Revisiting Work-Life Issues in Canada: 
The 2012 National Study on Balancing Work and Caregiving in Canada

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# Revisiting Work-Life Issues in Canada: The 2012 National Study on Balancing Work and Caregiving in Canada

## Chapter One: Introduction

1.1 Putting this Study into Context
1.2 Objectives of Report One
1.3 Theoretical Framework
1.4 Organization of Report One

## Chapter Two: Methodology

2.1 Sample
2.2 The Questionnaire
2.3 Between Group Comparisons
   2.3.1 Why Look at Gender?
   2.3.2 Why Look at Lifecycle Stage?
   2.3.3 The Approach used in this Paper to Examine Between Group Differences
2.4 Statistical Analyses
   2.4.1 Frequencies
   2.4.2 Means
   2.4.3 PLS

## Chapter Three: Who answered the survey?

3.1 Personal Characteristics
3.2 Work Profile

## Chapter Four: Predictors

4.1 Work Demands
4.2 Non-Work Demands
4.3 Total Roles
4.4 Role Overload
Chapter Five: Organizational Outcomes

Chapter Six: Employee Outcomes

6.1 Employee wellbeing

6.2 Work-life Outcomes

Chapter Seven: Moderators

7.1 Organizational culture is key

7.2 Perceived control is also key

7.3 Who you work for matters a lot - supportive management

7.4 Perceived flexibility

Chapter Eight: Testing the Model

8.1 Prediction of Overload

8.2 Prediction of Organizational Outcomes

8.3 Prediction of Employee Well-being Outcomes

8.4 Prediction of Work-life Outcomes

8.5 Moderation

Chapter Nine: Impact of Gender and Lifecycle Stage on the Findings

9.1 Demographic Profile

9.2 Work Profile

9.3 Predictors

9.3.1 Work and non-work demands

9.3.2 Total Roles

9.4 Role Overload

9.5 Organizational Outcomes
Chapter Ten: Conclusions

10.1 What do we know about the people who answered the survey?  
10.2 What do we know about their circumstances at work?  
10.3 What kind of demands do employees have on their time and energy?  
10.4 How do respondents feel about their job and their employer?  
10.5 How big an issue is work-life conflict for our respondents and their employers?  
10.6 What can we say about mental and physical health?  
10.7 How does it all fit together?  
10.8 What can organizations do to address this issue?  
10.9 How does the situation today compare to that encountered in 1991 and 2001  
10.10 What impact does gender have on these issues?  
10.11 What impact does lifecycle stage have on these issues?
Chapter One: Introduction

1.1 Putting this Study into Context

We all play many roles: employee, boss, subordinate, spouse, parent, child, sibling, friend, and community member. Each of these roles imposes demands on us which require time, energy and commitment to fulfill. Work-family or work-life conflict\(^1\) occurs when the cumulative demands of these many work and non-work roles are incompatible in some respect so that participation in one role is made more difficult by participation in the other role\(^2\). Work-life conflict has two major components: being cramped for time/scheduling conflicts and feeling overwhelmed, overloaded or stressed by the pressures of multiple roles.

Two decades ago (1991), we conducted the first national study of work-life conflict in Canada to “explore how the changing relationship between family and work affects organizations, families and employers.” Almost 21,000 employed Canadians participated in that research. Just over 10 years ago (2001) we undertook our second national study of work-life conflict in Canada to determine how the "demographic, social and economic changes that occurred throughout the 1990's increased the percent of the Canadian working population at risk of high work-life conflict.” Approximately 32,000 employed Canadians took part in that study. A list of reports resulting from this stream of research can be found in Appendix A.

A lot has happened over the course of the past decade that may change the landscape surrounding work-life issues in Canada. A number of these changes are demographic in nature. Increased longevity teamed with declining fertility rates means that Canada's population is aging as is its workforce. Canadian families today look very different than in the past. They are smaller, more diverse in terms of structure, patterns of functioning, and heritage, more complex, less stable, have less free time, and break up more often. There are also now more: (1) dual-income families, (2) working heads of single-parent families, (3) working women of all ages, (4) working mothers, particularly mothers of young children, (5) men with direct responsibility for family care, (6) workers caring for elderly parents or relatives, and (7) workers in the sandwich generation with responsibility for both childcare and eldercare.

We can also identify a number of economic factors that are likely to have an impact on Canadian employees' ability to balance work and life. These differences include a growth in non-standard (often poorly paid) forms of work in the service sector, a decline in the number of well-paying unionized jobs in the manufacturing sector, and aggressive downsizing/right sizing by Canadian organizations (public, private and not-for-profit) who have been battered by economic downturns in the U.S. and Europe. There has also been a bifurcation of the labour market that has resulted in a situation that Rick Miner describes as "jobs without people, people without jobs." On the

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1 In the 1970s through to the early 1990's, researchers studied work-family conflict. In the later part of the 1990's the term was changed to “work-life” conflict in recognition of the fact that employees' non-work responsibilities can take many forms including volunteer pursuits and education, as well as the care of children or elderly dependents.

2 We sometimes use the term work-life balance in this report to mean the opposite of work-life conflict. This reflects the fact that the concept of conflict and balance are frequently viewed as a continuum. Employees with low work-life conflict/high work-life balance are at one end of the continuum while those with high work-life conflict/low work-life balance are at the other.
one hand, many Canadians are unemployed or underemployed because they do not have the specialized education/skills required to be hired into jobs that are currently vacant. On the other hand, in many areas the demand for highly skilled labour now exceeds the supply and a lot of Canadian firms are reporting shortages of “elite” workers (e.g., engineers, accountants, health care professionals, skilled trades). We have also seen a polarization in the hours spent by Canadians in paid employment with some Canadians devoting long hours to their work (fear for their jobs, working in an intensely competitive work environment) while others struggle to get enough hours of paid employment to provide for themselves and their families.

Technological advances that began several decades ago have exacerbated many of these issues by making it possible for people to work "anytime, anywhere." In many cases this has blurred the boundaries between work and non-work, increased the pace of work, and changed service delivery expectations.

Also relevant is research showing that many members of the new generation of workers (Gen Y, Gen X) say that they do not want to live the sort of lives their parents led. Rather, they want to spend more time with and be more available to their families.

Taken together, these changes suggest it is time for another rigorous empirical look at the issue of work-life conflict. Accordingly, in 2011-12 we undertook a third national study of work-life balance in Canada (referred to in the text as the 2011 study). Just over 25,000 employed Canadians participated in this study. This report, which focuses on work-life conflict, is the first in a series of three reports producing using the 2011-12 data. Reports two and three will focus specifically on the experiences of employed caregivers. Report two uses survey data to explore the link between caregiving demands, caregiver strain (emotional, financial and physical strain associated with the care of an elderly dependent) and work-life conflict, employee well-being, and organizational well-being. Report three uses qualitative interview data collected from employed male and female caregivers to explore the costs and benefits of caregiving to Canadians and the firms that employ them. It also focuses on what can be done to reduce the strains associated with caregiving. Reports two and three should inform the debate on this issue as demographic, social, economic, and policy changes have made family care of older relatives an issue of extreme importance to policy makers, families, employers and governments.

This series of reports should provide business and labour leaders, policy makers and academics with an objective “big picture” view on the current situation with respect to work-life conflict and employed caregiving in Canada. It is hoped that the production of three specialized reports rather than one combined report will make it easier for the reader to assimilate key findings from this rich and comprehensive research initiative.
1.2 Objectives of Report One

Report one was written with the following goals in mind:

- Describe the sample of employees who participated in the 2011-12 survey.

- Quantify the issues associated with balancing work and family in 2012 and compare the situation today to that of 10 years earlier.

- Quantify the benefits (to employees, employers, and Canadian society) of work/family balance.

- Quantify the costs (to employees, employers and Canadian society) of work/family imbalance.

- Help organizations identify what they need to do to reduce work-family imbalance in their organizations.

- Empirically examine how gender and lifecycle stage impacts the issues identified above.

1.3 Theoretical Framework

There is a vast academic literature dealing with the issue of work-life conflict. A complete review of this literature is beyond the purview of this series of reports and counter to our primary objective which is to get easily understood and relevant information on work-life conflict and employed caregiving into the hands of key stakeholders (governments, policy makers, employees, employers, unions). Readers who are interested in the theoretical underpinnings of this research are referred to Figure 1 which incorporates both fundamental concepts from the research literature and the key insights we have gained from years of research in this area. This framework allows the reader to see how the various predictors (demands, total roles), moderators (perceived control over work and family, supportive manager, perceived flexibility), and outcomes (total role overload, work-life conflict, organizational and individual) discussed in this report fit together. According to our framework:

- Objective work demands, total roles, and objective non-work demands predict work role overload and family role overload.

- Work role overload and family role overload predict total role overload.

- Total role overload predicts work-life conflict (operationalized as role interference and caregiver strain).

- Total role overload predicts organizational well-being (e.g., absenteeism, intent to turnover, commitment, job satisfaction, employment changes index).
• Total role overload predicts employee well-being (e.g., stress, depressed mood, physical health).

• The relationship between work role overload and total overload will be moderated by organizational culture, control over work, perceived flexibility and management support.

• The relationship between family role overload and total overload will be moderated by family control.

1.4 Organization of Report One

Report one is divided into ten main chapters. Chapter one includes the introduction and research objectives. A description of the methodology used in the study is covered in chapter two. Information on the demographic characteristics of the sample (e.g., gender, age, marital status, socio-economic status, dependent care responsibilities) as well a description of their work circumstances (e.g., job type, time in position, union status) are given in chapter three. The demands borne by employed Canadians at work, at home, and in life are addressed in chapter four. Included in this section is a discussion on overload (work, family, total). The next two chapters are devoted to data which speaks to the organizational (chapter five) and individual (chapter six) outcomes included in this study. Key findings with respect to the moderator variables included in this analysis are given in chapter seven. Chapters 4 to 7 all provide the following information for each of the constructs under study: definitions, findings obtained using the total 2011-2012 sample, findings obtained with the 2001 sample (when possible) and a discussion of the impact of gender on the construct being studied (i.e., demands, outcomes, moderators). Chapter eight summarizes findings obtained when we tested the model shown in Figure 1. In this chapter we describe the key linkages between demands, overload, work-life conflict and outcomes and discuss the efficacy of the various moderators at attenuating these relationships. Chapter nine looks at how gender and lifecycle stage impact our theoretical model. Conclusions, implications and recommendations are presented in chapter ten.

A complete set of data tables are provided for the interested reader in Appendix B. Details on how each of the constructs included in our theoretical framework are defined and interpreted are summarized in Appendix C.
Figure 1: Theoretical Framework

- **Moderators**
  - Control: Work
  - Supportive Manager
  - Perceived Flexibility
  - Organizational Culture

- **Work-Family Conflict**
  - Role Interference
  - Caregiver Strain
  - Decision: Fewer children
  - Decision: No children

- **Organizational Outcomes**
  - Absenteeism
  - Turnover
  - Commitment
  - Job Satisfaction
  - Employment Changes Index

- **Individual Outcomes**
  - Stress
  - Depressed Mood
  - Physical Health

- **Objectives**
  - Work
  - Financial

- **Total Roles**
  - Work Role
  - Family Role

- **Moderators**
  - Control: Family

- **Family Financial Status**
Chapter Two: Methodology

This chapter is divided into four sections. The sample is introduced in part one. This is followed in part two by a description of the survey instrument. Part three introduces and justifies the between group comparisons, that is, gender and lifecycle stage that will be discussed in this report. The procedures used in this study to analyse the data are explained in the final part of this chapter.

2.1 Sample

The sample consists of Canadian employees who work for public (federal, provincial and municipal governments), private and not-for-profit (defined in this study to include organizations in the health care, protective services and educational sectors)\(^3\) organizations. All respondents were employed on a full time basis.\(^4\)

The sample was obtained as follows. Email Data Group provided us with lists of all employers in Canada with 100 or more employees. E-mails were sent to the CEO/Deputy Minister and head of Human Resources in each of these companies describing the study and asking for expressions of interest. All companies that expressed interest were contacted and given more detailed information on the study. In total, 71 companies with 100+ employees participated in the study. The survey was and data was collected from January 2011 to June 2012.

Once the organization agreed to participate in the research they were asked to send an e-mail communiqué to all employees describing the objectives of the study. This e-mail included a link to a web site which hosted our on-line survey. Over 100,000 individuals started the survey. Complete results were obtained for one in four of these individuals.

Just over half (52%) of the 25,021 respondents were public servants, 34% worked in the NFP sector and 10% worked in the private sector. While the sample is geographically representative, the number of respondents working in the private sector is smaller than has been the case in the past. This discrepancy is likely due to a significant increase in the number of larger organizations in Canada who regularly survey their employees (on-line engagement surveys were mentioned most frequently) and thus did not participate in our survey.

2.2 The Questionnaire

The survey instrument was divided into 7 sections: your job and your organization; your manager; work-life balance; management of work and family demands; caregiving; physical and mental health; and “information about you.” All of the scales used in the questionnaire are psychometrically sound measures that have been well-validated in other studies. To allow

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\(^3\)This grouping could also be labeled the “greater public service.”

\(^4\)Ten percent of the 2011 sample worked part-time. Our initial analysis indicated that part-time status was related to demands, overload, work-life conflict, and many of the outcomes being considered. As such it was decided that the analyses for the first two reports would be limited to employees who work full time (N = 25,021).
comparisons over time, many of the survey measures that were used in our 2001 national work-life study were incorporated into the 2011 questionnaire. A summary of the measures used including the working definition of each of the variables, the source of the measure and its interpretation will be included the reports as appropriate. Details can be found in Appendix C.

2.3 Between Group Comparisons

To fully appreciate how employees’ ability to balance work and non-work demands have changed over the past decade we extended our analysis to examine the impact of gender and lifecycle stage on their experiences: factors which previous research has shown influence both the nature of an individual’s participation in work and family roles and/or shape the meaning individuals give to family and work and the identities they develop. For policy makers and employers this type of comparison identifies those individuals who may be at greatest risk with respect to work-life conflict and facilitates the development of solutions which are specific to the various groups.

2.3.1 Why Look at Gender?

There is a large body of literature to attest to the fact that women experience higher levels of work-life conflict than do men. Why this is so is still the topic of some debate. Some suggest that women may be biologically “programmed” (through sex-based hormonal systems, for example) to respond differently to stressors. This hypothesis is borne out by differences in symptomatology shown by women versus men - women tend to respond to stress by exhibiting emotional symptoms such as depression, mental illness, and general psychological discomfort whereas men tend to respond by manifesting physiological disease, such as heart disease and cirrhosis.

Others argue that gender differences in the stress response are attributable to differences in socialization processes and role expectations that expose women to a higher level of stressors. In the home, women, irrespective of their involvement in paid work, are significantly more likely than men to bear primary responsibility for home chores and childcare. In the workplace, women are disproportionately represented in occupations with “built-in strain” such as clerical work, which couples high work demands with little discretionary control. Although it is difficult to determine which of these mechanisms is most responsible for women’s differential response to stress, there is little doubt that women are exposed to different, and perhaps more, stressors than men at both work and at home.

2.3.2 Why Look at Lifecycle Stage?

Lifecycle (or life course) stage is an analytic concept commonly used in sociology to study changes over time in patterns of individual (life stage) and family (family cycle) development. Underlying the lifecycle concept is the recognition that: (1) individual social roles (such as work or having a child) define a human lifecycle, (2) role occupancy tends to be age related, and (3) people tend to transition from one lifecycle stage to the next (i.e., move from one set of social roles to another) as they age. Typically, lifecycles are considered to be different for men and women.
We examine the impact of four lifecycle stages in this report: no dependent care, childcare, sandwich responsibilities, and eldercare. This operationalization of lifecycle stage is consistent with our research focus on employed caregivers. It also reflects the fact that in the new millennium dependent care is not just a question of care for children. Concern over elder-care responsibilities (defined as providing some type of assistance with the daily living activities for an elderly relative who is chronically ill, frail or disabled) is now increasing as the parents of baby boomers enter their 60's, 70's and 80's. Details on the work-life issues of each of these groups are given below.

**Childcare:** Childcare consists of the supervision and nurturing of a child, including casual and informal services provided by a parent. A large body of research links the parental responsibilities of working couples to the incidence of work-family conflict. This research suggests that parents will have more difficulties with respect to balance than non-parents as they have more demands and less control over their time. In this study employees are considered to be in this lifecycle stage if they spend one or more hours per day in childcare/activities with their children.

**Eldercare:** Eldercare is a form of caregiving that relates to the special needs and requirements that are unique caring for seniors. Employees who supply eldercare typically provide a broad range of financially uncompensated ongoing care and assistance (either by necessity or choice), directly to family members who are in need due to physical, cognitive, or mental health conditions. In this study employees are considered to be in this lifecycle stage if they spend one or more hours per day in such activities. Eldercare is different from childcare in that it tends to increase in amount and intensity over the course of caregiving. The timing of care is also different. Caring for children spans many years, has a fairly predictable pattern, and change occurs slowly with time. Caregiving, on the other hand, is less predictable and varies widely in duration.

**Sandwich Generation.** Individuals who are dealing with their own dependent children while at the same time attending to the needs of aging parents are referred to as belonging to the "sandwich" generation. Such employees have multi-generational caring responsibilities. The demographic data indicate that the combined effects of delayed marriage and childbearing and increased longevity will boost the number of employees in the “sandwich group” in the near future as “baby boom” and “baby bust” generations assume responsibility for both dependent children and aging parents. In this study employees are considered to be in this lifecycle stage if they spend one or more hours per day in childcare/activities with their children and one or more hours per day in eldercare.

2.3.3 The Approach used in this Paper to Examine Between Group Differences

This research report takes a fairly unique approach to the analysis of gender impacts on work-life conflict by examining gender differences within lifecycle stage. Such an analysis recognizes that Canadian men and women have different realities (“motherhood” is different than “fatherhood”) and that it may be these realities, rather than gender itself, that has an impact on the attitudes and outcomes being examined in this analysis. Nearly all of the literature in the work-life arena
notes that working mothers assume a disproportionate share of family responsibilities and that even in the new millennium society judges women’s worth by their performance of family roles (e.g., mother, caregiver, cook, homemaker) while men’s merit is judged by their success as a “breadwinner.” The research that is available in the area suggests that women also assume a disproportionate share of the responsibility for eldercare.

This type of analysis should be invaluable to policy makers who need to know if the supports and interventions should be targeted to a particular group (e.g., women, parents) or an environmental condition (e.g. low control jobs).

Finally it is important to note that the focus in this report is on significant between-group differences that are “substantive” in nature. For the purposes of this report we have defined substantive as being a difference of 5% or more for the gender by dependent care comparisons.

### 2.4 Statistical Analyses

The following types of analysis are used in Report One.

- **Frequencies:** calculated as the percent of the sample giving a particular response (e.g., gender).
- **Means:** calculated as the sample’s average response to open ended questions (e.g. age).
- **Partial least squares analysis (PLS).**

Details are given below

#### 2.4.1 Frequencies:

Most of the survey items were answered on a 5-point Likert scale. For example, we have scales measuring stress, work-family conflict, and role overload, to name a few. For scales, we first computed an overall mean by averaging each of the individual items making up a scale. So if a scale had 6 questions we’d take the average score of the six questions. We then use population norms to recode the scale average into three categories as follows:

- Low (mean scores less than 2.5).
- Neutral (mean scores between 2.5 and 3.5).
- High (mean scores high than 3.5).

We then calculated the percent of the sample with scores in each of these categories. For those scales where a different recoding procedure (i.e. stress, depressed mood) was used we make a note in Appendix C on how the categorization was done.

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5This requirement was necessary as the very large sample size meant that virtually all between group differences were statistically significant.
Most of the individual questions in the survey were also answered on a 5-point Likert scale. For these questions we recoded the variables into three categories as follows:

- Low (scores of 1 and 2 on the question).
- Neutral (score of 3).
- High (scores of 4 and 5).

We then calculated the percent of the sample with scores in each of these categories. For those questions not measured on a 5-point scale we make a note in Appendix C on how the categorization was done.

2.4.2 Means:

Several of the absenteeism questions ask for mean number of days absent. We recoded these variables in two ways. First, we calculated the mean number of days for everyone. We also calculated the mean number of days for those for which a mean score was appropriate. For example, for elder care we would only include a person in this calculation if they had elder care responsibilities. If they did not have elder care responsibilities, they were not included in the calculation of this mean score. A similar form of analysis was done for data collected on use of the health care system (i.e., visits to physician, overnight stays in hospital).

2.4.3 PLS:

The overall model shown in Figure 1 was tested using Partial Least Squares (PLS). For those not familiar with PLS, it is basically the same as regression but with two enhancements. First, regression only allows you to run a model with only one dependent variable. PLS allows for multiple dependent variables. Second, PLS allows you to estimate measurement error while regression does not. Measurement error largely comes about when a person’s response on a survey does not match what their actual response would be. Consider a simple example. Let’s say you ask people how satisfied they are with their job and give them 5 response categories. Suppose they select a 4. But let’s say their actual job satisfaction is not one of the 5 response categories but rather between two of the response categories (say 3.5). The scale has measurement error of .5 for this person. Although we can’t solve this problem easily, with survey questions we can get a sense of measurement error by asking multiple questions about the variable of interest. So to measure job satisfaction we would ask 5-6 questions. PLS is then able to determine how much measurement error there is on each individual question using answers to the other questions as a guide.

PLS analysis has two distinct steps. In step one, we assess measurement error and eliminate unreliable questions (note: a question with large measurement error is considered unreliable). In step two we estimate the relationship between variables (in a regression sense). In statistical terms we determine if the relationship between any two variables is significant. What this means in practice is that the predictor variable (independent variable) can explain some of the movement (variance) of the dependent variable. For example, if total overload is responsible for high levels of individual stress, the path between overload and stress will be significant. We test if a path is significant using what is called a T Test. If the result of the T test is a coefficient greater than 2, than that path is significant with less than a 5% chance of error (note: error refers
to the possibility that the sample does not truly reflect the population). As a measure of how strong the relationship is between two variables we calculate an $R^2$. $R^2$ ranges from 0 to 1 with low values close to zero indicating that the prediction is not very good. Generally, in this type of research, we like to see $R^2$ in the range of .3 and above. The interested reader can consult the article by Barclay, Higgins and Thompson (1995) for more in-depth information on PLS.

We used the SmartPLS software package Release 2.3 for our all of our analyses. Information on this package can be found at http://www.smartpls.de.

**Testing for Moderation.** Moderation is concerned with the strength of a relationship between variables. For example, suppose you were looking at the relationship between teacher effectiveness and student performance. Let’s now look at the relationship for two levels of students: really smart and average. There is a good chance that the intelligence of the students will moderate the relationship between teacher effectiveness and student performance. For really bright individuals, the quality of the instruction may not matter as they can figure out the concepts themselves. For the rest of the students, a really good teacher may help. Thus, the relationship between teacher effectiveness and performance would be stronger for the average students and weaker for the really bright students.

Testing for moderation has historically been a tedious process. The process required that the analyst mean-centre all the variables involved in the moderation (independent, dependent, and moderator variables). However, SmartPLS has moderation analysis built into the system. The researcher only needs to specify the dependent variable, the independent variable and the moderator. The software takes care of all the required data manipulation (i.e., centered data).
Chapter Three: Who answered the survey?

To understand an employee’s ability to balance work and life it is necessary to appreciate the constraints imposed and opportunities available in two domains: work and non-work. This section described the key features of the respondent’s personal and work life that may impact work-life balance.

3.1 Personal Characteristics

Women were more likely than men to respond to the survey

Gender is called the "primary determinant" in psychology as it is associated with so many of the variables collected in the analysis. Women, for example, are typically more likely than men to report high levels of stress and depressed mood and to report higher levels of work-life conflict. Just under 40% of the respondents are men and just over 60% are women. This gender breakdown is likely reflective of the fact that women see work-life balance as an issue of relevance to their lives and are thus more inclined than men to respond to this type of survey.

Most of the respondents belonged to Gen X or Baby Boomer generational cohort

We divided the sample into four age groupings: under 30 years of age (Generation Y), 30 to 45 years of age (Generation X), 46 to 55 (late Baby Boomer) and over 55 (early Baby Boomer). Only 10% of the respondents to this study could be considered Gen Y (30 years of age or less). Just under half (46%) were Gen X, a finding that is consistent with the fact that many employees in this age group experience issues associated with work-life balance. The remainder of the sample (44%) were Baby Boomers. The majority of the Boomers in the sample (three-quarters) were between the ages of 46 and 55. The rest were over the age of 55. This age breakdown is reflective of the aging of Canada’s workforce. While the women in the sample tended to be slightly younger than the men, the differences were not substantive.

Most respondents were married

Three-quarters (76.4%) of the respondents were married, 12.5% were single and 11.1% were separated, divorced or widowed. The men in the sample were more likely than the women to be married; the women were more likely to be single (see Figure 2).
The sample is geographically well distributed. While a majority of the respondents (44%) live in Ontario, 23% live in the Prairie provinces of Alberta, Saskatchewan and Manitoba, 13% live in Quebec, 7% live in British Columbia and 6% live in the Maritimes and 1% live in the North. Seven percent did not provide information on where they lived. The sample is also well distributed with respect to community size (see Figure 3). Gender is not associated with community size or the province where people live.

Figure 3: Population of Community

- Under 25,000: 25
- 25,000 to 99,000: 19
- 100,000 to 249,999: 13
- 250,000 to 499,999: 9
- 500,000+: 34

% living in communities with populations:
Socio-economic status

There are a number of things that can act as buffers between conditions at work and home and positive or negative outcomes. One such variable is socio-economic status. Three highly intercorrelated aspects of socio-economic status are considered in this analysis: job type, education, and income.

Most respondents were well educated knowledge workers

Our research has determined that job type is a major predictor of employee and organizational outcomes. Workload is more of an issue for those in white collar jobs while lack of control, work environment, and quality of work are often sources of stress for those in pink and blue collar jobs.

Most people who filled in the survey were "knowledge workers" with just over 60% working in managerial and professional positions. One in four worked in clerical/administrative positions. The rest were in technical (8%) or other (8%) positions (see Figure 4).

The men in the sample were more likely than the women to work in executive/management (16% versus 11%) and technical positions (13% versus 6%). The women, on the other hand, were more likely to work in clerical/administrative positions (30% versus 10%) and "other" positions (9% versus 4%). Approximately half the respondents of both genders worked a professional capacity.

Figure 4: Job Type: Respondent
Respondents also tended to be very well educated (22% with a college diploma, 38% with one university degree, 17% with at least one post graduate degree) - a finding that is consistent with the type of work they do. Twenty-two percent had not completed any post-secondary education. There were no gender differences with respect to educational attainment. These findings are interesting as, generally speaking, the greater the percent of the sample with university/postgraduate education the more attention the organization needs to give to issues such as recruitment, retention and career development.

According to the Conference Board of Canada the average income per capita in Canada in 2010 was $31,639. Almost half the respondents had personal yearly incomes of $80,000 or more (see Figure 5). While consistent with the education and job type data, these data indicate that many of the people who filled out this survey are socio-economically advantaged. Higher income families can usually afford to hire adequate household and childcare help to ease domestic burdens and may more easily purchase services and labour saving devices to reduce demands on their time and energy (e.g., dining out, hiring a housekeeper, household appliances etc.).

**Figure 5: Income: Respondent**

The men in the sample earn more than the women

The women respondents were more likely than men to make less than $60,000 per year (38% versus 15%). The men, on the other hand, were more likely than women (30% versus 10%) to make more than $100,000 per year. This gender difference in income, while consistent with national data, is somewhat surprising given the fact that men and women were equally well educated and that half of the men and the women worked in professional positions.
Respondents are married to people who are very similar to themselves

Recent research has determined that employees "bring work home with them" literally (i.e., work done at home in the evening and on weekends) as well as figuratively (work stress often brought home). This means that any research on work-life issues needs to consider work demands and working conditions of both partners. A number of questions were included in this survey to help us better understand the work and family demands faced within the couple.

The partners of our survey respondents worked in a wide variety of jobs (see Figure 6). The men in the sample were more likely than the women to be married to someone who worked in clerical (18% of men versus 5% of women) or professional (34% of men versus 26% of women) positions. Men were also more likely to say that their partner did not work outside the home (6%). The women in the sample, on the other hand, were more likely than the men to say that their partner worked as a manager (13% of the women versus 8% of the men) or in a retail/production position (20% of women versus 10% of men).

**Figure 6: Job Type: Respondent's Partner**

Partners were also well educated (25% had a college diploma, 30% one university degree, 15% a post graduate degree) and tended to be well paid (see Figure 7). The partners of the men had more formal education (49% had a university degree) than the partners of the women (38% had a university degree). Despite this discrepancy, the women in the sample were more likely than the men to say that their partner made $80,000 or more per year (46% of women gave this response versus 22% of the men).
Figure 7: Income: Respondent's Partner

The majority of respondents live in families where the role of breadwinner is shared

Employees who live in a family where breadwinner status is shared equally are likely to have more challenges balancing work and family demands than are employees who live in families where one partner is deemed to be the primary breadwinner (i.e., primary breadwinner assumes fewer responsibilities at home which are picked up by the secondary breadwinner). As shown in Figure 8, 42% of men and 56% of women live in families where the breadwinning role is shared.

The women respondents were more likely than the men to live in families where breadwinning is shared while the men were more likely to say that they were the primary breadwinner in their family.
A plurality of respondents live in families where money is not an issue

To get an idea of the financial well-being of the families in our study (i.e., income levels are not directly comparable as cost of living varies by location and the need for money varies with dependent care status), we asked respondents to select the response that best described their family’s financial situation (respondents who lived alone were asked to answer the question from their own perspective).

A majority of the respondents (43%) live in families where money is not an issue. One in four respondents (23%) say that money is tight in their family, while 34% indicate that they can live comfortably on their family’s financial resources but do not have money for extras. Stress levels are likely to be higher in families where "money is tight" and perceived control is likely to be higher in families where "money is not an issue." Gender is not associated with financial status.

Canadians live in a diverse variety of family situations

We used job type and education data to determine the type of family respondents lived in (see Appendix C for a discussion of how we did this). The data confirm the idea that Canadians live in a wider variety of family situations now than they did several decades ago. In this sample:

- 24% of respondents are part of a dual-career family (i.e., both partners are highly educated professionals and enjoy higher incomes).
• 20% of respondents are part of a dual-earner family (i.e., both partners in "blue or pink collar" positions which require less formal education and are awarded lower levels of pay).

• 15% of respondents are part of a dual-income family where the male is considered the primary breadwinner (i.e., the men in these families are highly educated, work in well paid professionals positions and their partner's income is secondary).

• 18% of respondents are part of a dual-income family where the female is considered the primary breadwinner (i.e., the women in these families are highly educated, work in well paid professionals positions and their partner's income is secondary).

• 6% of respondents are part of a "traditional" (i.e., male breadwinner - female homemaker) family.

• 1% of respondents are part of a Mr. Mom family (i.e., female breadwinner, male partner does not work outside the home).

• 16% are single and live alone.

Females share breadwinning responsibilities in the majority of Canadian families

Several things are of note in these findings. First, in the majority of families represented in this sample (75%) both partners work for pay outside the home. Balance is more likely to be an issue within these families. Second, women are the primary earner or equal partners in the breadwinning equation in just over half the families in our study. These findings suggest that we need a new paradigm to describe and evaluate women's participation in Canada's labour market and their contribution to their families' economic well-being.

Men more likely to be sole breadwinner in their family - women to stay single

The relationship between gender and family type is shown in Figure 9. Several observations can be made from these data. First, a plurality of the men and women in the sample are married to people with similar types of jobs as themselves (i.e., dual career/dual earner families). Second, women are more likely than men to be single. Finally, men are more likely than women to live in families where their spouse does not work outside the home.
Many Canadian employees balance heavy work demands with high demands at home

A large body of research has determined that dependent-care responsibilities are positively associated with the incidence of work-family conflict and stress. The data from this study show that many Canadian employees have to balance heavy demands at work with equally heavy demands at home.

Virtually all respondents were married or living with a partner (76% married) and had children living at home (70%). Eighty percent had responsibility for the care of at least one elderly dependent and 12% were part of the “sandwich generation” in that they spent at least an hour a day providing childcare and eldercare. It should be noted that the definition of "Sandwich Generation" used in this study is very conservative (we require that they spend an hour per week in each role). When we broaden the acceptance criteria to those who spend up to an hour a week in eldercare, the number in this group increases by 6424 respondents which is just under 33% of the sample.
Two thirds of the employed Canadians in this sample are parents

While 30% of the respondents do not have children, 16% have one child, 36% have two children and 18% have three or more children.

One in four respondents are parents of children under the age of 5

Research in the area has found that work-life conflict typically decreases as the age of the youngest child increases. Just under one in four of the survey respondents (23%) have children under the age of five (preschoolers) and as such are at higher risk with respect to work-life conflict. Approximately one in three of the respondents are parents to adolescent children (34% have children age 5 to 12) and/or teenagers (30% have children age 13 to 18 who still live at home). Almost half the sample (44%) have children who are older than 18 years of age.

Women balance work and family by having fewer children

Research suggests that many women are delaying having children and/or reducing the number of children that they have as a way of reducing work-life conflict. The data from this study supports this contention (see Figure 10). The women respondents were more likely than the men to either have no children or only one child. The men, on the other hand, were more likely than the women to have two or more children. Gender was not, however, associated with the age of the children for those respondents who were parents.

Figure 10: Parental status
Responsibility for childcare shared in one in four Canadian families

A parent who is responsible for childcare is accountable within the family for their children's supervision and well-being. Such a parent has been found to experience significantly greater stress and tension than the parent who "helps out." This increase in stress is associated with the greater number of worries connected with looking after the children. Data on responsibility for childcare are shown in Figure 11.

Virtually all the parents in the sample said that they had some responsibility for children (only 2% of the parents in the sample said no). That being said, the data show that responsibility for childcare is skewed to the low end with one on four of the respondents indicating that in their family their partner has primary responsibility for childcare. Responsibility for childcare is shared in just over under in four (23%) families and 9% of the respondents have virtually all the responsibility for childcare in their family.

Figure 11: Responsibility for Childcare (parents only)

Women still more likely than men to assume primary responsibility for childcare

To get a better appreciation of how responsibility for childcare is shared in Canadian families we recoded the responsibility for childcare data as follows. If the respondent indicated that they had responsibility for 1% to 40% of the childcare duties in their families we assumed that their spouse had primary responsibility for childcare. Those who indicated that they performed 41% to 60% of the childcare duties in their families were categorized as being in families where responsibility for childcare was shared. Finally, respondents who stated that they performed 61% to 100% of all childcare tasks in their family were considered to have primary responsibility
in their households. The results of this recoding exercise are shown in Figure 12. The following observations can be made from these data:

- The majority of men and women in the sample agree that in their family the female has primary responsibility for childcare.
- Responsibly for childcare is shared in a substantive number of Canadian families, and,
- Men are assuming primary responsibility for childcare in families where the woman is the primary breadwinner (data not shown).

Figure 12: Relationship between Gender and Responsibility for Childcare

Many Canadians also have responsible for the care of at least one elderly dependent

Research has shown that work-life conflict as well as stress and depression are linked to increased responsibility for elderly dependents. Eldercare responsibilities are bi-modally distributed within the sample. While 28% of the respondents report that they have no eldercare, 31% say that they are responsible for the care of 3 or more elderly dependents! The rest of the sample has responsibility for the care of one (20%) or two (22%) elderly dependents.

Virtually none of the employees in our sample (95%) have responsibility for an elderly dependent living in their home. Just under half (45%) report that they are responsible for at least one dependent who lived nearby (16% have responsibility for one elderly dependent who lives nearby, 17% have responsibility for two and 11% have responsibility for three). Finally, 42% of respondents said that they are responsible for the care of at least one dependent who lives elsewhere (15% have responsibility for one elderly dependent who lives elsewhere, 16% have responsibility for two and 12% have responsibility for three). Caring for an elderly dependent
who lives in one's home or lives elsewhere (defined as one or more hours away) have been found to be particularly stressful for caregivers.

### 3.2 Work Profile

To understand an employee’s ability to balance work and life it is necessary to appreciate the constraints imposed and opportunities available in two domains: work and non-work. The previous section described the key features of the respondent’s non-work life. This section provides similar information with respect to the individual’s work life. It should be noted, however, that data on job type itself (perhaps the most important work characteristic) was presented in the previous section.

**Younger Canadians and knowledge workers want flexible work arrangements**

There is nothing inherently magical about the traditional five-day, forty-hour “fixed” work week. Despite the fact that increasing numbers of employees want flexible work arrangements and research supports the link between the use of flexible work arrangements and work-life balance, "resistance" is strong and obstacles are many. Reasons for not implementing such arrangements noted in the research literature include the fact that upper management is reluctant to introduce change; unions are reluctant to negotiate some arrangements (i.e., telework, part-time work); supervisors find it difficult to manage workers on flexible arrangements; and, employees who cannot participate are often resentful of those who can. Others claim that many organizations use the 9 to 5 work schedule solely as a result of tradition.

Higher use of flexible work arrangements within the organization are likely to be linked to an increased ability to recruit younger employees who value such flexibility, an increased ability to retain Generation X employees who need such flexibility, and higher levels of perceived control over work for employees in all generational cohorts.

**Most Canadian employees still work a fixed, 9 to 5, work schedule**

Two thirds of the respondents to the 2011 survey (65%) work a fixed work schedule (i.e., start and stop times are fixed). The use of flexible work arrangements such as a compressed work week (CWW) (15%) and flextime schedules (14%) is much less common. While 15% perform guerilla telework (i.e., work informally at home during regular work hours), less than 1% are able to formally telework and no one job shares (see Figure 13).

**Canadian's use of flextime arrangements has declined over time**

As seen in Figure 13, substantially more respondents to the 2011 survey worked a fixed 9 to 5 schedule and fewer had flextime than was the case in 2001. While some of these differences could be attributed to differences in the sample, the differences are quite large and could also reflect a decline in the use of flexible work arrangements over time. The percent of the sample working a compressed work week, telework arrangements, guerilla telework and job sharing is virtually identical between the two time periods. Also worthy of note is the fact that the use of the various work arrangements was not associated with gender in either time period.
Very few respondents performed shiftwork

Only 17% of the respondents performed shiftwork - an arrangement that makes work-life balance much more difficult. One in ten (11%) of the respondents performed a rotating shift while 6% worked a fixed shift. The men in the sample were more likely than the women to work a rotating shift (16% versus 7%) and less likely to work a fixed schedule (76% versus 88%).

Organizational tenure data suggests that succession planning likely to be a problem

The sample is bi-modally distributed with respect to organizational tenure (see Figure 14). On the one hand, 43% of the respondents have been with their current organization for 11 or more years. On the other hand, 36% have worked for their current organization for 5 years or less. The percent of the sample in the "succession planning pool" (i.e., 6 to 10 years of experience in their current organization) is 21% - less than half as large as the group of experienced employees that our data (years to retirement) suggest that they may have to replace.

This finding has several important implications for organizations in Canada. First, the high proportion of employees with 11 or more years of experience suggests that many Canadian organizations are likely to have an entrenched organizational culture that will make it more difficult to successfully implement transformational change. Second, many organizations have a high number of people in their workforce who are “survivors” of the downsizing of the 90's. Survivors have been found to be less loyal and trustful of senior management. Finally, the
relatively low number of employees with 6 to 10 years of work experience indicates that firms across Canada are likely to experience succession planning issues within the next several years.

**Figure 14: Years working for current organization**

![Bar chart showing years working for current organization by gender and experience]

**Very little job mobility within Canadian organizations**

Half (52%) of the respondents have been in their current job for 4 or more years. While one in four (28%) have been in their current job for 2 or 3 years only 21% can be considered to be relatively new to their job (been in their position for a year or less). These data suggest that there has been little career mobility within Canadian firms over the past several years. These data are also cause for concern as: (1) research on career development has found that the more time an individual spends in the same job, the more likely they are to feel frustrated with their ability to meet their career aspirations and career potential, and (2) research on generational cohort has determined that career development is very important to Gen X and Gen Y employees.

**Men have enjoyed greater job stability than women**

While the data in Figure 14 support the idea that male employees have enjoyed greater job tenure than their female counterparts - the data also shows that gender is not associated with years in current position (see Appendix B).
Most respondents have experienced enjoyed job stability of the past five years

The majority of respondents (61%), regardless of gender, have worked for the same employer for the past five years. That being said, 26% changed employers at least once in the past 5 years and 13% changed employers three or more times (Figure 15). The data also show that 15% of the respondents have been downsized 2 or more times over the past five years. Again, these findings are not related to gender (see Appendix B).

Figure 15: Number of employers in the past 5 years

One in four respondents are members of union or bargaining association

Just over one in four (29%) of the respondents belong to a bargaining association or union. There were no gender differences in these data. Unionized workers generally receive higher wages, greater non-wage benefits and, in many respects, better work arrangements than non-unionized workers. In addition, they are typically less likely to have to work weekends and work fewer hours per week, and are more likely to receive premium pay for this work. This would suggest that unionized workers would be better able to balance work and family demands than their peers who are non-unionized. It should also be noted that highly unionized workforces tend to be more resistant to change than organizations which are not unionized.

Many Canadians say that their pay depends on time at work rather than performance

For many employees, work-life conflict arises because the amount of money they make is tied very directly to the number of hours they work. When asked to indicate the extent to which their
pay depends on their performance versus the amount of time they spend at work, just over half the sample (52%) said that their pay depends primarily on the amount of time they put in at work. While one in three indicated that their pay depends on both the time they put in at work as well as their performance, only 14% see any link between pay and performance (when time is not in the equation). These findings are at odds with the type of jobs performed by a majority of the employees in this sample (professionals/knowledge workers) and suggest that Canadian organizations need to do a better job of establishing sounds performance management programs.
Chapter Four: Predictors

This section of the report looks at the prevalence of the various predictors of the key organizational and employee outcomes examined in this study. A predictor is information that supports a probabilistic estimate of future events. In our theoretical framework (see Figure 1) we include several sets of predictors. The first set (demands, total roles) predicts the second set of predictors (work overload, family overload) which, in turn, predicts total role overload. Three sets of "first order" predictors are examined: those pertaining to the work itself (Section 4.1), those relating to the family (Section 4.2), and those relating to the total number of roles assumed by the employee (Section 4.3). We then turn, in Section 4.2, to an examination of the data on role overload (work, family, total).

4.1 Work Demands

Time at work is the single largest block of time which most people owe to others outside their family. Consequently it is often the cornerstone around which the other daily activities must be made to fit. As a fixed commodity, time allocated to employment is necessarily unavailable for other activities, including time with the family and time for leisure. Thus, time spent at work offers an important and concrete measure of one dimension of employment that affects individuals and their families. When asked to identify their biggest concern in life, working parents typically respond "time." Higher work demands have been found to be positively associated with increased levels of stress and depressed mood as well as increased levels of work life conflict, increased intent to turnover and increased absenteeism.

We included two measures of work demands in this study: objective work demands (hours spent in work per week) and use of office technology. We also asked respondents to estimate how many hours per week their partner spent in paid employment as stress and work-life conflict is positively associated with the total work demands within the couple (i.e., stress is greater when both members of a couple are trying to balance demanding careers with the demands of their partner’s career and their family). A full description of the various measures examined in this section of the report and how they are interpreted is provided in Appendix C.

Data in this section of the report can be found in Appendix B

Table 7: Work Demands of the Respondent
Table 8: Work Demands of the Partner
Table 12: Use and Impact of Work Extension Technology

Canadian employees devote long hours to work

Canadian employees devote long hours to work. The average employee in this sample spends 40 hours per week (39.8) performing work at the office. Sixty percent work more than 45 hours per week while 36% work between 35 and 44 hours.
Fifty-four percent of the respondents cannot get everything done during work hours and take work home to complete outside of their regular hours on evenings and weekends. We refer to this as supplemental work at home (SWAH). These individuals spend another seven hours in work per week. Respondents also spend an average of 5.7 hours per week in work-related commuting. All things considered, the typical employee in this sample spends 50.2 hours in work related activities per week.

**Canadians donate a day’s work of personal time to their organization each week**

Downsizing and restructuring has increased the work demands placed upon many employees who are now doing their job as well as parts of jobs which used to be done by workers who are no longer with the organization. Employees with heavy work demands who cannot get their jobs done during regular work hours often have to work evenings and weekends to keep “caught-up.” Over half of the employees in our sample (61% of the men and 50% of the women offer a day's work of work to their organization each week (spend 7 hours on average in supplemental work at home).

**Men spend more hours in work per week than women**

The men in the sample spend more time per week in employment related activities than do women (see Figure 16). On average, the men in the sample spend 50.3 hours in work per week - which is significantly higher than the average of 46.9 hours in work per week spent by the women. Part of this difference can be attributed to the fact that the men are more likely than the women to perform SWAH (61% of men versus 50% of women). That being said, gender is not related to either the amount of unpaid overtime performed per week for those engaged in such activities or the amount of time spent per week commuting to and from work.

**Figure 16: Hours in work per week by Gender**
Time in work has increased dramatically over time

We used the same questions and the same methodology to calculate total time in work per week in the 1991, 2001 and 2011 surveys. As can be seen in by looking at the data in Figure 17, the percent of the workforce working more than 45 hours per week has increased dramatically over time.

Figure 17:  Comparison Over Time: Hours in Work per week by Gender

Many Canadians are married to people who work as many hours as they do

Families where both the respondent and their partner report higher total time in paid employment per week are more likely to experience challenges with respect to work-life conflict than are families where one, if not both partners, spend fewer hours per week in paid employment.

When we exclude those respondents whose spouse does not work, just over half of the employees in this sample (56%) had partners who worked more than 45 hours per week. Furthermore, a majority (62%) had partners who took work home to complete outside of their work regular hours (e.g., evenings and weekends). These partners spent approximately 8.1 hours in supplemental work per week.

The remainder of the men (31%) and women (14%) respondents were the primary breadwinner in their family and had partners who worked significantly fewer hours per week than they did (less than 35 hours per week). Men were more likely to have a partner who worked fewer hours
than they did (one in three were married to women who worked part time or not at all). Women, on the other hand, were more likely to be married to someone who also had very heavy work demands (see Figure 18).

Figure 18: Time spent in work per week by the respondent and their spouse

One in four Canadians would like to decrease the amount of time spent in work per week

While half (56%) of the employees were happy with the number of hours they spend in work per week, one in four (28%) indicated that if they had the choice they would spent less time working for proportionally less money. These employees have very heavy work demands (all perform SWAH and all work more than 45 hours per week) and may work for an organization that is understaffed or where employees feel that they may lose their job if they do not devote more hours to the work role than they wish. Also interesting are data showing that 16% would like to work more time to earn more money. The employees in this group are likely to be underemployed.

Women more likely than men to want to spend less time in work, even if it means a reduction in pay

As can be seen by examining the data in Figure 19, responses to this question are related to gender with the women in the sample being more likely to want to work less time for less money and the men being more likely to want to work more time for more money.
Canadian employees are highly dependent on e-mail to stay connected to work

Canadian employees spend a significant proportion of their time at work sending and receiving e-mails. Virtually all (98%) respondents use e-mail at work. While a third (35%) spend less than an hour each work day sending and reading e-mails, 37% spend between 1 and 3 hours and 25% spend more than 3 hours a day processing e-mail. The majority also check their e-mail on their days off. In fact, the "typical" employee in this sample spends 3 hours per work day and 1 hour per non-work day (17 hours or one third of their working hours) in e-mail per week (see Figure 20).

Figure 20: Use of e-mail on work days and non-work days
Neither gender nor lifecycle stage is associated with the time spent using e-mail on either work or non-work days.

**Most respondents do not feel that technology has impacted them (either positively or negatively)**

As shown in Figure 21 the majority of employees in this sample do not feel that work extension technology such as e-mail has impacted the amount of stress they are under (66% reported no change), the amount of work they do each day/their workloads (59% reported no change), and their ability to balance and family (66% reported no change).

**Figure 21: Impact of e-mail use on employees**

![Impact of e-mail use on employees](image)

A substantive number of the respondents report challenges because of technology

Just over one in four (28%) of the employees in the sample said that their use of work extension technology such as e-mail has increased the amount of stress they are under and the amount of work they do each day/their workloads (36%). Fifteen percent reported that the technology made it harder for them to balance work and family demands, approximately the same percent (17%) who felt that the technology had enhanced their ability to balance competing work and family demands. While there were no gender differences in these findings, as will be noted later, the impact of work extension technology on the employee does vary with lifecycle stage.

### 4.2 Non-Work Demands

Family labour is defined as being those tasks required to maintain a household and fulfil child and eldercare responsibilities. Non work demands were quantified in this study by looking at home many hours per week the employee and their partner/spouse spent in childcare and eldercare. Research has found that for full time employees of both genders, an increased number
of hours spent in dependent care places employees at high risk for work-family conflict, role overload and stress. This conflict, in turn, appears strongly associated with decreased physical and emotional well-being as measured by depressed feelings, life satisfaction, health and energy levels and days absent from work.

Data in this section of the report can be found in Appendix B

Table 9: Non-work Demands of the Respondent
Table 10: Non-work Demands of Respondent’s Partner

The majority of Canadian employees also have substantive demands at home

Half of the employees in this sample (50%) spend time each week in childcare and one in five (23%) spend time each week in eldercare. The typical respondent with childcare spends an average of 21.3 hours a week in care or activities with their children. The typical respondent with eldercare spends an average of 6.9 hours a week in care or activities with their elderly dependents.

As can be seen by looking at the data in Figure 22, the women respondents were less likely than the men to spend time each week in childcare -- a finding that is consistent with the fact that the women in the sample were less likely than the men to have children. The women were, however, more likely to spend time each week in eldercare.

Figure 22: Dependent Care by gender
When we restrict the sample to only those employees with childcare we note that the women spent more hours per week in childcare than their male counterparts - a finding that is consistent with the data on responsibility for childcare presented earlier. Gender was not, however, related to time spend per week in eldercare for those who had these types of dependents.

**Women spend more time in dependent care than men**

The typical male respondent spends an average of 19 hours a week in care or activities with their children and an average of 6 hours a week in activities associated with caring for their elderly dependents. This is substantially less time per week spent in dependent care activities then assumed by either their partner (the men in the sample indicated that their partner spent 29 hours per week in childcare and 8 hours per week in eldercare) or the female employees in the sample (female respondents spent 23 hours per week in childcare and 7 hours per week in eldercare). It is, however, essentially the same amount of time spent by the male partners of the women in the sample (19 hours in childcare and 6 hours in eldercare). These findings support the following conclusion: women spend more time in dependent care than men, regardless of employment status.

**Figure 24: Hours per week in childcare/eldercare by the respondent and their partner**

<table>
<thead>
<tr>
<th>Hours in Childcare: Respondent</th>
<th>Hours in Childcare: Their Spouse</th>
<th>Hours in ElderCare Respondent</th>
<th>Hours in ElderCare: Their Spouse</th>
</tr>
</thead>
<tbody>
<tr>
<td>Men 19.1</td>
<td>Women 22.6</td>
<td>Men 6.4</td>
<td>Women 7.1</td>
</tr>
<tr>
<td>Women 29.3</td>
<td></td>
<td>Women 8.4</td>
<td></td>
</tr>
</tbody>
</table>

### 4.3 Total Roles

Most individuals hold a variety of roles, which may change as they move through their career and lifecycles. To fully appreciate the demands faced by the employees in our sample we need, therefore, to look beyond the amount of time spent in work and dependent care and examine the individual’s total role set. Total Life Roles was measured in this study using a scale developed and tested by the authors in a study on role overload within the health care sector. Respondents
were given a list of twelve life roles and then asked to indicate, for each of these roles, the level of demands (i.e., time, energy) that the role places on them in a typical month. The respondent was given the following choices in terms of response: no time/energy in the role, almost no time/energy, a little time/energy, a moderate amount of time/energy and a lot of time/energy.

Data in this section of the report can be found in Appendix B

Table 11A: Total Roles: % engaging in each of the roles  
Table 11B: Total Roles: % saying that the role requires a little, a moderate and a lot of energy  
Table 11C: Summary Measures: Total Life Roles and Total Energy Required

Canadian’s are busy people and balance more than work and childcare

Canadians are busy people and balance more than work and family. As shown in Table 1, half the employees in this sample were involved in 4 to 6 roles different roles. One in three participated in 7 to 9 roles. While some of the roles employees participate in can be considered optional (exercise, sports, volunteer work) others are not (employee, maintain home, engage in activities with spouse, parenting). As shown in Table 1 the men in the sample participated in a higher number of roles than the women - a finding that can be attributed to the fact that the men were more likely to be married (role of partner), volunteer and be a supervisor/manager.

Table 1: Percent of respondents engaged in following life roles

<table>
<thead>
<tr>
<th>% Engaged in Role</th>
<th>Women</th>
<th>Men</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Exercise, sports</td>
<td>93%</td>
<td>95%</td>
<td>94%</td>
</tr>
<tr>
<td>Home maintainer</td>
<td>91%</td>
<td>87%</td>
<td>90%</td>
</tr>
<tr>
<td>Spouse/Partner</td>
<td>80%</td>
<td>88%</td>
<td>82%</td>
</tr>
<tr>
<td>Volunteer</td>
<td>50%</td>
<td>56%</td>
<td>52%</td>
</tr>
<tr>
<td>Supervisor/Manager</td>
<td>46%</td>
<td>61%</td>
<td>50%</td>
</tr>
<tr>
<td>Parent - children under 19</td>
<td>45%</td>
<td>48%</td>
<td>46%</td>
</tr>
<tr>
<td>Parent - adult children</td>
<td>33%</td>
<td>34%</td>
<td>33%</td>
</tr>
<tr>
<td>Grandparent</td>
<td>25%</td>
<td>28%</td>
<td>26%</td>
</tr>
<tr>
<td>Caregiver to disabled, ill</td>
<td>18%</td>
<td>16%</td>
<td>17%</td>
</tr>
<tr>
<td>Employed - second job</td>
<td>13%</td>
<td>16%</td>
<td>14%</td>
</tr>
<tr>
<td>Divorced - shared responsibility</td>
<td>11%</td>
<td>12%</td>
<td>11%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Total Number of Life Roles</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>0-3 roles</td>
<td>8%</td>
<td>8%</td>
<td>8%</td>
</tr>
<tr>
<td>4-6 roles</td>
<td>59%</td>
<td>51%</td>
<td>57%</td>
</tr>
<tr>
<td>7-9 roles</td>
<td>30%</td>
<td>37%</td>
<td>32%</td>
</tr>
<tr>
<td>10+ roles</td>
<td>3%</td>
<td>4%</td>
<td>3%</td>
</tr>
</tbody>
</table>

Blue indicates men are higher than women while pink means that women are higher than men.
Employee and parent roles require the most amount energy

In the survey we asked employees to indicate, for each of the roles they engaged in, how much energy this role required of them. The percent of the sample indicating that the role required a lot of energy is shown in Table 2.

Table 2: Percent of respondents engaged in the role indicating it requires "a lot" of energy

<table>
<thead>
<tr>
<th>% saying the role requires &quot;a lot&quot; of energy</th>
<th>Women</th>
<th>Men</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Parent - children under 19</td>
<td>71%</td>
<td>53%</td>
<td>65%</td>
</tr>
<tr>
<td>Employee</td>
<td>51%</td>
<td>48%</td>
<td>50%</td>
</tr>
<tr>
<td>Home maintainer</td>
<td>36%</td>
<td>14%</td>
<td>29%</td>
</tr>
<tr>
<td>Supervisor/Manager</td>
<td>28%</td>
<td>23%</td>
<td>26%</td>
</tr>
<tr>
<td>Caregiver to disabled, ill</td>
<td>27%</td>
<td>20%</td>
<td>25%</td>
</tr>
<tr>
<td>Spouse/Partner</td>
<td>23%</td>
<td>23%</td>
<td>23%</td>
</tr>
<tr>
<td>Divorced - shared responsibility</td>
<td>20%</td>
<td>18%</td>
<td>19%</td>
</tr>
<tr>
<td>Employed - second job</td>
<td>18%</td>
<td>16%</td>
<td>18%</td>
</tr>
<tr>
<td>Parent - adult children</td>
<td>11%</td>
<td>6%</td>
<td>10%</td>
</tr>
<tr>
<td>Exercise, sports</td>
<td>9%</td>
<td>8%</td>
<td>9%</td>
</tr>
<tr>
<td>Volunteer</td>
<td>7%</td>
<td>7%</td>
<td>7%</td>
</tr>
<tr>
<td>Grandparent</td>
<td>8%</td>
<td>3%</td>
<td>6%</td>
</tr>
</tbody>
</table>

Number of high energy roles

<table>
<thead>
<tr>
<th>Number of high energy roles</th>
<th>Women</th>
<th>Men</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Little to no Energy (0-1 high energy roles)</td>
<td>9%</td>
<td>8%</td>
<td>11%</td>
</tr>
<tr>
<td>Moderate Energy (2-3 high energy roles)</td>
<td>36%</td>
<td>51%</td>
<td>37%</td>
</tr>
<tr>
<td>High Energy (4-5 high energy roles)</td>
<td>42%</td>
<td>37%</td>
<td>40%</td>
</tr>
<tr>
<td>Very High Energy (6+ high energy roles)</td>
<td>14%</td>
<td>4%</td>
<td>13%</td>
</tr>
</tbody>
</table>

Blue indicates men are higher than women while pink means that women are higher than men.

Not only are we engaged in a number of roles, we are also engaged in a number of roles that require a lot of energy with the typical Canadian juggling two to three high energy roles (37%) or four to five (40%) high energy roles. Thirteen percent are involved in 6 or more high energy roles.

Two thirds of the respondents indicated that the role of parent of children under the age of 19 required a lot of energy while half stated that the role of employee required high energy. One in four indicated that maintaining their home, working in a management position, acting as a caregiver to a disabled dependent, and being a partner required a lot of energy.

Women engage in more high energy roles than men

Also worthy of note are the findings that women are more likely than men to:
- engage in a higher number of high energy roles, and
• indicate that the following roles require a lot of energy:
  o parent to a child under the age of 19,
  o parent to an adult child,
  o caregiver to a disabled dependent, and
  o maintaining the home.

These findings are consistent with the time in dependent care and responsibility for dependent care data presented earlier. They also indicate that women are still working a "double shift" (expend more energy at home than their male counterparts and almost the same amount of energy at work).

Table 3: Percent of respondents engaged in the role indicating it requires a moderate to a lot of energy

<table>
<thead>
<tr>
<th>% saying role requires a moderate to a lot of energy</th>
<th>Women</th>
<th>Men</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Parent - children under 19</td>
<td>93%</td>
<td>88%</td>
<td>93%</td>
</tr>
<tr>
<td>Employee</td>
<td>87%</td>
<td>76%</td>
<td>84%</td>
</tr>
<tr>
<td>Spouse/Partner</td>
<td>79%</td>
<td>80%</td>
<td>79%</td>
</tr>
<tr>
<td>Home maintainer</td>
<td>81%</td>
<td>61%</td>
<td>75%</td>
</tr>
<tr>
<td>Manager/Supervisor</td>
<td>62%</td>
<td>56%</td>
<td>60%</td>
</tr>
<tr>
<td>Caregiver to disabled, ill</td>
<td>56%</td>
<td>47%</td>
<td>53%</td>
</tr>
<tr>
<td>Employed - second job</td>
<td>54%</td>
<td>46%</td>
<td>51%</td>
</tr>
<tr>
<td>Parent - adult children</td>
<td>53%</td>
<td>40%</td>
<td>48%</td>
</tr>
<tr>
<td>Divorced - shared responsibility</td>
<td>47%</td>
<td>43%</td>
<td>46%</td>
</tr>
<tr>
<td>Exercise, sports</td>
<td>43%</td>
<td>40%</td>
<td>42%</td>
</tr>
<tr>
<td>Volunteer</td>
<td>30%</td>
<td>31%</td>
<td>30%</td>
</tr>
<tr>
<td>Grandparent</td>
<td>35%</td>
<td>24%</td>
<td>30%</td>
</tr>
</tbody>
</table>

Blue indicates men are higher than women while pink means that women are higher than men.

What roles require moderate to high energy?

The data in Table 3 provide the following insights into what roles require higher energy from the role holder. The answer is clear: caregiving (parenting younger children, parenting older children, caring for a disabled dependent), paid employment, managing the work of others, being married and maintaining ones' home: in other words, work and family roles. Given the above it is no surprise that many Canadians experience conflict between work and family, as roles in both domains require a moderate to high amount of energy for those who take on the role.

4.4 Role Overload

Role overload is defined as a “a type of role conflict that results from excessive demands on the time and energy supply of an individual such that satisfactory performance is improbable.”
Three types of overload are examined in this study: total role overload, work role overload and family role overload.

Work role overload and family role overload are referred to as domain specific overload. In these two cases the total demands on time and energy associated with the prescribed activities of their work roles (i.e., assigned to work on several major projects at the same time, too many clients making competing demands, demands associated with operational role responsibilities) and their family roles (spouse, parent, sibling, eldercare) are too great to perform the roles adequately or comfortably. Total role overload, on the other hand, is a time-based form of role conflict in which an individual perceives that the collective demands imposed by multiple roles (e.g., parent, spouse, employee) are so great that time and energy resources are insufficient to adequately fulfill the requirements of the various roles to the satisfaction of self or others.

**Overload an important predictor of employee well-being**

High levels of all these forms of role overload are problematic for organizations and employees alike as overload is strongly linked to increased absenteeism, poorer physical and mental health, increased intent to turnover and higher benefits costs. Employees who are overloaded are also less likely to agree to a promotion, attend career relevant training, and often cut corners at work. Finally, employees who are time crunched and whose demands are unremitting (i.e., no time to reflect, no down time) are more likely to find these demands overwhelming.

Data in this section of the report can be found in Appendix B

Table 22: Role Overload

A plurality of Canadians are overloaded by the dual demands imposed by work and family

Forty percent of the sample report high levels of total role overload (32% report moderate levels and 28% report low levels). Analysis of the data shows that Canadian employees are more likely to be "time crunched" at work than at home (see Figure 25). That being said, one can draw the following conclusions by looking at the distribution of the three forms of role overload in our population of Canadian employee:

- A plurality of Canadian employees (40%) experience high levels of total overload and only one in four (28%) report low total overload. These findings are not surprising given the fact that total overload is a function of overload at work and at home.
- Work role overload is symmetrically distributed with the same number of employees reporting high overload (32%) as reporting low overload (32%).
- A plurality of Canadian employees report moderate (37%) to low (37%) levels of family role overload. Only one in four (26%) report high levels of overload at home.
Figure 25: Role Overload

Women are more likely than men to be overloaded

As shown in Figure 26, the women respondents are more likely than the men to report high levels of total role overload and family role overload. These findings are consistent with the fact that the women are more likely to face heavy demands at home than are their male counterparts. While the women in the sample also report higher levels of work role overload than do men, the difference is not as dramatic.

Figure 26: Relationship Between Role Overload and Gender
Chapter Five: Organizational Outcomes

In this study we collected data on 6 key indicators of organizational well-being: organizational commitment/engagement, job satisfaction, intent to turnover, employment changes due to work-life conflict, retirement intentions and absenteeism. Details on how each of these outcomes are defined and how they should be interpreted are summarized in Appendix C.

Data in this section of the report can be found in Appendix B

- Table 13: Organizational Outcomes
- Table 14: Job Satisfaction: Facet Analysis
- Table 15: Employment Changes Index: Details
- Table 16: Retirement
- Table 18: Absenteeism

Data on commitment, job satisfaction, intent to turnover and employment changes index are shown for the total sample in Figure 27.

**Figure 27: Organizational outcomes: 2011-12**

Committed employees are loyal to their organization and engaged in their work

Commitment, or engagement as it is often referred to in the practitioner literature, is loyalty to the organization. Why does commitment matter? An individual who has high work commitment...
is willing to exert effort on behalf of the organization and has a strong desire to remain an employee of the organization (i.e., low intent to turnover). Individuals who have high work commitment also tend to be involved in their work.

**Two-thirds of the employed Canadians in our sample are committed to their organization**

Sixty-four percent of the respondents report high levels of commitment to their organization. Just under one in three (29%) report moderate commitment while 7% report low levels of commitment (see Figure 27). Commitment to the organization is not associated with gender.

**Intent to turnover is defined as an individual's desire to leave an organization**

Turnover has a number of undesirable implications for organizations including the cost of losing an experienced worker, recruiting and re-training a successor (re-training is estimated to cost 1.5 times the employee’s annual salary), lower productivity of a new worker, and secondary morale effects on managers, peers and subordinates.

**One in four employees has high intent to turnover**

One in four of the study respondents have high intent to turnover (13% are thinking of leaving their current employer several times a week or more, 12% are thinking of leaving once a week). The majority (75%) have low intent to turnover (see Figure 27). While intent to turnover is not associated with gender it is associated with commitment (those with moderate to low commitment are more likely to be thinking of leaving their employer).

**Job satisfaction measures how positively employees feel about their work**

Why does job satisfaction matter? Although work can be a source of satisfaction and self-esteem, it can also foster dissatisfaction, depressed feelings and despair. Research has shown a negative relationship between job satisfaction and work stress, organizational commitment, morale, absenteeism, retention, and mental and physical health.

**Just over half of the employees in our sample are satisfied with their jobs**

Fifty-eight percent of our sample report high job satisfaction. While only 7% are dissatisfied with their jobs, 35% have mixed feelings about their work. What aspects of their jobs are respondents satisfied with? What are they dissatisfied with? The answers to these questions are given in Table 4.

**Canadians appreciate the extrinsic aspects of their jobs**

Generally speaking Canadians find the extrinsic aspects of their jobs satisfying: their work schedule, the amount they are paid, the kinds of activities they perform at work and the number of hours they work.
Table 4: What aspects of their jobs do Canadians find satisfying?

<table>
<thead>
<tr>
<th>% indicating they are satisfied with:</th>
<th>Women</th>
<th>Men</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>The schedule of your working hours</td>
<td>78%</td>
<td>78%</td>
<td>78%</td>
</tr>
<tr>
<td>Your job in general</td>
<td>77%</td>
<td>77%</td>
<td>77%</td>
</tr>
<tr>
<td>The number of hours you work</td>
<td>74%</td>
<td>75%</td>
<td>74%</td>
</tr>
<tr>
<td>The sorts of things you do on the job</td>
<td>73%</td>
<td>73%</td>
<td>74%</td>
</tr>
<tr>
<td>The amount of pay you get</td>
<td>73%</td>
<td>72%</td>
<td>72%</td>
</tr>
<tr>
<td>The amount of job security you have</td>
<td>62%</td>
<td>71%</td>
<td>65%</td>
</tr>
<tr>
<td>Your current workload</td>
<td>56%</td>
<td>58%</td>
<td>56%</td>
</tr>
<tr>
<td>Your ability to meet career goals and aspirations</td>
<td>46%</td>
<td>45%</td>
<td>45%</td>
</tr>
<tr>
<td>The development opportunities offered by their organization</td>
<td>42%</td>
<td>40%</td>
<td>41%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>% indicating they are dissatisfied with:</th>
<th>Women</th>
<th>Men</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>The development opportunities offered by their organization</td>
<td>35%</td>
<td>36%</td>
<td>35%</td>
</tr>
<tr>
<td>Your ability to meet career goals and aspirations</td>
<td>30%</td>
<td>29%</td>
<td>30%</td>
</tr>
<tr>
<td>Your current workload</td>
<td>28%</td>
<td>24%</td>
<td>26%</td>
</tr>
<tr>
<td>The amount of job security you have</td>
<td>20%</td>
<td>13%</td>
<td>16%</td>
</tr>
<tr>
<td>The amount of pay you get</td>
<td>15%</td>
<td>15%</td>
<td>15%</td>
</tr>
<tr>
<td>The number of hours you work</td>
<td>16%</td>
<td>13%</td>
<td>15%</td>
</tr>
<tr>
<td>The schedule of your working hours</td>
<td>12%</td>
<td>11%</td>
<td>12%</td>
</tr>
<tr>
<td>The sorts of things you do on the job</td>
<td>13%</td>
<td>12%</td>
<td>12%</td>
</tr>
<tr>
<td>Your job in general</td>
<td>11%</td>
<td>11%</td>
<td>11%</td>
</tr>
</tbody>
</table>

Many Canadians are dissatisfied with training and development opportunities available in their organization

What aspects of work are Canadians dissatisfied with? The data suggest the following answers to this question: career development (35% dissatisfied), their opportunities to meet their career goals (30% dissatisfied), and their workloads (26% dissatisfied). These findings, which are consistent with the time in current job data, indicate that Canadian organizations need to increase the number of development opportunities they provide employees if they want to improve job satisfaction and reduce turnover.

Women less satisfied than men with the amount of job security they have

Only one gender difference with respect to job satisfaction was observed in the data: women were more likely than men to report that they were dissatisfied with their job security. While this gender difference is consistent with the organizational tenure data reported earlier, it is hard to determine from the data collected why such a gender difference exists.
Work-life conflict can have a number of negative consequences on employers

Work-life conflict can have a number of negative consequences on employers when employees are not able to cope with the dual demands of work and family. The data shown in Table 5 indicate that Canadian organizations are no exception to this rule.

Table 5: Impact of work life conflict on key organizational outcomes

<table>
<thead>
<tr>
<th>% indicating that work and family challenges had caused them to:</th>
<th>Women</th>
<th>Men</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Be absent more often from work</td>
<td>27%</td>
<td>21%</td>
<td>25%</td>
</tr>
<tr>
<td>Reduce their productivity at work</td>
<td>23%</td>
<td>21%</td>
<td>22%</td>
</tr>
<tr>
<td>Increase their use of employee benefits</td>
<td>23%</td>
<td>16%</td>
<td>21%</td>
</tr>
<tr>
<td>Reduce their work hours</td>
<td>20%</td>
<td>18%</td>
<td>19%</td>
</tr>
</tbody>
</table>

Blue indicates men are higher than women while pink means that women are higher than men.

Work-life conflict negatively impacts the work performance one in five employees

While the majority of respondents report that work-life issues have not impacted their work performance (see Figure 27), approximately one in four reported that in the last 12 months they have experienced negative changes to their circumstances at work because of conflicts with demands at home. More specifically, a substantive number of employees report that work-life challenges have caused them to be absent from work more often (25%), reduce their work productivity (22%), make greater use of the benefits offered by the organization (21%), and reduce their work hours (19%). These data support the idea that to increase their efficiency and effectiveness, Canadian organizations need to deal with the issue of work-life conflict.

Work life issues have more of a negative impact on women than men

Women were significantly more likely than men to say that work life challenges had caused them to be absent from work and to increase their use of employee benefits (see Table 5, items shaded in pink). That being said, it is important to note that gender is not associated with the likelihood that an employee will say that they cope with work-life issues by reducing productivity at work as well as their work hours. These findings indicate that inattention to work-life issues is problematic for many Canadian employees (and by extension, the companies that employ them) and offers further motivation for addressing this issue.

One in four of the employees in this sample are eligible to retire within five years

The aging of Canada's workforce (Boomers getting older), the undersupply of youth (birth rates have declined in Canada over past 40 years), and a lack of hiring in the 1990s and the first part of this millennium means that Canadian employers need to be aware of the retirement intentions of their workforce.

Respondents to our survey say that they plan on retiring when they are 59 years of age (not 65!). While the typical respondent in this sample is 14.5 years from retirement, 22% of respondents
said that they are less than 5 years from retirement. A higher number of men in the sample are within five years of retirement (24%) than are women (20%).

**What do respondents plan on doing after they retire?**

What do respondents plan on doing when they retire? While half (49%) have no plans on working post retirement, approximately the same percent say that they intend to work part-time after they retire from their current job (46%). Finally, five percent plan on working full time for someone else post retirement (see Figure 28). Men are more likely than women to say that they plan on working post-retirement.

**Figure 28: Retirement Intentions by gender**

These data support the following conclusions. First, employers across Canada need to consider changing retirement policies and perhaps implement phased retirement plans if they want to prevent their talent from taking early retirement or taking a part-time job elsewhere. Second, employers should not count on Canadians working past the age of 65 because they need the money. Our data certainly do not support this assumption.

**Absenteeism due to ill health and emotional fatigue common in Canadian organizations**

Many organizations use absence from work as a measure of productivity (if workers are not on the job, the work is definitely not being done). While companies expect a certain amount of absenteeism and recognize that some absenteeism is even beneficial to the employee, too much absenteeism can be costly in terms of productivity and is often symptomatic of problems within
the workplace. Absenteeism has been estimated to cost the Canadian economy between 2.7 and 7.7 billion dollars annually. Data on absenteeism are shown in Figure 29 and Table 6.

**Figure 29: % absent from work in past six months**

![Graph showing % of sample who missed work in past six months due to various reasons.]

Just over three quarters of our respondents (77%) missed work in the six months prior to the study being done. The most common reasons for missing work included health problems (63%) and emotional, mental or physical fatigue (45%). One in three missed work because of childcare issues and one in ten missed work because of eldercare. Finally, just under one in ten (8%) missed work because their organization would not grant a vacation day.

It is also important to note that 3% of the sample had experienced long term absenteeism over the past year (operationally defined at missing more than 30 days of work in a year).

**Typical employee in the sample misses 12^6^ days of work per year**

Respondents missed an average of twelve days of work per year (see Table 6). Approximately half of this absenteeism can be attributed to ill health (5.4 days absent per year due to ill health), but the absence due to emotional, physical or mental fatigue (3.4 days per year) and childcare issues (3.4 days per year) is also substantive.

---

^6^ Note: We estimated the total number of days missed per year by doubling the days missed in a six month period.
Table 6: Days absent:

<table>
<thead>
<tr>
<th>Reasons for missing work:</th>
<th>Mean days missed over past 12months</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total Sample</td>
</tr>
<tr>
<td>All causes (Total Absenteeism)</td>
<td>12.6</td>
</tr>
<tr>
<td>Health problems</td>
<td>5.4</td>
</tr>
<tr>
<td>Emotional, physical or mental fatigue</td>
<td>3.4</td>
</tr>
<tr>
<td>Child-related problems</td>
<td>2.4</td>
</tr>
<tr>
<td>Caring for an elderly dependent</td>
<td>1.0</td>
</tr>
<tr>
<td>A personal leave day/vacation day was not granted</td>
<td>0.6</td>
</tr>
</tbody>
</table>

Work-life issues can be linked to absence from work

We get a different picture of absenteeism if we look only at the number of days absent for those people in the sample who actually missed work for any of the reasons explored in this study. These data (see Table 6) show that people who missed work due to health problems missed 9.2 days of work in a 12 month period. Similarly, those absent due to eldercare missed 9.6 days per year, those absent due to emotional or physical fatigue missed 7.6 days per year, and those who missed work due to childcare concerns missed 7.8 days per year.

These findings are consistent with the data reported earlier (absenteeism has increased due to work-life issues) and support the idea that work-life conflict, workload and work stress issues are taking their toll on the physical and mental health of employees. Furthermore, these data provide yet another reason for addressing these issues: to decrease the costs associated with absenteeism. The high number of days absent due to mental and emotional fatigue (approximately 8 days a year) is worthy of note as emotional fatigue is a precursor to employee burnout.

Women more likely than men to be absent from work

Women were more likely than men to miss work overall - a finding that can be attributed to the fact that women are more likely than men to miss work due to health issues and emotional, mental or physical fatigue (see Figure 30). Similar findings are noted if one looks at the "days of work missed in the six months prior to the survey" - regardless of whether or not one considers the total sample (men missed 5.1 days while women missed 7 days) or just look at the data for those who missed work (men missed 7.3 days and women missed 8.6 days).

Finally, it is important to note that the men and women respondents were equally likely to miss work due to childcare and eldercare - a finding that is consistent with our data showing that caregiving is a shared responsibility in a substantive number of dual-income Canadian families.
Figure 30: Gender differences in Absenteeism: % of sample absent:

Employee commitment and job satisfaction have improved since 2001

The same measures were used in the 1991, 2001 and 2011 surveys to assess organizational commitment and job satisfaction. We also used the same measures in the 2001 and 2011 surveys to examine intent to turnover and absenteeism. The data on commitment, job satisfaction and intent to turnover over time are shown in Figure 31. These data are interesting as they show that employees feel approximately the same about their organizations and their job as they did in 1991 - and more positively than they did in 2001. Also interesting are the data showing that intent to turnover has not changed over time (one in four in both time periods thinking of leaving their current employer weekly or more).

Absenteeism has increased over time

Statistics Canada\(^7\) reported that absenteeism rates were somewhat higher in 2011 than in 2001. They attributed this increase to an increase in the first half of the 2000s in both the incidence and the number of days of work due to illness/disability and personal or family responsibilities. Our data (see Figure 32) show very similar trends. More specifically, the percent of our sample who indicated that they missed work (all causes) increased by 7 percentage points between 2001 and 2011. Much of this increase in absenteeism can be attributed to an increase in the number of people who missed work due to ill health (increased by 17 percentage points over time), challenges with respect to childcare (increased by 17 percentage points over time), and an increase in people who missed work due to emotional and mental fatigue (increased by 12 percentage points over time). These data reinforce our claim that organizations who fail to

\(^7\) http://www.statcan.gc.ca/pub/75-001-x/2012002/article/11650-eng.htm
address work-life and work overload issues will pay a price - in this case the price is an increase in absenteeism.

Figure 31: Changes in work outcomes over time

Figure 32: Changes in absenteeism over time
Chapter Six: Employee Outcomes

This chapter examines data on a number of employee outcomes including measures of employee wellbeing (Section 5.1) and work-life conflict (Section 5.2). Details on how each of these outcomes are defined and how they should be interpreted are summarized in Appendix C.

### Data in this section of the report can be found in Appendix B

<table>
<thead>
<tr>
<th>Table 19: Employee Well-being</th>
</tr>
</thead>
<tbody>
<tr>
<td>Table 20: Use of Health Care System</td>
</tr>
<tr>
<td>Table 20: Individual Impacts Due to Work-life Conflict</td>
</tr>
<tr>
<td>Table 21: Work-life Outcomes</td>
</tr>
<tr>
<td>Table 36: Caregiver Strain</td>
</tr>
</tbody>
</table>

#### 6.1 Employee wellbeing

Four indicators of employee well-being were considered in this study: perceived stress, depressed mood, life satisfaction and perceived physical health.

**High levels of stress are systemic in Canadian organizations**

Perceived stress refers to the extent to which one perceives one’s situation to be unpredictable, uncontrollable and burdensome. Individuals who report high levels of perceived stress are generally manifesting the symptoms we associate with “distress,” including nervousness, frustration, irritability, and generalized anxiety. The 2011 data indicate that workload and work-life issues may be having a negative impact on the well-being of a substantive portion of Canadian employees. Fifty-seven percent report high levels of stress and a substantive proportion (40%) report moderate levels of stress. Only 3% of the sample report low levels of stress.

**One in three employees in our sample report high levels of depressed mood**

Depressed mood is a state characterized by low energy and persistent feelings of helplessness and hopelessness. As shown in Figure 32, the sample is skewed to the moderate to high end with respect to levels of depressed mood (76% report moderate to high depressed mood).

**Relatively few of the employees in our sample report high levels of life satisfaction**

Life Satisfaction provides an assessment of an individual’s overall sense of well-being (physical, emotional, social). Life satisfaction determines how people feel about their life in its totality including factors such as whether they are achieving their goals, are doing as well as other people around them, and are generally happy. Two-thirds of the employees report that they are moderately satisfied with their lives. The proportion of the sample with high life satisfaction (23%) is nearly double the number reporting low life satisfaction (12%).
Many Canadian employees are in poorer physical health

Taken as a whole, the data (Figure 32, Table 7) indicate that 16% of respondents are in poorer physical health. The following data paint a fairly consistent picture with respect to employee health:

- While 46% say that their health is very good to excellent, 38% say that their health is good, while 16% say their health is poor/fair (high, medium and low respectively in Figure 32).

- While half the sample (50%) has not seen a physician in the last six months, 25% have seen a physician once and 24% have seen a physician 2 or more times. Respondents who saw a physician made an average of 3 visits to their doctor in a six month period (see Table 7).

- While virtually no one in the sample (93%) had an overnight stay in the hospital in the six months prior to the survey, 5% have been admitted to the hospital once and 2% have been admitted two or more times in the six months prior to the survey. Respondents who were admitted spent an average of 3 nights in the hospital in the last six months.
While 87% of the employees in the sample have not visited the hospital's emergency department in the last six months for personal health issues, 11% made one visit to the emergency ward and 2% made two or more visits.

In all cases greater use of the health care system is taken as an indicator of poorer employee health.

**Table 7: Use of the Health Care System**

<table>
<thead>
<tr>
<th>Health Care Provider</th>
<th>Respondent has sought care in past six months from:</th>
<th>Visits/days in past six months</th>
</tr>
</thead>
<tbody>
<tr>
<td>Physician (for reason other than check-up/maternity visit)</td>
<td>50%</td>
<td>Total Sample: 1.6</td>
</tr>
<tr>
<td>Hospital (admitted)</td>
<td>7%</td>
<td>0.2</td>
</tr>
<tr>
<td>Emergency department (not admitted)</td>
<td>13%</td>
<td>0.2</td>
</tr>
</tbody>
</table>

**Women report higher levels of stress and depressed mood than men**

As can be seen by looking at the data in Figure 33, the women respondents are more likely than the men to report high levels of perceived stress and depressed mood suggesting that the challenges facing working women in Canada are contributing to diminished levels of mental health. While gender was not associated with visits to the hospital or the emergency department, women were more likely than the men to have visited a physician in the six months prior to the study being done (54% versus 46%).

**Figure 33: Gender Differences in Employee Wellbeing**

![Graph showing gender differences in perceived stress and depressed mood](image)
Canadian workforce characterized by persistently high levels of stress and depressed mood

The same measures were used in the 1991, 2001 and 2011 surveys to assess perceived stress, depressed mood and life satisfaction. We also used the same measures in the 2001 and 2011 surveys to examine perceived health and use of the health care system.

Examination of the data in Figure 34 suggests that mental health has been an issue within Canada's workforce for several decades. While the percent with high levels of stress and depressed mood increased dramatically between 1991 and 2001, the levels have stayed stubbornly high over the last decade. During the same time period levels of life satisfaction have precipitously declined suggesting that Canadians are frustrated at having to choose between a job they find enjoyable (see the job satisfaction data) and necessary (see data on families' financial status) and a meaningful life outside of work.

Figure 34: Changes in mental health outcomes over time

Physical health has not changed substantively over the course of the past decade

There were no differences in any of the measures of physical health collected over time.

6.2 Work-life Outcomes

Two types of work-life conflict are considered in this analysis: family interferes with work and work with interferes family. In the first case, interference occurs when family role responsibilities hinder performance at work (i.e., a child’s illness prevents attendance at work). In the second case, problems arise when work role activities impede performance of family responsibilities (i.e., long hours in paid work prevent the performance of duties at home). In both cases, higher scores indicate greater work-life conflict.
Canadian employees are twice as likely to let work interfere with family as the reverse

One in three Canadians experience high levels of work interferes with family (put work first). Another 30% report moderate levels of this form of work-life conflict and 41% report low levels of work interferes with family (see Figure 35).

**Figure 35: Work-life Conflict**

The reverse trend is observed when one considers family interferes with work. Only 15% of the sample report high levels of family interferes with work (met family demands at the expense of work) while 43% report low levels of family interferes with work. The rest of the respondents (43%) report moderate levels. These findings are consistent with the data on work and family overload reported previously.

There are no gender differences in the incidence of either form of work life conflict (men and women equally likely to report both forms of interference).

**Work-life conflict negatively impacts how employees spend their time**

Earlier in the report we looked at how work-life conflict impacted the employer. An inability to cope with the dual demands of work and family might also have a negative impact on employees. To quantify the impact work-life conflict has had on the employee we asked them to look back over the past 12 months and indicate the extent to which challenges with respect to balancing work and family have caused them to reduce the amount of time they have to
themselves, the amount of sleep they get, the amount of energy they have, and the amount of time they spent in recreational or leisure activities. In all cases, the greater the reduction in the amount of time the employee has for each of these activities, the greater the risk of mental and physical health problems. Responses to these questions are shown in Figure 36.

**Figure 36: Work-life issues have caused them to reduce time in:**

![Bar chart showing time spent on various activities affected by work-life issues.](chart)

While approximately half the respondents do not experience any of the negative impacts explored in this study, one in three have substantive challenges. More specifically, approximately one in three report that work-life issues have reduced the amount of sleep that they get, their energy levels and the amount of time they have for coping activities including finding time for themselves and time for social activities and recreation.

**Women are more likely than men to report that work-life challenges have reduced time for themselves**

Women are more likely than men to report that work-life challenges have reduced the amount of time they have for themselves, for sleep and for recreational activities (see Table 8). These findings are consistent with the earlier findings with respect to gender differences in mental health.
Table 8: Individual Changes Index (high scores only)

<table>
<thead>
<tr>
<th>% indicating that work and family challenges had caused them to:</th>
<th>Women</th>
<th>Men</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduce amount of time they had for themselves</td>
<td>27</td>
<td>19</td>
<td>27%</td>
</tr>
<tr>
<td>Reduce the amount of sleep they get</td>
<td>33</td>
<td>27</td>
<td>23%</td>
</tr>
<tr>
<td>Reduce the amount of energy they have</td>
<td>38</td>
<td>29</td>
<td>31%</td>
</tr>
<tr>
<td>Reduce the amount of time they have in personal/recreational activities</td>
<td>32</td>
<td>25</td>
<td>36%</td>
</tr>
</tbody>
</table>

Blue indicates men are higher than women while pink means that women are higher than men.

**Canadian employees who care for an elderly dependent may experience caregiver strain**

Caregiver Strain is a multi-dimensional construct which is defined in terms of "burdens" or changes in a caregiver’s day to day life that can be attributed to the need to provide physical, financial, or emotional support to an elderly dependent. Research has linked high levels of caregiver strain to increase levels of depression, anxiety, fatigue, anger, family conflict, guilt, self-blame, emotional strain, and sleep loss.

**High levels of caregiver strain relatively rare**

One in five employed Canadians report high levels of caregiver strain (see Figure 37). Much of this strain stems from the physical challenges of caring for an adult and from feeling overwhelmed by the caregiver experience. Very few of the respondents reported high levels of financial strain - a finding that is consistent with the fact that many respondents live in families which are not struggling financially.

**Figure 37: Caregiver Strain**
Interference between family and work has increased over time

The same measures were used in the 1991, 2001 and 2011 surveys to assess work interferes with family and family interferes with work. We also used the same measures in the 2001 and 2011 surveys to examine caregiver strain.

Examination of the data in Figure 38 suggests that the percent of the Canadian workforce that puts family ahead of work (i.e., family interferes with work) has increased over time. While we cannot say with certainty why this is happening, we can speculate that Canadians who do not have either support from their employer or from the community in which they live (i.e., lack of childcare or eldercare facilities) have no choice but to take time off work to attend to family concerns. This interpretation of the data is consistent with our findings with respect to absenteeism.

Figure 38: Changes in work-life conflict over time

The data also suggest that the number of employees with high levels of caregiver strain has declined over time. In this case, the decrease is likely due to the fact that Canadians in 2011 are more able than their counterparts 10 years earlier to be able to purchase supports from the marketplace to help them meet their eldercare needs.

Finally, work interferes with family has not changed substantially over time.
Many Canadian employees balance work and family by reducing family size

Fertility has been declining in Canada since the early 1970s. The data from this study suggest that some of this decline may be due to the fact that a substantive proportion of Canadians have chosen to either delay (14%) or not have children at all (9%) because of the demands of their career (see Figure 39). Women are more likely than men to have used both of these strategies.

Figure 39: Decision Making Around Family Size
Chapter Seven: Moderators

In statistics, a moderator variable is one that affects the direction and/or strength of the relationship between dependent (i.e., demands, overload, work-life conflict) and independent variables (e.g., employee and organizational outcomes). The moderators as well as the relationships they are likely to moderate are shown in the Theoretical Framework shown in Figure 1. The following factors that might moderate the relationships explored in this study include: organizational culture, control over work/control over family, supportive management and perceived flexibility. Information on the moderators is provided below. In Chapter 8 we examine the extent to which the various moderators impact the key outcomes considered in this study. A full description of the measures included in this chapter, along with their interpretation, is given in Appendix C.

### Data in this section of the report can be found in Appendix C and D

<table>
<thead>
<tr>
<th>Table</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Table 23:</td>
<td>Organizational Culture</td>
</tr>
<tr>
<td>Table 24:</td>
<td>Control at Work and Control at Home</td>
</tr>
<tr>
<td>Table 25:</td>
<td>Supportive Manager: Aggregate Measures</td>
</tr>
<tr>
<td>Table 26:</td>
<td>Supportive Management Behaviours</td>
</tr>
<tr>
<td>Table 27:</td>
<td>Non-Supportive Management Behaviours</td>
</tr>
<tr>
<td>Table 28:</td>
<td>Perceived Flexibility</td>
</tr>
</tbody>
</table>

7.1 **Organizational culture is key**

Organizational culture refers to the unwritten rules and corporate norms that dictate how things are done, how things work, what is to be done and what is valued in the organization (i.e., “the way things are done around here”). Research indicates that an organization’s climate and culture can have a significant impact on employees' ability to balance work and family demands, work stress, overall stress, job satisfaction, work involvement and organization commitment. In fact, an organization’s culture often has more impact on how an employee feels about their work and their ability to balance work and life than the policies that are implemented within the organization.

Two sets of organizational beliefs were assessed in this study: the belief that the culture values employees who keep their personal issues out of the workplace (i.e., *The Myth of Separate Worlds*) and the belief that the culture values employees who always give priority to work (i.e., *Work Takes Priority*). The items used to measure the two cultures are given in the box below. Scores on the items that make up this measure can be found in Appendix B and Table 9.
Many Canadian employees believe that their employer expects them to keep work and family separate

A plurality of our sample perceives that their employer values and rewards those who keep their work and family lives separate (Figure 40). Also of note is the fact that just over one in three respondents (36%) agree strongly with this statement. These findings are cause for concern as it is very difficult for Canadians with families to keep work and family domains separate - especially when more than half of them are taking work home on evenings and weekends.

One in four agree that their employer expects them to be available for work 24/7

While the view that the organization expects work to take priority over family is not as strongly held, one in four respondents agree strongly that such a culture is in place within their organization, while another one in three have moderate levels of agreement (some elements of the culture are in place). Employees who work for such companies are unlikely to benefit from any forward thinking family-friendly policies or practices as the organizational culture is likely to discourage their use (career limiting move to use such benefits).
Gender is not associated with how an employee perceives organizational culture.

**Figure 40: Organizational culture**

<table>
<thead>
<tr>
<th>Culture: Myth of separate worlds</th>
<th>% High Agreement</th>
</tr>
</thead>
<tbody>
<tr>
<td>My organization believes that:</td>
<td></td>
</tr>
<tr>
<td>The way to advance is to keep personal issues out of the workplace</td>
<td>49%</td>
</tr>
<tr>
<td>Employees should keep their personal problems at home</td>
<td>47%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Culture: Work takes priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>My organization believes that:</td>
</tr>
<tr>
<td>The ideal employee is one who is available 24 hours a day.</td>
</tr>
<tr>
<td>The most productive employees are those who put their work before their personal issues</td>
</tr>
<tr>
<td>Work should be a primary priority in a person's life.</td>
</tr>
<tr>
<td>Employees who take time off work to attend to personal matters are not committed to work.</td>
</tr>
<tr>
<td>People who are highly committed to family cannot be highly committed to work as well.</td>
</tr>
</tbody>
</table>
7.2 Perceived control is also key

Perceived control is defined as the belief that one can determine one’s own behavior, influence one’s environment, and/or bring about desired outcomes. There is a vast body of research in the occupational health area which speaks to the importance of perceived control as a moderator between demands and stress (the higher the control, the more able the employee is to cope with demands at work and/or outside of work). Two measures of perceived control are examined in this study:

- *Control at work* is the amount of perceived control an individual has over their work (know how their work will be assessed, have some say over workload, work schedule etc.).
- *Control over home* is defined as an ability to exert control over activities that take place within the home.

**Figure 41: Perceived control over work and family**

Employees have more control over their family than their work

As can be seen in Figure 41, the Canadian employees in our sample are more likely to report that they have higher levels of control over their home situation (61% report high control while only 5% low control) than their work situation (only 19% report high control while 27% report low control). These data, when combined with the organizational culture data presented earlier, suggest that many Canadians will use their higher levels of control at home to help them make work a priority.
Women report higher levels of control over the family domain than men

Control over work is not associated with gender (see Figure 42). Control over family, on the other hand is strongly associated with Gender, with women reporting higher levels of control than men. Further research is needed to determine what is behind this gender difference as it seems counter-intuitive given the data showing that women do more at home.

Figure 42: Perceived control over work and family

7.3 Who you work for matters a lot - supportive management

Our research has clearly demonstrated that work and family policies are ineffective if supervisors do not support them. While employees want increased work-time and work location flexibility, simply offering flexible work arrangements and family friendly benefits is not enough. There is a tremendous amount of inequity in organizations today as supervisors act as gatekeepers to many of the benefits offered by the firm. Who you work for within an organization has become more important than where you work. Details on how this construct was measured can be found in Appendix C. Key findings from the data are given below.

While half of the employees in this sample work for a supportive manager, half do not

While just over half (52%) of the respondents work for supportive managers, 16% work for non-supportive managers and one in three work for a "mixed" manager (see Figure 43). Our research has determined that employees who work for the non-supportive manager are, in many ways, better off that the individual who reports to a mixed manager (one who sends out mixed signals
and behaves inconsistently). Of course, employees who work for a supportive manager are better off overall. There were no gender differences in perception of support from ones' manager in this sample.

Figure 43: Supportive Manager

What do managers do well?

The percent of the sample agreeing that their manager uses each of the 10 supportive behaviours and four non-supportive behaviours included in our analysis are shown in Table 10. The higher the level of agreement the respondent has with the supportive behaviours (and disagreement with the non-supportive behaviours), the more supportive the manager's behaviour.

What do managers do well? A clear majority of respondents agree that their manager makes themselves available to answer questions, gives recognition for a job well done, and is a good communicator (i.e., listens well, shares information). The findings are not as positive with respect to performance management with only half the respondents indicating that their manager makes expectations clear, provides constructive feedback, and is effective at planning the work to be done. The dissatisfaction with career development reported earlier in this report is consistent with the fact that only half the respondents perceive that their manager provides them with challenging career development opportunities or asks them for input when making changes that affect their work.
Table 10: What do Canadian Managers do Well?

<table>
<thead>
<tr>
<th>% who agree that their manager engages in following supportive behaviours:</th>
<th>Females</th>
<th>Males</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Is available to answer questions</td>
<td>71%</td>
<td>72%</td>
<td>71%</td>
</tr>
<tr>
<td>Listens to my concerns</td>
<td>65%</td>
<td>63%</td>
<td>64%</td>
</tr>
<tr>
<td>Gives recognition when I do my job well</td>
<td>61%</td>
<td>59%</td>
<td>61%</td>
</tr>
<tr>
<td>Supports my decisions (i.e., with clients, upper management)</td>
<td>60%</td>
<td>62%</td>
<td>61%</td>
</tr>
<tr>
<td>Shares information with me</td>
<td>57%</td>
<td>57%</td>
<td>57%</td>
</tr>
<tr>
<td>Makes it clear what is expected of me (i.e., is good at communicating goals, objectives)</td>
<td>55%</td>
<td>52%</td>
<td>54%</td>
</tr>
<tr>
<td>Provides me with challenging opportunities</td>
<td>51%</td>
<td>53%</td>
<td>52%</td>
</tr>
<tr>
<td>Provides constructive feedback when performance standards are not met</td>
<td>51%</td>
<td>50%</td>
<td>50%</td>
</tr>
<tr>
<td>Asks for input before making decisions that affect my work</td>
<td>49%</td>
<td>50%</td>
<td>49%</td>
</tr>
<tr>
<td>Is effective at planning the work to be done</td>
<td>47%</td>
<td>46%</td>
<td>47%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>% who disagree that their manager engaged in following non-supportive behaviours:</th>
<th>Females</th>
<th>Males</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Only talks to me when I make a mistake</td>
<td>78%</td>
<td>75%</td>
<td>77%</td>
</tr>
<tr>
<td>Makes me feel guilty about time off for personal/family reasons</td>
<td>75%</td>
<td>75%</td>
<td>75%</td>
</tr>
<tr>
<td>Focuses on hours of work rather than output</td>
<td>71%</td>
<td>69%</td>
<td>71%</td>
</tr>
<tr>
<td>Has unrealistic expectations about how much work can be done</td>
<td>66%</td>
<td>63%</td>
<td>65%</td>
</tr>
</tbody>
</table>

Where are improvements needed?

The percent of respondents disagreeing that their manager uses each of the 10 supportive behaviours and agreeing that they use the four non-supportive behaviours included in our analysis are shown in Table 11. In this case the higher the level of agreement with the non-supportive behaviours, and disagreement with the supportive behaviours, the more non-supportive the manager.

What do these data suggest managers need to work on with respect to management support? First, they need to ask for input before making decisions that affects the work of those who report to them - a behaviour that has been found to be important to the engagement and retention of educated knowledge workers. Second, they need to work on their performance management skills (one in four respondents disagree that their manager is effective at planning the work to be done, making performance expectations clear, or providing constructive feedback when performance goals are not met). Third, approximately one in five managers needs to improve their communication skills. More specifically, they need to share information, listen to employees, and give positive feedback. Finally, one in five managers needs to be given the time and skills needed to coach and mentor their subordinates.
Men and women have similar views of their managers

Again, it is important to note the lack of gender differences in these findings. Both the men and the women have the same view of their manager in terms of where they are performing well and where improvement is needed.

Table 11: Where is improvement needed?

<table>
<thead>
<tr>
<th></th>
<th>Females</th>
<th>Males</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>% who disagree that their manager engages in following positive behaviours:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Is effective at planning the work to be done</td>
<td>25%</td>
<td>25%</td>
<td>25%</td>
</tr>
<tr>
<td>Asks for input before making decisions that affect my work</td>
<td>31%</td>
<td>30%</td>
<td>24%</td>
</tr>
<tr>
<td>Makes it clear what is expected of me (i.e., is good at communicating goals, objectives)</td>
<td>24%</td>
<td>25%</td>
<td>24%</td>
</tr>
<tr>
<td>Provides constructive feedback when performance standards are not met</td>
<td>22%</td>
<td>24%</td>
<td>24%</td>
</tr>
<tr>
<td>Shares information with me</td>
<td>23%</td>
<td>24%</td>
<td>24%</td>
</tr>
<tr>
<td>Gives recognition when I do my job well</td>
<td>21%</td>
<td>22%</td>
<td>21%</td>
</tr>
<tr>
<td>Listens to my concerns</td>
<td>19%</td>
<td>20%</td>
<td>20%</td>
</tr>
<tr>
<td>Provides me with challenging opportunities</td>
<td>24%</td>
<td>21%</td>
<td>19%</td>
</tr>
<tr>
<td>supports my decisions (i.e., with clients, upper management)</td>
<td>14%</td>
<td>16%</td>
<td>19%</td>
</tr>
<tr>
<td>Is available to answer questions</td>
<td>14%</td>
<td>12%</td>
<td>13%</td>
</tr>
</tbody>
</table>

% who agree that their manager engages in non-supportive behaviours:

<table>
<thead>
<tr>
<th></th>
<th>Females</th>
<th>Males</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Has unrealistic expectations about how much work can be done</td>
<td>20%</td>
<td>18%</td>
<td>19%</td>
</tr>
<tr>
<td>Focuses on hours of work rather than output</td>
<td>14%</td>
<td>15%</td>
<td>14%</td>
</tr>
<tr>
<td>Makes me feel guilty about time off for personal/family reasons</td>
<td>11%</td>
<td>12%</td>
<td>13%</td>
</tr>
<tr>
<td>Only talks to me when I make a mistake</td>
<td>9%</td>
<td>11%</td>
<td>11%</td>
</tr>
</tbody>
</table>

7.4 Perceived flexibility

Perceived flexibility is defined as the amount of control employees perceive they have over their work hours and work location. Work time and work location flexibility have the potential to balance work and family demands by increasing an employees’ ability to control, predict and absorb change in work and family roles. Employees, who perceive that that have high levels of control over when and where they work have been found to be more committed to the organization. They also report greater job satisfaction, lower absenteeism, and greater work-life balance.

One in three employees has very little control over their hours of work

Perceived flexibility seems systematically distributed (see Figure 44) with 32% reporting very little flexibility, 27% with high flexibility and 42% with moderate flexibility. Perceived flexibility was not associated with gender. This is essentially the same distribution observed with the 2001 data.
Many Canadians do not have the work flexibility they need to balance work and family demands

Data on the individual items that make up this measure are shown in Table 12. On a positive note are findings showing that more than half of the respondents can be home in time to have dinner with their family, take their holidays when they want and take a paid day off to deal with a sick child.

More challenging are the following findings:

- 70% of respondents find it hard to spend some of their work day working from home - a fact that is likely to frustrate the substantive number of respondents who perform work from home during personal/family time.

- Almost 40% of respondents cannot vary their arrival and departure times, or arrange their work schedule to accommodate their family demands. One in three finds it hard to interrupt their work day to deal with personal matters and then return to work. These findings, while not surprising given the low use of flexible work arrangements by respondents, are cause for concern as analysis done using our 2001 data determined that these three behaviours are key determinants of employee mental health, work-life balance and absenteeism.
• One in three respondents finds it hard to take time off to attend course or training. Challenges here are likely to frustrate younger workers who place a high value on career development.

• One in three finds it hard to take paid time off work to care for an elderly dependent - a finding that suggests that employers are more supportive or understanding of the need to take time off work to care for children than for elderly dependents.

• One in three finds it hard to take their holidays when they want.

Table 12: Perceived flexibility

<table>
<thead>
<tr>
<th>% of respondents who find it easy to:</th>
<th>Females</th>
<th>Males</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Be home to have meals with the family</td>
<td>60%</td>
<td>52%</td>
<td>57%</td>
</tr>
<tr>
<td>Take a paid day off work when a child is sick</td>
<td>56%</td>
<td>57%</td>
<td>56%</td>
</tr>
<tr>
<td>Take their holidays when they want</td>
<td>46%</td>
<td>50%</td>
<td>48%</td>
</tr>
<tr>
<td>Vary their work hours (arrival and departure time)</td>
<td>43%</td>
<td>43%</td>
<td>43%</td>
</tr>
<tr>
<td>Take a paid day off when an elderly relative needs you</td>
<td>42%</td>
<td>45%</td>
<td>43%</td>
</tr>
<tr>
<td>Interrupt their work day to deal with a personal/family matter and then return to work</td>
<td>41%</td>
<td>45%</td>
<td>43%</td>
</tr>
<tr>
<td>Take time off work to attend a course or a conference</td>
<td>37%</td>
<td>37%</td>
<td>37%</td>
</tr>
<tr>
<td>Arrange their work schedule (shifts, overtime) to meet personal/family commitments</td>
<td>36%</td>
<td>37%</td>
<td>36%</td>
</tr>
<tr>
<td>Spend some of their day working from home</td>
<td>14%</td>
<td>15%</td>
<td>15%</td>
</tr>
<tr>
<td>Be home when your children get home from school</td>
<td>15%</td>
<td>14%</td>
<td>15%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>% of respondents who find it difficult to:</th>
<th>Females</th>
<th>Males</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spend some of their day working from home</td>
<td>71%</td>
<td>69%</td>
<td>70%</td>
</tr>
<tr>
<td>Be home when your children get home from school</td>
<td>62%</td>
<td>63%</td>
<td>62%</td>
</tr>
<tr>
<td>Vary their work hours (arrival and departure time)</td>
<td>38%</td>
<td>36%</td>
<td>37%</td>
</tr>
<tr>
<td>Arrange their work schedule (shifts, overtime) to meet personal/family commitments</td>
<td>38%</td>
<td>36%</td>
<td>37%</td>
</tr>
<tr>
<td>Take time off work to attend a course or a conference</td>
<td>35%</td>
<td>33%</td>
<td>34%</td>
</tr>
<tr>
<td>Interrupt their work day to deal with a personal/family matter and then return to work</td>
<td>35%</td>
<td>30%</td>
<td>33%</td>
</tr>
<tr>
<td>Take a paid day off when an elderly relative needs you</td>
<td>34%</td>
<td>29%</td>
<td>32%</td>
</tr>
<tr>
<td>Take their holidays when they want</td>
<td>31%</td>
<td>26%</td>
<td>29%</td>
</tr>
<tr>
<td>Take a paid day off work when a child is sick</td>
<td>22%</td>
<td>20%</td>
<td>21%</td>
</tr>
<tr>
<td>Be home to have meals with the family</td>
<td>18%</td>
<td>25%</td>
<td>21%</td>
</tr>
</tbody>
</table>
Chapter Eight: Testing the Model

This chapter presents our findings with respect to the key predictors of role overload (section one), organizational outcomes, (section two), individual outcomes (section three) and work-life conflict (section four). The ability of the moderators to impact the relationship between domain specific overload and total role overload is presented and discussed in section five. As noted in the methodology section, we used Partial Least Squares analysis to test the model.

All significant path coefficients are shown on the figures included in this chapter. A significant path coefficient means that the predictor variable (e.g., objective work domains) can explain some of the movement (variance) in the dependent variable (e.g., work role overload). We use a T test to determine if the path is significant (see Appendix D). As a measure of how strong the relationship is between variables we calculate an $R^2$. $R^2$ ranges from 0 to 1 with low values close to zero indicating that the prediction is not very good and values close to one indicating a strong predictive model. Typically one reports $R^2$ as a percent of the variation in the outcome variable explained by the predictors in the model.

8.1 Prediction of Overload

The following conclusions with respect to the prediction of work role overload, family role overload and total role overload can be drawn from our testing of the model in Figure 44:

- Three predictors, objective work demands, total role demands and family financial status explain 22% of the variation in work role overload.

- The more roles the employee occupies and the more hours they devote to work the higher the level of work role overload.

- Work role overload increases as family financial status decreases.

- Three predictors, the amount of time one's partner spends in SWAH, family financial status and total role demands explain 19% of the variation in family role overload.

- The more roles the employee occupies the higher the level of family role overload.

- The more time the employees' spouse spends in SWAH, the higher the employee's level of family role overload.

- Family financial status moderates the relationship between objective family demands and family role overload such that the higher the financial status the less negative the path between objective family demands and family role overload (people with higher incomes more able to purchase services to reduce their demands at home).

- Work role overload is a much stronger predictor of total role overload than is family role overload.
8.2 Prediction of Organizational Outcomes

Testing of the model shown in Figure 45 allows us to draw the following conclusions with respect to the prediction of the various organizational outcomes included in this analysis:

- Total role overload is not a significant predictor of absenteeism due to mental or emotional fatigue.
• Total role overload is an important predictor of intent to turnover. This one variable explains almost 9% of the variation in intent to turnover. The higher the role overload the greater the intent to turnover.

• Total role overload is an important predictor of employee commitment. This one variable explains almost 7% of the variation in commitment. The higher the role overload the lower the commitment.

• Total role overload is a very important predictor of job satisfaction. This one variable explains almost 22% of the variation in job satisfaction. The higher the role overload the lower the job satisfaction.

• Total role overload is an important predictor of the employee change index. This one variable explains almost 7% of the variation in this index. The higher the role overload the greater the likelihood that work-life conflict will negatively impact the organization's bottom line.

45: Prediction of Organizational Outcomes

- Total Role Overload: R² 62.7%
  - +.29 *** to Intent to Turnover: R² 8.5%
  - -.47 *** to Job Satisfaction: R² 21.8%
  - +.25 *** to Employment Changes Index: R² 6.5%

- Absenteeism: ns
- Commitment: R² 6.4%
8.3 Prediction of Employee Well-being Outcomes

Testing of the model shown in Figure 46 allows us to draw the following conclusions with respect to the prediction of the various measures of employee well-being included in this analysis:

- Total role overload is a very important predictor of perceived stress. This variable explains just over 14% of the variation in perceived stress. The higher the role overload the greater the stress.

- Total role overload is a very important predictor of depressed mood. This variable explains just over 11% of the variation in depressed mood. The higher the role overload the greater the depressed mood.

- The more overloaded the employee, the more likely they are to experience diminished mental health.

- Total role overload predicts perceived health (explains 5% of the variation in perceived health). The higher the role overload the more likely the employee is to perceive that they are in poor health.

46: Prediction of Employee Outcomes
8.4 Prediction of Work-life Outcomes

Testing of the model shown in Figure 47 allows us to draw the following conclusions with respect to the prediction of the employee work-life conflict:

- Total role overload is a very important predictor of work-life conflict. It explains 55% of the variation in work interferes with family and 19% of variation in family interferes with work. The greater the overload, the higher levels of both forms of work-life conflict.

- Employees who are overloaded are more likely to let work family interfere with family than to let family interfere with work.

- While total role overload is a significant predictor of caregiver strain, the relation is not as strong as observed for the other two forms of work-life conflict (explains only 3% of the variation in this form of work--life conflict). The higher the overload, the higher the level of caregiver strain.

47: Prediction of Work-life Outcomes
• Employees who are already overloaded are less likely to add to that overload by having children. As can be seen by looking at the paths in Figure 47, the higher the overload the more likely an employee is to say that they plan on having fewer children (R² of 8.1%) or delay/not have children at all (R² of 6.1%).

8.5 Moderation

The final step in our testing of the model involved determining the extent to which the various organizational and family moderators shown in Figure 1 moderated the relationship between work role over and total overload.

48: Moderation of the Relationship between Work Role Overload and Total Overload

Our analysis identified four significant (< .01) moderators of the relationships between work role overload and total role overload (see Figure 48). More specifically the analysis determined that:

• Employees who work for an organization with a culture that values employees who give work priority over family will experience a stronger relationship between work role overload and total overload than those who work for an organization where such a culture is not as strong (i.e., this type of culture strengthens the relationship between work role overload and total role overload).

• Employees who work for an organization whose culture expects them to keep work and family domains separate (i.e., myth of separate worlds) will experience a stronger relationship
between work role overload and total overload than those who work for an organization where such a culture is not as strong (i.e. this type of culture strengthens the relationship between work role overload and total role overload)

- Having a supportive manager reduces (or weakens) the negative effect of work role overload on total role overload.

- Perceived flexibility and a culture of work takes priority over family are the two strongest moderators in the study.

- Control over family did not moderate the path between family role overload and total role overload.

- Control over work did not moderate the path between work role overload and total role overload.
Chapter Nine: Impact of Gender and Lifecycle Stage on the Findings

In this chapter we examine the impact of four lifecycle stages on the various predictors, moderators and outcomes in our model: no dependent care, childcare, sandwich responsibilities, and eldercare.

Figure 49 shows the number of respondents in each of the four lifecycle stages considered in this analysis. Of the 9107 men in the sample, 29% had no dependent care, 45% had children at home that required care, 17% were in the sandwich group (both childcare and eldercare) and 9% spent time each week in elder.

Of the 15,914 women, 29% had no dependent care, 36% had children at home that required care, 20% were in the sandwich group (both childcare and eldercare) and 15% spent time each week in eldercare.

Despite the fact that the men and the women respondents were very similar in age, the women in the sample were more likely than the men to have eldercare responsibilities (35% of women in the sandwich and eldercare only groups as compared to 26% of men), a finding that is consistent with research in the area that indicates that women are more often than men to be the ones who takes on this type of caregiving.

Figure 49: Sample distribution: Gender by Lifecycle Stage
9.1 Demographic Profile

Examination of the data in Appendix B helps us develop demographic profiles for the typical member of each of the 8 groups under consideration in this study.

Women with no dependent care

The women in this group were more likely to be younger (27% under the age of 30), single (38% were not married) and live in a large (i.e. 500,000+) community (42%) or in the Prairies (30%). They were highly educated (62% with at least one university degree) and earned an income that allowed them to live more than comfortably (had money for extras) (51%). While 76% of the women in this group did not have children, the rest had children over the age of 18 who no longer lived at home.

Men with no dependent care

The men in this group were more likely to be younger (21% under the age of 30), single (26% were not married) and live in a large (i.e. 500,000+) community (42%). They were more likely to work in a professional position (27%) and while their personal incomes were lower (half earned between $40,000 and $80,000) so were their expenses and the majority (56%) indicated that their income allowed them to live more than comfortably (had money for extras). While 70% of the men in this group did not have children, the rest had children over the age of 18 who no longer lived at home.

Women with childcare

The women in this group were more likely to be in the Gen X (66%) cohort, married (84%) and live in Quebec. They were more likely to live in dual-career families (33%), to say that their spouse was the primary breadwinner in the family (23%), and to say that their family financial resources were tight (26%). The women in this group were more likely to have younger children (32% had children under the age of five while 46% had children between the age of 5 and 12). They were also more likely to say that they had primary responsibility for childcare (35% said that the assumed 80% to 100% of the responsibility for childcare in their families; 60% said they had 60% or more of responsibility the childcare in their families).

Men with childcare

The men in this group were more likely to be in the Gen X (59%) cohort and married (89%). They tended to earn higher incomes (66% earned over $80,000 per year) and were more likely to be the primary breadwinner in the family (55%). Men in the childcare group were more likely to live in either a traditional family (18%) or a dual-career/dual-earner family (46%) and to say that their family financial resources were tight (24%).
The men in this group were more likely to have younger children (34% had children under the age of five while 44% had children between the age of 5 and 12). They were more likely to either share responsibility for childcare with their spouse (33%) or say that their spouse assumed primary responsibility for childcare (56%).

**Women in the Sandwich group**

The women in this group were more likely to be in either the Gen X (44%) or Baby Boomer (45%) cohorts, married (84%) and live in Ontario. They were more likely to live in dual-career families (33%), to say that their spouse was the primary breadwinner in the family (21%), and to say that their family financial resources were tight (30%).

The women in this group were more likely to have adolescent (34%) and teenage children (41%) children living at home. They were also more likely to have primary responsibility for childcare in their families (30% said that the assumed 80% to 100% of the responsibility for childcare in their families; 51% said they have 60% or more of the responsibility childcare in their families). One in five said they shared this responsibility with their partner.

As can be seen by comparing the demographic information on the two groups, the women in the sandwich group shared many characteristics with their counterparts in the childcare only group. They differed in that they had eldercare responsibilities. The women in this group were more likely to have at least one elderly dependent living with them (11%). They were also more likely to say that they had responsibility for 3 or more elderly dependents (41%) and to say that they had responsibility for the care of a disabled dependent (35%).

**Men in the Sandwich group**

The men in this group were more likely to be in either the Gen X (35%) or Baby Boomer (52%) cohorts and married (93%). They were more likely to earn over $80,000 per year (69%), say that they were the primary breadwinner in the family (57%), live in either a traditional family (15%) or dual-career/dual-earner family (47%) and to say that their family financial resources were tight (27%).

The men in this group were more likely to have adolescent (43%) and teenage children (48%) children living at home and to either share responsibility for childcare with their spouse (29%) or to say that their spouse assumed primary responsibility for childcare in their families (59% had a partner who did the majority of caregiving).

The men in the sandwich and childcare groups were very similar with respect to demographic circumstances. What distinguishes the two groups is the need for men in the sandwich group to deal with eldercare issues. Men in the sandwich lifecycle stage were more likely to have at least one elderly dependent who lived with them (11%). They were also more likely to say that they had responsibility for 3 or more elderly dependents (47%) and to say that they had responsibility for the care of a disabled dependent (36%).
Women with Eldercare

The women in this group were more likely to be single (33%), Baby Boomers (65%) who lived in families where money was not an issue (47%). They were more likely to have either no children (62%) or children over the age of 18 who no longer lived at home (95% of mothers in this group in this position). While the women in this group did not have any responsibility for childcare - they did have responsibly for the care of at least one elderly dependent (12% cared for a dependent in their home, 66% cared for at least one dependent who lived nearby, and 45% cared for at least one dependent who lived elsewhere.

Men with Eldercare

The men in this group were more likely to be single (23%) Baby Boomers (65%) and live in families where money was not an issue (48%). They were more likely to have either no children (61%) or children over the age of 18 who no longer lived at home (96% of fathers in this group in this position). While the men in this group did not have any responsibility for childcare - they did have responsibly for the care of at least one elderly dependent (14% cared for a dependent in their home, 48% cared for at least one dependent who lived nearby, 49% cared for at least one dependent who lived elsewhere, and 43% had responsibility for the care of a disabled dependent.

9.2 Work Profile

Lifecycle stage was not associated with whether or not the respondent had to perform shift work, whether or not they were a member of a bargaining unit, or whether or not they worked a regular work day (time that they came in and time they left was fixed). Lifecycle stage was, however, associated with other dimensions of work including tenure in the organization, years in the current job, and whether or not the respondent wanted to work more or less.

Women with children at home less likely to work a CWW

Women with children at home (sandwich and childcare groups) were less likely to work a compressed work week than were women without children (no dependents, eldercare). No such relationship was observed for the men in the sample (See Appendix B).

Men have had more job stability than women overall.

While men have had more job stability than women overall, men in the eldercare group have less stability than the men in the other three groups (i.e. a smaller percent have been with their organization for 10 years or more as shown in Figure 50).
Figure 50: Worked in organization for 11 or more years: Gender by Lifecycle Stage

![Bar chart showing gender differences in work hours and money for different lifecycle stages.]

**Men and women without dependent care more likely to want to work more hours for more money**

Respondents without dependent care were, regardless of gender, more likely to say that they wanted to work more hours for more money (see Table 13).

**Table 13: Time versus Money**

<table>
<thead>
<tr>
<th>Lifecycle Stage</th>
<th>Work less time for less money</th>
<th>Work same time for same money</th>
<th>Work more time for more money</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Women</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>No dependents</td>
<td>23%</td>
<td>57%</td>
<td>20%</td>
</tr>
<tr>
<td>Childcare</td>
<td>36%</td>
<td>53%</td>
<td>11%</td>
</tr>
<tr>
<td>Sandwich</td>
<td>38%</td>
<td>49%</td>
<td>12%</td>
</tr>
<tr>
<td>Eldercare</td>
<td>30%</td>
<td>54%</td>
<td>17%</td>
</tr>
<tr>
<td><strong>Men</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>No dependents</td>
<td>20%</td>
<td>56%</td>
<td>23%</td>
</tr>
<tr>
<td>Childcare</td>
<td>21%</td>
<td>62%</td>
<td>18%</td>
</tr>
<tr>
<td>Sandwich</td>
<td>22%</td>
<td>59%</td>
<td>19%</td>
</tr>
<tr>
<td>Eldercare</td>
<td>26%</td>
<td>55%</td>
<td>19%</td>
</tr>
</tbody>
</table>

Note: Key gender differences are shaded

**Women with dependent care more likely to want to work fewer hours for less money**

Women with children (sandwich, childcare only) were more likely to say that they wanted to work fewer hours for less money. No such finding was observed for the men in the sample.
Employees in the sandwich and eldercare groups have little career mobility

The men and women in the sandwich and eldercare groups are more likely to have worked in the same job for 4 or more years. We speculate that this difference could be due to the fact that these employees are older and therefore less mobile, or because those who are responsible for elderly dependents are less likely to take on the added stress of changing their position at work (see Figure 51).

Figure 51: Worked in same job for 4 or more years: Gender by Lifecycle Stage

9.3 Predictors

Differences in the predictors that are associated with lifecycle stage are discussed below.

8.3.1 Work and non-work demands

Women spend fewer hours in paid employment per week than men

Women spend fewer hours in paid employment per week than their male counterparts, regardless of lifecycle stage (See Figure 52). Hours in work per week was not associated with lifecycle stage when gender is taken into account.

Men and women in the sandwich group are more likely to bring work home to complete after hours

Lifecycle stage is associated with the likelihood that an employee will perform SWAH. Regardless of gender, respondents in the Sandwich group are more likely to perform SWAH than those in other groups (see Figure 53).
Women spend less time and their husbands spend more time in paid employment when they have children at home

For the women in the sample, partner's time in work is highest when the family have children at home (i.e., in the childcare and sandwich stages of the lifecycle - see Figure 54).
The partners of the men in the sample spend less time in paid employment when they have children at home

For the men in the sample, on the other hand, partner's time in work is lowest when the family is in the childcare stage of the lifecycle (i.e., childcare needs are highest). These women are also significantly more likely to perform SWAH during this stage of the lifecycle (see Figure 53).

These data, when considered in tandem, suggest that families in the childcare stage of the lifecycle accommodate the increase in family demands by having the female partner reduce the amount of time in paid employment while the male partner increases their time in this role.

Men and women in childcare and sandwich lifecycle stages spend more time in dependent care

Hours per week in dependent care are associated with lifecycle for both the men and women in the sample. In both cases, individuals in the childcare and sandwich groups spend more time per week in dependent care than do those with just eldercare responsibilities (see Figure 55). The following findings are also noteworthy:

- women with childcare responsibilities (childcare and sandwich groups) spend more time per week in dependent care than their male counterparts.
- the amount of time spent per week in eldercare is not associated with gender, and
- men and women in the sandwich group do not spend more time in dependent care per week than their counterparts with just children at home, suggesting that there is some kind of synergy between these two roles (i.e. children may help with eldercare).
Work extension technology increasing workload and stress for those in sandwich group

While lifecycle stage is not associated with the impact of work extension technology (WET) on work-life balance, it is associated with an increase in stress and workloads for men and women in the sandwich stage of the lifecycle (see Figures 56 and 57). Not coincidentally, respondents in the sandwich group were more likely to perform SWAH.

Figure 55: Hours in Dependent Care per Week: Gender by Lifecycle Stage

Figure 56: Percent linking use of WET to increase in stress: Gender by Lifecycle Stage
8.3.2 Total Roles

Lifecycle stage linked to occupancy of various roles

The definition of lifecycle stage used in this study means that respondents in the various groups will, by definition, be more or less likely to have childcare and eldercare role responsibilities. As mentioned earlier, lifecycle stage is also associated with marital status. For both the men and women in the sample, lifecycle stage is associated with whether or not the employee occupies the following roles:

- Divorced, shared responsibility for children (childcare and sandwich groups more likely),
- Grandparent (sandwich group more likely),
- Manager/supervision (those in the no dependent care group less likely), and,
- Volunteer (sandwich more likely, no dependent care less likely).

These differences are probably linked to fact that age and lifecycle stage are highly correlated.

Lifecycle stage not associated with energy spent in employee and spouse roles

Lifecycle stage is not associated with the amount of energy spent in following roles: parents to adult children, the spouse/partner role, the grandparent role, the employee role, the manager role, the second job role, the volunteer role. These roles seem to require the same amount of energy regardless of what else the employee has on their plate.
Employees with children at home spend more energy in home maintainer role

Respondents in the no dependents and eldercare lifecycle stages spend less energy in the home maintainer role than their counterparts in the childcare and sandwich groups. This is not surprising and probably related to the fact that children in the home generate housework!

Employees with children at home devote more energy to parenting role than those in sandwich group

Regardless of gender, respondents in the childcare group spend:
- more energy in the caregiver to a disabled dependent role,
- more energy in the parenting role,
- more energy in the divorced - shared parenting role
than do those in the sandwich lifecycle stage (see Appendix C).

Employees in the sandwich group are engaged in more high energy roles

Examination of the data in Figure 58 supports the following conclusions:
- Men and women in the sandwich group engage in the highest number of high energy roles.
- Men and women with children in the home engage in a higher number of high energy roles than do their counterparts in the eldercare group.
- Those without any form of dependent care take part in fewer high energy roles.
- Women participate in more high energy roles than men, regardless of lifecycle stage.

Figure 58: Engaged in 4 or more high energy roles: Gender by Lifecycle Stage
9.4 Role Overload

All three forms of role overload considered in this study are associated with lifecycle stage.

**Those in the Sandwich group are more likely to experience high total role overload**

The data in Figure 59 support the following conclusions with respect to the relationship between gender, lifecycle stage and total role overload:

- With one exception (childcare stage of lifecycle) women report higher levels of total role overload than men.
- Both men and women in the sandwich group experience the highest levels of role overload, while employees with no dependent care experience the lowest levels of role overload.
- Eldercare demands are associated with higher levels of role overload for women but not men.

**Figure 59: Percent reporting high total role overload: Gender by Lifecycle Stage**

![Chart showing percent reporting high total role overload by gender and lifecycle stage](chart)

**Those in the Sandwich group are more likely to experience high work role overload**

The data in Figure 60 support the following conclusions with respect to the relationship between gender, lifecycle stage and work role overload:

- Work role overload is not associated with gender.
- Both men and women in the sandwich group experience the highest levels of work role overload (work longer hours).
- Eldercare demands are associated with higher levels of work role overload for women but not men.
Childcare is strongly linked with family role overload

The data in Figure 61 support the following conclusions with respect to the relationship between gender, lifecycle stage and family role overload:

- Women report higher levels of family role overload regardless of lifecycle stage.
- Childcare is the main predictor of family role overload - with men and women in the sandwich and childcare only groups reporting higher levels of family role overload.

Figure 60: Percent reporting high work role overload: Gender by Lifecycle Stage

Figure 61: Percent reporting high family role overload: Gender by Lifecycle Stage
9.5 Organizational Outcomes

While lifecycle stage is not strongly associated with organizational commitment or intent to turnover it is associated with job satisfaction (Figures 62 and 63) and the employment changes index (Figure 64 and Table 14) which for convenience are shown at the end of this section.

**Employees in the sandwich and eldercare groups are less likely to be satisfied with their jobs**

Lifecycle stage is associated with total job satisfaction and satisfaction with one of the job facets considered in this study: job security. Employees who are in the sandwich group were less satisfied with their jobs than were those in the childcare and no dependent groups - a finding that might be due to the fact that these employees tend to be older and have longer tenure in both their current organization ("survivors" of the downsizing of the 90s) and their current job.

Also interesting are the data showing that the men in the sample who are at the beginning and end of their career cycles (no dependents, eldercare only) are less likely to be satisfied with their levels of job security. Employees with children at home, on the other hand, report high levels of satisfaction with job security. No such trend was observed for the females in the sample. This suggests that the men in the sample perceive that employees without children will be more likely to lose their jobs in any downsizing or re-engineering venture.

**Employees who have to cope with dual demands at home are more likely to report that work-life challenges have reduced their productivity**

The data in Table 14 and Figure 64 support the following conclusions with respect to the link between lifecycle stage, gender and the likelihood that work-life issues will have a negative impact on the employee's ability to deliver at work:

- Employees without dependents (regardless of gender) were less likely to report that work-life issues had impacted their ability to deliver at work.
- Men and women in the sandwich group were more likely to say that work and family challenges had caused them to reduce their productivity at work, be absent more often and make more use of employee benefits.
- Men in the sandwich group were twice as likely to say that work-life challenges had meant that they had turned down a promotion (20% of men in the sandwich group gave this response) than were the men in other lifecycle stages.

**Absenteeism is strongly associated with lifecycle stage**

Lifecycle stage is not associated with absenteeism due to health issues. It is, however, associated with the other types of absenteeism examined in the analysis. The data from this study support the following conclusions with respect to the association between lifecycle stage and absenteeism:

- Men and women in the sandwich group miss more days of work a year (13.4 for men and 19.4 for women - calculated using the total sample, not just those absent) than employees in the other lifecycle stages (see Figure 65).
Men and women in the childcare stage of the lifecycle are more likely to miss work due to childcare issues than are their counterparts in the sandwich group.

There is no difference in absenteeism due to eldercare between those in the sandwich and eldercare stages of the lifecycle when gender is taken into account.

For the women in the sample, lifecycle stage is not associated with the likelihood that someone will take a "mental health day" off work.

For the men in the sample, respondents in the sandwich (39%) and eldercare (45%) stages of the lifecycle are more likely to be absent from work due to mental and emotional fatigue.

Table 14: Lifecycle and Employment Changes Index

<table>
<thead>
<tr>
<th>% indicating that work and family challenges have caused them to:</th>
<th>Reduce work productivity</th>
<th>Be absent more from work</th>
<th>Increase use of Employee Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>No dependents</td>
<td>17%</td>
<td>17%</td>
<td>17%</td>
</tr>
<tr>
<td>Childcare</td>
<td>23%</td>
<td>29%</td>
<td>23%</td>
</tr>
<tr>
<td>Sandwich</td>
<td>28%</td>
<td>33%</td>
<td>30%</td>
</tr>
<tr>
<td>Eldercare</td>
<td>22%</td>
<td>26%</td>
<td>24%</td>
</tr>
<tr>
<td>Men</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>No dependents</td>
<td>15%</td>
<td>14%</td>
<td>11%</td>
</tr>
<tr>
<td>Childcare</td>
<td>21%</td>
<td>22%</td>
<td>16%</td>
</tr>
<tr>
<td>Sandwich</td>
<td>27%</td>
<td>28%</td>
<td>24%</td>
</tr>
<tr>
<td>Eldercare</td>
<td>22%</td>
<td>24%</td>
<td>20%</td>
</tr>
</tbody>
</table>

Note: Key gender differences are shaded

Figure 62: Percent with high job satisfaction: Gender by Lifecycle Stage
Figure 63: Percent who are satisfied with their job security: Gender by Lifecycle Stage

Figure 64: Percent saying work-life issues have had negative impact on their ability to deliver at work: Gender by Lifecycle Stage
Figure 65: Days absent from work per year (total sample): Gender by Lifecycle Stage

9.6 Employee Outcomes

Life satisfaction is not associated with gender or lifecycle stage

Only one of the employee outcomes examined in this study (life satisfaction) is not associated with lifecycle stage.

Men and women in the sandwich stage of the lifecycle report the highest levels of stress

The data in Figure 66 support the following conclusions with respect to the association between stress, lifecycle stage and gender:

- Women report higher stress than men regardless of lifecycle stage.
- Dependent care (regardless of its form) is associated with an increase in stress for both men and women.
- Men and women who have both forms of dependent care (i.e., those in the sandwich group) report the highest levels of stress.
Employed Canadians with eldercare responsibilities report higher levels of depressed mood

The data in Figure 67 support the following conclusions with respect to the association between depressed mood, lifecycle stage and gender:

- Women report higher depressed mood than men regardless of lifecycle stage.
- Eldercare care (sandwich and eldercare lifecycle stages) is associated with an increase in depressed mood for both men and women.
- Men and women who have responsibility for both children and elderly dependents report the highest levels of depressed mood.
- When gender is taken into account, childcare is not associated with depressed mood.
Employed Canadians with dependent care responsibilities are more likely to say they are in poor physical health

The data in Figure 68 support the following conclusions with respect to the association between perceived health, lifecycle stage and gender:
- Gender is not associated with perceived health.
- Dependent care, regardless of the type, is associated with a decline in perceived health for both men and women.
- Employees with both childcare and eldercare roles report the lowest levels of perceived health.

Figure 68: Percent saying that they are in good/excellent physical health: Gender by Lifecycle Stage

Employed Canadians with eldercare responsibilities make greater use of Canada’s health care system

Lifecycle stage is not associated with either visits to the emergency room or overnight stays in the hospital. It is, however, associated with the likelihood that an employee will see their physician (see Figure 69). More specifically, men and women in the sandwich and eldercare lifecycle stages are more likely to have seen a physician in the past six months than are their counterparts in the no dependent care and childcare only groups.
Employed Canadians without dependent care are, in many ways, better off than those with dependents

The data from this study (see Table 15) support a number of conclusions with respect to the relationship between gender, lifecycle stage, and the impact work-life conflict has on the employee. First, work-life issues are more likely to have a negative impact on women (less time for self, less time for sleep, loss of personal energy, reduction in their social life) than men. Second, for both men and women, work-life challenges are more likely to result in a loss of time for sleep and social activities and a reduction in personal energy than the other consequences examined. This suggests that many working Canadians give priority to meeting family and work role responsibilities – and as a result they have little time for themselves or for a social life. In other words, trying to do it all negatively impacts sleep and energy. Third, no matter the outcome, people with no dependent care are better off while those in the sandwich group are worse off. Finally, men and women with eldercare (sandwich, eldercare) responsibilities are more likely to say the role depletes their energy than are employees in the childcare stage of the lifecycle.
Table 15: Work-life conflict has caused you to:

<table>
<thead>
<tr>
<th>Lifecycle Stage</th>
<th>Reduce time for self</th>
<th>Reduce time in sleep</th>
<th>Reduce personal energy</th>
<th>Reduce time in social activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>No dependents</td>
<td>17%</td>
<td>24%</td>
<td>29%</td>
<td>22%</td>
</tr>
<tr>
<td>Childcare</td>
<td>29%</td>
<td>33%</td>
<td>39%</td>
<td>35%</td>
</tr>
<tr>
<td>Sandwich</td>
<td>37%</td>
<td>42%</td>
<td>48%</td>
<td>43%</td>
</tr>
<tr>
<td>Eldercare</td>
<td>29%</td>
<td>36%</td>
<td>42%</td>
<td>35%</td>
</tr>
<tr>
<td>Men</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>No dependents</td>
<td>11%</td>
<td>18%</td>
<td>21%</td>
<td>18%</td>
</tr>
<tr>
<td>Childcare</td>
<td>21%</td>
<td>29%</td>
<td>31%</td>
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</tr>
<tr>
<td>Sandwich</td>
<td>27%</td>
<td>34%</td>
<td>37%</td>
<td>33%</td>
</tr>
<tr>
<td>Eldercare</td>
<td>21%</td>
<td>30%</td>
<td>35%</td>
<td>30%</td>
</tr>
</tbody>
</table>

9.7 Work-Life Outcomes

Employees in the sandwich stage of the lifecycle report higher levels of work interferes with family

Both men and women in the sandwich stage of the lifecycle experience the highest levels of work interferes with family while those with no dependent care experience the lowest levels of this form of work-life conflict (see Figure 70). It is also interesting to note that the men in the childcare and sandwich groups experience higher levels of work-interferes with family than their female counterparts – suggesting that having dependent children in the home is more problematic for men than for women when it comes to this form of work-life conflict.

Figure 70: Percent reporting high work interferes with family: Gender by Lifecycle Stage
Employees in the sandwich stage of the lifecycle report higher levels of family interferes with work

Family interferes with work is not associated with gender (see Figure 71). It is, however, highly associated with childcare as men and women in lifecycle stages with children in the home (childcare, sandwich) experience higher levels of family interferes with work than their counterparts without children (no dependents, eldercare only).

**Figure 71: Percent reporting high family interferes with work: Gender by Lifecycle Stage**

![Bar chart showing percent reporting high family interferes with work by gender and lifecycle stage]

**Work-life interference is more a function of childcare demands than eldercare**

Both forms of work-life conflict examined in this study appear to be more of a function of childcare demands than eldercare demands. That being said, men and women with dual family demands (childcare and eldercare) report the highest levels of both forms of conflict while those with no dependent care demands experience very low levels of interference.

### 9.8 Moderators

#### 9.8.1 Culture

**How an employee views the organizational culture is not associated with gender**

The perception that the organizational culture in their workplace is one that values people who do not bring their family problems to work is not associated with gender. Nor, (with one exception), is the view that the culture is one where work is expected to take priority over family.
Men in the childcare stage of the lifecycle are more likely than their female counterparts to agree that the culture in their place of work values people who put work ahead of family (Figure 72).

**Figure 72: Percent reporting culture is work takes priority over family: Gender by Lifecycle Stage**

Men and women in the sandwich stage of the lifecycle are less likely to feel that their organization has a family friendly culture.

Employees in the sandwich stage of the lifecycle are the most likely to agree that the culture is one that values those who put work ahead of family. The view that the culture in place in their organization is one that values people who keep work and family separate (myth of separate worlds), seems to be associated with eldercare demands as those in the sandwich and eldercare stages of lifecycle are more likely to agree that this is the culture at their place of work than are employees in the other two stages of the lifecycle (see Figure 73).
Figure 73: Percent reporting culture based on myth of separate worlds: Gender by Lifecycle Stage

9.8.2 Control over work and family

Women have more control over their family than men regardless of lifecycle stage

Perceived control over work seems to be a function of the work environment rather than gender or lifecycle stage. Perceived control over family, on the other hand, is associated with both gender and lifecycle stage (see Figure 74). The data support the following conclusions with respect to these relationships:

- Women have more control over their family than men regardless of lifecycle stage.
- Men and women with no dependent care report very high levels of control over their family.
- Family control seems to be associated with childcare demands as those in the sandwich and childcare stages of lifecycle are more likely to report low control than are employees in the other two stages of the lifecycle.
- Employees in the eldercare stage of the lifecycle have relatively high levels of control over their family domain.
Employees with responsibility for the care of an elderly dependent are less likely to view their manager as supportive

The relationships between management support, gender and lifecycle stage are shown in Figure 75. The data support the following conclusions with respect to these relationships:

- Management support is not associated with gender when lifecycle stage taken into account.
- Men and women in the no dependent care and childcare only stages of the lifecycle report higher levels of management support than those in other lifecycle stages.
- Employees in the sandwich and eldercare stages of the lifecycle report lower levels of management support than those in other lifecycle stages.
- Men with responsibilities for both childcare and eldercare, in particular, report low levels of management support.

The above data suggest that managers either are unsure of how best to support employees with eldercare needs and/or that the culture is not supportive of this type of demand.
9.8.4 Perceived Flexibility

Employees with a greater need for flexibility at work report the lowest levels of flexibility

Perceived flexibility at work is not associated with gender. It is, however, associated with lifecycle stage (see Figure 76) with employees who need high flexibility (men and women in the sandwich group) reporting the lowest levels of perceived flexibility while those in less of a need for such flexibility (those with no dependents) reporting the greatest flexibility.
Chapter Ten: Conclusions

The study looks at the work-life experiences of 25,021 Canadians who were employed full time for 71 public, private and not-for-profit organizations. Just over half (52%) of these respondents were public servants, 34% worked in the NFP sector and 10% worked in the private sector. The data were collected between June 2011 and June 2012.

Sixty percent of the respondents were women. The age distribution of the sample is similar to the Canadian workforce with respect to age (10% Gen Y, 46% Gen X, 44% Baby Boomers). Also worthy of note is the fact that the sample is geographically well distributed with respondents living in all Canadian provinces as well as the Yukon/NWT in various sized communities.

This chapter is divided into 12 sections. We begin the report by using the demographic data (Section 1) and information on the work environment (Section 2) collected in this study to form conclusions about our sample and, by extrapolation, Canadian knowledge workers. Section three uses the data on the demands facing our respondents at work and at home to draw conclusions about circumstances at work and at home. Section 4 examines the data on organizational well-being and draws a number of conclusions. Section 5 focuses on the issue of work-life conflict while Section 6 looks at employee well-being. Section 7 extrapolates from the testing of our theoretical model to draw a number of conclusions on how the various constructs examined in this study all fit together while Section 8 attempts to answer the question of what organizations can do to address the issues identified in this analysis. In Section 9 we explore how a number of key organizational and employee outcomes have changed over time. The final two sections (10 and 11) look the impact of gender and lifecycle stage.

10.1 What do we know about the people who answered the survey?

They are predominantly knowledge workers

The sample is skewed with respect to job type and socio-economic status. Respondents were very well educated (22% with a college diploma, 38% with one university degree, 17% with at least one post graduate degree) and socio-economically advantaged (two thirds of the respondents had personal incomes of $60,000 or more per year). More than half the respondents were "knowledge workers" with just over 60% of the sample working in managerial and professional positions.

Implications: Findings from this study will be relevant to organizations who are interested in recruiting, retaining and engaging knowledge workers.

They live in a multiplicity of family situations

In the majority of families represented in this sample (75%) both partners work for pay outside the home: 24% of respondents are part of a dual career family, 20% of respondents are part of a dual earner family, 15% are part of a dual income family where the male is considered the primary breadwinner, and 18% of respondents are part of a dual income family where the
female is considered the primary breadwinner. Only 6% of respondents are part of a "traditional" (i.e. male breadwinner - female homemaker) family and 1% are part of a Mr. Mom family (i.e., female breadwinner, male partner does not work outside the home). Sixteen percent of the respondents (16%) are single and live alone.

Implications: These data indicate that the multitude of family situations needs to be considered in any analysis of this issue.

Many live in families where the "breadwinner" role is shared

A plurality of respondents of both genders in our sample live in families where the breadwinning role is shared (i.e., both partners work full time outside the home and contribute to the financial well-being of the family) - a finding that is consistent with the fact that three quarters of the respondents said that they and their families are able to live comfortably on their joint incomes. That being said, money is tight for one in four of our respondents.

Implications: These data support the idea that raising a family in Canada requires two incomes.

One in four live in families where responsibility for childcare is shared

Two thirds of the employed Canadians in this sample are parents. The majority of parents (82%) have one or two children. There is a lot of variety within the sample with respect to children's age: 25% have children under the age of 5, 34% have children aged 5 to 12, 30% are parents to teenagers who still live at home, and 44% are parents of children who are older than 18 years of age.

Responsibility for childcare is shared in just over one in four (27%) of the families in our sample. That being said, women are still more likely than men to assume primary responsibility for childcare within their families. Our previous research in this area (see Appendix A) identified a strong relationship between responsibility for childcare and stress.

Implications: Balancing work and childcare, while still more likely to be challenging for women, is now problematic for many younger men.

Many employees balance paid employment and the need to provide eldercare

The distribution of the sample with respect to eldercare responsibilities is skewed: while 28% of the respondents report that they have no eldercare, 31% say that they are responsible for the care of 3 or more elderly dependents! The rest of the sample has responsibility for the care of one (20%) or two (22%) elderly dependents.

Dependents requiring care live in a variety of locations. While very few of the employees in our sample (95%) have responsibility for an elderly dependent who lives in their home, just under half (45%) report that they are responsible for at least one dependent who lives nearby and 42% of respondents said that they are responsible for the care of at least one dependent who lives more than an hour away.
Implications: While employees can choose how many children they have, everyone has parents that may require care at some point in time. Balancing paid employment and eldercare is likely to become more of an issue in the next decade as our population ages.

Many Canadians balance paid employment, childcare and eldercare

Two methods were used to estimate the number of employees in the sandwich generation. The more conservative approach (required that they spend more than an hour a week in eldercare and more than an hour a week in childcare) determined that ten percent of the sample were in this category. A more liberal approach (required that they spend some time each week in childcare and eldercare roles) determined that one in three of our respondents can be considered to be part of the sandwich generation.

Implications: Two important demographic factors (many Canadians are waiting until their early thirties to have children and life expectancy in Canada has increased over time) mean that the number of employees who are faced with balancing the demands of three high energy roles - employment, childcare and eldercare - is likely to increase over the next decade. As such, employers will need to give more tangible attention to work-life issues in order to remain competitive.

10.2 What do we know about their circumstances at work?

Most work a fixed, 9 to 5, work schedule

Most Canadian employees in this sample still work a fixed, 9 to 5, work schedule (i.e. start and stop times set). Two thirds of the respondents (65%) work a fixed work schedule. The use of flexible work arrangements such as a compressed work week (CWW) (15%) and flextime schedules (14%) is much less common. While 15% perform guerilla telework (i.e., work informally at home during regular work hours) fewer than 1% are able to formally telework and no one job shares. One in five of the respondents performed shiftwork.

Just over one in four (29%) of the respondents belong to a bargaining association or union.

Implications: Canadian employers need to increase their use of flexible work arrangements in order to be able to recruit and retain employees in a seller's market for labour.

Half are "survivors" of the '90s, one in three are new to the organization

The distribution of the sample with respect to organizational tenure points to a potential issue facing many employers. On the one hand, almost half (43%) of the respondents have been with their current organization for 11 or more years. On the other hand, (36%) have worked for their current organization for 5 years or less. The percent of the sample in the "succession planning pool" (i.e., 6 to 10 years of experience in their current organization) is 21% - less than half as large as the group of experienced employees that our data (years to retirement) suggest that they may have to replace.
One in four of the employees are eligible to retire within five years: Respondents to our survey say that they plan on retiring when they are 59 years of age (not 65!). While the typical respondent in this sample is 14.5 years from retirement, 22% of respondents said that they are less than 5 years from retirement.

*Implications:* These data suggest that succession planning, knowledge transfer and change management are likely to be a problem for many Canadian organizations.

**Many employees have been in their current job for more than four years**

Half (52%) of the respondents have been in their current job for 4 or more years. While one in four (28%) have been in their current job for 2 or 3 years only 21% can be considered to be relatively new to their job (been in their position for a year or less). These data suggest that there has been little career mobility within Canadian firms over the past several years.

*Implications:* These data suggest that career mobility may be an issue in many Canadian organizations - a finding that is problematic given the higher priority accorded to mobility by knowledge workers and younger employees.

**10.3 What kind of demands do employees have on their time and energy?**

**Canadian employees devote long hours to work**

All things considered the typical employee in this sample spends 50.2 hours in work related activities per week. Sixty percent work more than 45 hours per week while 36% work between 35 and 44 hours.

**Many knowledge workers regularly take work home to complete in the evening**

Just over half (54%) of the employees in this sample take work home to complete outside of their regular hours on evenings and weekends (a phenomena which is referred to as supplemental work at home or SWAH). These individuals spend another 7 hours in work per week.

*Implications:* Organizations need to look at workload issues within their workforces given the strong link between time in work, role overload and many of the outcomes included in this analysis.

**Competing work demands within families may make balance more difficult.**

The partners of our survey respondents also devote a lot of time to their work role. When we exclude those respondents whose spouse does not work, just over half of the employees in this sample (56%) had partners who worked more than 45 hours per week. Furthermore, a majority (62%) had partners who took work home to complete outside of their work regular hours. These partners spent approximately 8.1 hours in supplemental work per week.
**Implications:** Employers need to be aware that it is not just the demands their own employees face at work but also the demands borne by their employee’s partners that have relevance to the issue of work-life balance. In many Canadian families competing work of the partners makes balance within the family more challenging.

**Workloads may need to be re-distributed.**

While half (56%) of the employees in the sample are happy with the number of hours they spend in work per week, one in four (28%) indicated that if they had the choice they would spend less time working for proportionally less money. These employees have very heavy work demands (all perform SWAH and all work more than 45 hours per week). Also of note are the 16% of respondents (mostly younger employees) who would like to work more and earn more money. The employees in this group are likely to be underemployed.

**Implications:** Canadian firms who wish to address issues associated with workload could look at work processes and how work is distributed within their workplace.

**Canadian employees are highly dependent on e-mail to stay connected to work**

Canadian employees spend a significant proportion of their time at work sending and receiving e-mails. Virtually all (98%) respondents use e-mail at work. While a third (35%) of the respondents spend less than an hour each work day sending and reading e-mails, 37% spend between 1 and 3 hours a day using e-mail and 25% spend more than 3 hours a day processing e-mail.

The majority also check their e-mail on their days off. In fact, the "typical" employee in this sample spends 3 hours per work day and 1 hour per non-work day in e-mail per week (17 hours per week using e-mail). In other words, they spend approximately one third of their working hours using e-mail.

**A substantive number of employees feel that e-mail has increased stress levels and workloads**

The majority of respondents do not feel that work extension technology (WET) such as e-mail has impacted the amount of stress they are under (66% reported no change), the amount of work they do each day/their workloads (59% reported no change), and their ability to balance and family (66% reported no change). That being said, just over one in four (28%) said that their use of WET has increased the amount of stress they are under and the amount of work they do each day/their workloads (36%).

The relationship between the use of WET and work-life balance is more complex and likely depends on how it is used by the employee. While 15% of the sample reported that the technology made it harder for them to balance work and family demands, approximately the same percent (17%) felt that the technology had enhanced their ability to balance competing work and family demands.
The majority of Canadian employees also have substantive demands at home

Half of the respondents spend time each week in childcare and one in five (23%) spend time each week in eldercare. The typical respondent with childcare spends an average of 21.3 hours a week in care or activities with their children. The typical respondent with eldercare spends an average of 6.9 hours a week in care or activities with their elderly dependents.

Implications: The data from this survey suggests that both breadwinning and dependent care are shared in many Canadian families. Employers need to concretely recognize that many of their employees struggle with the need to balance competing demands both at work and at home. They should also be aware that issues with respect to balance are likely to become more complex as family structures and technologies evolve.

Canadians are busy people and balance more than work and family

Most individuals hold a variety of roles, which may change as they move through their career and lifecycles. To fully appreciate the demands faced by the employees in our sample we need, therefore, to look beyond the amount of time spent in work and dependent care and examine the individual’s total role set.

Half the respondents were involved in 4 to 6 roles different roles. One in three participated in 7 to 9 roles. While some of the roles employees participate in can be considered optional (exercise, sports, volunteer work), others are not (employee, maintain home, engage in activities with spouse, parenting).

Not only are we engaged in a number of roles, we are also engaged in a number of roles that require a lot of energy with the typical Canadian juggling two to three (37%) or four to five (40%) high energy roles. One in ten is involved in 6 or more high energy roles.

Implications: Employers may have to expand their definition of balance to include more roles than just those of employee and caregiver.

Caregiving and paid employment require higher amounts of energy

What roles require higher energy from the role holder? The answer is clear: caregiving (parenting younger children, parenting older children, caring for a disabled dependent), paid employment and managing the work of others, being married and maintaining ones' home: in other words, work and family roles. Given the above it is no surprise that many Canadians experience conflict between work and family, as roles in both domains require a moderate to high amount of energy for those who take on the role.

Many employees are overloaded by the dual demands imposed by work and family

Role overload is defined as “a type of role conflict that results from excessive demands on the time and energy supply of an individual such that satisfactory performance is improbable.” Three types of overload are examined in this study: total role overload, work role overload and
family role overload. Forty percent of the sample report high levels of total role overload, 32% report high work role overload and 26% report high family role overload. These data suggest that Canadian employees are more likely to be "time crunched" at work than at home.

Implications: Organizations who are interested in addressing issues with respect to employee well being and workloads should begin by identifying the key sources of work role overload within their workforce.

10.4 How do respondents feel about their job and their employer?

Most of the knowledge workers in this sample like what they do and where they do it

Almost two thirds (64%) of the respondents report high levels of commitment to their organization (i.e., are loyal to their organization and engaged in their work) and are not looking for another job (75% with low intent to turnover). Fifty-eight report high job satisfaction and most are satisfied with the extrinsic aspects of their jobs (e.g., their work schedule, the amount they are paid, the kinds of activities they perform at work and the number of hours they work).

That being said, a substantive minority of the employees have high intent to turnover (13% are thinking of leaving their current employer several times a week or more, 12% are thinking of leaving once a week) and 35% have mixed feelings about their work (only 7% are very dissatisfied). What aspects of their work are the Canadians dissatisfied with? The data suggest the following answers to this question: career development, their opportunities to meet their career goals, and their workloads.

Implications: Addressing issues associated with career development and workloads should make it easier for organizations to recruit, retain and engage knowledge workers.

10.5 How big an issue is work-life conflict for our respondents and their employers?

Three types of work-life conflict are considered in this analysis: family interferes with work, work with interferes family and caregiver strain. In the first case, interference occurs when family role responsibilities hinder performance at work (i.e., a child’s illness prevents attendance at work). In the second case, problems arise when work role activities impede performance of family responsibilities (i.e., long hours in paid work prevent the performance of duties at home). Caregiver strain refers to the physical, emotional and financial stresses associated with caring for an elderly dependent.

Many employees give priority to their work (not their family) role

The employees in this sample are twice as likely to let work interfere with family as the reverse. One in three Canadians experience high levels of work interferes with family (put work first). Another one in three (30%) report moderate levels of this form of work-life conflict and 41% report low levels of work interferes with family. The reverse trend is observed when one considers family interferes with work. Only 15% of the sample report high levels of family
interferes with work (met family demands at the expense of work) while 43% report low levels of family interferes with work. The rest of the respondents (43%) report moderate levels of family interferes with work.

**Implications:** Why do Canadians give priority to their work role? Is this their choice or do they feel pressured by their employer to be available 24/7 (organizational culture, immediate manager, workloads, concern over job security). The data from this study suggest that it may be a bit of both - knowledge workers who like what they do and organizational cultures (see below) that value employees who put work first.

**One in five of our respondents report high levels of caregiver strain**

One in five of the employed Canadians in this sample report high levels of caregiver strain. Much of this strain stems from the physical challenges of caring for an adult (29% report physical strain) and from feeling overwhelmed by the caregiver experience (21% report feeling overwhelmed). Very few of the employees (10%) reported high levels of financial strain - a finding that is consistent with the fact that many respondents live in families which are not struggling financially.

**Implications:** Organizations should consider offering support for those employees engaged in eldercare within their EAP programs (if they do not already).

**Work-life conflict negatively impacts work performance**

Work-life conflict negatively impacts the work performance of one in four employees. A substantive number of employees report that over the course of the last 12 months work-life challenges have caused them to be absent from work more often (25%), reduce their work productivity (22%), make greater use of the benefits offered by the organization (21%), and reduce their work hours (19%).

**Implications:** These data support the idea that to increase their efficiency and effectiveness, Canadian organizations need to deal with the issue of work-life conflict.

**Work-life conflict negatively impacts employees**

One in three of our employees report that work life issues have significantly reduced the amount of sleep that they get (31%), their energy levels (36%) and the amount of time they have for coping activities including finding time for themselves (27%) and time for social activities and recreation (30%).

**Work-life issues and workloads contribute to employee absenteeism**

Just over three quarters of our respondents (77%) missed work in the six months prior to the study being done. The most common reasons for missing work included health problems (63%) and emotional, mental or physical fatigue (45%). One in three missed work because of childcare
issues and one in ten missed work because of eldercare. Finally, just under one in ten (8%) missed work because their organization would not grant a vacation day.

These data show that people who missed work due to health problems missed 9.2 days of work in a 12 month period. Similarly, those absent due to eldercare missed 9.6 days per year, those absent due to emotional or physical fatigue missed 7.6 days per year, and those who missed work due to childcare concerns missed 7.8 days per year.

**Implications:** These findings support a link between work-life issues, workload and absenteeism and provide yet another reason for addressing these issues: to decrease the costs associated with absenteeism. The high number of days absent due to mental and emotional fatigue (approximately 8 days a year) is worthy of note as emotional fatigue is a precursor to employee burnout.

### 10.6 What can we say about mental and physical health?

**Many of the employees in our sample are in poorer mental health**

Perceived stress refers to the extent to which one perceives one’s situation to be unpredictable, uncontrollable and burdensome. High levels of stress are systemic in Canadian organizations as 57% of respondent report high levels of stress and a substantive proportion (40%) report moderate levels of stress. Only 3% of the sample report low levels of stress.

Depressed mood is a state characterized by low energy and persistent feelings of helplessness and hopelessness. Just over one in three (36%) of the respondents report high levels of depressed mood (36%), almost the same proportion (40%) reporting moderate levels of depressed mood. Twenty-three of the sample reported low levels of depressed mood.

Life satisfaction provides an assessment of an individual’s overall sense of well-being (physical, emotional, social). Two-thirds of our employees report that they are moderately satisfied with their lives. The proportion of the sample with high life satisfaction (23%) is double the number reporting low life satisfaction (12%).

**Many of the employees in our sample are in poorer physical health**

Taken as a whole, the data indicate that while just half (46%) of the respondents are in good physical health, one in five (16%) are not. Consider the following:

- While 46% say that their health is very good to excellent, 38% say that their health is good, while 16% say their health is poor/fair.

- While 50% have not seen a physician in the last six months, 25% have seen a physician once and 24% have seen a physician 2 or more times. Respondents that have seen a physician, make an average of 3 visits to their doctor in a six month period.
Implications: These data support the idea that to increase their efficiency and effectiveness Canadian organizations need to focus on the health (physical and mental) of their workforce.

10.7 How does it all fit together?

A number of important conclusions can be derived from the results obtained when we tested the theoretical model underpinning this study. These conclusions are listed below:

- The more roles the employee occupies, and the more hours they devote to paid employment, the higher the level of work role overload.

- The more roles the employee occupies, and the more time the employee’s spouse spends in SWAH, the higher the level of family role overload.

- Family financial status makes a difference. Employees who are economically better off appear to be more able to cope with the demands they face at home (objective family demands) than their counterparts who live in families with fewer economic resources. We speculate that people with higher incomes are more able to purchase services which help them reduce their demands at home. It is also important to note that an employee’s work role overload increases as family financial status decreases.

- While total role overload is a function of overload at work and at home, work role overload is a much stronger predictor of total role overload than is family role overload.

- Total role overload is an important predictor of organizational and employee well being as well as work-life conflict.

- Overloaded employees are less likely to be satisfied with their job and committed to their employer. They are also more likely to be thinking of leaving the organization and more likely to report that work-life issues are negatively impacting their performance and productivity at work.

- Overloaded employees are more likely to be in poorer physical and mental health (i.e., report higher levels of perceived stress, depressed mood and poor health).

- Total role overload is a very important predictor of work-life conflict. It explains 55% of the variation in work interferes with family and 19% of the variation in family interferes with work. The greater the overload, the higher both forms of work-life conflict.

- Employees who are overloaded are more likely to let work interfere with family than to let family interfere with work.

- Employees who are already overloaded (i.e., report high levels of total role overload) are less likely to add to that overload by having children (i.e., more likely to say that they have decided to have fewer children/no children).
10.8 What can organizations do to address this issue?

What can organizations do to address these issues? To answer this question we examined whether or not a number of factors were able to moderate the relationship between work and family role overload and total role overload. Key findings and conclusions are summarized below.

Organizational culture makes a difference

*Organizational culture* refers to the unwritten rules and corporate norms that dictate how things are done, how things work, what is to be done and what is valued in the organization (i.e., “the way things are done around here”). Many of our employees strongly agree that their employer values and rewards those who keep their work and family lives separate (36% of the sample) and expects them to be available for work 24/7 (25% of the sample).

This is unfortunate as our analysis determined that:

- Employees who work for an organization with a culture that values employees who give work priority over family experience a stronger relationship between work role overload and total role overload than those who work for an organization where such a culture is not in place.

- Employees who work for an organization whose culture expects them to keep work and family domains separate experience a stronger relationship between work role overload and total overload than those who work for an organization where such a culture is not in place.

The importance of organizational culture can be appreciated by noting that the culture of work takes priority over family was found to be one of the strongest moderators in this study.

*Implications*: Canadian organizations cannot make progress with respect to employee well-being and work-life balance if they do not focus on changing their organizational cultures.

Who you work for (rather than where you work) makes a difference

Our research has clearly demonstrated that work and family policies are ineffective if supervisors do not support them. While just over half (52%) of the respondents work for supportive managers, 16% work for non-supportive managers and one in three work for a "mixed" manager. This is unfortunate as positive management support moderates (in this case weakens) the relationship between work role overload and total role overload (i.e., it leads to lower levels of total role overload).

*Implications*: Canadian organizations cannot make progress with respect to employee well-being and work-life balance if they focus on policies rather than practice. They key point of intervention appears to be the immediate manager who is the gatekeeper with respect to policy use. To increase management support employers need to promote people into management positions who have the people skills to do the job. They also need to give managers the training...
and time they need to be successful at this role. Finally, they need to make managers accountable for the management of the people in their group.

**Perceived flexibility makes a difference**

While 32% of the respondents report very little flexibility with respect to work hours and work location, 27% have high flexibility and 42% have moderate flexibility. This is unfortunate as perceived flexibility is the strongest moderator of the relationship between work role overload and total role overload (in this case it weakens the relationship). The extent to which workplace flexibility is problematic for many Canadian employees can be appreciated by considering the following data:

- 70% of respondents find it hard to spend some of their work day working from home - a fact that is likely to frustrate the substantive number of respondents who perform work from home during personal/family time.

- Almost 40% of respondents cannot vary their arrival and departure times, or arrange their work schedule to accommodate their family demands. One in three finds it hard to interrupt their work day to deal with personal matters and then return to work. These findings, while not surprising given the low use of flexible work arrangements by our respondents, are cause for concern as analysis done using our 2001 data determined that these three behaviours are key determinants of employee mental health, work-life balance and absenteeism.

- One in three finds it hard to take time off to attend a course or training. Challenges here are likely to frustrate younger workers who place a high value on career development.

- One in three finds it hard to take paid time off work to care for an elderly dependent - a finding that suggests that employers are more supportive or understanding of the need to take time off work to care for children than for elderly dependents.

- One in three finds it hard to take their holidays when they want.

**Implications:** These findings reinforce the need for organizations to address issues with respect to their organizational culture and the behaviour of their managers. They also speak to the need for the implementation of more flexible work arrangements.

**The employees in our sample have very little control of their situation at work**

Respondents were more likely to report that they have high levels of control over their home situation (61% report high control while only 5% low control) than their work situation (only 19% report high control while 27% report low control).

In this study neither control over work nor control over family moderated the path between domain specific (work, family) role overload and total role overload - a finding that contradicts much of the research in this area.
10.9 How does the situation today compare to that encountered in 1991 and 2001?

The same measures were used in the 1991, 2001 and 2011 surveys to assess work arrangements (i.e., regular day, flextime, CWW, telework), work demands, family demands, work-life conflict (work interferes with family and family interferes with work), organizational commitment, job satisfaction, perceived stress, depressed mood and life satisfaction. We also used the same measures in the 2001 and 2011 surveys to examine intent to turnover, absenteeism, use of the health care system, perceived health and caregiver strain. This allows us to make the following observations on how the situation with respect to work-life balance and organizational and employee well-being has changed over time.

What has not changed over time?

There were no meaningful differences over time in any of the measures of physical health collected. Family demands also remained unchanged over time. Also important are data showing that employees feel approximately the same about their organizations (commitment) and their jobs (job satisfaction) as they did in 1991 - and more positively than they did in 2001 - a finding that is somewhat at odds with the fact that intent to turnover has not changed over time (one in four employees in both the 2001 and 2012 samples were thinking of leaving their current employer weekly or more).

What has not changed over time -- but should have?

The data also shows that perceived flexibility and management support remained relatively unchanged over time - an unfortunate finding given: (1) the fact that only a minority of employees reporting high levels of perceived flexibility (29% high in 2001, 27% high in 2012) or high levels of management support (45% of employees in 2001 and 2012 samples rated their manager as supportive), and (2) the data showing that both perceived flexibility and management support help employees cope with higher levels of work and total role overload.

Also problematic are data showing that the percent of our samples reporting high work interferes with family has not changed over time.

The use of alternative work arrangements such as flextime has declined over time

The use of alternative work arrangements such as flextime has declined over time. Substantially more respondents to the 2011 survey worked a fixed 9 to 5 schedule and fewer worked flextime than was the case in 2001.

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8 Note: It should be recognize that these differences might be partially or completely due to demographic differences in the 1991, 2001 and 2011 samples.
Work demands have increased dramatically over time

The amount of time employed Canadians spend in paid employment has increased dramatically over time with a substantially greater proportions of the 2011 sample (68% of the men and 54% of the women) working more than 45 hours per week than was the case in 2001 (55% of the men and 39% of the women).

Absenteism has also increased over time

The percent of our sample who indicated that they missed work (all causes) increased by 7 percentage points between 2001 and 2011. Much of this increase in absenteeism can be attributed to an increase in the number of people who missed work due to ill health (increased by 17 percentage points over time), challenges with respect to childcare (increased by 17 percentage points over time), and an increase in people who missed work due to emotional and mental fatigue (increased by 12 percentage points over time).

While employee mental health has declined

The data suggest that mental health has been an issue within Canada's workforce for several decades. While the percent with high levels of stress (57% in 2011 versus 54% in 2001 and 44% in 1991) and depressed mood (36% in 2011 and 2001 and 24% in 1991) increased dramatically between 1991 and 2001, the levels have stayed stubbornly high over the last decade. During the same time period levels of life satisfaction have precipitously declined (23% in 2011 versus 41% in 2001 and 45% in 1991).

More Canadians are putting their family first

The data suggest that the percent of the Canadian workforce that puts family ahead of work (i.e. family interferes with work) has increased over time (15% high in 2011 versus 10% in 2001 and 5% in 1991). This increase could be due to the fact that the number of employees in the sandwich group has increased over time.

Changes for the better

Finally, the data suggest that the number of employees with high levels of caregiver strain has declined over time (25% in 2001 versus 20% in 2011). While we cannot tell from the data why this might be the case we speculate that this decline might be due to the increased availability of support networks within the community for people caring for elderly dependents.
10.10 What impact does gender have on these issues?

Key findings with respect to gender are summarized in Table 16. A number of conclusions can be drawn from these data.

What has changed?

Women are the primary earner or equal partners in the breadwinning equation in just over half the families in our study. Men share dependent care in a quarter of the families under study. These findings suggest that we need a new paradigm to describe and evaluate women's participation in Canada's labour market and their contribution to their families' economic well-being.

Almost one in three of the women said that their partner had primary responsibility for childcare in their families. These data suggest that men are assuming primary responsibility for childcare in families where the woman is the primary breadwinner.

Men and women were equally likely to miss work due to childcare and eldercare - a finding that is consistent with our data showing that caregiving is a shared responsibility in a substantive number of dual-income Canadian families.

Gender is not associated with any of the forms of work-life conflict considered in this study. This suggests that as men do more at home and breadwinning is shared, work-life becomes more of an issue for men who now have to balance competing career demands with their partner and assume more responsibility at home.

What has not changed?

Women are still working a "double shift" (expend more energy at home than their male counterparts and almost the same amount of energy at work). They are also more likely than men to devote a lot of energy to the parent and home maintenance roles.

Women are still more likely than men to report higher levels of stress and depressed mood and to have sought care from their family physician. Others have questioned whether these differences reflect actual gender differences in mental and physical health or can be attributed to the fact that women are more willing to disclose such issues and seek care.

10.11 What impact does lifecycle stage have on these issues?

We examine the impact of four lifecycle stages in this report: no dependent care, childcare only, sandwich responsibilities, and eldercare. Key findings with respect to the impact of lifecycle stage are summarized in Table 17. A number of conclusions can be drawn from these data.

Lifecycle stage is significantly associated with demands, overload, employee well-being and work-life conflict.
Employees without children are better off in all respects - a finding that could explain why many younger Canadians are waiting longer to have children and having fewer children overall.

Lifecycle stage is not associated with the amount of energy spent in following roles: parents to adult children, the spouse/partner role, the grandparent role, the employee role, the manager role, the second job role, the volunteer role. These roles seem to require the same amount of energy regardless of what else the employee has on their plate.

With one exception (employees in the Sandwich group are more likely to take work home to complete in the evening - a finding that is likely associated with the heavy demands they face at home) time in work is not associated with lifecycle stage. This finding is consistent with the fact that people in our sample are more likely to give priority to work and work for an organization that expects employees to give priority to work.

Employees, with both childcare and eldercare demands, face more challenges than their counterparts with only one caregiving role. More specifically they report the highest levels of work, family and total role overload, the highest levels of stress and depressed mood, the highest incidence of both work interferes with family and family interferes with work, and the poorest levels of physical health. They are also more likely to be absent from work, to say that work-life balance issues had negatively impacted their productivity at work and increased their use of company benefits. These findings are a wake-up call to employers as the proportion of Canada's workforce with dual demands is likely to increase in the next decade as our population ages and knowledge workers continue to have their children in their thirties.

Family interferes with work appears to be more a function of childcare demands than the need to provide eldercare (those in the childcare and sandwich stages of the lifecycle are more likely to report this form of work-life conflict).

Perceived stress appears to be more a function of childcare demands than the need to provide eldercare (those in the childcare and sandwich stages of the lifecycle are more likely to report high levels of perceived stress).

Control over the family domain appears to be more a function of childcare than eldercare (those in the childcare and sandwich stages of the lifecycle are more likely to report low control over their family domain while those in the eldercare group report higher levels of control).

Employees with children at home are more likely to report that money is tight in their families - an unfortunate finding given the fact that money seems to help employees cope with increased demands at home.

Depressed mood appears to be more a function of eldercare than childcare (those in the eldercare and sandwich stages of the lifecycle are more likely to report high levels of depressed mood).

Employees in the childcare stage of the lifecycle are more likely than their counterparts in the sandwich group to miss work due to childcare. This difference might be due to the fact that
these employees have younger children at home. Alternatively, it might be that elderly dependents are able to help employees deal with unexpected issues at home.

The data suggest that managers either are unsure of how best to support employees with eldercare needs and/or that the culture is not supportive of employees with this type of demand (those in the sandwich and eldercare groups are less likely to feel that their manager is supportive and more likely to report that the culture is one that values employees who give priority to family).

Employees who have the greatest need for flexibility at work (those in the sandwich group) are the least likely to perceive that such flexibility exists in their organization. It could be that these employees have a more realistic view of what is and what is not possible with respect to changing work hours etc than are their colleagues (especially those in the no dependents group) who have less of a need for such flexibility (i.e., those in the sandwich group have asked for flexibility and been denied while those with no dependents have not asked for special treatment).

**Gender differences within lifecycle stage**

Finally there were a number of gender differences that could be observed within lifecycle stage. These are summarized below.

Women spend less time and their husbands spend more time in paid employment when there are younger children in the home. These data suggest that families in the childcare and sandwich stages of the lifecycle accommodate an increase in demands at home by having the female partner reduce the amount of time in paid employment while the male partner increases his time in this role.

Men and women in the sandwich group do not spend more time in dependent care (childcare and eldercare) per week than their counterparts with just children at home (childcare only), suggesting that there is some kind of synergy between these two roles (i.e., children help with eldercare).

**Lifecycle stage differences of note in our sample of men:**

Men in the sandwich group were twice as likely to say that work-life challenges had caused them to turn down a promotion than were the men in other lifecycle stages. This finding was not observed for the females in the sample.

Men in the sandwich and eldercare stages of the lifecycle are more likely to be absent from work due to mental and emotional fatigue and report very low levels of management support (lower than other men and their female counterparts).

Men in the sandwich and childcare stages of the lifecycle report higher levels of work-interferes with family (higher than other men and their female counterparts). This would suggest that having dependent children in the home is more problematic for men than for women when it comes to this form of work-life conflict.
Men in the childcare stage of the lifecycle are more likely to agree that the culture in their place of work values people who put work ahead of family (more likely than other men and their female counterparts).
**Lifecycle stage differences of note in our sample of women**

Women with children (sandwich, childcare only) were more likely to say that they wanted to work fewer hours for less money. No such finding was observed for the men in the sample.

**In conclusion**

The above gender and lifecycle stage differences suggest that we are in a period of transition in Canada with respect to how men and women function at work and at home. These transitions, along with concomitant demographic (reduced fertility, aging workforce and population) and labour market (jobs without people - people without jobs) changes suggest that organizations and society are facing episodic change in the very near future. Organizations who do not address the issues articulated in this report are likely to face real challenges with respect to recruitment and retention of talent. They are also likely to see their bottom line impacted by these issues. Society will also pay a price in terms of increased health care costs, reduced productivity and increased dependency ratios (age-population ratio of those typically not in the labor force versus those typically in the labor force).
Table 16: Summary: Impact of Gender on the Findings

<table>
<thead>
<tr>
<th>Demographic Characteristics</th>
<th>No Gender Differences in</th>
<th>Women more likely than men</th>
<th>Men more likely than women</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age, where people live (community size, province), educational attainment, families' financial status, and the age of the children for those respondents who were parents</td>
<td>To be single, to work in clerical/administrative positions, to make less than $60,000 per year, to say that their partner worked as a manager or in a retail/production position, to say that their partner made $80,000 or more per year, to live in families where breadwinning is shared, to say that they balanced work and family by having fewer children/no children, and to either have no children or only one child</td>
<td>To be married, to work in executive/management and technical positions, to make more than $100,000 per year, to have a partner with a university degree who worked in a clerical or professional position, to say that their partner did not work outside the home, to be the primary breadwinner in their family, and to have two or more children</td>
<td></td>
</tr>
<tr>
<td>Work Profile</td>
<td>Works in a professional position (half the respondents of both genders), use of flexible work arrangements, years in current position, the likelihood of belonging to a union, the extent to which the employee sees a link between pay and performance</td>
<td>To work a fixed &quot;9 to 5&quot; work schedule, and to want to spend less time in work, even if this means a reduction in pay</td>
<td>To work a rotating shift (16% versus 7%), to have more years working for their current employer, to be within five years of retirement, to say that they plan on working post-retirement, and to say that they want to spend more time in work for more money</td>
</tr>
<tr>
<td>Family Demands</td>
<td>The amount of time spent per week in eldercare</td>
<td>To assume primary responsibility for childcare within their family, to spend more time per week in childcare (23 hours) and eldercare (7 hours), to have a partner who spent fewer hours per week in childcare (19 hours) and eldercare (6 hours)</td>
<td>To have a partner who worked fewer hours than they did (one in three were married to women who worked part time or not at all) but spent more time per week in childcare (29 hours) and eldercare (8 hours) than they did. To spend time in dependent care (fathers spent 19 hours per week in childcare and those with eldercare spent 7 hours per week in caregiving)</td>
</tr>
<tr>
<td>Work Demands</td>
<td>Women more likely than men</td>
<td>Men more likely than women</td>
<td></td>
</tr>
<tr>
<td>------------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>The time spent using e-mail on either work or non-work days, the impact of work extension technology (WET) on the employee, the amount of unpaid overtime performed per week for those who engage in supplemental work at home (SWAH), the amount of time spent per week commuting to/from work</td>
<td>To engage in a greater number of high energy roles and to indicate that the following roles require a lot of energy: parent to a child under the age of 19, parent to an adult child, caregiver to a disabled dependent, and maintaining the home.</td>
<td>To spend more than 45 hours per week in work per week and to perform SWAH</td>
<td></td>
</tr>
<tr>
<td>Total Roles</td>
<td>To engage in a greater number of high energy roles and to indicate that the following roles require a lot of energy: parent to a child under the age of 19, parent to an adult child, caregiver to a disabled dependent, and maintaining the home.</td>
<td>To participate in a higher number of roles</td>
<td></td>
</tr>
<tr>
<td>Overload</td>
<td>To experience high levels of total role overload, work role overload and family role overload</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Work-life Conflict</td>
<td>Work interferes with family, family interferes with work, total caregiver strain, physical caregiver strain and financial caregiver strain</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee Well-Being</td>
<td>Life satisfaction, visits to the hospital or the emergency department</td>
<td>To report higher levels of stress and depressed mood, to have visited a physician in the past six months, to report that work-life challenges have reduced the amount of energy they have, the amount of time they have for themselves, for sleep, and for recreational activities, to report being overwhelmed by caregiving weekly or more</td>
<td></td>
</tr>
<tr>
<td>No Gender Difference In:</td>
<td>Women more likely than men</td>
<td>Men more likely than women</td>
<td></td>
</tr>
<tr>
<td>-------------------------------------------------</td>
<td>-------------------------------------------------------------------------------------------</td>
<td>---------------------------</td>
<td></td>
</tr>
<tr>
<td><strong>Organizational Outcomes</strong></td>
<td>Organizational commitment, job satisfaction, intent to turnover, absenteeism due to childcare and eldercare</td>
<td>To say that work life challenges had caused them to be absent from work and to increase their use of employee benefits, to be absent from work because of health issues and emotional, mental or physical fatigue.</td>
<td></td>
</tr>
<tr>
<td><strong>Moderators</strong></td>
<td>How employees perceive the organizational culture, control over work, perceived flexibility, management support, the likelihood that an employee will say that they cope with work-life issues by reducing their productivity at work and their work hours.</td>
<td>To report high levels of control over their family domain</td>
<td></td>
</tr>
</tbody>
</table>
### Table 17: Summary: Impact of Lifecycle Stage (when gender taken into account)

<table>
<thead>
<tr>
<th>Demographic Characteristics</th>
<th>No dependents</th>
<th>Childcare</th>
<th>Sandwich</th>
<th>Eldercare</th>
</tr>
</thead>
<tbody>
<tr>
<td>Predominately young (Gen Y and Gen X), single employees who live in larger cities</td>
<td>Predominately married employees in Gen X cohort with younger (under 5 and 5 to 12) children</td>
<td>Predominately married employees in Gen X/Baby Boomer cohort with adolescent (5 to 12)/teen age children. These employees are more likely to be responsible for the care of 3 + elderly dependents</td>
<td>Predominately single Baby Boomers who either have no children or have older children who do not live at home. More likely to care for an elderly dependent in their home</td>
<td></td>
</tr>
<tr>
<td>Work Demands</td>
<td>More likely to say that they wanted to work more hours for more money</td>
<td></td>
<td>Spend more time in work related activities. More likely to perform SWAH. More likely to say that WET has increased their stress and their workloads</td>
<td></td>
</tr>
<tr>
<td>Family Demands</td>
<td>Almost no time in family activities</td>
<td>More time in dependent care</td>
<td>Most time in dependent care</td>
<td>Less time in dependent care</td>
</tr>
<tr>
<td>Total Roles</td>
<td>Engaged in fewer roles</td>
<td>Engaged in a higher number of high energy roles - Spent the most energy in the parent role</td>
<td>Engaged in the highest number of high energy roles</td>
<td></td>
</tr>
<tr>
<td>Overload</td>
<td>Lowest levels of work, family and total role overload</td>
<td>Higher levels of family role overload</td>
<td>Highest levels of work, family and total role overload</td>
<td></td>
</tr>
<tr>
<td>Work-life Conflict</td>
<td>Lowest levels of work interferes with family and family interferes with work</td>
<td>Highest levels of family interferes with work</td>
<td>Highest levels of work interferes with family and family interferes with work</td>
<td></td>
</tr>
<tr>
<td>Employee Well-Being</td>
<td>Employees in this group are in the best physical health</td>
<td>Higher levels of perceived stress</td>
<td>Highest levels of perceived stress and depressed mood and lowest levels of perceived health. Most likely to have seen physician in last six month.</td>
<td>Higher levels of depressed mood</td>
</tr>
<tr>
<td>Organizational Outcomes</td>
<td>Work-life issues have little impact on this groups performance of work role</td>
<td>Most likely to miss work due to issues with their children</td>
<td>Highest levels of absenteeism overall, lower levels of job satisfaction and most likely to say that work-life issues had lead them to reduce productivity and increase use of benefits</td>
<td></td>
</tr>
<tr>
<td>Moderators</td>
<td>No dependents</td>
<td>Childcare</td>
<td>Sandwich</td>
<td>Eldercare</td>
</tr>
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<td>------------</td>
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<tr>
<td></td>
<td>Most likely to say that money is not an issue in their families and they have money for extras</td>
<td>More likely to say that money is tight in their families</td>
<td>More likely to say that money is tight in their families</td>
<td>More likely to say that they live comfortably on their family incomes</td>
</tr>
<tr>
<td></td>
<td>More likely to report that they work for a supportive manager</td>
<td>More likely to report that they work for a supportive manager</td>
<td>Least likely to report that they work for a supportive manager</td>
<td>Report higher levels of control over their family domain</td>
</tr>
<tr>
<td></td>
<td>Most likely to report high levels of perceived flexibility</td>
<td>Lower levels of control over their family domain</td>
<td>Most likely to report that the culture in their organization is one that values employees who give priority to work over family</td>
<td>Less likely to report that they work for a supportive manager</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Lowest levels of perceived flexibility</td>
<td>More likely to report that the culture in their organization is one that values employees who give priority to work over family</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Lowest levels of control over family domain</td>
<td></td>
</tr>
</tbody>
</table>