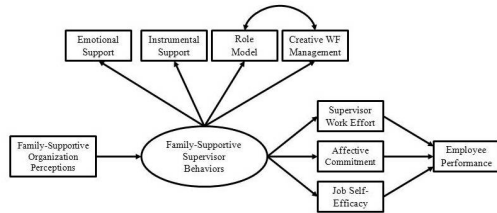


Mills, M. J., Matthews, R. A., Henning, J. B., & Woo, V. A. (Under Review). Family-supportive organizations and supervisors: What difference do they make, and for whom? *Work & Stress*. †



Our model seeks to specify the process through which work-family supportive organizations and supervisors influence important organizational outcomes, including commitment and performance.

Findings indicated that FSOP influence FSSB, which in turn influences subordinate self-efficacy, subordinate affective commitment to the organization, and subordinate perceptions of supervisor work effort.

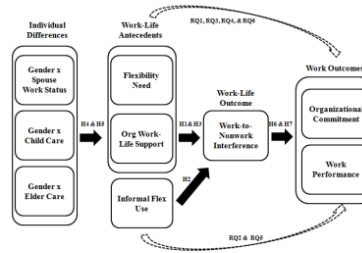
Subordinate self-efficacy and affective commitment were also both found to independently mediate the relationship between FSSB and subordinate performance.

Interestingly, the model functioned similarly for employees with and without dependent care responsibilities, indicating that work-family policies and support are important for all employees, regardless of their familial status.

Mills, M. J. & Woo, V. A. (2012). It's not insignificant: I/O psychologists' dilemma of non-significance. *The Industrial/Organizational Psychologist*, 49, 48-54. ◇



Mills, M. J. & Grotto, A. R. (Under Review). Work-life and the upper echelon: Perceptions, consequences, and gender differences in senior executives' work-life experiences. *Journal of Applied Psychology*. ‡



Theoretical Basis:

- * Conservation of Resources theory (Hobfoll, 1989)
- * Social Role theory (Eagly, 1987)
- * Boundary theory (Ashforth et al., 2000)

Key Findings:

- * WHI is positively predicted by need for flexibility, & negatively predicted by perceived org WL support.
- * Employees with a FT working spouse reported the lowest levels of perceived org WL support.
- * Of the 3 WL policies (flextime, telework, compressed work week), only flextime was negatively predictive of WHI.
- * Need for flexibility – but not perceptions of WL support or usage of WL policies – is predictive of org commitment.
- * WHI, need for flexibility, usage of WL policies – none have a significant relationship with work performance!

Implications:

- * Widen WF policy beneficiaries
- * Heartening to working parents in senior positions
 - Neither need for nor usage of flexibility arrangements was related to supervisor-rated performance.
 - They're not necessarily viewed negatively or 'losing ground' at work because of non-work responsibilities.

Mills, M. J., Culbertson, S. S., & Fullagar, C. J. (2012). Conceptualizing and measuring engagement: An analysis of the Utrecht Work Engagement Scale. *Journal of Happiness Studies*, 13, 519-545. †

- 17 item / 9 item
- Vigor, Dedication, Absorption

Study 1

- Contrast the initial development of the UWES with best practices in scale development
- Exploratory Factor Analysis (Parallel Analysis)

Study 2

- Confirmatory Factor Analyses (3 samples)

We found that conceptualizing engagement as a multifactorial construct can aid in interpretation when compared to a one-factor conceptualization.

In fact, we found a fourth factor, "perseverance"

This research also contributes new evidence of convergent and divergent validity, analyzes the UWES factor structure, and critically compares the UWES-17 versus the UWES-9, the latter of which we believe holds great potential as a favored version of the UWES.

Conference Presentations

- † Presented at Society for Industrial and Organizational Psychology
- ‡ Presented at Academy of Management
- ◇ Presented at Industrial/Organizational and Organizational Behavior Conference



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