

MSc. Social Challenges, Policies, and Interventions (SCPI)

*Exploring the Intersection of Managerial Support, Gender, and Organizational Culture
on Employee Comfort in Utilizing Family Leave: A Cross-Sectional Survey Analysis*

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This thesis has been written as a study assignment under the supervision of an Utrecht University teacher. Ethical permission has been granted for this thesis project by the ethics board of the Faculty of Social and Behavioral Sciences, Utrecht University, and the thesis has been assessed by two university teachers. However, the thesis has not undergone a thorough peer-review process so conclusions and findings should be read as such.

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Abstract:

This study investigates the relationship between managerial support, gender, and work culture and their effects on employee comfort in requesting leave. Employees still feel hesitation towards utilizing this resource, potentially leading to issues with work-life balance and gender inequity in the workplace. By adopting an interdisciplinary approach, this study used the Social Identity Theory and Organizational Support Theory to guide the research question and interpretations.

Using a quantitative approach, an online self-completed survey collected responses from 174 employees across various industries to assess how these variables influence comfort levels. Data analysis involved T-tests and linear regression analysis with moderating variables.

The data showcased that managerial support is indeed significant in improving employee comfort, however, the broader concept of work culture does not seem to have a substantial impact. These findings challenge the Organizational Support Theory, suggesting that an employee's immediate relationship with managers may play a more critical role than initially anticipated. The gender match variable, rooted by the Social Identity Theory, showed significance in employees who have already taken leave; more research surrounding this concept needs to be conducted before claiming influence on employee comfort.

Overall, the study highlights the need for companies to refocus their training curriculum to create managers that are supportive and able to maintain trusting relationships with their subordinates. Future research should examine managerial behavior in greater depth, particularly personality traits such as emotional intelligence and communication styles to develop a more holistic understanding of which variables influence employee comfort regarding family leave.

1. Introduction:

As today's society evolves, the challenge of work-life balance, particularly regarding family responsibilities, presents significant issues for employers and employees. Employees are increasingly seeking this balance between professional and family commitments. At the center of this dilemma is the accessibility and use of family leave policies in organizations; this resource has been shown to impact employee work-life balance and performance significantly (Begall et al., 2020).

Family leave in this context is defined as time off work granted to employees to address family-related needs, such as childbirth, adoption, caregiving, or death (Family Leave, n.d.). Family leave implementation, including requesting time off, is left to the organizations to arrange. In most organizations, the employees' immediate manager must approve this time off. As managers are central in this process, examining the relationship between managerial characteristics and employees is crucial to understanding how that may affect the uptake of family leave. Additionally, managers and organizational culture have a bidirectional relationship; managers shape the organizational culture, and the organizational culture shapes the behavior of managers (Tsai, 2011). Therefore, the influence of work culture is fundamental to address.

Family leave use is not solely based on policy availability but on the interconnectedness of a workplace's cultural and social factors. Organizations must do more than merely offer policies to support employees' family leave needs; they must align their culture, commitment, and work tasks to increase employee accessibility to family leave (Kim, 2001). Understanding how these factors interweave is crucial for society as it can positively

influence workforce participation rates, gender equality, infant health, employee health, and satisfaction (Bullinger, 2009).

Despite the benefits of family leave policies, a gap remains in understanding the factors influencing their uptake. Studies show women report experiencing guilt, and changes in how they are treated at work by their managers after taking family leave, contributing to the hesitation of uptaking this resource (Burgess, 2016). On the other hand, fathers expressed concerns of potential career setbacks due to negative attitudes from employers and managers (Karu & Kasearu, 2011).

This study examines employee comfort in requesting family leave while understanding the influence of managerial support, gender, and work culture. This study's insights could guide HR professionals or corporate leaders in crafting interventions to address these barriers and ultimately encourage a supportive work environment for family leave policies.

This thesis aims to adopt an interdisciplinary lens to the discourse on inclusive family leave policies in the workplace and highlight how these factors collectively shape an employee's comfort and decision-making regarding family leave. Thus, it aims to contribute to developing workplaces where employees can thrive professionally while fulfilling their family obligations.

1.2 Literature

1.2.2 Supportive Managers: why are they important?

As managers are the first point of contact for employees requesting leave, it is essential to understand what characteristics enhance employee comfort. Supportive managers have been shown to impact employees in various contexts positively. For example, in health and safety discourse, behaviors from managers positively increase compliance and reduce

workplace injuries (Haas, 2019). Studies show supportive leaders influence organizational effectiveness and job satisfaction (Park et al., 2023). It is crucial to understand which behaviors managers must adopt to be perceived as supportive by their subordinates.

Family Supportive Supervisor Behaviors, or FSSBs, are the actions and behaviors managers adopt to support their employees' family and work responsibilities. These behaviors include emotional support, instrumental support, role modeling, and creative work-life management (Rofcanin & Las Heras & Bakker, 2016). By adopting FSSB behaviors, supervisors can help reduce the barriers to the uptake of family leave policies and alleviate the burden of work-life conflict for their employees, leading to increased job satisfaction, high levels of work engagement, and overall well-being.

FSSBs and gender differences

These behaviors could have gender differences; female managers are expected to display more nurturing, empathetic behaviors than male managers. Male managers might hold off on FSSBs to conform to traditional, masculine norms. Both the gender of the supervisor and the employee can influence the occurrence and effectiveness of supportive behaviors; gender stereotypes and standards within the work environment shape how managers interact with employees (Sargent et al., 2022).

Organizational Support Theory

According to the Organizational Support Theory (OS), employees develop ideas concerning how much an organization values their work and cares about their well-being (Eisenberger et al., 2020). Managers can impact how an employee perceives their work environment and are thought of as the 'representation' of the organization itself. If a manager often showcases supportive behaviors, employees are more likely to perceive high organizational support, which could enhance their comfort in requesting family leave. H1:

Higher levels of perceived manager support correlate with greater comfort in taking family leave, with the effect being more substantial when there is a match between employee and managerial gender.

1.2.3 Does gender influence employee comfort?

Employee gender

Men and women employees may hesitate to request family leave for numerous reasons, from organizational structures to societal norms. Fathers experience external and internal barriers: societal expectations tied to the breadwinner role, organizational cultures that discourage men from using family leave, lack of modeling by senior leaders, and a strong connection between work and their masculine identity (Ewald & Hogg, 2020). As a result, the uptake of family leave in men is low, ultimately placing the burden of family care on women. On the other hand, women are more likely to face career consequences, such as being passed over for promotions or assigned less desirable tasks upon returning from family leave.

When an Employee's Gender Matches the Manager's Gender

Previous studies have examined the benefits of including a gender match in work relationships. A study by Bahala et al. highlighted that matching employee and manager gender positively enhances emotional and personal interactions outside of work-related tasks (2007). Within the context of family leave requests, a gender match could positively impact employee comfort.

Male vs Female Managers

Fuwa (2021) highlights that in Japan, 61.2% of female managers report having subordinates who took family leave, compared to only 36.1% of male managers, explaining that employees may feel more enabled to take family leave under female management.

Additionally, Taiz-Rancifer explains that women in leadership positions tend to accommodate flexible work arrangements for family leave due to their experiences facing gender biases in the workplace compared to their male counterparts (2010).

Mushtaq and Qureshi (2016) highlight the correlation between gender and leadership. Women stand out because of their collaborative nature and greater emphasis on interpersonal connections, while men are typically associated with assertiveness and authority. These stereotypical characteristics can influence employee behavior and expectations; employees may subconsciously align their expectations and behaviors with the leaders they report to (Salin, 2020). As mentioned, employees typically request family leave through individual negotiations with their managers, which may result in different outcomes depending on a manager's gender. For instance, employees may anticipate more empathy from female managers, which could lead to differences in the uptake of care leave across different managers and their employees.

Social Identity Theory (SIT)

Tajfel and Turner's Social Identity Theory (1979) explains how people categorize themselves based on shared characteristics, such as gender, and how these classifications influence their actions in the wake of group affiliations. Tajfel & Turner explain that if two individuals share a group identity, the concept of in-group bias is created, ultimately affecting their behaviors and attitudes within the workplace.

In this context, this theory suggests that employees might experience more comfort in requesting care leave from managers they perceive as belonging to their 'in-group' or gender, thus influencing their decision-making regarding family leave. This theory will guide the research in understanding whether SIT enhances comfort in employees or is solely based on

manager support and their supportive behaviors. H2: Employees of the same gender as their managers experience higher comfort levels when taking family leave.

1.2.4 Work Culture: how does it shape the environment?

Work Culture and its influence on family leave perception

Organizational culture entails the shared norms, values, and attitudes that create an organization's atmosphere and identity- which ultimately shape employees' behaviors. A supportive organizational climate fosters a culture of understanding and empathy. The organizational culture of a workplace significantly impacts the implementation of these family leave policies. According to Muse et al. (2008), a corporate culture that welcomes employee well-being, inclusion, and work-life balance can facilitate the implementation of family leave policies. This can be accomplished by minimizing stigma, encouraging resource use, and ensuring policies are tailored to meet employees' needs. In contrast, an organizational context that prioritizes work over personal life stigmatizes taking time off or places importance on being present at work, which may hinder the effective implementation of care leave policies, regardless of their level of accessibility. Smith and Gardner (2007) investigated the impact of work-life balance initiatives on improving employee well-being. The initiatives encompassed flexible work schedules, vacation benefits, assistance for dependents, and comprehensive services aimed at aiding employees in effectively balancing their professional and personal responsibilities. Based on the findings, Smith and Gardner (2007) observed a positive association between elevated levels of support from management and supervisors and the increasing use of work-life balance initiatives. Moreover, it was shown that these approaches have a significant impact on reducing work-family conflict. This approach can be applied to family leave policies in organizations.

Managers help create a supportive environment

Employees may feel more comfortable discussing their family needs with their managers in such environments. As mentioned, managers can influence organizational culture and whether or not their employees feel supported in the environment. Supervisors play a crucial role in employees' perception of organizational support; supportive behavior from supervisors regarding their subordinates' personal needs could impact whether employees feel comfortable requesting care leave (Shanock & Eisenberger, 2006).

A study conducted by Yue, Thelen, and Verghese (2022) showed that supervisors who expressed positivity and motivation with their subordinates positively impacted team culture, employee-team relationships, and employees' willingness to speak up.

Work cultures that value long hours and physical presence over flexibility place additional barriers on employees. A stigma is attached to using flexible work arrangements for fathers, further reinforcing traditional gender roles (Tanquerel & Grau-Grau 2019). Flexible work arrangements have helped women manage work and family care; however, their access depends on individual negotiations with employers rather than legislative measures (Wattis et al., 2006). Leaders should actively engage in motivating, positive language to create a supportive culture and increase employee contribution and outspokenness, which is especially relevant in the context of family leave. Employees need an environment that allows them to openly make requests or make flexible arrangements to tend to family responsibilities.

Organizational Support Theory (OST)

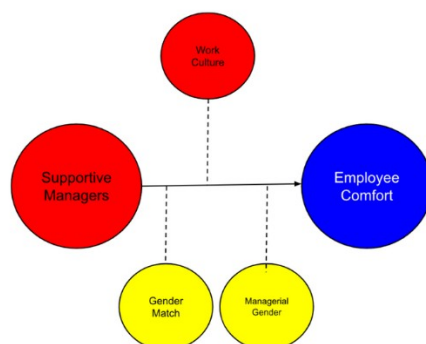
The concept of Organizational Support Theory (OST) claims that employees are more likely to exhibit positive attitudes and actions when they perceive support from their

organization (Eisenberger et al., 2020). This reciprocal relationship establishes a mutually advantageous cycle for employees and the organization. The principle of reciprocity is one that OST emphasizes: employees who feel appreciated by their employer are more likely to go above and beyond for the company. Similarly, when employees need support, such as taking family leave, they may expect the organization to reciprocate their dedication and hard work by accommodating their needs. H3: A supportive organizational culture is positively associated with employees' comfort in taking family leave, with the effect stronger when there is a positive level of manager support.

1.3 Research Question and Hypotheses:

The primary research question is: *"To what extent do managerial gender, perceived supervisor support, and organizational culture influence employees' comfort in taking family leave?"* The figure below shows the relationships between the variables and their theories concerning the research question. The variables are color-coded according to the theory. The yellow is color-coded for SIT and red for OST, and moderating variables are shown with dashed lines.

Figure 1: Mapping the variables



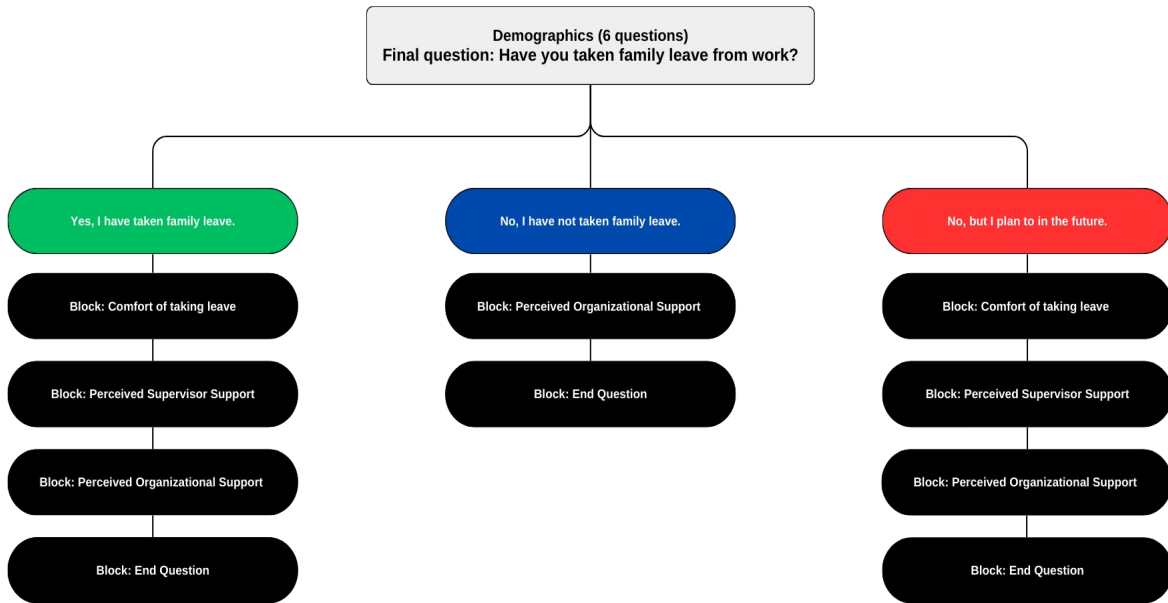
2. Methodology

Research Design

This research adopted a quantitative approach to assessing the chosen variables, allowing for a standard, systematic comparison across different groups of participants. This study was conducted as a cross-sectional survey designed to understand the current perceptions of employees; this approach allowed for a more comprehensive sampling coverage, allowing a broad and diverse sample of participants. Furthermore, the design was ideal for understanding the relationship between variables and visualizing correlations and patterns in the data (Setia, 2016). Lastly, considering the timeline, the cross-sectional survey design was the most time-efficient.

The data was collected through an online self-completion survey regarding demographics, the comfort of taking family leave, managerial support, and organizational culture. This method allowed for a larger demographic to be measured. The survey began with general demographic questions and branched off according to whether or not the participant had taken family leave before. The survey was mapped to include three cohorts of participants: those who have already taken family leave, those who have not taken family leave, and those who have not taken family leave but plan to do so in the future. This ensured the research had diverse perspectives; while the cohort that had already taken family leave provided experiences, the cohort that plans to in the future allowed the study to understand what the hesitation before the request could stem from. The figure below demonstrates the pathways for each cohort.

Figure 2: Survey Pathways



Pilot Study

A pilot study was conducted with 5 test participants aged 18–60 to check general comprehension before the survey was deployed. Feedback was provided on the study layout, explaining that after selecting whether or not they have taken family leave, they cannot return to choose a different response; this survey aspect could not be changed due to the division into blocks once they selected the answer for family leave.

Participants

The study aimed to reach participants who were over the age of 18, currently employed and had a manager. To create a varied sample, the study included both female and male employees and parents or non-parents who had taken or had not taken family leave. A

total of 174 participants completed the survey using convenience sampling. The survey was deployed into the field for 2 months and was distributed to various work-family forums on LinkedIn, Reddit, Survey Circle, and friends and family. Initially, the study was designed to collect data from three groups to gain a comprehensive overview of differences among the groups. These groups were:

1. Individuals who have taken family leave ("Yes, I have taken family leave").
2. Individuals who plan to take family leave in the future ("No, but I plan to take family leave").
3. Individuals with no intention of taking family leave.

However, during the data collection process, it became clear that the integration of the third group (those with no intention of taking family leave) was not sufficiently cohesive. The work culture data from this group lacked the necessary demographic background to truly understand perspectives. As a result, the group was excluded from the final dataset to ensure the integrity and validity of the analysis.

Employee Comfort

The dependent variable is a measure of employee comfort. The scale used to measure participants 'comfort of taking family leave' was derived from the Inter Personal Comfort Scale (ICS). Fischer and Turner (1970) created the ICS to gauge how easily people felt expressing themselves, interacting with others, and disclosing personal information in various social contexts. The scale initially consisted of 17 items, of which four were utilized in the context of taking family leave since only four items measured comfort. The four items on this list were combined to create one variable that measured employee comfort. A reliability analysis was conducted to ensure each item measured the same construct. An example of a

scale item reads, “*I would feel comfortable making family leave requests to my manager.*”

See the appendix for the complete list.

Perceived Manager Support

The variable supervisor support aimed to measure participant’s perceived support from their manager. The scale used to measure participants’ perceived manager support was derived from the Family Supportive Supervisor Behaviors (FSSB). This scale was developed to address manager support directly related to family issues (Hammer et al., 2009). The original scale includes 14 items that measure the extent to which managers support the work-family balance of their employees. For the study, the items measuring emotional comfort and work-family management were used; the other items were irrelevant to this concept. In this block, the scale consists of 5 Likert scales for participants to select answers ranging from *Strongly Disagree (1)* to *Agree (5) Strongly*. A reliability analysis was conducted to ensure each item measured the same construct. An example of a scale item reads, “*My supervisor is willing to listen to my family-related concerns.*” See the appendix for the complete list.

Perceived Work Culture

The variable work culture aimed to measure participants’ perception of the overall work culture. Eisenberger et al. 's (1986) Perceived Organizational Support Scale served as the basis for the items used to gauge participants' perceptions of organizational support for taking family leave. This scale was developed to measure employees’ perceptions of how much their organization values and cares about their well-being. For this study, the statements were adapted in the context of family leave. This block includes four Likert scales for participants to select answers ranging from *Strongly Disagree (1)* to *Agree (5) Strongly*. An example of a scale item reads, “*The organization would understand a long absence due to family matters.*”. In addition, three questions were taken from the Multidimensional Scale

of Perceived Social Support (MSPSS). This scale asks people to rate their level of support in various situations, such as with coworkers and managers (Zimet et al., 1988). A reliability analysis was conducted to ensure each item measured the same construct. An example of a scale item reads, “*How much can each of these people be relied on when things get tough at work?*” with answers present on a Likert scale for both the manager and co-workers, ranging from *None at all (1)* to *A great deal (5)*. See the appendix for the complete list.

Employee and Manager Gender Identity

The demographic survey questions involved participants’ background information, including gender and their current job role and manager. The managerial gender was derived from a question regarding the participant’s manager gender, which was 1 for male and 2 for female. The gender match variable was created by formulating a variable, including ‘employee gender=manager gender’ that presents as 0 if gender match is present and 1 if gender match is not. This survey block contained seven questions. An example of a question is, “*What is your current role title?*” See the appendix for the complete list.

Tenure

The employee’s tenure was measured by asking, “How long have you worked for this current organization?” The answers ranged from less *than 6 months* to *More than 10 years*. This variable was utilized as a control variable to isolate the effects of the variables of interest.

Creation and validation of scales

The variables of employee comfort, manager support, and work culture are all present as scales in the data set; initially, these variables were separate items in the data. The items were checked for reliability with Cronbach’s Alpha. A Cronbach’s alpha of .70 was considered acceptable. Once reliability was ensured, a composite score was created to

develop the scale (item1+item2.../n). The composite score was then standardized to ensure each item was weighed equally in the scale (composite score-mean/standard deviation). The scores in the results section are Z-scores; a positive value explains a value above the mean, and a negative value explains a value below the mean.

Table 1: Cronbach's Alpha

	Yes, I have taken family leave.	No, but I plan to.
	Cronbach's Alpha	Cronbach's Alpha
Employee Comfort	.763	.864
Manager Support	.872	.907
Work Culture	.788	.823

2.2 Data Analysis

Data was analyzed using SPSS (Statistical Package for Social Sciences) software, Version 29. The analysis included various tests to test all the hypotheses among the two groups. Group 1 consists of employees who have already taken family leave, and Group 2 consists of employees who plan to do so.

Hypothesis 1 states that *Higher levels of perceived manager support correlate with greater comfort in taking family leave, moderated by managerial gender*. First, a simple linear regression with only employee comfort as the dependent variable and manager support as the explanatory variable, to confirm managerial support is indeed a significant variable for employee comfort. Then, a multiple regression analysis was used to test the moderating effect

of managerial gender on perceived manager support and comfort in taking family leave; an interaction term was used: manager support*gendermatch. The variable gender match represents whether or not an employee matches the manager's gender. The manager support variable measures employees' perceived manager support, and manager support x gender is the interaction term between perceived manager support and the gender match variable.

For Hypothesis 2, *Employees of the same gender as their managers experience higher comfort levels when taking family leave*; an independent sample T-test was conducted to understand whether there are statistically significant differences in employee comfort levels based on the gender of their manager without a manager support variable. The variable employee comfort is the employee's perceived comfort in requesting leave, and the gender match is whether or not the employee's gender matches the manager's gender.

For Hypothesis 3, *A supportive organizational culture is positively associated with employees' comfort in taking family leave, moderated by manager support*. A moderation regression analysis was tested to assess the impact of organizational culture on employee comfort in taking family leave, with organizational culture as the independent variable, employee comfort as the dependent variable, and manager support*organizational support as an interaction term. The variable work culture measured employees' perceived work culture, and manager support x work culture measured the interaction between work culture and manager support. The dependent variable is employee comfort, which measures employees' perceived comfort.

2.3 Ethical Considerations:

Before the survey was distributed, the study objectives and questions were submitted to Utrecht University's ethical committee for approval. The committee approved the study before it was deployed into the field. Furthermore, informed consent was obtained from all

individuals before beginning the survey through two statements. Participants needed to select their choice through a button with either “*I consent, begin the study*” or “*I do not consent, I do not wish to participate.*” Qualtrics provided an anonymous link to distribute the survey, and participants' personal information was not collected.

3. Results

This section will delve into the numerical results from the statistical tests outlined in the methodology chapter. The results are divided by group: one group consists of employees who have already taken family leave, and the other group consists of those who have not but plan to in the future.

Table 2 Demographics:

Variables:	<i>Yes, I have taken family leave.</i>			<i>No, but I plan to in the future.</i>		
	Manager Gender:	Mean:	Std. Dev:	Manager Gender:	Mean:	Std. Dev:
Manager Support	Male	.0827	1.03	Male	-.382	1.18
	Female	-1.88	.952	Female	.3116	.728
Employee Comfort	Male	.0431	.948	Male	-.4419	1.05
	Female	-.0713	1.09	Female	.3615	.827
Work Culture	Male	.0362	1.08	Male	-.157	1.189
	Female	-.609	.843	Female	.1508	.746

3.1.1 Managerial Support as a Predictor for Employee Comfort

A regression analysis examined the relationship between managerial support and employee comfort in both participant groups. The model for employees who have taken family leave showed a strong correlation between the predictors and employee comfort, with

an R-value of 0.787. This model explained 62% of the variance in employee comfort, and the model is statistically significant ($p < .001$). Similarly, in employees who plan to take family leave, a strong correlation was found between managerial support and employee comfort, with an R-value of .730, and the model explained 53% of the variance in employee comfort. The model is also statistically significant in employees planning to take family leave, with a p-value of less than .001. Within both groups, the coefficient ‘manager support’ was deemed significant with a p-value of less than .001.

Table 3 Model Summary for each group

	Yes, I have taken family leave.	No, but I plan to in the future
R:	.787	.730
Adjusted R ² :	.620	.532
Significance:	< .001	< .001

Table 4 Coefficient Summary for each group

<i>Coefficients:</i>	Yes, I have taken family leave.		No, but I plan to in the future	
	B Coefficient:	Significance:	B Coefficient:	Significance:
Manager Support	.107	< .001	.730	< .001

3.2.1 Does manager support differ based on gender match and managerial gender?

The previous analyses showed that manager support seems to show significance on its own; the gender match variable did not show any influence in the model. This analysis will

investigate gender match and employee comfort separately. Essentially, manager support aside, does an employee-manager gender match influence comfort?

Gender Match vs No Gender Match

For employees who have taken family leave, descriptive statistics revealed that participants with no gender match showed lower mean comfort levels ($M = -0.1532$, $SD = 0.1392$) than those with a gender match ($M = 0.4684$, $SD = 0.24430$). Levene's Test for Equality of Variances indicated no significant variances between the groups ($F = 0.010$, $p = 0.921$), supporting the assumption of equal variances. The t-test assuming equality of means revealed a significant difference in comfort levels between the groups ($t(67) = -2.293$, $p = 0.025$), with employees having a gender-matched manager experiencing significantly higher comfort. Cohen's d was -0.641 , indicating a medium to significant positive effect of having a gender match on comfort levels. The 95% confidence interval ranged from -1.196 to -0.080 , further suggesting the positive influence of a gender match. Including tenure as a control variable did not significantly impact comfort ($p = 0.140$).

For employees who plan to take family leave, descriptive statistics showed that participants with a gender match had slightly lower mean comfort levels ($M = -0.2952$, $SD = 1.22191$) compared to those with no gender match ($M = 0.1968$, $SD = 0.81948$). Levene's Test for Equality of Variances also indicated no significant variances between the groups ($F = 3.193$, $p = 0.0921$). The t-test assuming equality of means found no significant difference in comfort levels between the groups ($t(18) = -1.083$, $p = 0.293$). The 95% confidence interval for the mean difference ranged from -1.57390 to 0.58993 , which includes zero, confirming no significant difference in comfort levels based on gender match. Cohen's d was -0.494 , indicating a medium effect size, with a 95% confidence interval including zero (-1.396 to 0.421), further supporting the lack of significant difference in comfort levels. However, when tenure was included as a control variable, it significantly impacted comfort levels ($p = 0.032$).

Overall, these findings suggest that in participants who have already taken family leave, having a gender-matched manager significantly enhances comfort levels, whereas, in employees who plan to take family leave, no significant difference in comfort levels was found based on gender match alone. However, tenure significantly influenced comfort in participants who plan to take family leave, highlighting the importance of considering this factor when discussing family leave requests.

Table 5: T-test results

Measure	Yes, I have taken family leave.		No, I have not taken family leave	
	No Gender Match	Gender Match	No Gender Match	Gender Match
Mean	-0.1532	0.4684	-0.2952	0.1968
Std. Dev.	0.1392	0.24430	1.22191	0.81948
Levene's Test for Equality of Variances (F, p)	F = 0.010, p = 0.921		F = 3.193, p = 0.0921	
t-Test (t, p, df)	t(67) = -2.293, p = 0.025		t(18) = -1.083, p = 0.293	
Cohen's d (Effect Size)	d = -0.641		d = -0.494	
95% Confidence Interval for Mean Difference	-1.196 to -0.080		-1.57390 to 0.58993	
Control Variable: Tenure (p-value)	p = 0.140		p = 0.945	

Male vs Female Managers

To understand whether manager gender influences employee comfort, a T-test was created to group employee comfort by manager gender. This sample included 69 participants: 43 employees with male managers ($M=.0431$, $SD= 0.94801$) and 26 with female managers ($M= -0.0713$, $SD= 1.096$). Participants with male managers exhibited slightly positive comfort levels, while participants with female managers exhibited negative ones. Levene's Test indicated that the variances for comfort scores of employees with male and female managers were equal ($F=1.035$, $p=0.313$). Assuming equal variances, there is no statistically significant difference in comfort levels between employees with male or female managers ($p>0.05$, $p=.649$). The 95% confidence interval for the mean difference ranged from -0.38459 to 0.61326 , including zero, further supporting the lack of a statistically significant difference. Cohen's d was $.114$, indicating a medium positive effect of having a gender match on comfort levels. The confidence intervals for this test range from $-.374$ to $.601$, further suggesting no statistical difference amongst managers.

The same analysis was replicated for employees who are planning to take family leave, the group that plans to take family leave in the future showed participants with male managers had slightly lower comfort levels ($M=0-.44191$, $SD= 1.058$) than participants with female managers ($M= .3615$, $SD=.8274$). Levene's Test indicated that the variances for comfort scores of employees with male and female managers were equal ($F=0.768$, $p=0.392$). Assuming equal variances, there is no significant difference in comfort levels between employees with male or female managers ($p>.05$ $p=.073$). The 95% confidence interval for the mean difference ranged from -0.38459 to 0.61326 , including zero, further supporting the lack of statistically significant difference. The 95% confidence interval ranges from $-.6584$ to $.0514$, including zero, further suggesting no statistical difference between the two groups grouped by manager gender. Cohen's d was $-.857$, indicating a negative effect on comfort

with a male manager present; however, the confidence intervals for this test range from -1.770 to .077, further suggesting no statistical difference amongst managers. The control variable, tenure, only significantly influenced comfort in Group 1 (employees who have taken family leave) ($p=.032$, $p=.972$).

Table 6: T-test results

Measure	Yes, I have taken family leave.		No, but I plan to take family leave	
	Male Manager	Female Manager	Male Manager	Female Manager
Mean	.0431	-.0713	-0.442	0.3615
Std. Dev.	0.94801	1.096	1.058	0.8274
Levene's Test for Equality of Variances (F, p)	F = 1.035, p = 0.313		F = 0.768 p = 0.392	
t-Test (t, p, df)	t(67) = -2.293, p = 0.025		t(18) = -1.083, p = 0.293	
Cohen's d (Effect Size)	d = .114		d = -.857	
95% Confidence Interval for Mean Difference	-0.38459 to 0.61326		-1.57390 to 0.58993	
Control Variable: Tenure (p-value)	p = 0.032		p = 0.972	

3.2.2 Work culture: is it important to consider?

The study analyzed the role of a supportive manager and managerial gender in determining employee comfort. The following section will display whether work culture, in addition to manager support, impacts employee comfort.

For participants who have taken family leave, the group who has already taken family leave, the model generated an R-value of 0.785, indicating a strong correlation between the predictors and the dependent variable, employee comfort. The model explained about 59.7% of the variance in employee comfort, and the ANOVA results supported the model's significance ($F=33.12$, $p<.001$). The coefficient for manager support is 0.837 and was significant ($p<.001$). Additionally, work culture has a coefficient of $-.071$ and was insignificant in explaining the predictor ($p=.566$). Lastly, the interaction term between manager support and work culture has a coefficient of -0.016 ($p=0.845$) and is not statistically significant.

For participants planning to take family leave,, the group that plans to take family leave, the model generated an R-value of 0.730, indicating a strong correlation between the predictors and the dependent variable, employee comfort. The model explained about 43.9% of the variance in employee comfort, and the ANOVA results supported the model's significance ($F=5.698$, $p=.008$). The coefficient for manager support is 0.618 and was significant ($p<.04$). Additionally, work culture has a coefficient of $.109$ and was insignificant in explaining the predictor ($p=.699$). Lastly, the interaction term between manager support and work culture has a coefficient of $-.022$ ($p=0.914$) and is not statistically significant. The control variable in both groups was not statistically significant ($p=.082$, $p=.334$).

Table 7: Model results

	Yes, I have taken family leave.	No, but I plan to in the future
R:	.785	.730
Adjusted R ² :	.597	.439
Significance:	< .001	.008

Table 8: Coefficient results

<i>Coefficients:</i>	Yes, I have taken family leave.		No, but I plan to in the future	
	B Coefficient:	Significance:	B Coefficient:	Significance:
Work Culture	-.071	.566	.109	.699
Manager Support	.837	<.001	.618	.04
Manager Support x Culture	-.016	.845	-.022	.914
Tenure	.116	.082	.140	.334

4. Discussion

Manager Support is vital for employee comfort

The statistical tests showed that higher perceived manager support was correlated with greater employee comfort in both groups. This supports the hypothesis that supportive managerial behaviors positively impact employee comfort levels regarding family leave, aligning with existing literature emphasizing the importance of Family Supportive Behaviors,

or FSSBs (Rofcanin & Las Heras & Bakker, 2016). FSSBs have been shown to decrease work-family conflict. Work-family conflict depletes managers' resources, causing less time and energy to show these supportive behaviors and increasing conflict amongst their subordinates. These conflicts are usually exacerbated in less supportive work-family cultures (Pan et al., 2020). These results match previous studies and reinforce the notion that supportive managers from managers directly improve employee satisfaction and comfort with requesting family leave. However, the interaction term between manager support and gender match was not significant. (something about that managers can be supportive regardless of gender). These results suggest that supportive managers are fundamental to ensuring employee comfort, aligning with the first half of H1.

Gender Match has a partial influence on comfort

Among participants who have already taken family leave, having a gender-matched manager significantly increased comfort levels. However, in participants who plan to take family leave, no significant difference was found in comfort levels, indicating that the effect of gender matching may vary depending on whether a participant has taken family leave or plans to in the future. Among the group that has taken family leave, their significant results could be due to their real-life experiences with family requests, where the impact of a gender-matched manager was directly felt. Additionally, the results of their previous leave requests may affect this group's comfort levels; having generally positive experiences with gender-matched managers might support the match's perceived advantages. Among employees who plan to take family leave, the absence of significant differences in comfort levels based on gender matching may reflect the theoretical nature of their concerns, where support expectations and policy understanding may play a more dominant role than the specific manager's gender. Furthermore, the perception of the organization's efforts towards gender equality might influence Group 2 to view gender matching as less relevant, perhaps hinting

towards a cultural shift towards equality in the workplace that has occurred since Group 1's request. It is crucial to remember that factors other than gender, such as managerial skills, personality traits, or other traits that could skew results, could affect the perception of increased comfort in Group 1.

Male vs Female Managers: is there a difference in comfort?

When both groups were grouped based on managerial gender, the analysis showed that gender does not significantly impact employee comfort in requesting leave. This suggests that whether a manager is male or female does not alone influence an employee's comfort levels in requesting family leave. The lack of significant impact of managerial gender on employee comfort diverges from traditional beliefs, suggesting female managers might show more empathy or support due to socialization towards nurturing roles (Tremmel & Wahl, 2023). There are a few probable explanations for these results. As aforementioned, managers who are perceived as supportive have a direct influence on comfort.

Additionally, in employees who have taken family leave, employee tenure showed a significant result in measuring employee comfort. Employees with longer tenure are likely to have developed professional networks and greater autonomy at work, thus enabling them to navigate work dynamics that affect work-family policies (Blair-Loy & Wharton, 2002). Furthermore, research suggests that factors like a manager's emotional intelligence and consistency in behavior are more critical than gender in affecting employee comfort. Studies by Srivastava and Nair (2010) and Prottas (2013) demonstrate that managerial effectiveness is primarily linked to emotional competencies and the alignment between a manager's actions and their stated values, not their gender. Prottas further highlights that managers who display high integrity can significantly mitigate employee discomfort and stress (2013). These considerations invite an exploration of how managerial characteristics, beyond solely gender, impact employee experiences when requesting family leave. The data suggests a positive

relationship between a gender-matched manager and employee comfort only in the group who has taken leave; therefore, H2 can be accepted in employees who have taken family leave.

Work Culture may not be as crucial as hypothesized

While supportive organizational culture was hypothesized to correlate positively with employee comfort, the findings did not statistically support this, as the coefficients related to organizational culture were not significant. This result invites a critical view of how organizational culture's impact is measured and perceived.

The scale and items used to measure organizational culture may not adequately capture the concept. It may be necessary to reconsider what specific aspects of culture are being evaluated and whether these aspects accurately reflect the elements of culture that impact employee comfort. On the other hand, the lack of significance might imply that the effects of direct managerial relationships overshadow the influence of organizational culture. This explanation aligns with the Organizational Support Theory, which proposes that employees perceive their organization's support predominantly through their interactions with immediate managers (Eisenberger et al., 1986). If managers portray supportive behaviors, employees might perceive the overall organizational culture as supportive, regardless of initiatives or policies that are in place. This analysis further explains the importance of supportive managers, as mentioned above.

Moreover, the lack of significance may challenge the assumption that organizational culture has a uniform and static influence across various work environments. Due to the survey's distribution, encompassing employees from multiple companies, each participant is likely influenced by a work culture specific to their employers. Using broad measures to assess the impact of work culture in various contexts may not capture critical information, as

each company has a unique culture, and even within companies, different departments may display particular subcultures. Thus, although the initial findings suggest an insignificant role of work culture in influencing comfort with family leave, further analysis, potentially company-specific information, is required to understand the influence of work culture on employee comfort. Therefore, the results suggest that work culture and the manager support interaction term are insignificant in employee comfort, rejecting H3.

4.2 Strengths and Limitations of Study

Strengths

This study adopted a cross-sectional approach, utilizing an online self-completion survey to gather the data. As the research question involved various factors, the research was designed to develop an interdisciplinary view on the topic by adopting theories from sociology and organizational psychology, which provided a holistic view. Additionally, the scales used to measure the selected variables effectively measured the concept, as seen by the Cronbach's Alpha variable ($>.70$).

Limitations

While a cross-sectional approach is efficient, cost-effective, and can reach broad audiences quickly, it has several limitations and biases. Cross-sectional studies collect data at a single point in time, which does not allow for a cause-and-effect analysis. Therefore, the analysis can only provide associations between the different variables. As mentioned, the data collection was conducted through online surveys, which present a risk of bias. Online surveys rely on voluntary participation, which can lead to self-selection bias. Additionally, the sample may not represent the broader population, as individuals who choose to participate might have different motivations than those who do not.

The scales used to measure different variables in the survey are fixed, which can limit participants' depth of understanding or explanation. Participants may also encounter difficulties understanding survey questions. However, a pilot test was conducted before disseminating the survey. Changes were made based on user feedback, and contact was provided at the beginning of the study in case participants needed to reach out for assistance or clarifications.

Additionally, the interpretation of the statistical results was inherently influenced by the chosen theories, both OST and SIT, in this context. These frameworks guided the analysis by narrowing down specific variables and potentially sidelining other influential factors that do not fit within the theories' scheme.

Lastly, there exists a risk of confirmation bias where, as a researcher, one might unconsciously favor data that aligns with pre-existing beliefs. As a woman who has experienced gender bias in the workplace, including the gender and gender match variable was important. However, as the results were based on statistical tests, objectivity was maintained to critically assess and interpret the findings, especially those challenging anticipated outcomes.

5. Conclusion

The study examined the complex influence of supportive managers, managerial gender, and work culture on employee comfort in requesting family leave. The analysis concluded that rather than managerial gender or work culture, factors such as manager support are crucial in enhancing employee comfort with family leave in both employee groups. These findings provide implications for both theoretical frameworks and practical policymaking.

The study showed partial support for the presence of a gender-match manager among employees who have taken family leave, which supports the SIT framework. It suggests that employees may be more comfortable with a manager who is present in their 'in-group' shared characteristic. More research would need to be conducted to understand why the gender match variable is only significant amongst employees who have already taken family leave or if the increase in comfort is due to an external variable.

The research contributes to understanding how organizations influence employee behavior, particularly in the context of family leave. While the idea that manager support improves employee comfort aligns with OST, the weak relationship between work culture and employee comfort challenges current assumptions within the theory. The broader concept of work culture may need to be redefined to truly conceptualize work culture and support, potentially changing measurement strategies to understand its impact fully.

The findings support implementing managerial training, which stresses the practice of supportive behaviors from a policy perspective. Employers should prioritize implementing these interventions that allow supervisors to assist employees with family requests adequately. It is crucial to emphasize that the sole provision of policies is insufficient; policies must be actively promoted and supported throughout the organization to guarantee equal accessibility for all employees. Additionally, organizations establish an evaluation strategy to evaluate the efficacy of their family leave policies and the work environment in accommodating employees' requirements, including family leave. The employee-to-work environment should be adjusted following the results.

Future research should investigate the potential impact of various managerial characteristics, including communication, leadership style, interpersonal skills, and emotional intelligence, on employee comfort and perceptions of support. Furthermore, future research should utilize a longitudinal approach to investigate the impact of changes in work culture

and manager behavior on the use of family leave over time. Researchers could look into potential moderating factors in the context of family leave policies, such as industry, company size, and cultural heritage.

The study emphasizes that the practical support for family leave depends more on the qualities and actions surrounding implementation than on the structural existence of policies. The study creates new opportunities for improving the well-being and comfort of employees in the context of family leave utilization by transitioning from a gender-based perspective on managerial impact to a more nuanced understanding of manager support and work culture. Ultimately, the findings underscore the necessity for companies to establish environments that enable both men and women to excel professionally while simultaneously fulfilling their family responsibilities, fostering a more inclusive and equitable workforce.

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Appendix: Outline of Survey Branching

1. Standard: Informed Consent (1 Question)

Branch: New Branch

If

If Exploring the Intersection of Managerial Support, Gender, and Organizational Culture on Employee... “I do not consent, I do not wish to participate Is Selected”

EndSurvey:

Branch: New Branch

If

If Exploring the Intersection of Managerial Support, Gender, and Organizational Culture on Employee... “I consent, begin the study” Is Selected

Block: Demographics/background information (8 Questions)

Branch: New Branch

If

If Have you taken family leave from work? “No, but I plan to in the future.” Is Selected

Block: Employee comfort questions (1 Question)

Standard: Manager Support (2 Questions)

Standard: Work Culture (4 Questions)

Block: End question (1 Question)

Branch: New Branch

If

If Have you taken family leave from work? “No, I have not taken family leave.”

Is Selected

Block: Work Culture (3 Questions)

Block: End question (1 Question)

Branch: New Branch

If

If Have you taken family leave from work? “Yes, I have taken family leave.” Is

Selected

Block: Length of Family Leave (2 Questions)

Block: Level of comfort (1 Question)

Block: Manager Support (2 Questions)

Block: Work Culture (3 Questions)

Block: Work Support (1 Question)

Block: End question (1 Question)

Appendix B: Survey Questions

Start of Block: Informed Consent

Q1:

Exploring the Intersection of Managerial Support, Gender, and Organizational Culture on Employee Comfort in Utilizing Family Leave

Introduction: Thank you for considering participating in this research for my Master's thesis. Please read the following information carefully.

Purpose of the Study: This study explores how managerial support, gender, and organizational culture influence employees' comfort levels when taking family leave. Your participation will contribute valuable insights into improving workplace policies and practices regarding family leave.

What Does Participation Involve? If you agree to participate, you will complete an online survey that should take approximately 10 minutes to finish. The survey will include questions about your experiences and perceptions related to family leave, managerial support, gender, and organizational culture within your workplace.

Voluntary Participation: Your participation in this study is entirely voluntary. It is your choice whether to participate or not. You may withdraw at any time without penalty or loss of benefits to which you are otherwise entitled.

Confidentiality: Your responses will be confidential. The survey does not collect any identifying information such as your name, email address, or IP address. The data will be summarized and reported in aggregate form only, and no individual response will be identifiable.

By clicking the button below, you acknowledge:

Your participation in the study is voluntary. You are 18 years of age or older. You know that you may choose to terminate your participation anytime for any reason.

If you have any questions about the study, please contact annarakas5@gmail.com

- I consent, begin the study (1)
- I do not consent, I do not wish to participate (2)

End of Block: Informed Consent

Start of Block: Demographics/background information (all participants)

Q2: What is your current role title?

(open ended)

Q3: Which department do you work in?

Human Resources (HR) (1)

Marketing (2)

Finance (3)

Information technology (IT) (4)

Sales (5)

Operations (6)

Customer service (7)

Research and development (8)

Other (9) _____

Q4: How long have you worked for this current organization?

Less than 6 months (1)

6 months to 1 year (2)

1-2 years (3)

3-5 years (4)

5-10 years (5)

More than 10 years (6)

Q5: What is your gender?

Male (1)

Female (2)

- Non-binary/third gender (3)
- Prefer not to say (4)

“Section: Please answer questions regarding your manager/leader as the person you directly report to, and approach when requesting leave.”

Q6: What gender is your current manager/leader?

- Male (1)
- Female (2)
- Non-binary / third gender (3)
- Prefer not to say (4)

“Section:Family leave refers to time off from work granted to employees to address family-related needs, such as childbirth, adoption, care-giving responsibilities, or death.”

Q7: Have you taken family leave from work? (branch here)

- Yes, I have taken family leave. (1)
- No, I have not taken family leave. (2)
- No, but I plan to in the future. (3)

End of Block: Demographics/background information

Start of Block: Employee comfort questions (only to future cohort)

Q8: To what extent do you agree with the following statement:

	Strongly disagree (1)	Somewhat disagree (2)	Neither agree nor disagree (3)	Somewhat agree (4)	Strongly agree (5)
I would feel comfortable making family leave requests to my manager. (1)	0	0	0	0	0
I would feel comfortable discussing my family matters with my manager. (2)	0	0	0	0	0
I would feel relaxed and at ease when talking to my manager about family matters. (3)	0	0	0	0	0
I would be comfortable disclosing family matters with my manager. (4)	0	0	0	0	0

End of Block: Employee comfort questions (only future cohort)

Start of Block: Manager Support (only to future cohort)

Q9: Based on the following definitions, please select the option that best fits your current manager:

	Strongly disagree (1)	Somewhat disagree (2)	Neither agree nor disagree (3)	Somewhat agree (4)	Strongly agree (5)
My supervisor would listen to my family-related concerns. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My supervisor would understand when I have family issues that affect my work. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My supervisor would be supportive when I need to adjust my work schedule to accommodate family responsibilities. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My supervisor would provide encouragement when I prioritize my family over work. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My supervisor would show empathy towards my family situations. (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q10: My current supervisor/manager would support me if...

	Strongly Disagree (1)	Somewhat disagree (2)	Neither agree nor disagree (3)	Somewhat agree (4)	Strongly agree (5)
I requested one day of family leave. (1)	0	0	0	0	0
I requested a week of family leave. (2)	0	0	0	0	0
I requested more a month of family leave. (4)	0	0	0	0	0
I requested more than a month of family leave. (5)	0	0	0	0	0

End of Block: Manager Support

Start of Block: Work Culture (Only to future cohort)

Q11: How much do each of these people go out of their way to do things to make your work life easier for you?

	None at all (1)	A little (2)	A moderate amount (3)	A lot (4)	A great deal (5)
Manager/supervisor (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Colleagues (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q12: How much can each of these people be relied on when things get tough at work?

	None at all (1)	A little (2)	A moderate amount (3)	A lot (4)	A great deal (5)
Manager (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Co-workers (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q13: How easy is it to talk with each of the following people?

	Extremely difficult (1)	Somewhat difficult (2)	Neither easy nor difficult (3)	Somewhat easy (4)	Extremely easy (5)
Manager (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Co-workers (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q14: Select the option that best matches your opinion or experience based on the organization you currently work at....

	Strongly disagree (1)	Somewhat disagree (2)	Neither agree nor disagree (3)	Somewhat agree (4)	Strongly agree (5)
The organization would understand a long absence due to family matters. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organization cares about my well-being. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organization would understand my absence due to a family situation. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organization would grant a reasonable request for a change in my working conditions due to family arrangements. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

End of Block: Work Culture (only future cohort)

Start of Block: End question (all participants)

Q15: What improvements, if any, would you suggest to managers to make taking family leave more comfortable for employees?

(open-ended)

End of Block: End question

Start of Block: Organizational Culture & Support (Group that has taken family leave and has not)

Q16: How much does each of these people go out of their way to do things to make your work life easier for you?

	None at all (1)	A little (2)	A moderate amount (3)	A lot (4)	A great deal (5)
Manager/supervisor (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Colleagues (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q17: How much can each of these people be relied on when things get tough at work?

	None at all (1)	A little (2)	A moderate amount (3)	A lot (4)	A great deal (5)
Manager (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Co-workers (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q18: How easy is it to talk with each of the following people?

	Extremely difficult (1)	Somewhat difficult (2)	Neither easy nor difficult (3)	Somewhat easy (4)	Extremely easy (5)
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Manager (1)	o	o	o	o	o
Co-workers (2)	o	o	o	o	o

End of Block: Work Culture

Start of Block: Length of Family Leave (Only to Yes Group)

In the past year, how often have you taken one or two days of family leave?

- Never (1)
- Rarely (1-2 times) (2)
- Occasionally (3-5 times) (3)
- Frequently (6-10 times) (4)
- Very frequently (More than 10 times) (5)

In the last 5 years, how often did you take a month of family leave:

- Never (1)
- Rarely (1-2 times) (2)
- Occasionally (3-5 times) (3)
- Frequently (6-10 times) (4)
- Very frequently (More than 10 times) (5)

End of Block: Length of Family Leave

Start of Block: Level of comfort (Group that has taken family leave)

To what extent do you agree with the following statement:

	Strongly disagree (1)	Somewhat disagree (2)	Neither agree nor disagree (3)	Somewhat agree (4)	Strongly agree (5)
I feel comfortable making family leave requests to my manager. (1)	0	0	0	0	0
I feel comfortable discussing my family matters with my manager. (2)	0	0	0	0	0
I feel relaxed and at ease when talking to my manager about family matters. (3)	0	0	0	0	0
I am comfortable disclosing family matters with my manager. (4)	0	0	0	0	0

End of Block: Level of comfort

Start of Block: Manager Support (Group that has taken family leave)

Based on the following definitions, please select the option that best fits your current manager:

	Strongly disagree (1)	Somewhat disagree (2)	Neither agree nor disagree (3)	Somewhat agree (4)	Strongly agree (5)
My supervisor is willing to listen to my family-related concerns. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My supervisor is understanding when I have family issues that affect my work. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My supervisor is supportive when I need to adjust my work schedule to accommodate family responsibilities. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My supervisor provides encouragement when I prioritize my family over work. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My supervisor shows empathy towards my family situations. (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

My current supervisor/manager would support me if...

	Strongly Disagree (1)	Somewhat disagree (2)	Neither agree nor disagree (3)	Somewhat agree (4)	Strongly agree (5)
I requested one day of family leave. (1)	0	0	0	0	0
I requested a week of family leave. (2)	0	0	0	0	0
I requested a month of family leave. (3)	0	0	0	0	0
I requested more than a month of family leave. (4)	0	0	0	0	0

End of Block: Manager Support

Start of Block: Work Culture (Group that has taken family leave)

Select the option that best matches your opinion or experience based on the organization you currently work at....

	Strongly disagree (1)	Somewhat disagree (2)	Neither agree nor disagree (3)	Somewhat agree (4)	Strongly agree (5)
The organization understands a long absence due to family matters. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organization cares about my well-being. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organization understands my absence due to a family situation. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organization grants reasonable requests for changes in my working conditions due to family arrangements. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

End of Block: Work Culture