satisfaction, job satisfaction, job engagement and concealment of care responsibilities are the work-life balance outcomes being tested. Specifically, I expected that work priority norms will negatively impact the work-life balance outcomes, females are more likely to experience the negative outcomes more and emotional and instrumental support would attenuate the effects of work priority norms. Work priority norms and concealment of care responsibilities were the new addition to the existing research. The present study utilized secondary data collected from a sample of 1131 working adults, spanning various industries. As expected, results showed work priority norms were associated with lower job satisfaction, engagement and private life satisfaction, and emotional support marginally attenuated the impact of work priority norms on private life satisfaction. Contrary to our expectations, gender differences on work-life balance outcomes and significant interaction effects of instrumental and emotional support on other work-life balance outcomes couldn't be drawn. Regardless of the results not being statistically significant, the results still provided a comprehensive understanding of the concept of work-priority norms and its correlation with work-life balance.

Keywords: Work-life balance, work priority norms, gender, emotional and instrumental support

Introduction

The concept of work-life balance originated in the 1980s, coinciding with the resurgence of women's liberation movements. It was initially implemented to provide more flexibility in the work schedules and maternity leaves for women in the workforce. Since then, these advantages have rapidly extended for both men and women (Raja & Stein, 2014). This concept has only gained further popularity and is currently viewed as a key component in understanding and building on employee well-being initiatives in the workplace (Kelliher et.al., 2018). Despite its popularity in the corporate realm, there is still a gap when it comes to putting theory into practice. In the United States only 23% of companies encourage work-life balance and on average 33% of employees work over the weekends and holidays (Whitting, 2024). As a result, 66% of full-time employees do not experience work-life balance and 51% report missing out on important life events (Boogaard, 2023).

Following the concepts' popularity, several definitions of work-life balance are available in the scientific realm. The most admissible definition is 'allocation of time and psychological energy in a balanced way in work and non-work life' (Greenhaus et.al., 2003). Maslow's hierarchy of needs states that once a person's basic physical safety needs are fulfilled, their social needs take precedence, particularly in the workplace (McLeod, 2024). Indicating, the more an individual is committed to their various social roles, the more inclined they would be to experience positive behavioral outcomes such as life satisfaction (Sirgy and Lee, 2017). Existing research on work-life balance has often focused on the role of receiving support from colleagues and supervisors. By further examining the role of support, now in the presence of work priority norms, the present study aims to increase our understanding of its effect on work-life balance outcomes. Private life satisfaction, job satisfaction, job engagement and concealment of care responsibilities are the work-life balance outcomes being tested.

The study's novelty resides in its focus on work priority norms and concealment of care responsibilities. Work priority norms are relatively new in the work-life balance framework; it will be interesting to test the interaction with support and how it affects an individual's ability to balance work and life. Similarly, concealment will be examined as a coping mechanism to combat work priority norms. Measuring if individuals are likely to emphasize or hide their responsibilities in the presence of such norms. This brings us to the research question of '*How do*

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employees experience work-life balance outcomes within the workplace with strong work priority norms, and what is the role of experienced support from colleagues?'

Theoretical Background

Influence of work priority norms on private life satisfaction, job satisfaction, job engagement and concealment of care responsibilities

A combination of existing research has coined work-life balance as engagement across social roles throughout multiple life domains. Higher life satisfaction can be achieved when an individual is engaged and committed to their roles. It is vital to maintain this balance and not prioritize one life domain over another (Netemeyer et al., 1996; Voydanoff, 2005). When work-life balance is achieved, some of the positive effects of it are job satisfaction, life satisfaction and higher job performance, etc. (Sirgy and Lee, 2016). If the balance gets overthrown, research has demonstrated the negative effects of bleeding into an individual's intrinsic motivation and engagement to complete work and life responsibilities. This can be further explained with the conservation of resources framework. Individuals are inherently motivated to conserve and gain resources to meet the demands of said roles. A conflict can break out when there is an imbalance between their professional and private roles. This results in one demand being prioritized over the other, as the resources needed to fulfill the roles are not infinite (Fisher et al. 2009; Grandey and Cropanzano 1999; Hobfoll 1989). Contrary to existing research, a critical inspection has recorded that theoretical development surrounding the concept of work-life balance is not being updated to match the pace of its popularity (M, 2007; Haar et.al., 2014). To gain a more comprehensive understanding, key measures consisting of private life satisfaction, job satisfaction, job engagement and concealment of care responsibilities will be measured to give a holistic insight into the concept of work-life balance.

Private life satisfaction is an ultimate life goal, subjective evaluation of oneself, feelings of joy, success or satisfaction with previous work activity (Kumar, 2014). Job satisfaction is the positive emotional state resulting from the appraisal of one's job experience. Reflecting on overall quality of life involving social relationships, family connections and perceived health status (Locke, 1976). Job engagement is the enthusiasm and involvement towards a job, highly engaged individuals are motivated by their work and gain a sense of accomplishment (Robberts & Davenport, 2002). Concealment of care responsibilities can be divided into two parts, first is making certain aspects of life, especially in an organizational setting hidden to fit in with the

work environment (EOC, 2009). Second refers to emphasizing care responsibilities with supervisors and colleagues beneficial, as it can help cope with work stress. As a result, employees feel heard and can make the most out of work-benefits such as childcare, flexible work schedule and access to mental health services (Kendra Cherry, 2023).

Work-priority norms in the realm of work-life balance are not explored enough, which brings us to the question of what work priority norms are, why is it important to examine and its relation to work-life balance outcomes. Work priority norms will be measured as the norms being communicated to indicate prioritizing organizational tasks over anything else (Rachman, 2021). In the current organizational setting employees are expected to 'do more with less'. This toxic form of work prioritization can manifest into various negative outcomes such as increased stress levels and decreased performance quality (MacDonald, 2011). According to Rutgers (1996), within the organization employees are often faced with a co-worker who is driven to work longer hours, which puts pressure on them to match that level of involvement. In this process, employees are often seen disregarding the stress and health concerns that come with it. This demonstrates a classic example of work prioritization taking over work-life balance. Such toxic norms of work prioritization can further be explained through the lens of a related construct namely, masculinity contest culture. Berdahl et.al., (2018) defined this culture as a set of organizational norms and values that reward an endless contest for power and status. This type of culture was introduced to improve performance and profits, but it became a breeding ground for showing traditional masculine values such as dominance. Such environments yield detrimental effects for employees and further damage their well-being and hinder job performance (Glick et.al., 2018).

An employee's private life satisfaction is hindered due to this constant pressure to display strength and dominance. Showcasing such behavior is related to emotional exhaustion and feelings of inadequacy. The toxic cycle of constantly trying to show masculinity in the workplace can get very daunting to get out of, which then takes a toll on an individual's well-being (Berdahl et.al., 2018). Similarly, job satisfaction gets affected as well, if employees believe their co-workers endorse such norms (Munsch et.al., 2018). This dog-eat-dog competition puts them under constant pressure to show no ounce of weakness and demonstrate strength. Employees are expected to remain unfazed with the facade presented at work and to solely focus on reaching work goals (Berdahl et.al., 2018) Likewise, job engagement gets violated while functioning in an

environment filled with ostracism and extreme competition, as it depletes an employee's resources needed to complete the job (Lee et al., 2015). The consequence of experiencing such norms can result in an increasing gap within the employee's personal and organizational goals, which then affects their productivity, resulting in disengagement and burnout. Lastly, employees are also seen to conceal their care responsibilities more, as discussing family responsibilities lies at odds with the norm. Bringing it back to maintaining this image and prioritizing work over work-life balance, leaves no room for coping with stress (Workman-Stark, 2018). In accordance with all the evidence provided above, the first hypothesis states:

H1: *“Employees in a workplace with strong work priority norms experience less private life satisfaction, lower job satisfaction, less job engagement and conceal their care responsibilities more”.*

The effects of work priority norms experienced by Females vs. Males

For the longest time, research has been dependent on single gender samples, resulting in a knowledge shortage around the implications of women's identification within work priority norms (Parent and Smiler, 2012). Regardless of the knowledge shortage, linking traditional values to work priority norms can help understand this gender dynamic better. Women have been traditionally socialized to be modest about their achievements and advised to avoid being dominant or appear competitive (Heatherington et.al., 1993; Williams & Tiedens, 2016). This could be a potential explanation for women finding these norms difficult to experience and facing more negative effects on their work-life balance outcomes. Camgoz and colleagues (2016), added to this notion by showing that female employees who attempt to deviate from these standards, are encountered by scrutiny and judgment.

Following the tangent of the traditional values and expectations from women, Zhang et.al., (2022) took it a step further and showcased how this notion affects their private life satisfaction. In addition to experiencing work prioritization, the traditional expectations of women to undertake several family care tasks puts a lot of constraint on female employees which affects their life satisfaction. The researcher further recorded how stress derived from these work norms are a main cause of negative emotion. Such a restriction can cause serious health problems and affect their subjective well-being. It could be argued that more of an effort based on research and experiences has led to the development of policies that are supposed to help combat these

work norms. However, there needs to be more insight into women's private life satisfaction being impacted by work priority norms.

In an environment where masculinity values are predominant, there is a higher likelihood of gender bias and stereotypes, which impact how female employees are perceived in the workplace (Chang, 2006; Hogg & Garrow, 2003). A sense of low recognition starts building, as females who may portray feminine values do not receive the same level of recognition or rewards. It was noted that work orientations also play a huge role in this equation. Men are more likely to derive job satisfaction from extrinsic job rewards, whereas women are more likely to derive the same from intrinsic rewards such as a greater emphasis on social relations and flexible work hours (Zou, 2015). Acker (1990) highlighted how organizations were built on the image of the 'ideal worker', typically a male, with little or no family responsibilities and is willing to prioritize work over everything else. This kind of image has negative effects on job engagement, as women who are unable to match these standards are excluded and marginalized.

Such segregations can also be recorded within the context of concealment of care responsibilities. As there are double standards when it comes to concealment of care responsibilities for men. Fatherhood is seen to elevate a man's status at work and is financially rewarding for their now proven potency. However, motherhood depresses a woman's status and brings expectations of inferior work, as well as penalties (Hodges and Budig, 2010). A study conducted by Gatrell (2019), recorded that women who were pregnant, were highly advised to hide their pregnancy and any related information as long as possible. This was asked of them to avoid experiencing the 'take it or leave it' notion in the workplace, a strict standard, where the employee is expected to fully emerge themselves at work to fit the norm, or accept a lower position, with irrelevant tasks. Therefore, work priority norms strongly affect women's tendency to conceal their care responsibilities. This explains why gender differences are expected, more specifically women bearing the negative consequences on their work-life balance outcomes, which brings us to the second hypothesis that states:

H2: *"The effects from H1 are stronger for Female vs. Male employees"*

The impact of emotional and instrumental support from colleagues

The final question this study examines is whether receiving emotional and instrumental support from colleagues can attenuate the effects of work priority norms. Thoits (1982), labeled emotional support as the action of providing socioemotional resources such as compassion,

empathy and acceptance. Receiving this type of support is expected to enhance encouragement, provide a safe space for co-workers to blow off some steam and listen to their work-related concerns. Instrumental support on the other hand is all about providing practical resources. When faced with work prioritization norms, instrumental support is available in the form of task assistance, instruction and flexibility in one's work schedule. The focus is on equipping co-workers with task-related resources such as knowledge and competency in times of need (Deelstra et al., 2003; Hammer, Kossek, Yragui, Bodner & Hanson, 2009).

Emotional and Instrumental support received from colleagues can enhance private life satisfaction, by attenuating the impact of work priority norms. Such support has been correlated with reduced emotional exhaustion and stress experienced by job demands (Mayo et al., 2012; Schreurs et al., 2012). It provides a safe environment for employees which allows them to freely express their stress and work-related concerns, hence preventing the negatives to spill over in their personal lives, which as a result enhances well-being (Poortvliet et al., 2015; Tews et al., 2013). Similarly, instrumental roles provide tangible resources such as assistance and work schedule flexibility. Extra resources can help them finish their work responsibilities faster, and with a flexible work schedule employees can focus on their private lives more, and manage their time better (Kelly and Tranby, 2011). Similarly for job satisfaction, research by Schaufeli and colleagues (2018), showcased the presence of care and acceptance, because of emotional support received, helps employees deal with stress derived from prioritization norms, regardless of its intensity. As a result of talking about work stress, employees tend to feel more favorable with their work roles and most importantly it helps in alleviating negative feelings stemming from work prioritization norms. Receiving this type of support does promote psychological well-being and prevent burnout (Bakker et al., 2006).

Likewise, receiving emotional support from colleagues has been shown to help employees combat the loss of engagement in one's job (Sebel, 2018). Emotional support fosters a safe environment which can enhance collaboration, teamwork and camaraderie amongst colleagues in the workplace. This can additionally help employees regain their interest and work and perform their best, regardless of the pressure brought on by work priority norms. This notion can further be supported by the broaden and build theory. The theory states that receiving positive emotions can broaden the range of skills, behaviors and actions a person has to offer (Fredrickson & Branigan, 2005). Emotional support plays a similar role, as receiving a positive

and safe environment from colleagues can help employees regain their faith in their work abilities, and the enthusiasm needed to be engaged in the role. Instrumental support from colleagues plays a similar role in facilitating the work to be done faster and more efficiently. It is further viewed as a crucial resource that further enriches their job engagement, given that the employees need it (Hobfoll et.al., 2018).

Lastly, Galardo and Trottier (2022) examined the extent to which employees would conceal their care responsibilities in the presence of work prioritization norms. It was recorded that despite the challenges faced at work, receiving spousal support helped in balancing work and family responsibilities. The main take-away of this finding is that fostering a supportive organizational culture does open doors for discussions about negative effects of prioritization and can provide emotional and practical resources to help cope with work-family conflict. Receiving such support contributes to well-being, as employees are equipped with more resources to cope with stress. Hence, it is believed that emotional and instrumental support will play a moderating role when examining the effects of work priority norms on work-life balance outcomes and concealment, bringing us to our third hypothesis of;

H3: *The presence of emotional and instrumental support from colleagues will attenuate the effects from H1*

Method

Participants and Procedure

The present study utilizes existing secondary data from a cross-sectional survey collected among a sample of working adults spanning various industries. Participants were recruited in collaboration with women's network Markant in Belgium (<https://markantnet.be/>). Their network was used to distribute an online survey on how people combine their work and family every day? Exploring if their workdays are pleasure or a race against time? Aimed at uncovering the balance between work and family. Exclusion criteria for the present study were participants who indicated they worked less than eight hours per week, self-employed and exclusively work from home without any interaction with colleagues. Hence the final sample consisted of 1,131 participants, with 116 men and 1015 women. Participants were on average 41 years old, with the minimum age being 20 years old and maximum 65 years old ($M = 41.12$, $SD = 9.86$).

Amongst the surveyed participants who provided information about their nationality, 1078 participants (95.3%) of the sample were Belgian, 54 participants (4.7%) were Dutch, 5

participants (0.4%) were French, 12 participants (1.1%) were Italian, 7 participants (0.6%) were Turkish, 8 participants (0.7%) were Moroccan, 6 participants (0.5%) were Polish and 39 participants (3.4%) of the sample identified as other nationalities. In relation to the highest education level completed, 553 (48.9%) of the participants acquired a vocational education, 392 (34.7%) acquired a university education, 33 (2.9%) of the participants acquired a PhD degree and 12 (1.1%) acquired other degrees. It was observed that, on average, the participants spent 36.5 hours weekly on work, ranging from a minimum of 8 hours a week to a maximum of 75 hours per week. A sensitivity power analysis for linear multiple regression was conducted using G*Power (version 3.1.9.7) to determine the adequacy of the dataset for the planned analyses. With 2 predictors, alpha = 0.05 and 0.80 power showed that a sample of N = 1131 enabled me to detect an effect of $f^2 = 0.01$.

The initial survey was lengthy, and not every question related to our variables being tested was answered. Amongst the sample of 1131 participants only 882 participants answered questions about Satisfaction with private life, 869 participants answered questions about job satisfaction and job engagement, 87 participants answered about concealment of care responsibilities, 986 participants answered questions about instrumental support received from colleagues and 328 participants answered questions about received emotional support from colleagues. Additionally, apart from a very limited number of participants answering questions about concealment of care responsibilities, it was seen that only male participants answered this question. As a result, the hypothesis regarding this variable could be tested for men only. Similarly, after the data cleaning process very few cases were left to examine concealment within the framework and emotional and instrumental support.

The first page of the online survey informed participants of the survey's goal and conditions. Participants in the original study completed the survey voluntarily and their data was and will be treated confidentially and anonymously. The responses are only used by researchers and can never be linked to an individual participant's name. If the participants wished to receive important findings of the study, they had an option of it being emailed to them after the study was completed. For questions, comments about the questionnaire or the study, participants could note it at the end of the survey. If the participants consented to this information, they could contribute to the next page to start the survey. The current study is approved by the Ethics

Committee of the Faculty of Social and Behavioral Sciences of Utrecht University, number 24-0103.

Measures

Participants were informed that the original survey consisted of several questions about work and family, investigating men's engagement in communal roles, past and future links between perceived norms, amongst others. However, this current analysis only focuses on the relevant seven measures, those being private life satisfaction, job satisfaction, job engagement, concealment of care responsibilities, work priority norms, emotional and instrumental support from colleagues. These variables were measured using items from different existing scales (see Appendix – A). Most of the items were in Dutch but have been translated to English by the researcher.

Dependent Variables

Private life satisfaction

To measure private life satisfaction, participants indicated the degree to which statements regarding their private life resonate with them (based on Zabriskie & Ward, 2013). The scale consists of 3 items that rated on a 7-point Likert scale, ranging from 'Totally disagree' to 'Totally agree'; "As it stands now, my private life is pretty much ideal in most respects", "I am not very satisfied with how things are on in my private life on a daily basis" and "If I could relive my private life of the past few months, I would change almost nothing" (r). The scale was reliable with $\alpha = 0.82$.

Job Satisfaction

To measure job satisfaction, participants indicated the degree to which statements regarding job satisfaction resonate with them (Dolbier et.al., 2005). To showcase how a single item is as strong as a longer scale, a 7-point Likert scale was used, ranging from 1 being 'Not satisfied at all' to 7 being 'Very Satisfied'. The item used to measure the scale were "All things considered, how satisfied do you feel with your job overall".

Job Engagement

To measure job engagement, participants indicated the degree to which statements regarding their job engagement resonate with them (UBES-9 Schaal: Schaufeli & Bakker, 2004). The scale consisted of 10 items that rated on a 7-point Likert Scale, ranging from 'Totally disagree' to 'Totally agree'. The items used to measure the scale were "When I get up in the

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morning I feel like going to work”, “I am enthusiastic about my job”, “I am proud of the work I do”, “I am completely absorbed in my work”, “I receive appreciation for the from others for the work I do”, “Others respect me for what I accomplish at work”, “The work I do makes me an interesting conversation partner”, “In my work I come into contact with many people”, “Even though I don’t always find it easy to combine work and private life, the combination enriches my life”. The scale was reliable with $\alpha = 0.91$.

Concealment of care responsibilities

To measure concealment of care responsibilities, participants indicated the degree to which statements regarding concealment of care responsibilities resonate with them (ref). The scale consisted of 4 items that rated on a 7-point Likert scale ranging from ‘Hide’ to ‘Emphasize’. The items used to measure the scale were ‘*To what extent do you try to hide or emphasize the household tasks you to do to your colleagues?*’, ‘*To what extent do you try to hide or emphasize your household tasks to your supervisors?*’(for men only). ‘*To what extent do you try to hide your emphasize the household tasks you to do to your colleagues?*’, ‘*To what extent do you try to hide or emphasize your household tasks to your supervisors?*’(for men and women). The scale was reliable with $\alpha = 0.85$.

Independent Variables

Work priority norms

To measure work priority norms, participants indicated where their colleagues and supervisors believe their position should lie. A continuous Likert scale with opposing poles labeled ‘Private’ and ‘Work’ was implemented. The scale consisted of 4 items, and the questions ranged from “*Where do you colleagues think your position should be?*”, “*Where does your manager think your position should be?*”, “*How perfect do your colleagues think your work should be?*” and “*How perfect does your manager think you should be in your work?*”. The scale was reliable with $\alpha = 0.72$.

Emotional Support from colleagues

To measure emotional support from colleagues, participants indicated the degree to which statements regarding emotional support received from colleagues resonate with them (King et.al., 1995; Lapierre & Allen, 2006). The scale consisted of 3 items that rated on a 7-point Likert Scale, ranging from ‘Strongly disagree’ to ‘Strongly agree’. The items used to measure the scale were “*The people I work with are interested in my private life*”, “*When I talk about my personal*

life, the people I work with don't really listen" and "When I am worried about something from home, the people I work with sympathize with me" (r). The scale was reliable with $\alpha = 0.78$.

Instrumental Support from colleagues

To measure instrumental support from colleagues, participants indicated the degree to which statements regarding instrumental support received from colleagues resonate with them (King et.al., 1995; Lapierre & Allen, 2006). The scale consisted of 3 items that rated on a 7-point Likert Scale, ranging from 'Strongly disagree' to 'Strongly agree'. The items used to measure the scale were "The people I work with are willing to take over my tasks for me when necessary", "When I can't do my work tasks, everything goes haywire" and "When I can't be at work, the people I work with make sure that the necessary steps are taken to cover my absence" (r). The scale was reliable with $\alpha = 0.81$.

Table 1: Mean, Standard deviation, and correlation of the variables

Variable	N	M	SD	1.	2.	3.	4.	5.
1. Private life satisfaction	882	4.18	1.60	-				
2. Job Satisfaction	869	4.83	1.36	-0.302**	-			
3. Job Engagement	869	4.84	1.14	-0.275**	0.755**	-		
4. Work priority norm	986	70.26	13.38	0.051	-0.113**	-0.135**	-	
5. Concealment of care responsibilities	87	3.83	1.21	0.054	0.255*	0.270*	-0.020	-

Note: N = 1131, M = Mean; SD = Standard Deviation, ** = Correlation is significant at the 0.01 level (2-tailed), * = Correlation is significant at the 0.05 level (2-tailed)

Results

IBM SPSS Statistics v29 was implemented for the analyses conducted. For hypothesis 1, linear regression analysis was conducted. This analysis needs to meet the assumptions of linear relationship between the dependent and the independent variable, multivariate normality and homoscedasticity. Private life satisfaction, job satisfaction and job engagement and concealment of care responsibilities which were the dependent variables met the assumptions of linearity, normality and homoscedasticity when tested against the independent variable of work priority

norms. To assess linearity, the scatterplots indicated a general linear relationship, indicating that the assumption was met. Similarly, for normality of residuals, the residuals approximately followed a straight line and for homoscedastic the scatterplots did not exhibit any clear pattern or funnel shape, suggesting that the variance of the residuals was constant across the range of predicted values. For hypothesis 2 and 3 PROCESS macro model 1 was conducted to test the moderation analysis. The analysis needed to meet the assumption of normality, linearity, homoscedasticity and multicollinearity. Given that the assumption checks for hypothesis 1 were already met, the same can be said for hypothesis 2. For hypothesis 3, all the assumptions of linearity, normality, homoscedasticity and multicollinearity were met. For all the figures see (Appendix B). P-values between 0.05 and 0.10 will be interpreted as marginally significant.

Hypothesis Testing

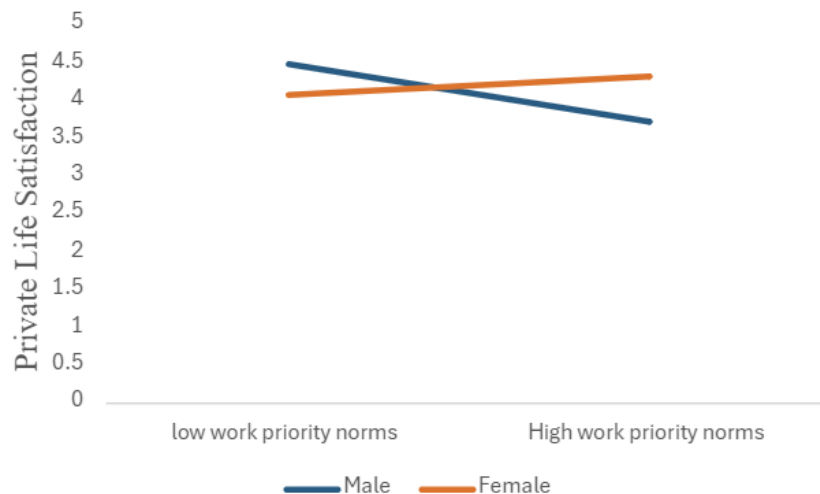
Hypothesis 1: *“Employees in the workplace with strong work priority norms experience less private life satisfaction, lower job satisfaction, job engagement and concealment of care responsibilities”*. The first regression analysis showed that the relationship between private life satisfaction and work priority norms was not significant $b = 0.00$, $SE = 0.00$, $p = .133$, $R^2 = 0.003$. The relationship between work priority norms and job satisfaction was significant, $b = -0.01$, $SE = 0.00$, $p = <.001$, $R^2 = 0.13$, indicating that employees in workplaces with strict work priority norms do report experiencing lower job satisfaction. The relationship between work priority norms and job engagement were significant, $b = -.01$, $SE = .00$, $p = <.001$, $R^2 = .018$, similarly indicating that job engagement does get negatively affected by the presence of work priority norms. The relationship between work priority norms and concealment of care responsibilities was not significant $b = -.00$, $SE = 0.01$, $p = .856$ and $R^2 = 0.00$.

Hypothesis 2: *“The effects of HI are stronger for Female vs. Male employees”*. A moderation analysis was performed using centered variables, the PROCESS Macros (Hayes 2017) was used to analyze the data, using model 1 for moderation analysis. Gender was the moderator, and it was categorized as (Male = 1, female = 2) in the dataset. The independent variable was work priority norms and the following variables were dependent variables (in separate analyses): private life satisfaction, job satisfaction and job engagement. Concealment of

care responsibilities could not be assessed as the female participants of the study did not interact with this variable.

The moderation analysis for private life satisfaction revealed that work priority norms was related to lower private life satisfaction, $b = -0.07$, $SE = 0.03$, $p = 0.01$. So, as work priority norms increase, private life satisfaction tends to decrease. This effect showed up for this specific analysis but not in the regression analysis conducted above. The findings were additionally in line with the expected results for hypothesis 1. Gender did not significantly predict private life satisfaction, $b = 0.10$, $SE = 0.18$, $p = 0.56$. Crucially, there was a significant interaction effect, however it was completely opposite to our expectations, $b = 0.04$, $SE = 0.01$ and $p = 0.005$. An inspection of the simple main effects revealed that for male participants (1 SD above the mean) there was a significant negative relationship, $b = -0.03$, $SE = 0.01$, $p = .02$. For female participants (1 SD above the mean) there was a significant positive relationship between work priority norms and private life satisfaction, $b = 0.01$, $SE = 0.00$, $p = 0.02$, as demonstrated in figure 1.

Figure 1: *Interaction effect between gender, work priority norms and private life satisfaction*



The moderation analysis for job satisfaction revealed that work priority norms was not significantly related to job satisfaction, $b = 0.00$, $SE = 0.02$, $p = 0.99$. Gender did not significantly predict job satisfaction, $b = 0.00$, $SE = 0.15$, $p = 0.99$. Crucially there was no significant interaction effect, $b = -0.00$, $SE = 0.01$, $p = 0.60$. Similarly, the moderation analysis

for job engagement revealed that work priority norms were not significantly related to job engagement, $b = -0.00$, $SE = 0.02$, $p = 0.93$. Gender did not significantly predict job engagement, $b = 0.09$, $SE = 0.12$, $p = 0.47$. Crucially, there was no significant interaction effect, $b = -0.00$, $SE = 0.01$, $p = 0.60$. Hence the results were not in line with the expectations for hypothesis 2.

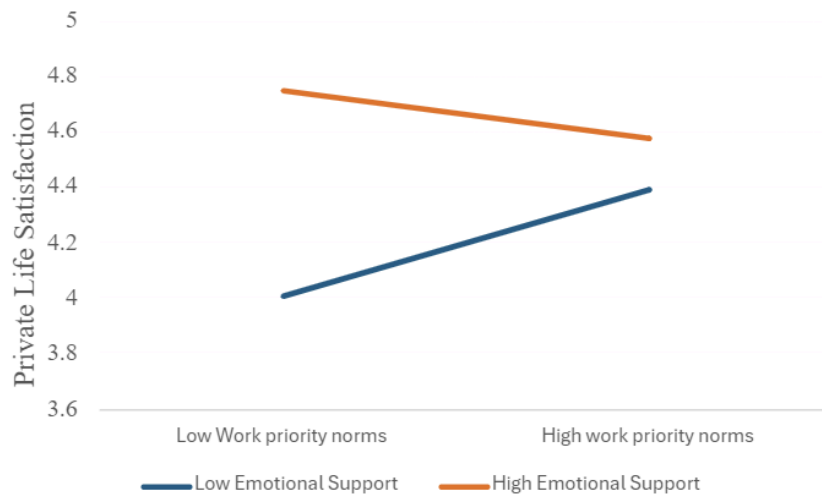
Hypothesis 3: “The presence of strong emotional and instrumental support from colleagues will attenuate the effects from H1”. A moderation analysis was performed using centered variables, the PROCESS SPSS macro (Hayes 2017) was used to analyze the data, using model 1 for moderation analysis. In each analysis, work priority norms were the independent variable. Emotional & Instrumental support received from colleagues was the moderator (in separate analyses), and the following variables were dependent variables (in separate analyses): private life satisfaction, job satisfaction, job engagement. Concealment of care responsibilities could not be tested as not enough people answered this question.

Table 2. Summarizing coefficients, standard errors, p-values for interaction effect of Emotional Support

<i>(a) Dependent variable: Private Life Satisfaction</i>			
Predictor	<i>b</i>	<i>SE</i>	<i>p</i>
Work Priority Norms	0.00	0.00	0.533
Emotional Support	0.19	0.07	0.008
Work Priority Norm x Emotional Support	-0.00	0.00	0.08
<i>(b) Dependent variable: Job Satisfaction</i>			
Predictor	<i>b</i>	<i>SE</i>	<i>p</i>
Work Priority Norms	-0.01	0.00	0.055
Emotional Support	-0.20	0.06	0.00
Work priority norms x Emotional Support	-0.00	0.00	0.707
<i>(c) Dependent variable: Job Engagement</i>			
Predictor	<i>b</i>	<i>SE</i>	<i>p</i>
Work Priority Norms	-0.00	0.00	0.051
Emotional Support	-0.24	0.04	0.00
Work priority norms x Emotional Support	-0.00	0.00	0.646

In accordance with table 2, the moderation analysis for private life satisfaction recorded work priority norms was not related to private life satisfaction. Hence, there is no evidence suggesting that as work priority norms increased, private life satisfaction decreased. Emotional support, however, did significantly predict private life satisfaction. The interaction effect between work priority norms and emotional support on private life satisfaction was marginally significant. An inspection of the simple main effects revealed that at high levels of emotional support (1 SD above the mean), there was no significant relationship between work priority norms and private life satisfaction. Conversely, at low levels of emotional support (1 SD below the mean), there was no significant relationship between work priority norms and private life satisfaction as well. These results do not support the hypothesis that negative relationship between work priority norms and private life satisfaction would be attenuated by emotional support, as demonstrated in figure 2.

Figure 2: *Interaction effect between emotional support, work priority norms and private life satisfaction*



The moderation analysis for job satisfaction revealed that work priority norms was marginally related to job satisfaction. Emotional support also significantly predicted job satisfaction. However, the interaction effect between work priority norms and emotional support on job satisfaction was not significant. These results do not support the hypothesis that the negative relationship between work priority norms and job satisfaction would be attenuated by emotional support. The moderation analysis for job engagement revealed that work priority

norms was marginally related to job engagement. Emotional support does significantly predict job engagement. The interaction effect between work priority norm and emotional support on job engagement was not significant. These results do not support the hypothesis that the negative relationship between work priority norms and job engagement would be attenuated by emotional support.

Table 3. Summarizing coefficients, standard errors, p-values for interaction effect of Instrumental support

<i>(a) Dependent variable: Private Life Satisfaction</i>			
Predictor	<i>b</i>	<i>SE</i>	<i>p</i>
Work Priority Norms	0.00	0.00	0.74
Instrumental Support	0.16	0.05	0.00
Work Priority Norm x Instrumental Support	-0.00	0.00	0.63
<i>(b) Dependent variable: Job Satisfaction</i>			
Predictor	<i>b</i>	<i>SE</i>	<i>p</i>
Work Priority Norms	-0.00	0.00	0.201
Instrumental Support	-0.26	0.04	0.00
Work priority norms x Instrumental Support	-0.00	0.00	0.645
<i>(c) Dependent variable: Job Engagement</i>			
Predictor	<i>b</i>	<i>SE</i>	<i>p</i>
Work Priority Norms	-0.00	0.00	0.107
Instrumental Support	-0.23	0.03	0.00
Work priority norms x Instrumental Support	-0.00	0.00	0.679

In accordance with table 3, The moderation analysis for satisfaction with private life revealed that work priority norms was not significantly related to satisfaction with private life. Hence, there is no evidence suggesting that as work priority norms increased, satisfaction with private life decreased. Instrumental support did significantly predict satisfaction with private life.

The interaction effect between work priority norms and instrumental support on satisfaction with private life satisfaction however was not significant either. These results do not support the hypothesis that the negative relationship between work priority norms and satisfaction with private life would be attenuated by instrumental support.

The moderation analysis for job satisfaction revealed that work priority norms were not significantly related to job satisfaction. Hence, there is no evidence suggesting that as work priority norms increased, job satisfaction decreased. Instrumental support did significantly predict job satisfaction. The interaction effect between work priority norms and instrumental support on job satisfaction was not significant. These results do not support the hypothesis that the negative relationship between work priority norms and job satisfaction would be attenuated by instrumental support. The moderation analysis for job engagement revealed that work priority norms was not significantly related to job engagement. Hence, there is no evidence suggesting that as work priority norms increased, job engagement decreased. Instrumental support did significantly predict job engagement. The interaction effect between work priority norms and instrumental support on job engagement was however not significant. The results do not support the hypothesis that the negative relationship between work priority norms and job engagement would be attenuated by instrumental support.

Discussion

Building upon the extensive literature on work-life balance, this study aimed to deepen our understanding of how employees manage their work-life balance outcomes within strict work priority norms, and the role of support. The concept of work priority norms and exploring concealment of care responsibilities were the new perspectives being added to the literature. Hence, the current study ought to examine the question of *'How do employees manage and experience their work-life balance within the workplace with strong work priority norms, and what is the role of experienced support from colleagues?'* The study investigated three hypotheses focused on the impact of strict work priority norms on employee's private life satisfaction, job satisfaction, job engagement and concealment of care responsibilities (Hypothesis 1), whether the effects were amplified for female employees (Hypothesis 2) and whether emotional and instrumental support from colleagues attenuated these effects (Hypothesis 3).

The main findings

In line with hypothesis 1, our findings partly matched our expectations by demonstrating a positive association between work priority norms and lower job satisfaction and job engagement. The results acquired were able to replicate previous literature on this relationship. The presence of work priority norms on low job satisfaction, more specifically the dog-eat-dog competition puts employees under constant pressure, along with the obligation to show no ounce of weakness (Munsch et.al., 2018; Berdahl et.al., 2018). Similarly, employees experienced lower job engagement, as an environment filled with ostracism and extreme competition depletes the resources needed to complete work activities. In addition to experiencing an increased gap between their personal and organizational goals, affecting their productivity and enthusiasm to complete their job (Lee et al., 2015). Hence, our findings act as a confirmation of the positive associations between work priority norms and lower job satisfaction and job engagement.

Interestingly and contrary to our expectations, work priority norms were not related to negative outcomes in the private sphere such as private life satisfaction and concealment of care responsibilities. Experiencing prioritization norms can put employees in a situation of constant pressure to display dominance and strength. Showcasing such behavior was expected to contribute to emotional exhaustion, anxiety and feelings of inadequacy. A mix of all these effects could take a toll on one's well-being (Berdahl et.al., 2018). Similarly, it was expected of employees to conceal their care responsibilities more, as discussing such elements of their lives would potentially lie at odds with the work priority norms (Workman-Stark, 2018).

For hypothesis 2, our findings partially matched our expectations. Firstly, gender as moderator did record differences when examining whether male and female employees experience private life satisfaction differently, in the presence of high work priority norms. The role of gender provided new insights to the existing literature, as it was captured that men experience lower private life satisfaction in the presence of high work priority norms, whereas women experience higher private life satisfaction under the same norms. Previous literature by Zhang and colleagues (2022), expected women to experience lower private life satisfaction under high work priority norms. The effects of such norms are worse for females specifically as according to traditional expectation, women are supposed to undertake several family responsibilities. A combination of stress from work and life fronts can put a significant constraint on their private life satisfaction. By transforming into health problems which further affect their

subjective well-being. Given that women's private life satisfaction under the context of work priority norms is scarce, these findings can be beneficial for future research. An additional main effect was recorded as well. A positive association between high work priority norms and low private life satisfaction, which was in line with expectations of hypothesis 1. These findings replicated previous literature on this dynamic and recorded how experiencing work priority norms and related constructs such as masculinity culture, does have an impact on an individual's well-being.

Contrary to our expectations, gender was not able to moderate the relationship between high work priority norms and low job satisfaction and engagement. Specifically, our expectations of women experiencing the negative side of such norms on their work sphere was not met. Previous research by (Chang, 2006; Hogg & Garrow, 2003) had predicted that experiencing a related construct of work priority norms, masculinity culture in the workplace could result in gender bias and stereotypes. A sense of low recognition could start building for female employees, and portraying feminine values, would result in low recognition and reward. Women were also expected to experience low job engagement within organizations that are built on the 'ideal worker' image. Who was typically a man with no family responsibilities or willing to prioritize work over everything else (Acker, 1990). These findings provide a new insight into the literature of gender differences, in relation to the impact of work priority norms on work-life balance outcomes.

In line with hypothesis 3, our findings partly matched our expectations by demonstrating a marginally positive interaction effect. Receiving emotional support from colleagues may attenuate the impact of work priority norms on private life satisfaction, and these results are a replication of the previous findings. Receiving emotional support from colleagues can reduce emotional exhaustion and stress experienced by prioritization norms. The presence of a safe environment where employees feel free to express their work-related issues does enhance an individual's private life satisfaction. Similarly, instrumental support is equally beneficial, as it can provide essential tangible resources and solutions to alleviate stress and enhance private life satisfaction (Mayo et al., 2012; Schreurs et al., 2012; Poortvliet et al., 2015; Tews et al., 2013).

Contrary to our expectations, emotional and instrumental support were not able to attenuate the impact of work priority norms on job satisfaction and job engagement. This was expected as presence of care and acceptance, along with tangible resources could help employees

deal with work stress, which could then enhance job satisfaction (Bakker et.al., 2006). Similarly for job engagement research by Sebel (2018), had demonstrated that receiving emotional support from colleagues could increase collaboration, camaraderie and teamwork, which can help employees combat the loss of engagement at one's job. Instrumental support from colleagues was predicted to play a similar role in facilitating the work to be done faster and more efficiently. It is further viewed as a crucial resource that further enriches their job engagement, given that the employees need it (Hobfoll et.al., 2018).

To explain the null findings of hypothesis 1, where work priority norms couldn't show a positive association on lower private life satisfaction, could be done via an unexamined moderator of gratitude. El Keshi and Sarour (2020) examined the moderating role of gratitude and its impact on well-being within the framework of work-family conflict, as they described the concept as a state of being grateful when presented with a valuable experience. Connecting this to the broaden and build theory (Fredrickson, 2001), receiving feelings of positive emotion such as gratitude can act as a coping mechanism to endure work priority norms. Employees can view such norms as a valuable experience and opportunity to get out of their comfort zone. Which could potentially disregard the negative effects of work priority norms such as feelings of anxiousness and inadequacy, to bleed into their private life satisfaction. A theoretical implication to examine the null findings for concealment of care responsibilities could be the boundary theory by Hall and Richter (1988) (Bugler et.al., 2007). The theory posits that employees manage work and personal lives in diverse ways, one of them is by creating permeable boundaries, to compartmentalize work and life responsibilities separately. By doing this employee don't have the need to cope with work priority norms by either hiding or emphasizing their care responsibilities.

Theoretical reasoning of resilience could potentially explain the null findings of gender differences on low job engagement and satisfaction, in the presence of high work priority norms. The ability to bounce back from an adversity faced at work and use that as a learning opportunity is what resilience in the workplace means. It has multiple facets such as taking on difficult tasks, learning from mistakes amongst others. And then taking the knowledge gained from the experiences to bring solutions to upcoming problems (Indeed, 2023). It is possible that both female and male employees after being in a work priority norm for a while, have just built resilience against the negative effects of such norms. Additionally, the moderating role of

gratitude could also be used in this scenario, as the positive emotion of having a job they are passionate about, has the same effects for both the genders. Lastly, the null findings of emotional support on job satisfaction and engagement, in addition to null findings of instrumental support on job satisfaction, engagement and private life satisfaction, unable to attenuate the impact of work priority norms, could be explained via methodological reasons. As for the analysis, a secondary data set was implemented, a visible gap can be noticed when it comes to the survey's primary aim, compared to the present study's goals. As a result, the scale and measures used to measure emotional and instrumental support were not focused on capturing an interaction effect within the current research framework of work priority norms on work-life balance outcomes. Future research could instead investigate using more specific scales, such as Job Content Questionnaire (JQC) scale that measures psychological demands, decisions latitude social support and job insecurity (Karasek et al., 1998) or the Survey of Perceived Organizational Support (Eisenberger et.al., 1986) measuring employee's belief concerning the extent to which the organization values their contributions and cares about their well-being could be implemented.

Strengths & limitations

A strength of the study would be the responses collected from working employees. These responses helped gain insight into the real-life experiences, more specifically work-life balance and how certain aspects of it get affected by work priority norms. Giving us a broader overview into the work-life dynamics, the challenges and strategies implemented to combat such norms. It also further enhances the validity of the results and ensures that any conclusions or recommendations are directly applicable to the current workplace, given the timely data collection. Another strength of the study could be analyzing the hidden correlations from the dataset second time around, which would have been disregarded during primary use. Hence a secondary analysis of the data can draw out more comprehensive and nuanced findings, which further enhances the overall understanding of the research topic.

Contrary to the point made above, a possible limitation for this study would also be the use of a secondary data set. Inherent to the nature of secondary data analysis of existing data, the available data are not collected to address directly the research questions or to test research specific hypotheses (Cheng & Philips, 2014). This could be a potential reason for not finding significant results as there could be better operationalization methods that fit the framework of

the current study, a better survey that could have been used, something more aligned with the current aim of the research. Another possible limitation would be the length of the survey, given the extensive number of questions, many variables were left unanswered. Additionally, some variables were measured using only one or few questions. This simplifies the data collection procedure, often resulting in less reliable measures. It also is automatically susceptible to random errors and may not fully capture the complexity of the construct. Lastly, the factor that affected our analysis was the low number of responses for the variable concealment of care responsibilities. As a result, analysis on concealment for gender in Hypothesis 2 along with emotional and instrumental support in Hypothesis 3 couldn't be tested. This was unfortunate as concealment was a new addition to the existing research into work-life balance, and no further analysis could be drawn from it.

Implications for future research

To develop this research in the future, longitudinal study as opposed to a cross-sectional study might be beneficial to investigate. In the context of the current research, a longitudinal study would help to better evaluate how strong work priority norms affect private life satisfaction, job satisfaction, job engagement along with the extent to which care responsibilities will be concealed, hence offering a deeper and more useful insight. For better generalizability, future study could look at a more diverse set of participants in both individualistic and collectivistic cultures, as the current sample is limited to working people in Belgium only. Such homogeneity can limit the application of results in a broader context. As concealment of care responsibilities couldn't be analyzed given the low number of responses, future study could investigate it in-depth by developing shorter questionnaires. It could be a possibility that instead of concealment being tested quantitatively, qualitative research would provide a better insight and how it plays out in work-life balance dynamics. Expanding on the unidentified aspects of research, it could be beneficial to explore mediating variables such as stress-levels, or other moderating factors such as gratitude. As it could enhance the understanding of the relationship between work priority norms and employee outcomes, and aid in the development of targeted interventions and policies to cope with it (Van Schaaik et.al., 2020).

Practical Implication

Based on the findings of the study, organizations should investigate more into how work priority norms affect an employee's job satisfaction and engagement. To help employees combat

these norms, cultivating a supportive organizational culture could be beneficial. Advantages of such culture can be increased productivity, higher retention, engagement and motivated employees. Which is beneficial for the organization as well, because the employees will be more enthusiastic about completing their work goals. Introduction of training programmes can also be useful, as work priority norms can be difficult to change, these programs can help employees cope with work stress. Lastly, as seen in the results that emotional and instrumental support do have a direct impact on an employee's work-life balance outcomes, organizations could also tap into those aspects more by introducing open dialogue. Being vocal about resources provided to enhance emotional support when work stress increases, along with tangible resources that can be used to enhance their performance. This can also result in them being more collaborative in teamwork and coming up with better ideas for organizational development.

Conclusion

In conclusion, the current study expanded our knowledge of the effects of work priority norms on certain aspects of work-life balance outcomes, along with the role of support within this dynamic. Upon a closer inspection it was recorded that work priority norms impact work sphere aspects of it, and not so much the private sphere. Regardless of the results not reaching the statistically significance as expected Future research shouldn't discard these findings. With a more comprehensive model, a more nuanced side of this dynamic can be explored. Work priority norms are an important factor when it comes to the further development of an employee both in their private and work life.

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Appendix – A
Survey Questions

Demographics

- I am?
 - Male
 - Female
- How old are you?
- What is your ethnicity?
 - Belgian
 - Dutch
 - French
 - Italian
 - Turkish
 - Moroccan
 - Polish
 - Others
- What is the highest degree or level of school/education you have completed?
 - Vocational Education
 - University education
 - PhD degree
 - Other, namely..
- What is your current employment situation?
 - Working in an office
 - Independent
 - House husband/ Housewife
 - I am retired
 - Volunteer
 - I am looking for work
 - I can't work at the moment
 - I am currently not looking for work

How do employees experience their work-life balance within strong work priority norms, and what is the role of experienced support from colleagues?

Anderen respecteren me omwille van wat ik verwezenlijk op het werk.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Door het werk dat ik doe ben ik een interessante gesprekspartner.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In mijn werk kom ik in contact met veel mensen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ook al vind ik het niet altijd gemakkelijk om werk en privé te combineren, de combinatie is een verrijking in mijn leven.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Concealment of care responsibilities

In hoeverre probeer jij de huishoudelijke taken die je doet te verbergen of net te benadrukken ten opzichte van de volgende mensen?

	<u>1.</u> Verberge n	<u>2.</u> -	<u>3.</u> -	<u>4.</u> -	<u>5.</u> -	<u>6.</u> -	<u>7.</u> Benadrukke n
Je collega's	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Je leidinggevende	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

(Men only)

In hoeverre probeer jij de kindzorg die jij thuis opneemt te verbergen of net te benadrukken ten opzichte van de volgende mensen?

	<u>1.</u> Verberge n	<u>2.</u> -	<u>3.</u> -	<u>4.</u> -	<u>5.</u> -	<u>6.</u> -	<u>7.</u> Benadrukke n
Je collega's	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Je leidinggevende	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

(Men and Women)

Work priority norms



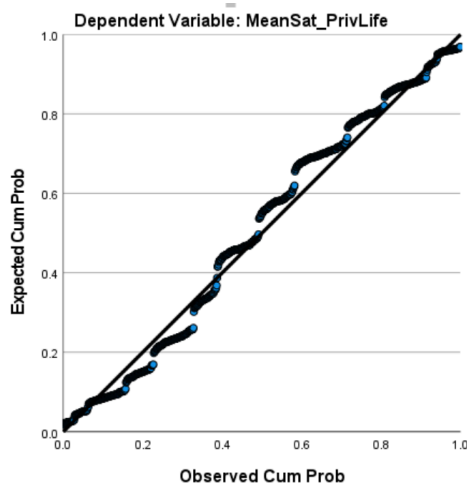
- Waar vinden je collega's dat jouw positie zou moeten liggen?
- Waar vindt je leidinggevende dat jouw positie zou moeten liggen?

Appendix B

Assumption checks for Hypothesis 1 & 2

Figure 4

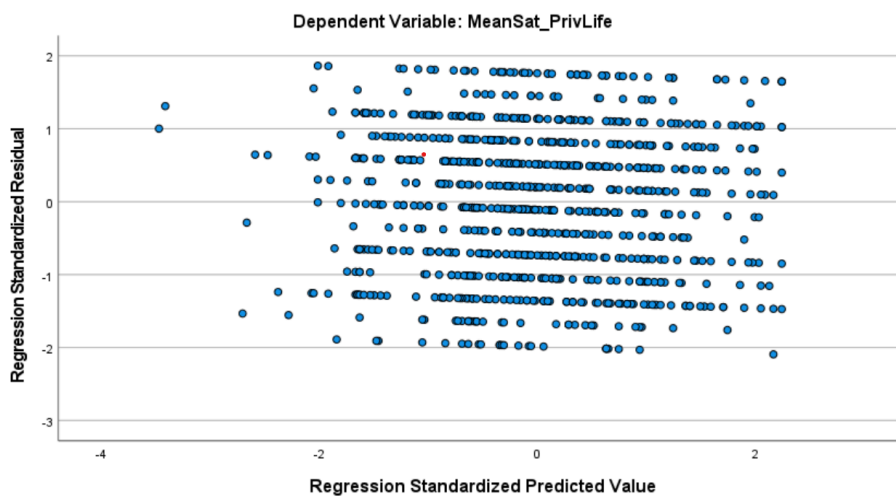
Normal P-P plot of Regression Standardized Residual Dependent Variable: Private Life Satisfaction



Note: Assumption of Linearity is met for Hypothesis 1 & 2

Figure 5

Scatter Plot of Regression Standardized Residuals of Dependent Variables: Private Life Satisfaction

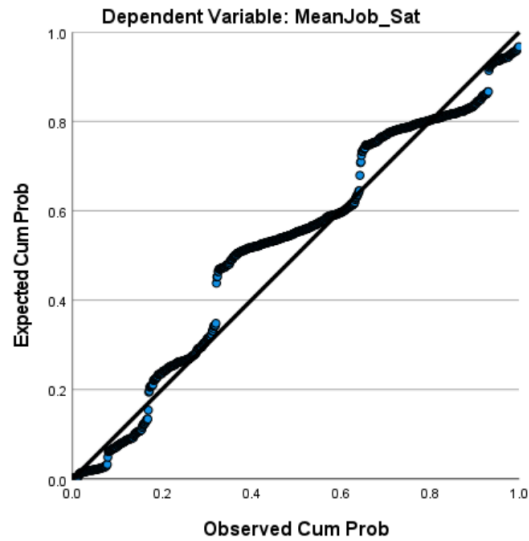


Note: Assumption of Homoscedasticity is met for Hypothesis 1 & 2

How do employees experience their work-life balance within strong work priority norms, and what is the role of experienced support from colleagues?

Figure 6

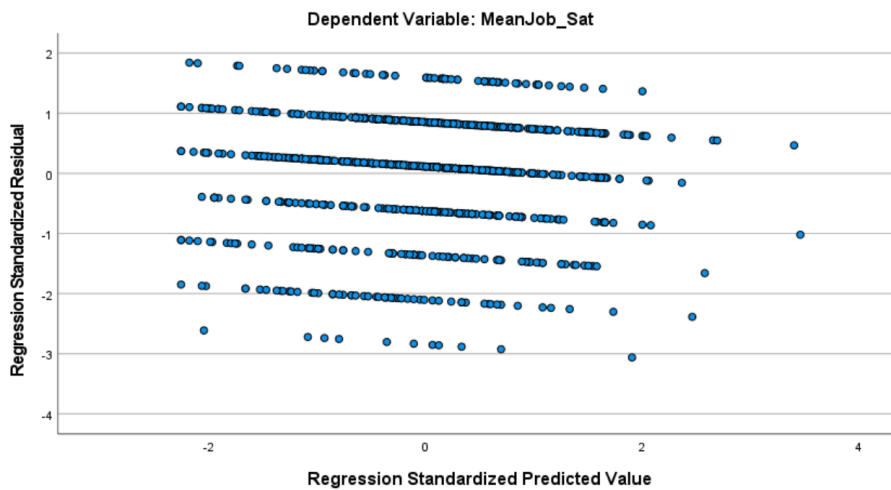
Normal P-P plot of regression standardized residual dependent variable: Job Satisfaction



Note: Assumption of Linearity is met for Hypothesis 1 & 2

Figure 7

Scatterplot of Regression Standardized Residuals of Dependent Variables: Job Satisfaction

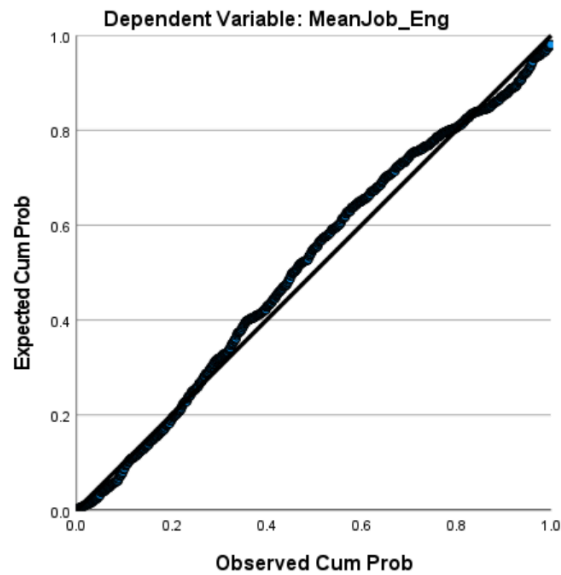


Note: Assumption of Homoscedascity is met for Hypothesis 1

How do employees experience their work-life balance within strong work priority norms, and what is the role of experienced support from colleagues?

Figure 8

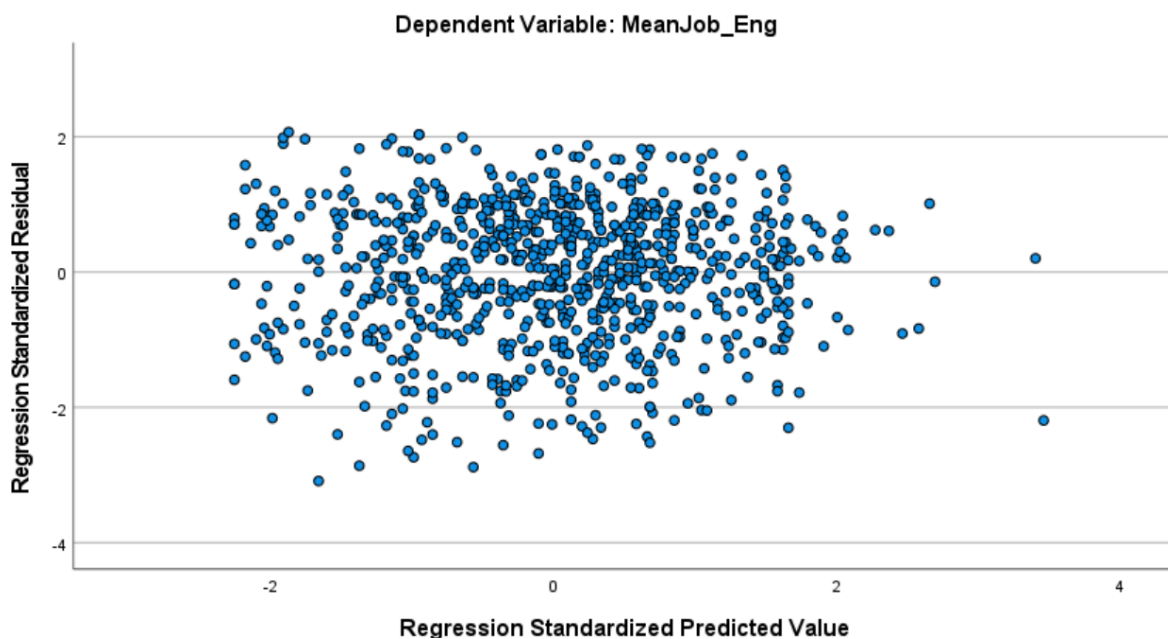
Normal P-P plot of Regression Standardized Residual Dependent Variable: Job Engagement



Note: Assumption of Linearity is met for Hypothesis 1 & 2

Figure 9

Scatterplot of Regression Standardized Residuals of Dependent Variables: Job Engagement

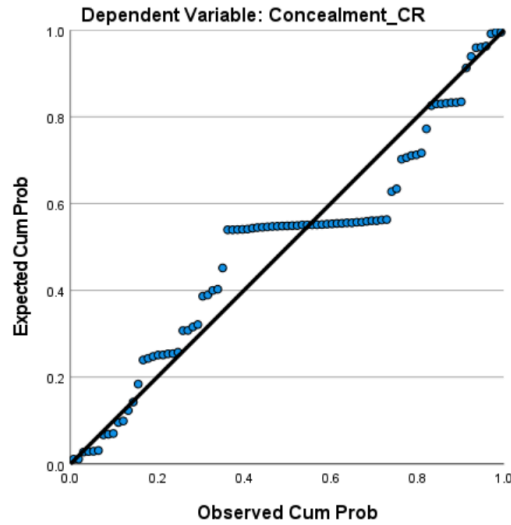


Note: Assumption of Homoscedascity is met for Hypothesis 1 & 2

How do employees experience their work-life balance within strong work priority norms, and what is the role of experienced support from colleagues?

Figure 10

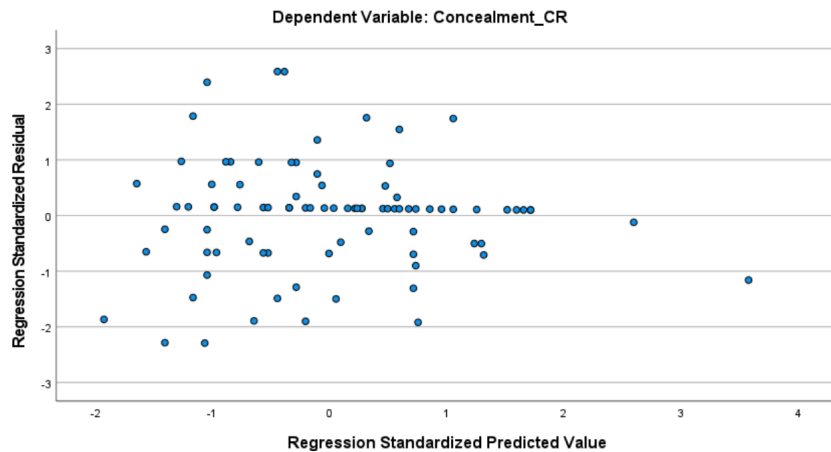
Normal P-P plot of Regression Standardized Residual Dependent Variable: Concealment of Care Responsibilities



Note: Assumption of Linearity is met for Hypothesis 1 & 2

Figure 11

Scatter Plot of Regression Standardized Residuals of Dependent Variables: Concealment of Care Responsibilities



Note: Assumption of Homoscedascity is met for Hypothesis 1 & 2

Assumption checks for Hypothesis 3

Figure 12

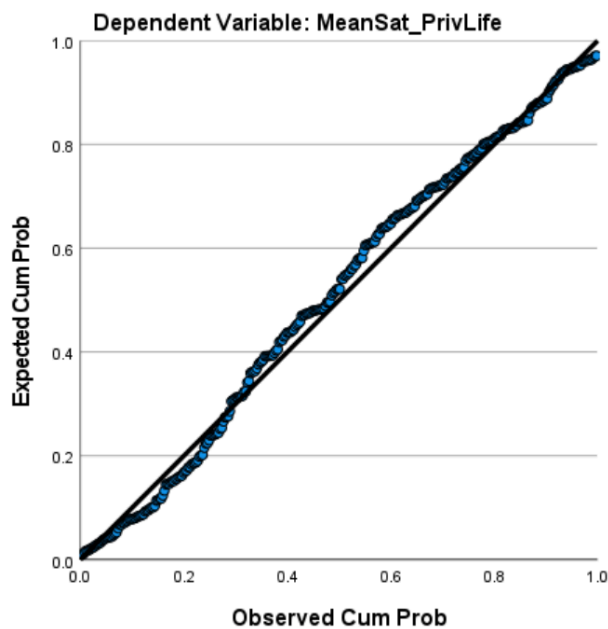
Multicollinearity assumption for emotional and instrumental support was met

		Coefficients ^a					Collinearity Statistics	
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF
		B	Std. Error	Beta				
1	(Constant)	6.143	.404		15.189	<.001		
	MeanWork_PNorm	-.007	.006	-.066	-1.226	.221	.947	1.056
	MeanEmo_Supp	-.070	.065	-.064	-1.089	.277	.788	1.269
	MeanInst_Supp	-.249	.051	-.290	-4.855	<.001	.773	1.293

Note: VIF = 1, No multicollinearity

Figure 13

Normal P-P plot of Regression Standardized Residual Dependent Variable: Private life satisfaction

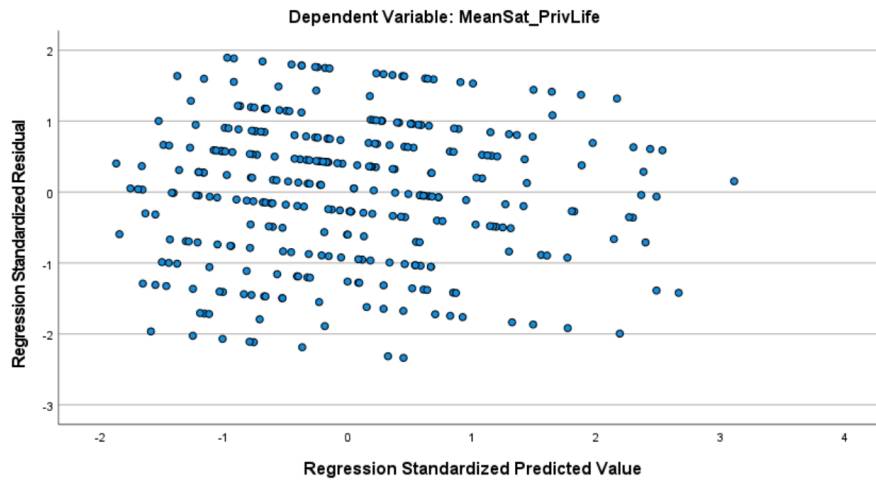


Note: Assumption of Linearity is met for Hypothesis 3

How do employees experience their work-life balance within strong work priority norms, and what is the role of experienced support from colleagues?

Figure 14

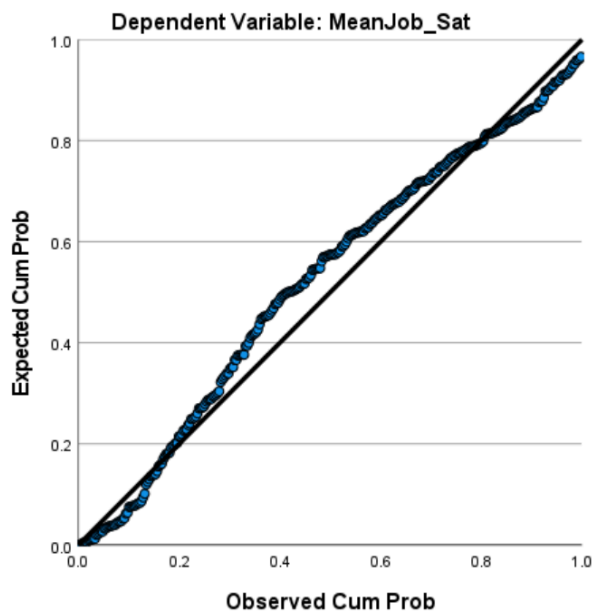
Scatterplot of Regression Standardized Residuals of Dependent Variables: Private Life Satisfaction



Note: Assumption of Homoscedascity is met for Hypothesis 3

Figure 15

Normal P-P plot of Regression Standardized Residual Dependent Variable: Job Satisfaction



Note: Assumption of Linearity is met for Hypothesis 3

How do employees experience their work-life balance within strong work priority norms, and what is the role of experienced support from colleagues?

Figure 16

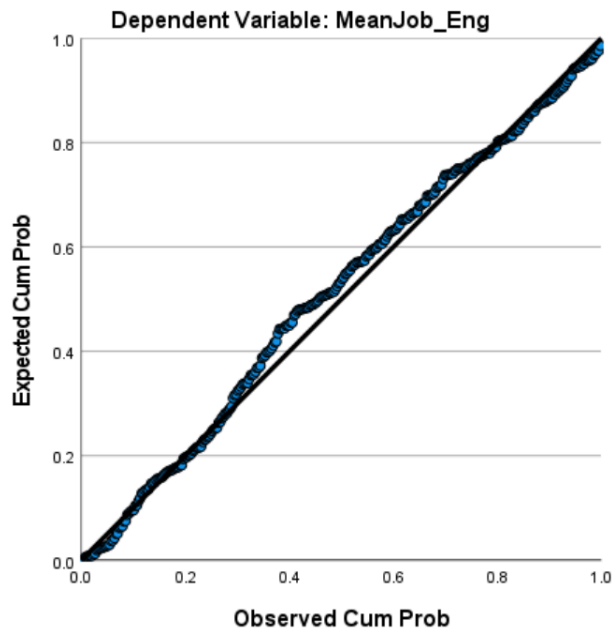
Scatterplot of Regression Standardized Residuals of Dependent Variables: Job Satisfaction



Note: Assumption of Homoscedascity is met for Hypothesis 3

Figure 17

Normal P-P plot of Regression Standardized Residual Dependent Variable: Job Engagement

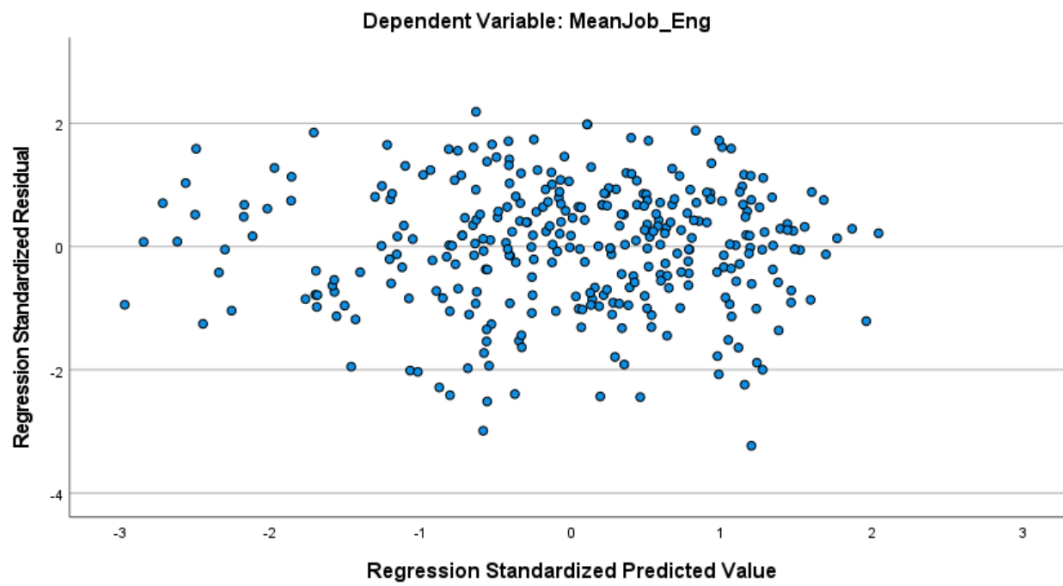


Note: Assumption of Linearity is met for Hypothesis 3

How do employees experience their work-life balance within strong work priority norms, and what is the role of experienced support from colleagues?

Figure 17

Scatter Plot of Regression Standardized Residuals of Dependent Variables: Job Satisfaction



Note: Assumption of Homoscedasticity is met for Hypothesis 3