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MASTERS DEGREE IN ORGANISATIONAL PSYCHOLOGY

Justice Perceptions and Work-Family Balance in the Work and Home Environments

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"A research project submitted in partial fulfilment of the requirements for the degree of MA by coursework and Research Report in the field of Industrial Psychology in the Faculty of Humanities, University of the Witwatersrand, Johannesburg, 2nd June 2014."

Declaration

I declare that this research project is my own, unaided work.

It has not been submitted before for any other degree or examination at this or any other university.

_____

Signature of Researcher

_____

Date

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I would like to start off by expressing my sincere appreciation to all those individuals who took the time to fill out the survey for this research. I would also like to thank all those people who put so much effort into assisting me with obtaining my sample.

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Abstract

The present research study investigated the relationships between perceptions of justice in the work and home environments and work-family balance. For purposes of this study, justice perceptions in the workplace were explored in terms of the work-family support policies, practices, and procedures provided by organisations to assist their employees in balancing their work and family demands. Similarly, justice perceptions in the home environments were explored in terms of the family-work support arrangements provided by individuals' home environments in order to assist them in balancing their family and work demands.

As the scales used to measure justice perceptions were modified versions of the original Organisational Justice Scale (Judge & Colquitt, 2004), a pilot study was conducted in order to assess their internal validity and reliability. The pilot study sample consisted of 44 South African working parents who fit the requirements of the sample (between the ages of 25 and 50, in a relationship, and had at least one child for whom they were responsible). Factor analyses and Cronbach Alpha estimates suggested the modified scales were suitable for use in the main study.

The sample for the main study consisted of 213 working parents obtained from various organisations who met the criteria for participation (between the ages of 25 and 50, in a relationship, and had at least one child for whom they were responsible). The modified justice scales, as well as the Work-Family Conflict Scale (Carlson, Kacmar, & Williams, 2000) and Work-Family Enrichment Scale (Carlson, Kacmar, Wayne, & Grzywacz, 2006), were used to assess the variables of interest.

Additional factor analyses and reliabilities conducted for both modified justice scales in the main study supported a four factor structure for both scales. Descriptive statistics established that participants experienced average amounts of perceived distributive, procedural, and informational justice and a slightly higher amount of interpersonal justice in both

environments. Participants in the study also reported experiencing average amounts of work-family conflict and slightly higher amounts of work-family facilitation.

With regard to the relationships between justice perceptions and work-family balance, the results indicated that participants who perceived their work-family policies, practices and procedures in their organisations and their family-work policies in their home as more just experienced less conflict and increased enrichment between the two domains.

The current study also explored whether perceived organisational justice, perceived home justice, work-family conflict, and work-family enrichment differed based on the level of support provided in the work and home environments. Results indicated that differences in the amount of support provided by organisations created differences in employees' perceptions of procedural, interpersonal, and overall organisational justice; but not in perceptions of distributive and informational organisational justice. In addition, the amount of workplace support provided by organisations did create differences in overall levels of experienced work-family balance. Support in the home environment did create differences in levels of perceived home justice but did not create differences in levels of work-family balance experienced by participants.

Overall, the study was successful in modifying and validating the Perceptions of Justice Scales, in stressing the importance of these perceptions regarding support provided to working parents in both their work and home environments, and in exploring the relationships between these justice perceptions and work-family balance.

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Chapter 1: Literature Review

Introduction

Increasing participation of dual-earner partners in the workforce, a blurring of gender roles, and a amplified concern among employees for better balance in life have produced a speedily growing body of research on the work–family interface over the past number of decades (Greenhaus & Foley, 2007). Crucial to this line of research is the recognition that a supportive workplace can play a significant role in reducing employees' work–family stress and conflict and increasing employees' work-family enrichment, thus promoting high levels of work–family balance (Andreassi & Thompson, 2008; Thomas & Ganster, 1995).

Supportive workplaces establish work-family support structures that assist their employees in dealing with demands from their home and family lives (Aumann & Galinsky, 2011; Judge & Colquitt, 2004). Research has indicated that the provision of workplace family support structures tends to produce both improved psychological outcomes for employees and improved organisational performance (Bakker & Schaufeli, 2008; Brough, O'Driscoll, & Kalliath, 2005; Solomon, 1994). However it is not sufficient for employees to only recieve support from the workplace; it is crucial for working individuals to obtain support from their home environments as well in order to assist them in balancing their work and family demands (Clarke, Koch, & Hill, 2004; Voydanoff, 2004). Such support can be obtained by implementing family-work support arrangements within the home environment to assist individuals with home-based demands. Research has indicated that such arrangements not only ease the conflicts that working individuals experience but also increase the level of enrichment between the two roles (Noor, 2003; O'Driscall, Brough, & Kalliath, 2012; Patel, Govender, Paruk, & Ramgoon, 2006).

Although the establishment of such support structures and arrangements is important, research has indicated that perceptions of justice and equality regarding the implementation of these support structures and arrangements may be as important in determining individuals' success in achieving work-family balance (Judge & Colquitt, 2004). Perceived organisational justice

refers to the extent to which employees regard the policies, practices, and procedures of their organisation as fair, and is comprised of distributive justice, procedural justice, informational justice, and interpersonal justice (Colquitt, 2001; Greenberg, 1990; Haar, Spell, & O'Driscall, 2005). Research has indicated that employees who perceive the support structures provided by their organisations to be fair tend to be more responsive to work–family issues, thus lowering work-family conflict (Cook, 2009; Haar & Roche, 2010; Judge & Colquitt, 2004). It has further been proposed that perceived organisational justice may play a role in determining the extent to which employees feel able to manage competing demands of different roles and that perceived injustice may function as a stressor reducing coping capacity, thus further emphasising a potential link to work-family balance (Judge & Colquitt, 2004). However, little empirical research has been conducted regarding the effect of justice perceptions on work-family enrichment (Judge & Colquitt, 2004). Moreover, the research that has been conducted regarding justice perceptions and their impact on work-family balance has been conducted largely in America and Europe and little research has been carried out in the South African context (Judge & Colquitt, 2004).

In addition, although perceptions of organisational justice have been explored to a limited extent, almost no research appears to have been carried out regarding the effects of perceptions of justice of family-work support arrangements in the home environment on both work-family conflict and work-family enrichment. Exploring justice perceptions in the home environment could allow for a deeper understanding of the impact that justice perceptions regarding work-family support arrangements in the home may have, thereby making individuals more aware of potential injustices and the possible impact these injustices may have on themselves and on their spouses/partners.

This study will therefore attempt to contribute to knowledge by filling the gaps that currently exist regarding perceived justice of both organisationally-based work-family support policies and procedures and home-based family-work support arrangements and the potential links between these and work-family balance.

Work-Family Border Theory

Work and family systems, although different, are inter-connected in many ways, for example, emotions experienced in one system may spill over into the other, or the disappointment one experiences in one system may drive one to pursue fulfilling activities in the other (Clark, 2000; Grzywacz & Carlson, 2007; Jones, Burke, & Westman, 2006). Obtaining a balance between these spheres has thus become increasingly recognised as an important goal, leading to considerable research in the area of work-family balance over the past few decades (Aryee, Srinivas, & Tan, 2005; Cinamon, 2009; Clark, 2000; Frone, 2003; Grzywacz & Carlson, 2007; McFarland, 2004; Newhard, 2012). Work–family balance can be regarded as reflecting an individual's positioning across different life roles, with the ideal that individuals can and should demonstrate equally positive commitments to multiple life roles encompassing both work and family (Kirchmeyer, 2000; Kofodimos, 1993; Marks & MacDermid, 1996).

Clark (2000) outlined several gaps in the then existing theory pertaining to the work-family balance arena, including the lack of a comprehensive theory that explains why conflict and balance occur, incorporates human interaction and meaning for individuals, and allows for the intricacies of work and home environments (Clark, 2000). Clark (2000) further asserted that a holistic theory should be descriptive of why conflict and balance occurs, predictive of situations and individual characteristics that may lead to conflict or balance, and provide a framework that both individuals and organisations could use to promote balance between work and family responsibilities. Subsequently, Clark (2000) proposed work-family border theory as a means to address these issues.

Work-family border theory postulates that individuals constantly attempt to negotiate and manage both their world of work and their world of family as well as the boundaries between them (Clark, 2000). People shape these worlds, mould the borders between them, and as border-crossers constantly re-define their relationship to each world and its members (Clark, 2000; Desrochers & Sargent, 2001). Depending on the individual, the borders between the work and family spheres may be easy to navigate, and the daily transitions between work and family fluid; or these transitions may be difficult to navigate, causing both internal and external

conflict (Desrochers & Sargent, 2001). Clark (2000) also contends that people are often required to adapt their focus, goals, and interpersonal style to fit the unique demands of each sphere.

Work-family border theory also incorporates three main themes about borders. Firstly, borders are permeable; in other words, people and demands may move between the work and family spheres (Desrochers & Sargent, 2001; Lambert, Kass, Piotrowski, & Vodanovich, 2006). Secondly, they are flexible in that the border may expand or contract depending on the circumstances, goals, and current demands and priorities (Desrochers & Sargent, 2001; Geurts & Demerouti, 2003). Thirdly, borders are blendable; as Clarke (2000) explained, "...the area around the presupposed border is no longer exclusive of one domain or the other, but [can be] call[ed] either domain" (p. 757).

Although people shape their worlds, they are, in turn, shaped by them (Clark, 2000). It is this very contradiction of both determining and being determined by one's work and home environments that makes work-family balance one of the most challenging concepts in the study of work and families (Clark, 2000). Work-family border theory is often used to explain this multifaceted interaction between border-crossers and their work and family lives and to predict when both conflict and balance will occur (Clark, 2000; Geurts & Demerouti, 2003; Lambert et al., 2006).

Work-Family Balance

Work-family balance, according to Clark (2000), is ''...satisfaction and good functioning at work and at home with a minimum of role conflict'' (p. 349). Similarly, Kirchmeyer (2000) views living a balanced life as ''...achieving satisfying experiences in all life domains...to do so requires personal resources such as energy, time, and commitment to be well distributed across domains'' (p. 81). According to Kofodimos (1993), balance refers to ''a satisfying, healthy, and productive life that includes work, play, and love '' (p. xiii). It is generally acknowledged that work-family balance is important for an individual's psychological well-being; and that high self-esteem, satisfaction, and overall sense of harmony in life can be

regarded as markers of a successful balance between work and family roles (Aryee et al., 2000; Clark, 2000; Frone, 2003; Greenhaus & Powell, 2003).

The definitions provided above have a number of features in common. Firstly, the notion of equality exists between experiences in the work role and in the family role (Greenhaus & Powell, 2003). The definitions thus imply similarly high levels of satisfaction, functioning, health, or effectiveness across multiple roles (Greenhaus & Powell, 2003; Kirchmeyer, 2000; Kofodimos, 1993). Secondly, the definitions consider two components of equality, namely, inputs and outcomes (Greenhaus & Powell, 2003; Kirchmeyer, 2000; Kofodimos, 1993). According to Kirchmeyer (2000), inputs are the personal resources that are applied to each role and thus to be balanced is to approach each role with an approximately equal level of attention, time, involvement, or commitment (Greenhaus & Powell, 2003; Kirchmeyer, 2000). Positive balance suggests an equally high level of these resources applied to each role whereas negative balance refers to an equally low level of inputs in each sphere (Greenhaus & Powell, 2003; Kirchmeyer, 2000). These inputs reflect an individual's level of role engagement in terms of time devoted to each role or psychological involvement in each role (Kirchmeyer, 2000). The second component is the resultant outcomes that are experienced in work and family roles (Greenhaus & Powell, 2003). One outcome frequently included in definitions of balance is satisfaction (Clark, 2000; Kirchmeyer, 2000; Kofodimos, 1993). Positive balance implies an equally high level of satisfaction with both work and family roles, whereas negative balance suggests an equally low level of satisfaction with each role (Aryee et al., 2005; Greenhaus & Powell, 2003; Guest, 2002).

Greenhaus and Powell (2003) offer the following definition of work-family balance: "the extent to which an individual is equally engaged in and equally satisfied with his or her work role and family role" (p. 513). This definition is sufficiently broad to include both positive and negative balance. As role engagement can be further divided into elements of time and psychological involvement, Greenhaus and Powell (2003) propose three components of work-family balance, namely, time balance, involvement balance, and satisfaction balance. Time balance refers to an equal amount of time devoted to work and family roles; involvement balance refers to an equal level of psychological involvement in work and family roles; and

satisfaction balance refers to an equal level of satisfaction with work and family roles (Aryee et al., 2005; Greenhaus & Powell, 2003).

Frone (2003) presented a four-fold taxonomy of work-family balance, in which work-family balance is defined as "low levels of inter-role conflict and high levels of inter-role facilitation" (p. 145). Like work-family border theory, the four-fold taxonomy is based on the notion of bi-directionality between work and family domains; in other words, participation in the work role may interfere with or enhance the performance in the family role, and likewise, participation in the family role may interfere with or enhance performance in the work role (Greenhaus & Beutell, 1985; Grzywacz & Marks, 2000; Kirchmeyer, 1993). Accordingly, work-life balance, that is, low conflict and high facilitation, is hypothesised to occur in two directions: from work to family domains and from family to work domains (Frone, 2003). Thus, according to Frone (2003), the four measurable components of work-life balance are work-to-family conflict, family-to-work conflict, work-to-family enrichment, and family-to-work enrichment.

Work-Family Conflict

Work-family conflict is defined as "a form of inter-role conflict in which the role pressures from the work and family domains are mutually incompatible in some respects" (Greenhaus & Beutell, 1985, p. 77). Such conflict has been linked to negative consequences for both organisations and individuals, such as increased absenteeism, increased turnover, decreased performance, and poorer physical and mental health (Aryee et al., 2005; Balmforth & Gardner, 2006; Carlson, Kacmar, & Williams, 2000; Michel, Kotrba, Mitchelson, Clark, & Baltes, 2011).

In line with Frone's (2003) taxonomy, a distinction between what is termed work-family conflict, and what is termed family-work conflict is necessary. Work-to-family conflict occurs when experiences at work interfere with family life (Carlson et al., 2000; Frone 2003). Examples include extensive, irregular, or inflexible work hours; work overload and other forms of job stress; interpersonal conflict at work; extensive travel; career transitions; and an

unsupportive work environment (Carlson et al., 2000; Michel et al., 2011). Family-to-work conflict occurs when experiences in the family interfere with work life (Carlson et al., 2000; Frone, 2003). Examples include the presence of young children; primary responsibility for children; interpersonal conflict within the family unit; and unsupportive family members (Beatty, 1996; Michel et al., 2011).

Increasingly, researchers have begun to consider different forms of work–family conflict and, as such, three forms of work–family conflict have been identified in the literature: time-based conflict, strain-based conflict, and behaviour-based conflict (Carlson et al., 2000; Greenhaus & Beutell, 1985; Voydanoff, 2004). It has been argued that each of these three forms of work–family conflict has two directions*:* conflict due to work interfering with family and conflict due to family interfering with work (Carlson et al., 2000; Frone, Yardley, & Markel, 1997; Kossek & Ozeki, 1998).

Time-based conflict occurs when the time demands associated with one role restrict the amount of time that can be devoted to the other role, thereby inhibiting one's performance in the latter role (Carlson et al., 2000; Greenhaus, Allen, & Spector, 2006; Greenhaus & Beutell, 1985). This can be due to the physical difficulty to comply with another role, pure lack of time, or when the pressures preoccupy the individual, thus making it difficult to meet the demands of another role (Carlson et al., 2000; Greenhaus et al., 2006; Greenhaus & Beutell, 1985; Yang, Chen, Choi, & Zou, 2000). Long working hours, frequent over time, shift work, and lack of flexibility over one's work schedule are some of the possible sources of this conflict (Fu & Shaffer, 2001; Kelloway, Gottlieb, & Barham, 1999). Strain-based conflict occurs when stress arising in one role is carried or transferred to the other role, with the consequent strain symptoms, such as anxiety or irritability, reducing effectiveness in the second role (Carlson et al., 2000; Greenhaus et al., 2006; Greenhaus & Beutell, 1985; Yang et al., 2000). Lastly, in behaviour-based conflict, a behaviour that is effective in one role, such as an authoritarian interaction style, is inappropriately applied to the other role, thereby reducing one's effectiveness in that role (Greenhaus & Beutell, 1985; Kinnunen & Mauno, 1998; Michel, et al., 2011).

Although these two forms of conflict - work interference with family and family interference with work - are strongly correlated with each other, more attention has been directed towards the work interface than towards the family interface (Aryeeet al., 2005; Carlson et al., 2000; Frone, 2003). This may be due to the fact that work demands are easier to quantify; in other words, the boundaries and responsibilities of the family role are more elastic than the boundaries and responsibilities of the work role (Aryee at el., 2005). In addition, decades of research have focused on the negative impact multiple roles have had on workplaces and homes, while little attention has been given to the individual benefits that may result from simultaneous participation in these roles (Balmforth & Gardner, 2006; Carlson et al., 2006; Stoddard & Madsen, 2007).

Work-Family Enrichment/Facilitation

Researchers are beginning to shift the focus from these negative aspects to discovering the positive potential available to those who choose to combine and/or juggle both work and family roles (Carlson, Kacmar, Wayne, & Grzywacz, 2006; Greenhaus & Powell, 2006). An emerging body of research has focused on showing the benefits derived from multiple role participation (Stoddard & Madsen, 2007). This research provides evidence that individuals can experience numerous benefits and an increase in quality of life through the combination of both domains (Carlson et al., 2006; Greenhaus & Powell, 2006). This is called work-family enrichment or facilitation.

Work-family enrichment or facilitation is defined as "the extent to which participation at work (or home) is made easier by virtue of the experiences, skills, and opportunities gained or developed at home (or work)" (Frone, 2003, p. 145). To elaborate, enrichment or facilitation occurs when involvement in one role leads to benefits, resources, and/or personality enrichment that may then improve performance or involvement in the other role (Greenhaus & Powell, 2006; Kacmar, Crawford, Carlson, Ferguson, & Whitten, 2014; McNall, Nicklin, & Masuda, 2010). Like conflict, enrichment can occur bi-directionally (Frone, 2003). Thus, a partner might offer a suggestion to better perform a work task, or a productive day at work might translate to more attentive interactions with family at home (Gareis, Chait Barnett, Ertel, &

Berkman, 2009). When involvement in the work domain provides resource gains that result in enhanced individual functioning in the family domain, this is known as work-to-family enrichment or facilitation (Greenhaus & Powell, 2006; McNall et al., 2010). When involvement in the family domain provides resource gains that lead to enhanced individual functioning in the work domain, this is known as family-to-work enrichment or facilitation (Greenhaus & Powell, 2006; McNall et al., 2010).

In addition to the directions, that is, work-to-family enrichment and family-to-work enrichment, Carlson et al. (2006) further investigated three dimensions for each direction of enrichment, namely, development, affect, and capital. For the work-to-family dimension, development occurs when involvement in work leads to the acquisition or refinement of skills, knowledge, behaviours, or ways of viewing things that help an individual to be a better family member (Shein & Chen, 2011; Stoddard & Madsen, 2007). Affect is defined as a positive emotional state or attitude which results when involvement in work helps the individual be a better family member (Stoddard & Madsen, 2007; Wayne, Randel, & Stevens, 2006). Capital occurs when involvement in work promotes levels of psycho-social resources such as a sense of security, confidence, accomplishment, or self-fulfillment that helps the individual to be a better family member (Hanson & Hammer, 2006; Stoddard & Madsen, 2007). For the family-to-work dimension, development occurs when involvement in family leads to the acquisition or refinement of skills, knowledge, behaviours, or ways of viewing things that help an individual be a better worker (Shein & Chen,2011; Stoddard & Madsen, 2007). Affect occurs when involvement in family results in a positive emotional state or attitude which helps the individual to be a better worker (Stoddard & Madsen, 2007; Wayne et al., 2006). Efficiency occurs when involvement with family provides a sense of focus or urgency which helps the individual to be a better worker (Hanson & Hammer, 2006; Stoddard & Madsen, 2007).

Although work-family enrichment is a relatively new construct, researchers have previously examined the positive effects of work and family roles. These constructs include positive spillover, facilitation, and enhancement (Stoddard & Madsen, 2007). Positive spillover refers to experiences in one domain that transfer to another domain, causing the two domains to be similar (Carlson et al., 2006; Grzywacz & Marks, 2000; Rothbard, 2001). Facilitation is defined as gains obtained through experience in one domain that then enhance the functioning of the

other domain (Balmforth & Gardner, 2006; Carlson et al., 2006). Finally, enhancement focuses on the benefits individuals acquire as well as the potential positive effect these may have on other roles in life (Carlson et al., 2006; Marks & MacDermid, 1996). Throughout the literature these constructs have been used interchangeably to describe the positive associations between work and family (Carlson et al., 2006; Frone, 2003; Stoddard & Madsen, 2007).

Many researchers have indicated the need for work-family balance, that is, not only the absence of conflict, but the presence of enrichment as well (Balmforth & Gardner, 2006). As previously mentioned, the presence of conflict between work and family roles has negative consequences for both individuals and for the organisations in which they work, such as increased absenteeism, increased turnover, decreased performance, and poorer physical and mental health (Aryee et al., 2005; Balmforth & Gardner, 2006; Carlson et al., 2000). In contrast, the presence of enrichment between the two roles may lead to positive consequences for both individuals and their organisations, such as a positive mood, feelings of support, or feelings of success that can help individuals to cope better, be more efficient, more confident, or re-charged for both work and family roles (Gareis et al., 2009; Rothbard, 2001; Stoddard & Madsen, 2007). As such, work-family enrichment is recognised as distinct and independent from work–family conflict and the absence of one does not necessarily indicate the presence of the other; it is possible to experience both conflict and enrichment at the same time (Carlson et al., 2006; Frone, 2003; McNall et al., 2010; Wadsworth & Owens, 2007).

The Role of the Organisation in Work-Family Balance

Widely noted demographic and sociological changes in the workforce, both public and private, over the last fifty years have gradually but increasingly focused attention on the need for workplace policies to assist employees in balancing work and family life (Hill, Hawkins, Ferris, & Weitzman, 2001; Saltzstein, Ting, & Saltzstein, 2001; Thompson, Beauvais, & Lyness, 1999). In previous decades, rigid and demanding workplace requirements with no allowances for family demands were perceived as adequate due to the fact that men comprised the majority of the workforce while women mostly stayed at home to care for family responsibilities and to support their husbands' careers (Bruce & Reed, 1994; Saltzstein at al., 2001). However, in the years since, the workforce has undergone considerable demographic changes, thereby reducing

the share of male workers with this support system to a minority and increasing the number of a variety of non-traditional workers, such as women, the elderly, students, and men with family responsibilities (Perrone, Wright, & Jackson, 2009; Saltzstein et al., 2001). These groups face greater conflicts between rigid work demands and personal or family needs and responsibilities (Perrone et al., 2009; Saltzstein et al., 2001).

Research has indicated that employees in non-traditional households encounter great difficulties in balancing work and family life (Bruce & Reed, 1994; Perrone et al., 2009; Saltzstein, 2001). Working women face well-documented conflicts resulting from their continuing role as primary caretakers for their homes, children, and/or elderly parents (Fu & Shaffer, 2001; Thompson et al., 1999), while husbands in dual career households face new workplace stresses as they have assumed greater responsibilities at home (Saltzstein et al., 2001; Thornthwaite, 2004). It is interesting to note that while more and more workers are facing ever-greater family demands on their time, total working hours for all workers, and particularly for women and fathers, have increased over the last thirty years; while jobs themselves have become more demanding and less secure (Saltzstein et al., 2001).

The conflicts created by a simultaneous increase in family and workplace pressures have been evident for some years and appear to be getting worse (Thornthwaite, 2004). More and more employees are expressing significant to severe stress over workload and work time pressures; and research has indicated that a vast majority of all workers would prefer significantly fewer working hours (Beatty, 1996; Fu & Shaffer, 2001; Greenhaus & Powell, 2003). While work-family balance is generally thought to promote well-being, Kofodimos (1993) suggests that imbalance, in particular work imbalance, arouses high levels of stress, detracts from quality of life, and ultimately reduces individuals' effectiveness at work. The obvious stresses attributed to the demographic shifts, together with the pressure of global competition to hire and retain knowledge workers, have done much to encourage organisations to address workers' personal and family needs so as to recruit and retain good employees, thereby enhancing worker and organisational productivity (Aycan & Eskin, 2005; Balmforth & Gardner, 2006; Galinsky & Johnson, 1998; Grover & Crooker, 1995).

Organisations have attempted to achieve these outcomes by establishing work-family support structures in the workplace (Aumann & Galinsky, 2011; Judge & Colquitt, 2004). For the organisation, work/family benefits are a means through which to maintain a competitive advantage, raise morale, and attract and retain a dedicated workforce within today's turbulent work environment (Allen, 2001). For the employee, these benefits are designed to alleviate the difficulty inherent in coordinating and managing multiple life roles (Allen, 2001). Work-family support structures thus refer to any practices, procedures, policies, decisions, and/or actions that are put in place within an organisation that are designed to provide support to help employees manage both their work and family commitments. Examples of such structures include: parental/maternity leave, elder care, part-time work, job sharing, flexi-time, flexible benefits, college savings programmes, work at home, child-care assistance, employee assistance programmes, wellness/health programmes, and work–family seminars (Judge & Colquitt, 2004). It must be noted that in order for these policies to work, organisations need to ensure that their employed managers and supervisors are supportive of and allow for employee use of these policies (Balmforth & Gardner, 2006; Kossek, Pichler, Bodner, & Hammer, 2011).

Previous research has indicated that work-family policies and benefit availability are positively related to affective commitment and negatively related to work-family conflict and intentions to leave the organisation (Grover & Crooker, 1995; Shockley & Allen, 2007; Thompson et al., 1999). There is also evidence that work-family programmes increase loyalty and commitment to the company, reduce absenteeism and turnover, reduce conflict between work and family, and, as a result, increase productivity (Bakker & Schaufeli, 2008; Hammonds, 1997; Solomon, 1994). For example, women whose organisations provided them with maternity leave and guaranteed jobs after childbirth were more committed to their organisations and as a result worked later into their pregnancies and returned to work sooner after childbirth than women who were not offered maternity leave (Lyness, Thompson, Francesco, & Judiesch, 1999; Marcinkus, Whelan-Berry, & Gordon, 2007).

Flexibility in the timing of work has generally also been well received by workers and has contributed to organisational goals; research suggests that employees with flexi-time were more satisfied with their jobs, more likely to want to remain on the job, and showed more initiative than workers with no access to these policies (Galinsky & Johnson, 1998; Hill et al., 2001; Saltzstein et al., 2001). Moroever results have shown a reduction in work–family conflict associated with flexible scheduling (Thomas & Ganster, 1995). With regards to child care assistance, studies have found that child care programmes have reduced employee absenteeism and turnover, increased commitment and morale, reduced parental stress, and improved attraction of job applicants (Grover & Crooker, 1995; Saltzstein et al., 2001; Thomas & Ganster, 1995).

Overall, based on the patterns indicated above, research demonstrates that the provision of organisational family support structures tends to produce both improved psychological outcomes for employees and improved organisational performance (Brough et al., 2005).

The Role of the Home in Work-Family Balance

The demographic and sociological changes in the workforce over the last fifty years have called for increasing attention not only to the ways in which organisations can assist their employees to achieve work-family balance, but also to the ways in which individuals can assist themselves and their spouses to balance their work and family lives (Alberts, Tracy, & Trethewey, 2011; Bird, 1999; Coltrane , 2000).

Research has indicated that the distribution of household chores has significant implications for how successful an individual is in balancing their work and family lives (Clarke et al., 2004). For example, research has shown that having an unsupportive spouse, inequities in the division of housework and child care, and/or changing child care arrangements are some of the home-based problems that contribute to increased work-family conflict (Bird, 1999; Coltrane, 2000; Lively, Steelman, & Powell, 2010).

In order to not only minimise the conflict that may arise between work and family life, but to also promote a platform from which enrichment between the spheres may occur, individuals may be able to establish family-work support arrangements within their home lives that assist them in balancing the requirements from both roles (Noor, 2003). These support arrangements are crucial as research has indicated that family support arrangements not only ease the conflicts that one experiences; they also increase the level of enrichment between the two roles (Noor, 2003; O'Driscall et al., 2012; Patel et al., 2006). Family-work support arrangements in the home would thus refer to any practices, procedures, decisions, and/or actions that take place within a person's home that provide support to help them manage both their family and work commitments. Examples of such support arrangements include: assistance with childcare, assistance with housework, and sharing responsibility for decisions (Baxter, 2000; Nasurdin & O'Driscoll, 2012).

Research reveals that measures of household support are associated with less work-family conflict and enhanced work, family, and individual well-being (Baxter, 2000; Noor, 2003; O'Driscall et al., 2012; Patel et al., 2006). In addition, help with caring for children, such as feeding them, dressing them, providing transport and homework assistance, and babysitting, has been shown to be instrumental in reducing family-to-work conflict (Aycan & Eskin, 2005). Moreover research has indicated that household support structures and balanced divisions of housework are associated with women perceiving greater fairness, experiencing less depression, and enjoying higher marital satisfaction (Bird, 1999; Coltrane , 2000; Craig & Powell, 2011).

It is important to take note of the fact that various cultures tend to fashion the division of household labour (Coltrane, 2010). As such, individuals ascribing to different cultures will divide their household chores differently and will perceive different amounts of division of household labour as just, depending on their culture (Coltrane, 2010; Van der Lippe, De Ruijter, De Ruijter, & Raub, 2011). For example, research has indicated that couples who are more egalitarian in nature tend to divide the household tasks amongst each other more equally and tend to see equal amounts of household chores as being fair (Geist & Cohen, 2011; Grunow, Schulz, & Blossfeld, 2012; Turk, 2012). In contrast, couples from more traditional

backgrounds tend to ascribe more household tasks to the female in the relationship, while both partners view this division as being fair (Kawamura & Brown, 2010; Lachance-Grzela & Bouchard, 2010; Legerski & Cornwall, 2010). Given the fact that South Africa is culturally diverse (Seekings, 2008), it is necessary to take the cultural beliefs regarding expectations of assigning and completing household tasks into consideration when determining whether individuals perceive their division of household labour as being just.

Perceptions of Organisational and Home Justice

It is important to note that existing supportive policies and arrangements in the work and home environments are not the only factors that have been shown to have an impact on an individual's work-family balance. Among many other issues, one very important factor is the individual's perception as to how just these policies and arrangements in both environments may be (Grandey, 2001). The broad term given to these perceptions is 'perceptions of justice' and, for purposes of this study, this is comprised of perceptions of organisational justice as well as perceptions of home justice.

According to Judge & Colquitt (2004), organisational justice is the study of the concerns about perceived fairness in the workplace. These concerns are centered around distributive justice, procedural justice, and interpersonal justice.

Distributive justice is defined as being concerned with "... the distribution of the conditions and goods which affect individual well-being", including, but not limited to, psychological, social, and economic well-being (Fisher, Katz, Miller, & Thatcher, 2003, p. 8). It is thus evident that distributive justice concerns itself with the perceived fairness of outcomes or distributions (Colquitt, 2001; Nel, Kirsten, Swanepoel, Erasmus, & Poisat, 2008). Central to this aspect of justice is the effort/pay or input/output as explained by Adams's Equity Theory. According to this theory, justice is upheld when individuals perceive that their outcomes are allocated in proportion to their perceived inputs and contributions (Fisher et al., 2003; Huseman, Hatfield, & Miles, 1987; Leventhal, 1980).

Realising the potential implications of distributive justice, and especially equity theory, on the organsational context, researchers have examined the perceived fairness of organisational outcomes, such as pay, selection, and promotion decisions, and the relations of these justice perceptions to numerous criterion variables, such as quality and quantity of work (Kirchmeyer, 2000). Due to its focus on outcomes, distributive justice is predicted to be related mainly to cognitive, affective, and behavioural reactions to particuar outcomes (Cohen-Charash & Spector, 2001). Thus, when a particular outcome is perceived to be unfair, it should affect an individual's emotions, such as experience, anger, happiness, pride, or guilt (Weiss, Suckow, & Cropanzano, 1999), an individual's cognitions, such as cognitive distortions of inputs and outcomes of himself/herself or of the other , and ultimately an individual's behaviour, such as performance or withdrawal (Cohen-Charash & Spector, 2001)

Procedural justice refers to fairness in the means by which distributions or decisions are made (Clay-Warner, Hegtvetd, & Roman, 2005; Colquitt, 2001). People generally consider means to be fair when those means allow consistency across individuals and time, supression of bias, representativeness of the opinions of people affected, accuracy of information, mechanisms to correct bad decisions, and conformity with moral and ethical standards (Clay-Warner et al., 2005). However, it also important to consider the fact that the enactment of these procedures can affect justice perceptions (Mossholder, Bennet, & Martin, 1998). In other words, treating people with respect, communicating in a trustful manner, and sufficiently justifying decisions reinforces a person's sense of justice (Mossholder et al., 1998).

Organisational procedures represent the way in which the organisation allocates resources. This is why procedural justice is predicted to be related to cognitive, affective, and behavioural reactions toward the organisation, such as organisational commitment (Cohen-Charash & Spector, 2001; Farndale, Hope-Hailey, & Kelliher, 2011). Accordingly, when a process leading to a certain outcome is perceived to be unfair, the individual's reactions are predicted to be directed towards the who1le organisation, rather than towards his/her tasks or the specific outcome in question (Cohen-Charash & Spector, 2001; Till & Karren, 2011). This differs from predictions made for distributive justice, which emphasise outcome-focused, rather than organisation-focused, reactions (Cohen-Charash & Spector, 2001).

Interactional justice, an extension of procedural justice, pertains to the human side of organisational practices, that is, to the way in which the management, or those controlling the rewards and resources, are perceived to be behaving toward the recipient of justice (Cohen-Charash & Spector, 2001; Zapata, Olsen, & Martins, 2013). As such, interactional justice relates to aspects of the communication process between the source and the recipient of justice, such as politeness, honesty, and respect (Cohen-Charash & Spector, 2001; Zapata et al., 2013). Greenberg (1993) suggested that interactional justice be looked at as being composed of two facets: informational justice and interpersonal justice.

Informational justice "focuses on explanations provided to people that convey information about why procedures were used in a certain way or why outcomes were distributed in a certain fashion" (Colquitt et al., 2001, p. 427). According to Fisher et al. (2003), interpersonal justice refers to the quality of treatment individuals believe they have recieved from decision-makers, and the extent to which they feel that the formal decision-making procedures are properly enacted. Interpersonal justice is fostered when decision makers treat people with respect and sensitivity and explain the rationale for decisions thoroughly (Colquitt, 2001; Zapata et al., 2013).

For purposes of this research, distributive justice will be defined in terms of the distribution of the work-family policies and procedures within the organisation; procedural justice will be defined in terms of the ways in which these policies and procedures are decided upon and implemented within the organisation; informational justice will be defined in terms of the information provided regarding the policies and procedures; and interpersonal justice will be defined in terms of treatment of employees by the supervisor or manager responsible for the enactment of these policies and procedures (Colquitt, 2001; Haar et al., 2005; Judge & Colquitt, 2004).

Although perceptions of justice in the organisational context have been widely defined and explored, there is minimal research available regarding perceptions of justice as related to the home environment – to the extent where definitions and theory regarding application of the

broader concept within this particular sphere do not appear to have been developed in any meaningful manner in prior literature. Based on the existing theory as utilised in the work context, this study will therefore create and apply definitions of home justice in accordance with those available in the broader theory (Alberts et al., 2011; Colquitt, 2001; Davis, 2010; Judge & Colquitt, 2004; Lively et al., 2010).

For the purposes of this study, distributive justice will be defined in terms of the distribution of the family-work arrangements within the home; procedural justice will be defined in terms of the ways in which these arrangements are decided upon and implemented within the home; informational justice will be defined in terms of the information provided regarding the arrangements; and interpersonal justice will be defined in terms of treatment of individuals by their spouse or significant other, in other words the person with whom these arrangements are decided upon, within the home (Alberts et al., 2011; Colquitt, 2001; Haar et al., 2005; Judge & Colquitt, 2004).

Perceptions of Justice in the Work and Home Environments

Research on organisational justice has shown that concerns about fairness can affect the attitudes and behaviours of employees (Judge & Colquitt, 2004). The above mentioned justice dimensions have been shown to be related to a variety of outcomes, including satisfaction, commitment, citizenship, and withdrawal (Colquitt, Conlon, Wesson, Porter, & Ng, 2001, as cited in Judge and Colquitt, 2004). There are various theories regarding the reasons as to why these justice dimensions affect the above-mentioned outcomes (Judge & Colquitt, 2004). For example, theorists have suggested that when employees perceive justice to exist within the organisation, they are more likely to trust the organisation, to recognise it as a valid authority, and/ or to have a greater sense of self-worth, thus allowing them to be more committed and satisfied (Cohen-Charash & Spector, 2001; Farndale et al., 2011; Grandey, 2001; Judge & Colquitt, 2004).

Recently Judge and Colquitt (2004) have offered a new possible explanation, namely, that perceived injustice may act as a stressor. Judge & Colquitt (2004) define a stressor as "...an

aspect of the work environment that causes employees to doubt their ability to cope with work demands" (p. 395). In other words, when employees perceive injustice to exist within the organisation, they are more likely to have negative attitudes towards their work and towards the organisation (Bakhshi, Kumar, & Rani, 2009; Judge & Colquitt, 2004). In addition, and more specifically, justice may play a role in determining the extent to which employees feel able to manage competing demands (Judge & Colquitt, 2004; Saltztein et al., 2001). To elaborate, individuals' perceptions of justice regarding the support structures provided to them may create doubt regarding their ability to cope with the competing demands of their work and family environments, thereby directly impacting upon their perceptions regarding their ability to manage these multiple competing demands (Grandey, 2001; Grover & Crooker, 1995). This will, in turn, affect perceptions regarding their ability to balance their work and family spheres, thereby impacting on the levels of conflict and enrichment, that is, potentially increasing the amount of conflict and reducing the amount of enrichment they experience (Grandey, 2001; Saltztein et al., 2001).

Previous research has looked at organisational justice perceptions in relation to work-family conflict; the results indicated that organisations which treated their employees more fairly tended to be more responsive to work–family issues, thus lowering work-family conflict (Cook, 2009; Haar & Roche, 2010; Judge & Colquitt, 2004). Judge and Colquitt (2004) found that procedural justice and interpersonal justice were particularly likely to be the primary drivers of justice effects leading to reduced conflict. Additionally, their study showed that organisations which consider the views and inputs of their employees, gather accurate policy information, and emphasise that ethical procedures should be more responsive to work–family issues, thus increasing the likelihood of employees perceiving these policies to be more just (Judge & Colquitt, 2004). Moreover, the study reinforced the important role played by the supervisor with respect to work-family conflict (Judge & Colquitt, 2001). In most contexts, it is the supervisor who is responsible for approving and implementing work–family policies such as parental leave, part-time work schedules, and so on (Judge & Colquitt, 2004; Tepper & Taylor, 2003). Even in cases in which they are not directly responsible for the development of the policy, they are often the employees' first point of contact in accommodating an individual (Ambrose & Schminke, 2003; Judge & Colquitt, 2004).

Although previous research has examined perceptions of justice in relation to work-family conflict, there appears to be minimal research exploring perceptions of justice and work-family enrichment. This research thus intends to expand on previous studies by exploring justice perceptions of employees with regard to the work-family structures that are in place within their organisations and how these relate to both their experienced work-family conflict and work-family facilitation in the South African context. However, when examining work-family balance, it is not sufficient to consider only the work-family domains; it is also necessary to explore the family-work domains (Voydanoff, 2004). Therefore, this research will also explore the perceptions of justice that people hold towards the family-work support arrangements that are in place within their homes and the implications these have for both conflict and facilitation.

There does not appear to be much previous research exploring the links between work-family/family-work balance and perceptions of justice as a stressor, however the limited available research has indicated that perceived unfairness and/or dissatisfaction with procedures in the workplace has led to decreased job satisfaction, commitment, citizenship, and increased withdrawal (Colquitt et al., 2001). Similarly, perceived unfairness and/or dissatisfaction with the division of household labour and the enactment of household arrangements has led to higher rates of psychological distress, including anxiety, demoralisation, depression, and worry, especially for women (Aycan & Eskin, 2005; Bird, 1999; Kalmijn & Monden, 2012). In addition, greater perceived injustice is associated with impaired relationship satisfaction, increased relationship conflict, increased likelihood of relationship breakup, and decreased success in balancing work and family (Mikula, Riederer, & Bodi, 2012; Sprecher & Schwartz, 1994; Tang & Curran, 2013; Voydanoff & Donnelly, 1999).

From the theory and limited research available it is thus hypothesised that the more just people perceive their work-family support structures to be, the less work-family conflict and the more work-family facilitation will be experienced. Similarly, the more just people perceive their family-work support arrangements to be, the less family-work conflict and the more family-work facilitation will be experienced. It is important to note that the hypothesised pattern would apply for all aspects of perceived organisational and home justice. To elaborate, the extent to which individuals perceive their support structures and arrangements to be fair will be relative

to the effort they are required to give to that domain (distributive justice), to their perceptions regarding the way in which the structures and arrangements were established (procedural justice), to the information they are provided with regarding the establishment of the structures and arrangements (informational justice), and to the ways in which they have interacted with the primary person involved in establishing these support structures and arrangements (interpersonal justice).

The Current Study

This study will therefore seek to add a more sophisticated understanding of the available theory within a South African context concerning the perceptions of justice that exist with regards to the policies, practices, and arrangements within the work and home environments that serve to contribute to overall work-family balance. A primary aim of this research is to explore the effectiveness of a proposed modification of the Organisational Justice Scale (Colquitt, 2001) to explore justice perceptions in terms of the support arrangements enacted in the home environment. This application does not appear to have been attempted in previous research, and thus adds an element of originality to the current study.

In addition, this research aims to determine the levels of work-family conflict (both work-to-family and family-to-work) and work-family enrichment (both work-to-family and family-work) experienced in a sample of South African working parents. It will also attempt to determine the relationships between perceptions of justice in both the work and home environments and experienced work-family balance, which encompasses both work-family conflict (work-to-family and family-to-work) and work-family enrichment (work-to-family and family-to-work).

The study will further attempt to establish the extent to which there are differences in the levels of support provided to individuals by both their work and their home environments. Such levels of support in the work environment are determined by the amount of work-family policies and procedures provided to an individual by their organisation. Similarly, levels of support in the home environment are determined by the amount of support arrangements made available to the working individual by their spouse or partner in the home environment. The study will also

assess whether there are differences in the degree of justice perceived in both the workplace and the home environment by individuals, as well as differences in work-family balance, based on the actual level of support provided by the work-family support structures and family-work support arrangements within the organisation and home environment.

Research Questions

1. To what extent can the modified versions of the Organisational Justice Scale (Colquitt, 2001), that is, the Perceptions of Organisational Justice Scale and the Perceptions of Home Justice Scale, be shown to be internally valid and reliable in a South African sample?
2. What is the nature of the relationships, if any, between work-family balance, that is, work-family conflict (both work-to-family and family-to-work) and work-family enrichment (both work-to-family and family-to-work), and perceptions of justice in the work and home environments in a South African sample?
3. To what extent are there differences in perceived justice in the work and home environments based on the level of support provided in both these environments?
4. To what extent are there differences in work-family balance, that is, work-family conflict (both work-to-family and family-to-work) and work-family enrichment (both work-to-family and family-to-work), based on the level of support provided in the work and home environments?

Hypotheses

Hypothesis 1a: The more just people perceive their work-family support structures to be (i.e. higher perceived organisational justice), the less work-family conflict will be experienced.

Hypothesis 1b: The more just people perceive their work-family support structures to be (i.e. higher perceived organisational justice), the more work-family facilitation will be experienced.

Hypothesis 2a: The more just people perceive their family-work support arrangements to be (i.e. higher perceived home justice), the less family-work conflict will be experienced.

Hypothesis 2b: The more just people perceive their family-work support arrangements to be (i.e. higher perceived home justice), the more family-work facilitation will be experienced.

Hypothesis 3: The greater the amount of support provided by the work-family support structures in the workplace, the more just people will perceive these support structures to be (i.e. higher perceived organisational justice).

Hypothesis 4: The greater the amount of support provided by the work-family support structures in the workplace, the less work-family conflict and the more work-family enrichment will be experienced.

Hypothesis 5: The greater the amount of support provided by the family-work support arrangements in the home environment, the more just people will perceive these support arrangements to be (i.e. higher perceived home justice).

Hypothesis 6: The greater the amount of support provided by the family-work support arrangements in the home environment, the less work-family conflict and the more work-family enrichment will be experienced.

Chapter 2: Methodology

The following chapter aims to provide a description of the methodology used in the current research study. Descriptions regarding the research design, the final sample obtained and the procedures utilised to do so, the instrumentation, the procedure followed, the ethical considerations, and the statistical analyses conducted will be provided.

Due to the fact that two of the psychometric scales utilised in current study were adapted from existing scales and thus had not been used before, it was necessary for a pilot study to be conducted in order to determine the psychometric properties of the adapted scales. As such, there were two separate studies conducted and the above-mentioned methodological information pertaining to both the pilot study and to the main study will be provided in this chapter.

Design

The design employed in the research was quantitative, cross-sectional, non-experimental, and correlational; due to the fact that the study attempted to explore and describe the relationships between existing variables at a single point in time (Cozby, 2009; Goodwin, 2010). The research design was classified as non-experimental due to the fact that non-experimental research designs do not involve a manipulation of the situation, circumstances, or experience of the participants, and this study did not involve any manipulation of the variables (Cozby, 2009; Goodwin, 2010).

The general benefits and limitations of this type of design include that it is useful for exploring broad trends, allows the researcher to determine the strength and direction of a particular relationship, and is easy to implement; however, it cannot establish causality (Cozby, 2009; Jackson, 2012). The reason for this is that even though two variables may be related, this does not automatically imply that changes in one variable cause changes in the other variable (Cozby, 2009; Jackson, 2012). In addition, in order to establish causality, three basic conditions need to be met, that is, there has to manipulation of at least one of the variables, there has to be a comparison with a control group, and there has to be random assignment to groups (Cozby, 2009; Jackson, 2012). Although non-experimental research is effective in showing whether

two groups are related, it is especially weak with regard to the third condition, given the fact that it is always possible that an observed relationship is a spurious one (Cozby, 2009; Jackson, 2012).

Both the pilot study and the main study were conducted using self-report psychometric scales to measure the variables of interest. Certain constructs are, by definition, perceptual in nature and are therefore appropriately measured by self-report, as is the case for values, attitudes, and affective responses to the work environment (Schmitt, 1994; Spector, 1994). Howard (2004) asserts that self-report is generally a suitable methodology for the study of human characteristics, and may even be superior to other approaches. As such, self-report scales were appropriate for use in this study. It is, however, necessary to be aware of some of the problems associated with self-report scales. At the most basic level, there is concern about the construct validity of self-report measures. Both theory and research indicate that self-report responses may be a product of psychological, sociological, linguistic, experiential, and contextual variables that have little to do with the construct of interest (Harrison, McLaughlin, & Coalter, 1996; Lanyon & Goodstein, 1997). Due to influences other than item content, it has been pointed out that it is never entirely clear as to what precisely is being measured (Harrison et al., 1996; Lanyon & Goodstein, 1997).

Sample and Sampling

The sampling strategy utilised for both the pilot study and the main study was non-probability, convenience, volunteer sampling (Goodwin, 2010; Jackson, 2012). The advantages of such a strategy include the fact that it is convenient as well as economical (Jackson, 2012). However, there are also disadvantages such as the fact that there is no way to estimate the probability of each element being included in the sample and as such, there is no way to guarantee that each element has some chance of being included (Jackson, 2012; Rosenthal & Rosnow, 2007). As participation in both studies was of a voluntary nature and the samples relied on the availability and willingness of individuals to participate, both samples were haphazard ones as well as ones of convenience (Rosnow & Rosenthal, 2005). It is important to note that haphazard sampling is a strategy that is almost guaranteed to introduce bias of some form (Hall, Herron, Pierce, & Witt, 2001); and with regard to convenience sampling, the degree of generalizability is

questionable, meaning that even if a lot is known about the sample in question, it may be difficult to make inferences about the wider sampling frame (Salkind & Rainwater, 2000). However, given the fact that these sampling methods are both convenient and economical (Jackson, 2012), they were appropriate for use in this research study.

Although the sample was made up of volunteers, there were specific criteria for participating in the study. In order to participate in the study, participants were required to be working in an organisational environment as one of the variables in the study was participants' perceptions of the fairness of work-family support structures provided by their organisations. Secondly, participants were required to be responsible for the wellbeing of at least one child. This was one of the criteria due to the fact that responsibilities towards one's home are increased when one has children and many of the work-family support structures provided by organisations, such as child care support and facilities, are aimed at assisting working parents. Given the diverse nature of the family unit in South Africa whereby many people are responsible for the wellbeing of children who are not biologically their own, the inclusion criteria was merely having one child for whom a participant was responsible.

In addition, participants were required to have a spouse/partner with whom they shared responsibility for the wellbeing of the child. The reason for this is that one of the variables in the study was participants' perceptions of the fairness of family-work support arrangements provided within the home environment and these arrangements are usually agreed upon by couples. Finally, participants were required to be between the ages of 25 and 50, as according to Erikson's psychosocial theory of development this is generally the age at which individuals are devoted to raising a family, working, and contributing to the community (Erikson, 1959). Therefore, the criteria for participation in this study included being a working parent with a partner between the ages of 25 and 50. Any questionnaires submitted whereby the participant did not fulfill one of the above-mentioned criteria (n = 63) were excluded from the sample.

With regard to the pilot study, the researcher approached WitsPlus students. WitsPlus is a Faculty at the University of the Witwatersrand that offers part-time studies and evening classes to students. Many of the students at WitsPlus are individuals who work during the day and

attend evening classes. As such, the researcher was likely to obtain a sample from WitsPlus that was in line with the criteria for the research, that is, working parents. The researcher explained the study and the nature of participation to the WitsPlus students and handed out flyers with the link to the survey. Students were also asked to pass the link on to as many people who fit the criteria as possible.

The final sample for the pilot study consisted of 44 participants, 11 (25%) of whom were male and 33 (75%) of whom were female (please refer to Table 1 in Appendix M). As per the criteria for participation, participants were all between the ages of 25 and 50, in a relationship, and had at least one child for whom they were responsible. The majority of the sample consisted of Black participants (45.45%), followed by White participants (29.55%), Coloured participants (15.91%), Indian participants (4.55%), Asian participants (2.27%), and other participants (2.27%) respectively (please refer to Table 2 in Appendix M). A vast majority of participants held part-time positions (79.55%), while fewer participants held flexi-time (13.64%) and full-time (6.82%) positions (please refer to Table 3 in Appendix M). The majority of the participants had the required one child (47.73%) while 31.82% had two children, 11.36% had three children, 2.27% had four children, 4.55% had five children, while only 2.27% of participants had six children (please refer to Table 4 in Appendix M).

With regard to the main study, the link to the survey was sent to representatives at various organisations who were requested to forward the link to the employees in those organisations. The researcher approached as many organisations as possible, mainly in the insurance industry, given the fact that these were largest accessible organisations. These organisations allowed the researcher to gain access to a range of individuals of different races and professions, given their size and diversity. Smaller legal and educational organisations were also approached to increase the diversity of the sample. In addition, in order to obtain a sufficiently large sample size, the researcher distributed hard copies of the questionnaire at various organisations. The researcher then collected completed surveys from sealed boxes placed in the reception areas of these organisations. It is important to note that the necessary permission was obtained from the organisations so that employees would be able to participate in the study with only minimal disruption to their daily working routine.

In addition to the sampling methods described above, a method known as snowball sampling was utilised whereby the researcher collected data on a few members of the target population she was able to locate, and then asked those individuals to provide the information needed to locate other members of that population whom they happened to know (Babbie, 2011). In this case, the researcher used electronic communication such as Facebook and LinkedIn to provide people with the survey link and also to ask people to email the link to the questionnaire to other people they knew who met the criteria for participation (over eighteen, married with at least one child, and working in an organisation) and who might have been interested and willing to participate in the study.

The final sample obtained for the main study consisted of 213 men and women between the ages of 25 and 50 who were in a relationship, had at least one child, and who worked in an organisation. The sample consisted of 62 men (29.11%) and 151 women (70.89%) (please refer to table 5 in Appendix N). The majority of the sample consisted of White participants (66.98%), followed by Black participants (14.62%), Indian participants (9.43%), Coloured participants (7.55%), and Asian participants (1.42%) respectively (please refer to Table 6 in Appendix N). All participants held professional occupations which included careers in the legal, financial, medical, service, and educational industries. An overwhelming majority of participants held part-time positions (76.53%), while fewer participants held full-time (11.74%) and flexi-time (11.74%) positions (please refer to Table 7 in Appendix N). The majority of the participants had two children (43.66%) while 33.33% had the required one child, 14.08% had three children, 4.23% had four children, 3.76% had five children, 0.47% had six children and 0.47% had eight children (please refer to Table 8 in Appendix N).

Measures or Instruments

In order to gather data to conduct this research the following instrumentation was used for both the pilot study and the main study. Firstly, a demographic questionnaire (please refer to Appendix A) was used to capture information about the sample. Secondly, perceived organisational justice and perceived home justice (please refer to Appendix B and Appendix C respectively) were measured using modified versions of the four dimensional measure of organisational justice developed and validated by Colquitt (2001).

For the main study and in addition to the above-mentioned instrumentation, work-family balance was measured using the Multidimensional Measure of Work-Family Conflict (please refer to Appendix D) developed by Carlson, Kacmar, and Williams (2000) and work-family enrichment was measured using the Family Enrichment Scale (please refer to Appendix E) developed by Carlson, Kacmar, Wayne, and Grzywacz (2006). The complete questionnaire took approximately fifteen to twenty minutes to complete.

Demographic Scale

A self-developed questionnaire was administered to participants to describe the demographic characteristics of the sample. The questionnaire requested gender, age, race, the number of children in the household, type of occupation, tenure at the organisation, and hours worked daily. Moreover, participants were asked to identify the extent to which various work-family support structures were in place within their organisations as well as the extent to which various family-work support arrangements were enacted in their homes.

Perceived Organisational Justice

Perceived organisational justice was measured using a slightly modified version of the four dimensional measure of perceived organisational justice developed by Colquitt (2001). The original version was adapted by the researcher in order to specifically measure perceptions of justice regarding work-family support policies, practices, and procedures provided to employees by their organisations, as opposed to a more general sense of organisational justice. It is a common practice amongst researchers to modify existing scales for new purposes (Furr, 2010). Modifications often consist of shortening an existing scale or revising the measures of one or more variables in order to better apply to a different variable (Furr, 2010). Reasons for such modifications include existing scales being perceived as being too lengthy, or that there are no existing measure of the variable in question (Furr, 2010). For purposes of this research study, the scale was modified in order to be applicable specifically to the work-family support

structures provided by organisations. It is important to note that a very similar type of modification was made to the original measure developed by Colquitt (2001) in research conducted by Judge and Colquitt (2004).

For the current study, each item measuring distributive, procedural and informational justice was re-framed slightly in a manner that related the constructs specifically to the implementation of the work-family support structures. The items measuring interpersonal justice related to the decision-maker in the organisation responsible for the implementation of these work-family support structures. As such, the modifications consisted of merely re-framing the items to apply to work-family support structures. One item from each of the subscales of Colquitt's (2001) original scale could not be reframed to apply to work-family support structures and, as such, were omitted from the final Perceptions of Organisational Justice Scale. Therefore, the modified version of the scale, the Perceptions of Organisational Justice Scale, consisted of four dimensions of perceived organisational justice, namely distributive, procedural, informational, and interpersonal, in relation to the work-family support structures available within the organisations. The adapted version consisted of a total of twelve items, three measuring perceived distributive justice, three measuring perceived procedural justice, three measuring perceived informational justice, and three measuring perceived interpersonal justice.

Due to the fact that this measure was an adapted one, there was no direct psychometric information available. As a result, the researcher conducted a pilot study with a sample of 44 participants to assess the reliability of this measure (please refer to the Results chapter for the report of these findings). However, Colquitt (2001) asserts that the original scale possesses good internal consistency and reliability. In addition, factor analyses conducted on both the original scale and a similarly modified version indicated that there was an acceptable fit for a four-factor solution (Colquitt, 2001; Judge & Colquitt, 2004). It was further established that the reliabilities of the distributive, procedural, informational and interpersonal dimensions of the similarly modified version of the scale were: $\alpha = .84$, $\alpha = .84$, $\alpha = .96$, and $\alpha = .90$ respectively (Judge & Colquitt, 2004).

Perceived Home Justice

Similarly, perceived home justice was measured using a modified version of the four dimensional measure of perceived organisational justice developed by Colquitt (2001). The original version was adapted by the researcher due to the fact that no existing measure of perceived home justice could be sourced. The existing scale was therefore modified to create the Perceptions of Organisational Justice Scale which was then itself modified to specifically measure perceptions of justice regarding family-work support arrangements provided in the home environment in order to assist participants in balancing demands from their work and home environments.

Each item measuring distributive, procedural, and informational justice was framed in a manner that related the constructs specifically to the implementation of the family-work support arrangements. The items measuring interpersonal justice related to the spouse/partner with whom decisions regarding these family-work support arrangements were made. As such, the modifications consisted of re-framing the items to apply to the family-work support arrangements. One item from each of the subscales of Colquitt's (2001) original scale could not be reframed to apply to family-work support arrangements and, as such, were omitted from the final Perceptions of Home Justice Scale.

Therefore, the second modified version of the scale, the Perceptions of Home Justice Scale, also consisted of four dimensions of perceived organisational justice, namely distributive, procedural, informational, and interpersonal, in relation to the family-work support arrangements provided in the home environment. The adapted version consisted of a total of twelve items, three measuring perceived distributive justice, three measuring perceived procedural justice, three measuring perceived informational justice, and three measuring perceived interpersonal justice.

Due to the fact that this measure was an adapted one, there was no direct psychometric information available. As a result, the researcher conducted a pilot study with a sample of 44 participants to assess the reliability of this measure (please refer to the Results chapter for the report of these findings).

Work-Family Conflict

Work-family conflict was measured using the Multidimensional Measure of Work-Family Conflict (Carlson, Kacmar, & Williams, 2000). This is an 18-item scale with six different subscales that measure six dimensions of work–family conflict: time-based WIF, time-based FIW, strain-based WIF, strain-based FIW, behaviour-based WIF, and behaviour-based FIW (Carlson et al., 2000). Using a five-point Likert-type scale, the measure asks participants to indicate the extent to which they agree with each item. The responses range from 1 (strongly disagree) to 5 (strongly agree). High scores indicate high levels of work-family conflict, while low scores indicate low levels of work-family conflict (Carlson et al., 2000).

Carlson et al. (2000) obtained results for the scale indicating a comparative fit index of .95, RMSEA of 0.06, and reliability coefficients ranging from .78 to .87 for the six subscales thus supporting discriminant validity, internal consistency, and invariance of the factor structure across samples obtained in Europe and America. When utilised in a South African context, the scale yielded a reliability coefficient of .89 for the overall scale and .79 and .82 for the work-to-family and family-to-work subscales respectively (Diner, 2012).

Work-Family Enrichment

Work-family enrichment was measured using the Family Enrichment Scale (Carlson, Kacmar, Wayne, & Grzywacz, 2006). This is an 18-item scale with 9 work items and 9 family items (Carlson et al., 2006). It is a self-report measure of enrichment/ facilitation that captures the extent to which resource gains experienced in one domain are transferred to another in ways that result in improved quality of life in the other role for the individual (Carlson et al., 2006). Using a five-point Likert-type scale, the measure asks participants to indicate the extent to which they agree with each item. The responses range from 1 (strongly disagree) to 5 (strongly agree). High scores indicate high levels of work-family enrichment, while low scores indicate low levels of work-family enrichment.

The reliability coefficient for the overall scale was .92, while reliability coefficients of .86 and .92 were obtained for the nine family items and the nine work items respectively (Carlson et al., 2006). When utilised in a South African context, the scale yielded a reliability coefficient of .94 for the overall scale and .95 and .92 for the work-to-family and family-to-work subscales respectively (Diner, 2012). All of these indicate that the scales have good internal consistency reliability.

Procedure

To begin with, permission to conduct the research was obtained from the Human Research Ethics Committee of the University of the Witwatersrand (Ethics clearance number: MORG/13/004 IH; please refer to Appendix L).

Due to the fact that two of the measures were adapted versions, a pilot study was conducted to obtain psychometric information about these measures. In order to do this, permission from the Head of Department, course coordinator, and lecturers was obtained so that first year Wits Plus (part-time) psychology students could be approached to participate in the pilot study (please refer to Appendix F). Once this permission was obtained, the researcher approached first year psychology students at Wits Plus and explained what participation in the pilot study would entail and the criteria for participation (between the ages of 25 and 50, in a relationship, and married with at least one child). A participant information sheet was handed out to the students (please refer to Appendix G) detailing the particulars of the study and stressing the fact that participation in the study would be voluntary and would not harm the students in any way should they choose to participate. Students were granted one percent towards their year mark for participating in the study and, for this reason, students were required to provide their student numbers (please refer to Appendix H). However, it was made clear to them through the participant information sheet that their student numbers would not be used to identify them in the study. Student numbers were recorded with the data initially however this column was removed from the dataset and captured separately and at no stage was any link between the student number and data provided examined. Participants were provided with a link to the Survey Monkey website which contained the demographic questionnaire, the measure of perceived organisational justice, the measure of perceived home justice, and additional

questions pertaining to the adapted measures (please refer to Appendix I). Students who wished to obtain the one percent towards their course mark were required to submit their student numbers with their completed questionnaires (please refer to Appendix H). An adequate number of participants could not be obtained from the first year students, therefore, the researcher approached second and third year WitsPlus students. A similar procedure was followed, except that no course credit was offered for these students and participation was completely anonymous. Once an adequate number of surveys had been collected, they were analysed to obtain psychometric information for the two measures. There were no changes indicated that required the researcher to adapt the measures any further.

Once the measures had been finalised, the researcher approached the Human Resource Departments of various organisations both telephonically and via email. The researcher explained who she was, the university she was attending, the degree she was completing, and the details pertaining to the research she was carrying out (please refer to Appendix J). No face-to-face meeting was required from any of the organisations' representatives. Emails were sent to the representatives with an explanation of the research aims, objectives, and methods, as well as a written request for access. As an online survey is generally considered an ideal way of obtaining data whilst causing only minimal disruption to employees' work (Wright, 2005), the researcher requested that the representatives circulate a link to a Survey Monkey website containing a participant information sheet and all of the relevant questionnaires. It was emphasised that choosing to participate or not in the research would have no negative consequences whatsoever and was anonymous. Details of the study were provided to participants along with information pertaining to anonymity and confidentiality. Instructions for filling out the questionnaires and submitting the answers were also supplied. This information was given to participants in the form of an informed consent sheet that preceded the questionnaire (please refer to Appendix K). Completion and submission of the questionnaire electronically was considered as informed consent to participate in the study.

As the researcher was unable to obtain an adequate number of participants after a set time limit of two months, the researcher obtained permission from various organisations to hand out hard copies of the questionnaire to employees. A sealed box in which employees could leave their

completed questionnaires was placed in the reception area of each organisation and the researcher then collected these boxes after a set period of time. These employees were all provided with the same information pertaining to the study as those surveyed electronically in the form of a hard copy informed consent sheet preceding the questionnaires.

In addition, the researcher approached as many working men and women who fit the sample requirements as possible through electronic communication (both via email and via social networking sites such as Facebook and Twitter) and asked them to fill out the questionnaire and to provide the link to access the survey to any men and women they knew who would be interested in participating in the study as well. These men and women were all provided with the same information pertaining to the study as those surveyed electronically.

Once all the questionnaires had been submitted and collected, they were organised into a database format so that data analysis could begin.

Ethics

Ethical clearance was obtained from the University of the Witwatersrand Human Research Ethics Committee before commencement of the research (Ethics clearance number: MORG/13/004 IH; please refer to Appendix L).

It is the responsibility of the researcher to fully inform all participants about the purpose of the research, the expected duration and procedures, along with anything that may influence their decision to participate before the research begins (Goodwin, 2010). Participants must also be provided with the results of the research. With regard to the pilot study, participants were provided with an informed consent sheet detailing the above mentioned aspects as well as their right to choose whether or not to participate with no penalties or negative consequences for either choice (please refer to Appendix I). Anonymity was guaranteed for second and third year students. Due to the fact that first year students were required to provide their student number to receive their one percent for participation, absolute anonymity could not be guaranteed.

However, participants were assured that their identities would only be used for this purpose and that their number would be separated from their data as soon as possible and not looked at in relation to their data, thereby maintaining confidentiality and anonymity of the data. With regard to the main study, an informed consent sheet was supplied to all participants informing them of the above mentioned aspects as well as their right to choose whether or not to participate with no penalties or negative consequences for either choice (please refer to Appendix K). Completion and submission of the questionnaire was taken as informed consent to participate. All participants were provided with contact details of the researcher and the supervisor.

There were no direct benefits for participants and also no foreseeable risks. However in the event that any of the issues raised in the questionnaire concerned the participants, the informed consent sheet provided them with the contact details for Life Line as a referral. Furthermore no deception was used in the study (Cozby, 2009).

In order to ensure that anonymity and confidentiality were guaranteed, participants were not required to provide any identifying information, such as names or contact details, upon submission of the questionnaires. Therefore, the researcher was unable to identify any participant in the study.

Feedback was provided to participants by being posted on a blog, the details of which were provided in the informed consent sheet. Should any questions or concerns have arisen, participants were able to contact the researcher. All data collected was stored in a secure location electronically and only the researcher and supervisor had access to it. After completion of the study and potential publication, the data collected will be maintained in the form of a password-protected electronic spread sheet and will remain in this form indefinitely.

Data Analysis

For the pilot study, firstly the factor structure of the scales needed to be assessed and, as such, exploratory factor analyses were conducted. Exploratory factor analysis is a statistical method used to uncover the underlying structure of a relatively large set of variables (Comrey & Lee, 2013). It is a technique whose overarching goal is to identify the underlying relationships between measured variables (Comrey & Lee, 2013). It is commonly used by researchers when developing, adapting, or modifying scales and serves to identify a set of latent constructs underlying a battery of measured variables (Comrey & Lee, 2013).

In addition, the internal consistency of the scales was assessed. In order to assess the reliability of the scales used, Cronbach Alpha Coefficients were run. Cronbach Alpha Coefficients are used as a measure of the internal consistency reliability of a psychometric scale for a sample of examinees (Gravetter & Forzano, 2009). Cronbach Alpha Coefficients produce values between 0 and 1, with a higher value indicating a higher degree of internal consistency (Gravetter & Forzano, 2009). Internal consistency reliability defines the consistency of the results delivered in a test, ensuring that the various items measuring the different constructs deliver consistent scores (Gravetter & Forzano, 2009).

For the analysis of the results from the main study, one of the key aims was to determine the effectiveness of the modifications of the four dimensional measure of organisational justice developed and validated by Colquitt (2001) to explore perceptions of justice regarding work-based and home-based support structures. In order to do this, exploratory factor analyses were conducted on both the modified Perceptions of Organisational Justice Scale and Perceptions of Home Justice Scale. In addition, in order to assess the reliability of the scales used, Cronbach Alpha Coefficients were run.

In addition, descriptive statistics (sample size, mean, standard deviation, and range) and Kolmogorov-Smirnov tests were run for both perceptions of justice scales in order to establish the levels of perceptions of justice in the work and home environments, as well as whether the data was distributed normally, a determinant for the type of analyses that needed to be utilised to answer the research questions. The Kolmogorov-Smirnov test is used to determine goodness

and fit, that is, to decide if a sample comes from a population with a specific distribution (Howell, 2007). Histograms were also utilised to determine the normality of the data. The researcher also explored the relationships between perceptions of justice in the work environment and perceptions of justice in the home environment. Since it was established that the data obtained from the perceptions of justice scales was skewed, it was necessary to run non-parametric Spearman's Correlation Coefficients to explore the relationships.

As with the perceptions of justice scales, Cronbach Alpha Coefficients were run for the work-family conflict and enrichment scales. In addition, descriptive statistics (sample size, mean, standard deviation, and range) and Kolmogorov-Smirnov tests were run for both scales in order to establish the levels of work-family balance in the sample. Moreover, it was assessed whether the data was distributed normally, using the information provided by these analyses, as well as histograms. As with the perceptions of justice scales, it was established that the vast majority of the data obtained from the work-family conflict and enrichment scales was skewed and, as such, it was necessary to run non-parametric analyses to answer the research questions pertaining to the relationships between perceptions of justice regarding support structures in the work and home environments and work-family balance.

As such, in order to explore the relationships between perceptions of justice regarding support structures in the work and home environments and work-family balance, non-parametric Spearman's Correlation Coefficients were run. Spearman's Correlation Coefficient is a statistical measure of the strength of a monotonic relationship between paired data. In a sample it is denoted by r_s, and r_s can take values from +1 to -1 (Jackson, 2012). An r_s of +1 indicates a perfect association of ranks, a r_s of zero indicates no association between ranks and a r_s of -1 indicates a perfect negative association of ranks (Jackson, 2012). The closer r_s is to zero, the weaker the association between the ranks (Jackson, 2012).

One of the final aims of the research study was to determine the extent to which levels of perceptions of justice in the work and home environments and levels of work-family conflict and enrichment differed according to the amount of support provided to participants by their work and home environments. The amount of support provided to participants by their work

environments was determined by the degree of work-family support policies, practices, and procedures provided by organisations to assist their employees in dealing with their responsibilities from their home environments. Examples of such policies, practices, and procedures include: flexible working hours, working from home, child care assistance, parental leave, and so forth. Values obtained for each participant were categorised in terms of low, medium, and high levels of workplace support provided. The amount of support provided to participants by their home environments was determined by the amount of family-work support arrangements provided by their home environments to assist them in dealing with their responsibilities from their work environments. Examples of such support arrangements include: assistance from various people with household chores, household management, finances, and so forth. Values obtained for each participant were categorised in terms of low, medium, and high levels of home support provided.

In order to determine the differences in both perceptions of justice and work-family balance based on the levels of support provided to participants in their work and home environments, Analyses of Variances (ANOVAs) were run. Analysis of variance, or ANOVA, is a collection of statistical analyses used to analyse the differences between group means and their associated procedures (Brown, 1997). However, in order to run ANOVAs, it was necessary to transform the data, given the fact that it was not normally distributed, and normal distribution is one of the assumptions of this type of analysis (Rutherford, 2011). In order to do this, square root transformations were conducted. This consists of taking the square root of each observation, thereby allowing a more normal distribution of the data (Russo, 2003). Prior to running the ANOVAs, Levene's tests were carried out in order to assess the homogeneity of variance (Rutherford, 2011).

Chapter 3: Results

The following chapter presents an analysis of the statistical results obtained from the data that was collected for the current study. The statistics were produced by SAS Enterprise Guide 4.2.

3.1 Pilot study

Due to the fact that the Perceptions of Organisational Justice Scale was modified from an original measure and the Perceptions of Home Justice Scale was created based upon this modification, it was necessary to conduct a pilot study to determine the reliability and validity of both scales. Due to practical constraints, it was only possible to explore the internal consistency of the items and internal validity of the scale structures within the study (Cohen & Lea, 2004).

3.1.1 Internal validity: Factor analysis

Exploratory factor analysis is a statistical method used to identify a set of latent constructs underlying a battery of measured variables (Comrey & Lee, 2013). Exploratory factor analyses were conducted on both the Perceptions of Organisational Justice Scale and the Perceptions of Home Justice Scale as these scales were both modified for the study.

In order to reach a decision regarding the number of factors to retain for the scale, it is necessary to consider multiple criteria, including theoretical factors, eigenvalues greater than one, and scree plots (Costello & Osborne, 2005; Henson & Roberts, 2006). It is important to note that reporting the eigenvalue-greater-than-one rule alone is inadequate because it is among the least accurate criteria for assessing factor retention (Costello & Osborne, 2005; Henson & Roberts, 2006).

At a theoretical level, Colquitt's (2001) Organisational Justice Scale puts forward four factors for the structure of the scale, namely, distributive justice, procedural justice, informational justice, and interpersonal justice. As such, the researcher predicted that there would be a four factor structure for the adapted version of the scale. With regard to the eigenvalue-greater-than-

one rule, the actual eigenvalues obtained for the Perceptions of Organisational Justice Scale used in the current research study are presented in Table 9 below.

Table 9: Eigenvalues of the correlation matrix

Eigenvalues of the covariance matrix: Total = 16 Average = 1			
	Eigenvalues		
1	10.2401	**7**	0.2596
2	1.3487	**8**	0.2209
3	1.0706	**9**	0.1492
4	0.8166	**10**	0.1019
5	0.6985	**11**	0.0771
6	0.5067	**12**	0.0307

Using the eigenvalues greater-than-one rule, it is evident from Table 9 above that three factors for the Perceptions of Organisational Scale were indicated. Examination of Cattell's scree plot (please refer to Figure 1 in Appendix P) suggested between two and three factors. As such, a three factor solution was regarded as the optimal interpretation for the Perceptions of Organisational Justice Scale within the pilot sample.

Table 10 below presents the variance explained by each of the first four factors using the varimax rotation technique. In total, the three factor solution explained 11.64% of the variance. Factor 1 explained 3.79% of the variance, Factor 2 explained 4.10% of the variance, and Factor 3 explained 3.76% of the variance. Factor 4 explained an additional 1.84% of the variance.

Table 10: Variance explained by each factor

Variance explained by each factor			
Factor 1	**Factor 2**	**Factor 3**	**Factor 4**
3.7862	4.0966	3.7570	1.8363

From the varimax solution, it was evident that the items loaded relatively as expected across three to four factors. Table 11 below describes the rotated factor pattern.

Table 11: Covariance matrix for the Perceptions of Organisational Justice Scale

	Rotated Factor Pattern			
	Factor 1	**Factor 2**	**Factor 3**	**Factor 4**
Org Just 1	0.3496	0.2101	0.8151	0.2191
Org Just 2	0.2597	0.2409	0.8622	0.1798
Org Just 3	0.3232	0.3685	0.7510	0.2412
Org Just 4	0.3087	0.6974	0.4315	-0.0145
Org Just 5	0.3649	0.8056	0.2649	0.2284
Org Just 6	0.2479	0.8470	0.1875	0.2630
Org Just 7	0.2515	0.6514	0.2218	0.4726
Org Just 8	0.2124	0.2725	0.2983	0.8365
Org Just 9	0.6464	0.3961	0.2201	0.4060
Org Just 10	0.7604	0.2398	0.3118	0.3472
Org Just 11	0.8757	0.2633	0.3297	0.0635
Org Just 12	0.8443	0.3573	0.3176	0.1067

From the covariance matrix in Table 11 above, and using a cut-off of .4 in order to assess the loading of each item on a particular factor, it is evident that items 1, 2, and 3 loaded on the third factor (loadings of .82, .86, and .75 respectively); items 4, 5, and 6 loaded most strongly on the second factor (loadings of .70, .81, and .85 respectively); and items 10, 11, and 12 clearly loaded on the first factor (loadings of .76, .88, and .84 respectively). Item 8 loaded most highly on the fourth factor with a loading of .84; while item 7 loaded most highly on the second factor with a factor loading of .65 and also loaded on factor four less strongly with a loading of .47; and item 9 loaded most highly on the first factor with a factor loading of .65 and also loaded on factor four less strongly with a loading of .41.

From these results, it was evident that Factor 1 was interpersonal justice, since all three items concerned with the manner in which employees are treated by their managers loaded highly and positively on this factor. Factor 2 was clearly procedural justice, given the fact that all three items concerned with the extent to which participants felt they were able to express their views and feelings, negotiate, and influence the level of support provided by the workplace- family structures in their organisations loaded moderately to highly positively on this factor. Factor 3

was best described as distributive justice, given the fact there were positive high loadings on this factor for all three items concerned with the extent to which the level of support provided by the workplace-family structures in participants' organisations reflected the effort and contribution they felt they had put into their work and the appropriateness of the structures. Finally, only one of the items concerned with the information provided to employees regarding the implementation of the work-family support structures in their organisations loaded highly positively on the fourth factor which appeared to represent informational justice. Although the other two items originally classified as part of this subscale loaded less strongly on the informational justice scale as predicted by the original structure, and both items covered topics related to informational justice, both loaded most highly on other subscales.

The results of the factor analysis thus suggested a three factor structure for the scale within the pilot sample. It is important to note, however, that the pilot sample was relatively small (n = 44) and that there was no indication that any of the items included were inappropriate for assessing the construct of interest. As such, it was decided to maintain the original twelve items for the full study and to re-assess the most appropriate factor structure for these items using a larger sample.

As the Perceptions of Home Justice Scale was based on Colquitt's (2001) Organisational Justice Scale which puts forward four factors for the structure of the scale, namely, distributive justice, procedural justice, informational justice, and interpersonal justice, the researcher predicted that there would be a four factor structure for the modified version of the scale. With regard to the eigenvalue-greater-than-one rule, the actual eigenvalues obtained for the Perceptions of Home Justice Scale used in the current research study are presented in Table 12 below.

Table 12: Eigenvalues of the correlation matrix

Eigenvalues of the covariance matrix: Total = 16 Average = 1			
	Eigenvalues		
1	10.9337	**7**	0.1961
2	1.8452	**8**	0.1622
3	0.9610	**9**	0.1157
4	0.3442	**10**	0.0720
5	0.2718	**11**	0.0613
6	0.2246	**12**	0.0504

Using the eigenvalues-greater-than-one rule, it is evident from Table 12 above that two factors for the Perceptions of Home Justice Scale were indicated. Examination of Cattell's scree plot (please refer to Figure 2 in Appendix P) suggested three to four factors. As such, it was difficult to identify an optimal structure for the Perceptions of Organisational Justice Scale in the pilot study, although a three factor solution appeared the most suitable.

Table 13 below presents the variance explained by each of the first four factors using the varimax rotation technique. In total, the three factor solution explained 12.97% of the variance. Factor 1 explained 4.83% of the variance, Factor 2 explained 4.01% of the variance, and Factor 3 explained 4.13% of the variance. Factor 4 explained an additional 1.11% of the variance.

Table 13: Variance explained by each factor

Variance explained by each factor			
Factor 1	**Factor 2**	**Factor 3**	**Factor 4**
4.8274	4.0120	4.1345	1.1102

From the varimax solution, it was evident that difficulties in identifying the factor structure could be attributed to cross-loadings across multiple items. Table 14 below describes the rotated factor pattern.

Table 14: Covariance matrix for the Perceptions of Home Justice Scale

	Rotated Factor Pattern			
	Factor 1	**Factor 2**	**Factor 3**	**Factor 4**
Home Just 1	0.9077	0.2300	0.2559	-0.0045
Home Just 2	0.8287	0.2280	0.3360	0.3276
Home Just 3	0.8218	0.1944	0.4263	0.2016
Home Just 4	0.6010	0.3568	0.5456	0.1756
Home Just 5	0.3524	0.2056	0.8824	0.1133
Home Just 6	0.3878	0.3253	0.8179	0.1012
Home Just 7	0.3607	0.3919	0.6217	0.4755
Home Just 8	0.4529	0.4034	0.5572	0.4944
Home Just 9	0.4043	0.4402	0.5485	0.4156
Home Just 10	0.1491	0.9163	0.2754	0.0600
Home Just 11	0.2759	0.8972	0.2124	0.1628
Home Just 12	0.2125	0.9156	0.2159	0.1494

It is evident from the covariance matrix in Table 14 above that there were many cross-loadings, especially across the first three factors, using a cut-off of .4 in order to assess the loading of each item on a particular factor. However, it is evident that items 1, 2, and 3 loaded on the first factor (loadings of .91, .83, and .82 respectively) while items 5 and 6 loaded on the third factor (loadings of .88 and .82 respectively). Item 4, which according to the original factor structure should also have loaded on this factor, did have a loading of .55, which is acceptable; however it loaded slightly more highly (loading of .60) on the first factor representing distributive justice and was thus cross-loaded. Items 7, 8, and 9 all loaded most highly onto the third factor (loadings of .62, .56, and .55 respectively), however these three items also cross-loaded on the fourth factor (loadings of .48, .49, and .42 respectively) and were the only items to load acceptably on this factor. Items 10, 11, and 12 clearly loaded on the second factor (loadings of .92, .90, and .92 respectively).

From these findings, Factor 1 appeared to represent distributive justice, given the high loadings of the first three items, all of which were concerned with the extent to which the level of support provided by the family-work structures in participants' home environments were felt to reflect the effort and contribution that they had put into their families and the appropriateness of these

structures. Similarly, the second factor represented interpersonal justice, as items 10, 11, and 12 loaded very highly and all of these items were concerned with the manner in which participants felt they were treated by their spouse or partner. The items concerned with the extent to which participants felt they were able to express their views and feelings regarding, negotiate, and influence the level of support provided by the family-work structures in their home environments loaded most highly on the third factor; therefore this factor appeared to represent procedural justice. However these three items also cross-loaded on the fourth factor and were the only items to load acceptably on this factor. Items 8 and 9 also cross-loaded on factor two (interpersonal justice). As these three items were concerned with the amount of information provided to participants regarding the family-work support structures in their home environments, it was felt appropriate to classify these items in line with the original structure as potentially representing informational justice, although the high cross-loading with procedural justice was noted.

The results of the factor analysis thus suggested either a two factor structure or a three factor structure for the scale within the pilot sample. It is important to note, however, that the pilot sample was relatively small (n = 44) and that there was no indication that any of the items included were inappropriate for assessing the construct of interest. As such, it was decided to maintain the original twelve items for the full study and to re-assess the most appropriate factor structure for these items using a larger sample.

It is clear from the results above that for both the Perceptions of Organisational Justice Scale and the Perceptions of Home Justice scale three of four factors were reasonably clearly supported. However, for both scales, the informational justice subscale presented problems and could possibly be included within one or more of the other three subscales, as opposed to being a subscale on its own. Despite this, all of the items across both scales appeared to be appropriate to assess the broader construct of interest, in other words, perceived justice, thus it was decided to maintain all items and re-assess the structure within the larger sample for the main study.

3.1.2 Reliability

In psychometrics, Cronbach Alpha is a statistical coefficient that represents internal consistency between the scale items (Cohen & Lea, 2004). Table 15 below provides the Cronbach Alpha Coefficients that were obtained from the data collected in the pilot study for the modified perceptions of justice scales. Despite discrepancies in the factor structures obtained, it was decided to assess the Alpha coefficients based on the original theoretical groupings of the items for both scales.

Table 15: Cronbach Alpha coefficients for the Perceptions of Organisational Justice Scale and for the Perceptions of Home Justice Scale

Variable	Items	Cronbach Alpha
Distributive Justice	3	0.92
Procedural Justice	3	0.89
Informational Justice	3	0.82
Interpersonal Justice	3	0.95
Total Organisational Justice	12	0.95
Distributive Justice	3	0.96
Procedural Justice	3	0.93
Informational Justice	3	0.94
Interpersonal Justice	3	0.97
Total Home Justice	12	0.96

As is evident from Table 15, the Cronbach Alpha estimates obtained for the Perceptions of Organisational Justice Scale ($\alpha = .95$) and subscales ($\alpha = .92$ for distributive justice, $\alpha = .89$ for procedural justice, $\alpha = .82$ for informational justice, and $\alpha = .95$ for interpersonal justice) were extremely high, suggesting this measure was internally consistent in the pilot sample. The Cronbach Alpha estimates obtained for the Perceptions of Home Justice Scale ($\alpha = .96$) and subscales ($\alpha = .96$ for distributive justice, $\alpha = .93$ for procedural justice, $\alpha = .94$ for informational justice, and $\alpha = .97$ for interpersonal justice) were also exceptionally high, suggesting this measure was also highly internally consistent in the pilot sample.

As such, and addition to the results from the factor analyses presented above, these results supported the use of the modified Perceptions of Organisational Justice and Perceptions of Home Justice Scales in their existing form in the main study.

3.2 Main Study

3.2.1 Internal validity: Factor analysis

With regard to the eigenvalue-greater-than-one rule, the actual eigenvalues obtained for the Perceptions of Organisational Justice Scale used in the main research study are presented in Table 16 below.

Table 16: Eigenvalues of the correlation matrix

Eigenvalues of the covariance matrix: Total = 16 Average = 1			
	Eigenvalues		
1	6.6753	**7**	0.2911
2	2.2085	**8**	0.1819
3	0.9653	**9**	0.1600
4	0.6227	**10**	0.1156
5	0.3287	**11**	0.1011
6	0.3164	**12**	0.0339

Using the eigenvalues-greater-than-one rule, it is evident from Table 16 above that two factors for the Perceptions of Organisational Scale were indicated (although a third factor had an eigenvalue of .97). Examination of Cattell's scree plot (please refer to Figure 3 in Appendix P) suggested four factors. As such, and given the variance explained and item loadings indicated below, it was felt that the original four factor structure solution proposed could be regarded as the optimal solution for the Perceptions of Organisational Justice Scale in the main study.

Table 17 below presents the results obtained for the four factor solution using the varimax rotation technique. In total, the four factor solution explained 10.47% of the variance. Factor 1 explained 2.98% of the variance, Factor 2 explained 2.82% of the variance, Factor 3 explained 2.45% of the variance, and Factor 4 explained 2.22% of the variance.

Table 17: Variance explained by each factor

Variance explained by each factor			
Factor 1	**Factor 2**	**Factor 3**	**Factor 4**
2.9843	2.8197	2.4490	2.2188

From the varimax solution, it is evident that the items loaded relatively as expected across the four factors. Table 18 below describes the rotated factor pattern.

Table 18: Covariance matrix for the Perceptions of Organisational Justice Scale

Rotated Factor Pattern				
	Factor 1	**Factor 2**	**Factor 3**	**Factor 4**
Org Just 1	0.0895	0.9009	0.1857	0.2240
Org Just 2	0.1273	0.8804	0.1909	0.2857
Org Just 3	0.1475	0.7597	0.2841	0.3749
Org Just 4	0.1812	0.4793	0.3657	0.6324
Org Just 5	0.1771	0.2992	0.3045	0.7921
Org Just 6	0.0427	0.3358	0.2337	0.8204
Org Just 7	0.2483	0.2586	0.7623	0.3251
Org Just 8	0.1706	0.3207	0.8253	0.2391
Org Just 9	0.3387	0.1303	0.7943	0.2296
Org Just 10	0.9227	0.1252	0.2217	0.1002
Org Just 11	0.9547	0.0945	0.1926	0.1010
Org Just 12	0.9508	0.1125	0.1922	0.1010

In contrast to the structure obtained in the pilot sample, the structure obtained for the Perceptions of Organisational Justice Scale in the main study indicated far fewer cross-loadings and clearly supported the four factor structure proposed by Colquitt (2001).

From the covariance matrix in Table 18 above, it is evident that items 1, 2, and 3 loaded on the second factor (loadings of .90, .88, and .76 respectively), and items 4, 5, and 6 loaded most strongly on the fourth factor (loadings of .63, .79, and .82 respectively) although item 4 also cross-loaded less strongly on the second factor (loading of .48). Items 7, 8, and 9 clearly loaded on the third factor (loadings of .76, .83, and .79 respectively), and items 10, 11, and 12 clearly loaded on the first factor (loadings of .92, .95, and .95 respectively).

The first three items were all concerned with the extent to which the level of support provided by the workplace-family structures in participants' organisations was perceived to reflect the effort and contribution that they had put into their work and the appropriateness of the structures; therefore the second factor represented distributive justice. Items 4, 5, and 6 were all concerned with the extent to which participants felt they were able to express their views and feelings regarding, negotiate, and influence the level of support provided by the workplace-family structures in their organisations thus factor four represented procedural justice. Items 7, 8, and 9 were concerned with the amount of information provided to employees regarding the work-family support structures provided by their organisations; thus factor three represented informational justice. Items 10, 11, and 12 were concerned with the manner in which employees felt they were treated by their managers, therefore the final factor represented interpersonal justice.

As such, it was evident from the factor analysis that the adapted Perceptions of Organisational Justice Scale could be interpreted using a clear four-factor structure in the sample for the main study; in line with findings from Colquitt (2001) and Judge and Colquitt (2004).

With regard to the eigenvalue-greater-than-one rule, the actual eigenvalues obtained for the Perceptions of Home Justice Scale used in the main research study are presented in Table 19 below.

Table 19: Eigenvalues of the correlation matrix

Eigenvalues of the covariance matrix: Total = 16 Average = 1			
Eigenvalues			
1	7.8019	**7**	0.1769
2	1.7258	**8**	0.1600
3	0.8059	**9**	0.1240
4	0.5101	**10**	0.0873
5	0.2649	**11**	0.0671
6	0.2428	**12**	0.0333

Using the eigenvalues-greater-than-one rule, it is evident from Table 19 above that two factors for the Perceptions of Home Justice Scale were indicated. Examination of Cattell's scree plot (please refer to Figure 4 in Appendix P) suggested four factors.

As such, and given the variance explained and item loadings indicated below, it was felt that a four factor structure solution could be regarded as the optimal solution for the Perceptions of Home Justice Scale in the main study.

Table 20 below presents the results obtained for the four factor solution using the varimax rotation technique. In total, the four factor solution explained 10.84% of the variance. Factor 1 explained 3.18% of the variance, Factor 2 explained 2.98% of the variance, Factor 3 explained 2.63% of the variance, and Factor 4 explained 2.06% of the variance.

Table 20: Variance explained by each factor

Variance explained by each factor			
Factor 1	**Factor 2**	**Factor 3**	**Factor 4**
3.1767	2.9828	2.6292	2.0550

From the varimax solution, it is evident that the items loaded relatively as expected across the four factors. Table 21 below describes the rotated factor pattern.

Table 21: Covariance matrix for the Perceptions of Home Justice Scale

	Rotated Factor Pattern			
	Factor 1	**Factor 2**	**Factor 3**	**Factor 4**
Home Just 1	0.1823	0.8766	0.2847	0.2092
Home Just 2	0.1950	0.8627	0.2418	0.2997
Home Just 3	0.1845	0.8046	0.3367	0.2866
Home Just 4	0.2947	0.3718	0.3410	0.7158
Home Just 5	0.3276	0.4319	0.2583	0.7303
Home Just 6	0.1968	0.2846	0.5765	0.6493
Home Just 7	0.1216	0.3829	0.7193	0.4167
Home Just 8	0.2451	0.3346	0.8205	0.2549
Home Just 9	0.4338	0.2703	0.7446	0.1811
Home Just 10	0.9202	0.1821	0.2131	0.1543
Home Just 11	0.9370	0.1568	0.2034	0.1788
Home Just 12	0.9224	0.1659	0.1704	0.2121

It is evident from the covariance matrix in Table 21 above that items 1, 2, and 3 loaded highly on factor 2 (loadings of .88, .86, and .80 respectively), while item 5 also loaded on this factor, although not nearly as highly (loading of .43). Item 5 loaded higher on the fourth factor (loading of .73), as did items 4 and 6 (loadings of .72 and .65 respectively). Although item 7 also loaded on the fourth factor (loading of .42), it loaded higher on the third factor (loading of .72), as did items 8 and 9 (loadings of .82 and .74 respectively). Item 6 also loaded on this factor (loading of .58) however, as mentioned above, it loaded higher on the fourth factor. Items 10, 11, and 12 loaded very highly on the first factor (loadings of .92, .94, and .92 respectively). Although item 9 also loaded on the first factor (loading of .43), it loaded higher on the third factor (loading of .74).

It is therefore apparent that the first factor represented interpersonal justice, given that items 10, 11, and 12 loaded very highly on this factor and all of these items were concerned with the manner in which participants were treated by their spouse or partner. Factor two clearly represented distributive justice, given the high loadings of items 1, 2, and 3, all of which were concerned with the extent to which the level of support provided by the family-work structures in participants' home environments were felt to reflect the effort and contribution that they had

put into their families and the appropriateness of the structures. Items 7, 8, and 9 all loaded most highly onto the third factor, although items 7 and 9 also cross-loaded less strongly on other factors. As these items were concerned with the amount of information provided to participants regarding the family-work support structures in their home environments, the third factor appeared to represent informational justice. Items 4, 5, and 6 all loaded most strongly onto the second factor although items 5 and 6 also cross-loaded less strongly on other items. These three items were all concerned with the extent to which participants felt they were able to express their views and feelings regarding, negotiate, and influence the level of support provided by the family-work structures in their home environments therefore this factor represented procedural justice.

As such, these findings supported a four factor structure for the scale in the sample, in line with the theoretical structure proposed by Colquitt (2001).

3.2.2 Reliability

Table 22 below provides the Cronbach Alpha coefficients that were obtained from the data collected for the perceptions of justice scales used in the main study.

Table 22: Cronbach Alpha coefficients for the Perceptions of Organisational Justice Scale and for the Perceptions of Home Justice Scale

Variable	Items	Cronbach's Alpha
Distributive Org Justice	3	0.93
Procedural Org Justice	3	0.88
Informational Org Justice	3	0.88
Interpersonal Org Justice	3	0.98
Total Organisational Justice	12	0.93
Distributive Home Justice	3	0.95
Procedural Home Justice	3	0.91
Informational Home Justice	3	0.91
Interpersonal Home Justice	3	0.98
Total Home Justice	12	0.95

As is evident from Table 22 above, the Cronbach Alpha estimates obtained for the Perceptions of Organisational Justice Scale (α = .93) and subscales (α = .93 for distributive justice, α = .88 for procedural justice, α = .88 for informational justice, and α = .98 for interpersonal justice) were extremely high, suggesting this measure was internally consistent in the sample for the main study. In addition, it is evident that the Cronbach Alpha estimates obtained for the Perceptions of Home Justice Scale (α = .95) and subscales (α = .95 for distributive justice, α = .91 for procedural justice, α = .91 for informational justice, and α = .98 for interpersonal justice) were exceptionally high, suggesting this measure was also internally consistent in the sample for the main study.

The overall findings obtained from the psychometric analyses strongly supported the use of the modified scales to assess perceived justice of work-family policies and practices in the work environment and division of labour and family support practices in the home environment within the study.

3.2.3 Levels of perceptions of organisational and home justice

To determine the levels of perceptions of justice in the work and home environments in the sample, descriptive statistics were calculated, that is, the mean, standard deviation, and range. These are presented in Tables 23 and 24 below. Histograms were also obtained to assess the shape of the data for both work-family conflict and work-family facilitation (please refer to Appendix Q). To assess the normality of the data obtained, Kolmogorov-Smirnov tests were run and skewness coefficients calculated, the results of which are also presented in Tables 23 and 24 below.

Table 23: Descriptive statistics and normality for perceived organisational justice

Variable	N	Mean	Std Dev	Min	Max	Skewness	K-S p-Value
Distributive Justice	213	7.13	3.33	3	15	0.352	0<0.010
Procedural Justice	213	6.71	3.16	3	15	0.623	0<0.010
Informational Justice	213	8.34	3.29	3	15	0.000	0<0.010

Interpersonal Justice	213	11.75	3.36	3	15	-0.921	0<0.010
Total Organisational Justice	213	33.92	10.52	12	60	-0.064	0<0.010

Based on the results in Table 23 and the histograms in Appendix Q, levels of overall perceptions of organisational justice in the sample appeared to be average (*M* = 33.92; *SD* = 10.52), with only a few participants reporting extremely high or low levels of perceived organisational justice. Perceptions of distributive justice (*M* = 7.13; *SD* = 3.33), procedural justice (*M* = 6.71; *SD* = 3.16), and informational justice (*M*= 8.34; *SD* = 3.29) were reported as roughly average but tending towards lower levels in the sample, while perceptions of interpersonal justice (*M* = 11.75; *SD* = 3.36) was reported as slightly higher.

Table 24: Descriptive statistics and normality for perceived home justice

Variable	N	Mean	Std Dev	Min	Max	Skewness	K-S p-Value
Distributive Justice	213	10.46	3.18	3	15	-0.339	0<0.010
Procedural Justice	213	10.42	3.24	3	15	-0.435	0<0.010
Informational Justice	213	10.86	3.00	3	15	-0.492	0<0.010
Interpersonal Justice	213	12.27	2.97	3	15	-1.115	0<0.010
Total Organisational Justice	213	44.01	10.60	12	60	-0.557	0<0.010

Based on the results in Table 24 and the histograms in Appendix Q, levels of overall perceptions of home justice in the sample appeared to be roughly average although tending towards higher levels (*M* = 44.01; *SD* = 10.60), with only a few participants reporting extremely low levels. All of the forms of perceived home justice - distributive justice (*M* = 10.46; *SD* = 3.18), procedural justice (*M* = 10.42; *SD* = 3.24), interpersonal justice (*M* = 12.27; *SD* = 2.97), and informational justice (*M*= 10.86; *SD* = 3.00) were reported as tending towards higher levels in the sample, indicating negative skewing.

As shown in Tables 23 and 24 above, for distributive, procedural, informational, and interpersonal organisational and home justice, as well as for total organisational justice and

total home justice, the p-values produced for the Kolmogorov-Smirnov tests were less than 0.05, indicating that the data was not normally distributed. The histograms for the above data indicated that while the subscales for perceived organisational justice were quite skewed, total organisational justice appeared to be relatively normally distributed with only slight skewing despite the results of the Kolmogorov-Smirnov tests (please refer to Appendix Q). However, the histograms for all of the subscales for perceived home justice were quite heavily positively skewed and overall perceived home justice was slightly skewed (please refer to Appendix Q). As a result of this, non-parametric analyses were utilised.

3.2.4 Relationship between perceptions of justice in the work and home environments

An analysis was conducted to establish the nature of the relationship between perceptions of justice in the work and home environments. Perceptions of justice in the work environment were assessed in terms of the work-family support policies, practices, and procedures provided to employees by their organisations, while perceptions of justice in the home environment were explored in terms of the support arrangements and assistance provided by participants' home environments.

Due to the fact that the data was not normally distributed, a non-parametric equivalent of Pearson's Correlation Coefficient was utilised, namely, Spearman's Correlation Coefficient. Spearman's correlation coefficients were obtained for perceptions of both organisational and home-based distributive justice, procedural justice, informational justice, and interpersonal justice. The results are presented in the correlation matrix in Table 25 below.

Table 25: Relationships between perceptions of organisational justice and home justice

Spearman's Correlation Coefficients *n* = 213					
	Home Distrib	**Home Proc**	**Home Inform**	**Home Interper**	**Home Just Total**
Org Just Distributive	0.280 0<.0001	0.257 0.0002	0.209 0.0022	0.176 0.0099	0.265 0<.0001
Org Just Procedural	0.156 0.0223	0.200 0.0034	0.154 0.0243	0.125 0.0688	0.172 0.0119
Org Just Informational	0.207 0.0024	0.320 0<.0001	0.336 0<.0001	0.282 0<.0001	0.320 0<.0001
Org Just Interpersonal	0.255 0.0002	0.309 0<.0001	0.328 0<.0001	0.486 0<.0001	0.393 0<.0001
Org Just Total	0.282 0<.0001	0.337 0<.0001	0.323 0<.0001	0.324 0<.0001	0.358 0<.0001

From the above correlation matrix in Table 25, it is evident that there was a significant relationship between perceptions of total organisational justice and perceptions of total home justice (r_s = 0358; p <.0001), as well as between these and the subscales of the other test, and between the subscales themselves, with the exception of procedural organisational justice and interpersonal home justice (r_s = .125; p = .0688). The relationships between all the variables were positive ones, indicating that as perceptions of justice in the work environment increased, perceptions of justice in the home environment increased as well, and vice-versa. These findings supported a potential link between perceptions of justice across different environments.

3.2.5 Reliability of work-family balance

Table 26 below provides the Cronbach Alpha coefficients that were obtained from the data collected for the work-family balance scales used in this study.

Table 26: Cronbach Alpha coefficients for work-family conflict and work-family enrichment

Variable	Items	Cronbach's Alpha
W-F Conflict	9	0.88
F-W Conflict	9	0.90
Total WFC	18	0.92
W-F Enrichment	9	0.93
F-W Enrichment	9	0.91
Total WFE	18	0.94

As can be seen in Table 26, the Cronbach Alpha estimates obtained for the Work-Family Conflict Scale (α = .92) and subscales (α = .88 and α = .90 for work-to-family and family-to-work respectively) were very high, suggesting this measure was internally consistent in the sample for the main study. Similarly, the Cronbach Alpha estimates obtained for the Work-Family Enrichment Scale (α = .94) and subscales (α = .93 and α = .91 for work-to-family and family-to-work respectively) were extremely high, suggesting this measure was also internally consistent in the sample for the main study.

3.2.6 Levels of work-family conflict and work-family enrichment

To determine the levels of work-family conflict and work-family facilitation in the sample, descriptive statistics were calculated, that is, the mean, standard deviation, and range. These are presented in Table 27 below. Histograms were also obtained to assess the shape of the data for both work-family conflict and work-family facilitation (please refer to Appendix Q)**.** To assess the normality of the data obtained, Kolmogorov-Smirnov tests were run and skewness coefficients calculated, the results of which are also presented in Table 27 below.

Table 27: Descriptive statistics and normality for work-family conflict and work-family enrichment

Variable	N	Mean	Std Dev	Min	Max	Skewness	K-S p-Value
W-F Conflict	213	21.98	6.14	9	45	0.204	0.010
F-W Conflict	213	22.61	6.48	9	45	0.068	0.014

Total WFC	213	44.59	12.11	18	90	0.09	0>0.150
W-F Enrichment	213	31.43	6.85	9	45	-0.509	0<0.010
F-W Enrichment	213	33.38	5.66	9	45	-0.430	0<0.010
Total WFE	213	64.81	11.33	18	90	-0.276	0<0.010

Based on the results in Table 27 and the histograms in Appendix Q, levels of overall work-family conflict in the sample appeared to be roughly average (*M* = 44.59; *SD* = 12.11), with only a few participants reporting extremely high or low levels of conflict. Both work-to-family conflict (*M* = 21.98; *SD* = 6.14) and family-to-work conflict (*M* = 22.61; *SD* = 6.48) were also reported as roughly average, with few extreme levels reported. Levels of overall work-family enrichment in the sample appeared to be quite high (*M* = 64.81; *SD* = 11.33), with only a few participants reporting relatively low levels of enrichment. Both work-to-family enrichment (*M* = 31.43; *SD* = 6.85) and family-to-work enrichment (*M* = 33.38; *SD* = 5.66) were similar, with the majority of participants reporting higher levels and relatively few reporting low levels of enrichment.

In order to determine the types of analyses to use on the data obtained to address the remaining research questions, that is, parametric or non-parametric, it was necessary to first determine whether the data was normally distributed or not. The Kolmogorov-Smirnov test is used to determine goodness and fit, that is, to decide if a sample comes from a population with a specific distribution (Howell, 2007). As shown in Table 27 above, for work-to-family conflict, family-to-work conflict, and work-to-family, family-to-work, and overall work-family enrichment, the p-values produced for the Kolmogorov-Smirnov tests were less than .05, indicating that the data was not normally distributed. However, for total work-family conflict, a p-value of greater than .15 was produced, indicating a normal distribution. The histograms for the above data indicated that work-to-family conflict and family-to-work conflict were relatively normally distributed with only slight skewing despite the results of the Kolmogorov-Smirnov tests (please refer to Appendix Q).However, the histograms for work-to-family enrichment, family-to-work enrichment, and overall work-family enrichment (please refer to Appendix Q) indicated that this data was heavily skewed. As a result of this, non-parametric analyses were utilised.

3.2.6 Relationship between work-family conflict and work-family enrichment

As the data was non-normal, Spearman's correlation coefficients were calculated for overall work-family conflict and work-family enrichment, and for work-to-family and family-to-work in both cases, to establish the nature of the relationship between work-family conflict and work-family enrichment, as presented in the correlation matrix in Table 28 below.

Table 28: Relationships between work-family conflict and work-family enrichment

Spearman's Correlation Coefficients ***n* = 213**			
	W-F Enrichment	**F-W Enrichment**	**Total WFE**
W-F Conflict	-0.309	-0.287	-0.310
	0<.0001	0<.0001	0<.0001
F-W Conflict	-0.293	-0.256	0.289
	0<.0001	0.0002	0<.0001
Total WFC	-0.311	-0.286	-0.313
	0<.0001	0<.0001	0<.0001

From the above correlation matrix in Table 28, it is evident that there was a significant, negative relationship between total work-family conflict and total work-family facilitation (r_s = -.313; p <.0001), as well as between these and the subscales of the other test, and between the subscales themselves. It is interesting to note that all the relationships among the variables were negative relationships, indicating that the greater the conflict experienced, the less the enrichment, and vice-versa.

3.2.7 Relationship between perceptions of organisational justice and work-family balance

In order to determine the nature of the relationships between the four types of organisational justice, namely, distributive, procedural, informational, and interpersonal, as well as perceptions of organisational justice as a whole and work-family balance, that is, both work-family conflict and work-family enrichment, Spearman's correlation coefficients were calculated. The results appear in the correlation matrix in Table 29 below.

Table 29: Relationships between perceptions of organisational justice and work-family balance

	Spearman's Correlation Coefficients n=213				
	Distributive Justice	**Procedural Justice**	**Informational Justice**	**Interpersonal Justice**	**Total Org Justice**
W-FC	-0.121	-0.159	-0.221	-0.266	-0.228
	0.080	0.0200	0.0011	0<.0001	0.0008
F-WC	-0.153	-0.224	-0.206	-0.165	-0.226
	0.026	0.0010	0.0025	0.0156	0.0009
Total	-0.141	-0.203	-0.224	-0.220	-0.235
WFC	0.040	0.0030	0.0010	0.0012	0.0005
W-FE	0.318	0.294	0.335	0.449	0.434
	0<.0001	0<.0001	0<.0001	0<.0001	0<.0001
F-WE	0.174	0.114	0.153	0.253	0.208
	0.0109	0.0965	0.0259	0.0002	0.0022
Total	0.280	0.235	0.278	0.396	0.364
WFE	0<.0001	0.0006	0<.0001	0<.0001	0<.0001

It is evident from the correlation matrix in Table 29 above that perceptions of organisational justice were related to work-family balance. Specifically, the results indicated that total organisational justice was significantly and negatively related to work-family conflict (r_s = -.235; p = .0005). Similarly, all four types of organisational justice were significantly and negatively related to work-family conflict (distributive: r_s = -.141; p = .040; procedural: r_s = -.203; p = .0030; informational: r_s = -.224; p = .0010; and interpersonal: r_s = -.220; p = 0.0012). In other words, participants who perceived the work-family policies, practices, and procedures in their organisations as being more just experienced less conflict between the two domains. In addition, the four types of justice were significantly related to both work-to-family and family-to-work conflict, with the exception of distributive justice and work-to-family conflict (r_s = -.121; p = .080).

Moreover, the results indicated that overall perceptions of organisational justice were significantly and positively related to work-family enrichment (r_s = .364; p < .0001). Additionally, all four types of organisational justice were significantly and positively related to work-family enrichment (distributive: r_s = .280; p < .0001; procedural: r_s = .235; p = .0006; informational: r_s = .278; p < .0001; and interpersonal: r_s = .396; p < .0001). In other words, participants who perceived their work-family policies, practices, and procedures provided by their organisations as more just experienced a greater amount of work-family enrichment. Furthermore, the four types of justice were significantly related to both work-to-family and family-to-work enrichment, with the exception of procedural justice and family-to-work enrichment (r_s = .114; p = .0965).

3.2.8 Relationship between perceptions of home justice and work-family balance

In order to determine the nature of the relationships between the four types of home justice, namely, distributive, procedural, informational, and interpersonal, as well as perceptions of home justice as a whole and work-family balance, that is, both work-family conflict and work-family enrichment, Spearman's correlation coefficients were calculated. The results appear in the correlation matrix in Table 30 below.

Table 30: Relationships between perceptions of home justice and work-family balance

	Spearman's Correlation Coefficients n=213				
	Distributive Justice	**Procedural Justice**	**Informational Justice**	**Interpersonal Justice**	**Total Home Justice**
W-FC	-0.128	-0.138	-0.115	-0.228	-0.173
	0.0630	0.0448	0.0954	0.0008	0.0115
F-WC	-0.173	-0.179	-0.131	-0.209	-0.199
	0.0114	0.0088	0.0568	0.0022	0.0035
Total	-0.152	-0.165	-0.125	-0.228	-0.193
WFC	0.0263	0.0163	0.0676	0.0008	0.0048
W-FE	0.282	0.2943	0.239	0.228	0.330
	0<.0001	0<.0001	0.0004	0<.0001	0<.0001

F-WE	0.270	0.295	0.234	0.328	0.330
	0<.0001	0<.0001	0.0006	0<.0001	0<.0001
Total	0.310	0.320	0.261	0.373	0.362
WFE	0<.0001	0.0006	0.0001	0<.0001	0<.0001

As is evident from the correlation matrix in Table 30 above, total home justice was significantly and negatively related to work-family conflict (r_s = -.173; p = .0115). In other words, participants who perceived the family-work arrangements in their homes as more just experienced less conflict between the two domains. Similarly, three of the four types of home justice were significantly and negatively related to total work-family conflict (distributive: r_s = -.152; p = .0263; procedural: r_s = -.165; p = .0163; and interpersonal: r_s = -.228; p = .0008). Informational justice, however, was not significantly related to work-family conflict or to the subscales of work-to-family and family-to-work conflict (r_s = -.125; p = .0676; r_s = -.115; p = .0954; and r_s = -.131; p = .0568 respectively). Procedural justice was related to both work-to-family conflict (r_s = -.138; p = .0448) and family-to-work conflict (r_s = -.179; p = .0088); as was interpersonal justice (work-to-family conflict: r_s = -.229; p = .0008; and family-to-work conflict: r_s = -.209; p = .0022). Distributive justice was significantly related to family-to-work conflict (r_s = -.173; p = .0114) but not work-to-family conflict (r_s = -.128; p = .0630).

The results also indicated that overall perceptions of home justice were significantly and positively related to work-family enrichment (r_s = .362; p < .0001). Additionally, all four types of home justice were significantly and positively related to work-family enrichment (distributive: r_s = .310; p < .0001; procedural: r_s = .320; p = .0006; informational: r_s = .261; p = .0001; and interpersonal: r_s = .373; p < .0001). Furthermore, all four types of home justice were significantly related to both work-to-family and family-to-work enrichment. In other words, participants who perceived their family-work arrangements in the home environment as more just experienced a greater amount of work-family enrichment.

3.2.9 Levels of support

One of the central aims of this study was to identify the policies, practices, and procedures provided by organisations in order to help their employees with their family commitments, as well as the arrangements in participants' home environments that had been put in place in order to assist them with their work commitments.

Organisational policies, practices, and procedures surveyed included: flexible working hours, part-time work, job-sharing, re-structuring of benefits/flexible benefits, working from home, parental leave, emergency family leave, child-care facilities, child-care assistance, work-family seminars, employee assistance programmes, wellness/health programmes, and university/school funding/savings programmes for self and for family. Tables 31 and 32 in Appendix O indicate the support structures available to employees in the sample of the current study.

As is evident from Table 31 in Appendix O, only 9.39% of participants were given flexible hours/flexi-time all of the time while the majority of participants were only given the option sometimes (35.68%) and many participants were not given this option at all (19.72%). The majority of participants were not given the option of part-time work at all (51.9%) while 9.05% were given this option all of the time. An overwhelming majority of participants did not have the option of job-sharing at their organisations (60.95%) while a mere 2.38% were given this option all the time. Most of the participants were not given the option of re-structuring of benefits/flexible benefits at all (52.15%) while many were only given this option sometimes (32.06%) and very few were given this option all the time (3.35%). With regard to working from home, most of the participants were not allowed to do this (45.54%) and 35.68% were only allowed to do this sometimes, while only 2.82% were allowed to work from home all the time.

With regard to the policies in the organisations, as shown in Table 32 in Appendix O, the overwhelming majority of participants were given parental leave (91.55%) and emergency

family leave (94.34%). This result was expected due to the fact that employers are legally required to provide their employees with these types of leave. 60.85% of participants did not have access to child-care facilities and 76.06% were not given child-care assistance. The majority of the participants were not provided with work-family seminars (86.85%) while only 13.15% were. Just over half the participants were provided with employee assistance programmes (50.70%) and 62.56% were provided with wellness/health programmes. Finally, almost half of the participants were given university/school funding/saving programmes for themselves (47.42%); while only 18.31% were given these programmes for their families.

Family-work support arrangements in the home environment surveyed included: assistance from a domestic worker, a gardener, an au pair/child-minder, a driver, extended family, spouse, and children, as well as assistance with basic childcare, homework/schoolwork, transport/lifts, cooking, washing and ironing, cleaning, shopping, home maintenance, crisis management, financial decisions, financial responsibilities, household decisions, and managing the household. Tables 33 and 34 in Appendix O indicate the amount of assistance obtained by participants from their home environments as well as the household responsibilities for which assistance was obtained.

With regard to family-work support arrangements in the home environment, as shown in Table 33 in Appendix O, 31.92% of participants had a full-time domestic worker, 8.45% had full-time gardener, 9.43% had a full-time au-pair/child-minder, and 0.47% had a full-time driver, 8.02% of participants received support from their extended family all the time, 34.27% received support from their spouse all the time, and 6.10% received support from their children all the time. In contrast to this, 18.31% obtained no help at all from a domestic worker, 37.09% obtained no assistance at all from a gardener, 75.94% obtained no assistance from an au-pair/child-minder, and an overwhelming majority of 96.70 obtained no help at all from a driver. 31.13% of participants obtained no assistance from their extended families, while only 12.68% of participants did not obtain any help from their spouse/partner, and just over half of the participants (53.52%) did not obtain any assistance from their children, perhaps due to the fact that many of the participants may have had children who were too young to assist with any of the household responsibilities. In contrast, 16.51% of participants obtained assistance from

their extended family some of the time and 8.02% all of the time; 21.13% obtained assistance from their spouse/ partner some of the time and 34.27% all of the time; and 13.62% obtained assistance from their children some of the time, while 6.1% received assistance from their children all of the time.

With regard to the arrangements in participants' homes, as shown in Table 34 in Appendix O, 17.37% of participants received help with basic childcare, 8.92% received help with homework/schoolwork, and 13.15% received help with transport and lifts all of the time, while 36.15%, 56.34%, and 37.56% of participants reported receiving no assistance at all with these tasks respectively. 14.55% of participants received help with cooking, 44.60% received help with washing and ironing, 39.91% received help with cleaning, 10.08% received help with shopping, and 8.92% received help with household maintenance all of the time, while 30.99%, 13.15%, 8.92%, 46.48%, and 22.54% of participants reported receiving no assistance at all with these tasks respectively. 8.45% received help with crisis management, 14.15% of participants received help with financial decisions, 18.40% received help with financial responsibilities, 15.49% received help with household decisions, and 16.51% received help with managing the household all of the time. In contrast, 28.17%, 29.72%, 28.3%, 23%, and 24.53% of participants reported receiving no assistance at all with these tasks respectively.

In order to run ANOVAs to determine differences in the other variables in the study on the basis of levels of support, three categories of support were created, namely, low, medium, and high. The reported frequency values for each set of policies and practices listed above were grouped and averaged out to allow participants to be assigned to one of the above-mentioned three categories. For the total sum obtained from adding responses related to workplace support (which had a maximum possible total score of 34), a score of one was given to any value obtained from 0 to 21, indicating a low level of workplace support; a score of two was assigned to any value obtained between 22 and 24, indicating a medium amount of workplace support; and a score of three was assigned to any value of 25 and above, indicating a high level of workplace support provided. This created three groups representing low, medium, and high levels of workplace support. Similarly, for the total sum obtained from adding responses related to home support provided (which had a maximum possible total score of 100), a score

of one was assigned to values obtained between 0 and 46, indicating a low level of home support; a score of two was assigned to any value between 47 and 57, indicating a medium amount of home support; and a score of three was assigned to values from 58 and above, indicating a high level of home support provided. This created three groups representing low, medium, and high levels of home-based support.

As the data obtained in the study was largely skewed, in order to run parametric ANOVAs the data had to be transformed, given the fact that normal distribution is one of the assumptions of this type of analysis (Rutherford, 2011). In order to do this, square root transformations were conducted. This consisted of taking the square root of each observation, thereby allowing for a more normal distribution of the data (Russo, 2003). The reason that these transformations were not done prior to this point in the study, that is, for the establishing the nature of the relationships between work-family balance and perceptions of organisational and home justice, is that such transformations tend to reduce variance, thus increasing the likelihood of the nature of the relationships established being altered (Russo, 2003). However, ANOVAs are less sensitive to a reduction of variance altering the nature of the relationships being established and therefore it was possible to transform the data and run parametric analyses without too extreme a shift in the pattern of results obtained (Brown, 1997; Rutherford, 2011).

3.2.9.1 Levels of work-family support provide by the organisation and perceived organisational and home justice

ANOVAs were run in order to assess whether there were differences in the degree of justice perceived in the workplace and in the home by employees based on the level of support provided by the work-family support structures within the organisation. The results are presented in Table 35 in Appendix O and in Tables 36, 37, and 38 below.

Prior to running the ANOVAs, Levene's tests were carried out to establish that the variances between the groups were sufficiently similar to meet the required assumption of homogeneity of variance (Rutherford, 2011). This proved to be the case for all types of both organisational and home justice, as shown in Table 35 in Appendix O.

Table 36: Descriptive statistics for work-family support and perceived justice in the workplace and home

		Dist Org Justice		Proc Org Justice		Inform Org Justice		Interpers Org Justice		Total Org Justice	
Support	**N**	**Mean**	**SD**	**Mean**	**SD**	**Mean**	**SD**	**Mean**	**SD**	**Mean**	**SD**
Low	74	6.66	3.22	2.35	0.60	7.69	3.47	2.56	0.66	31.24	10.44
Medium	76	7.16	3.33	2.57	0.58	8.63	3.23	2.43	0.64	34.41	10.46
High	63	7.65	3.43	2.66	0.60	8.75	3.08	2.23	0.59	36.49	10.11
		Dist Home Justice		**Proc Home Justice**		**Inform Home Justice**		**Interpers Home Justice**		**Total Home Justice**	
Support	**N**	**Mean**	**SD**	**Mean**	**SD**	**Mean**	**SD**	**Mean**	**SD**	**Mean**	**SD**
Low	74	2.68	0.58	2.76	0.63	2.64	0.58	2.56	0.64	5.26	1.08
Medium	76	2.72	0.59	2.69	0.57	2.66	0.57	2.43	0.54	5.27	0.97
High	63	2.64	0.62	2.61	0.57	2.53	0.55	2.23	0.55	5.03	0.95

Table 37: ANOVA results for differences in perceived justice in the workplace and home based on level of support provided by organisations

	df_T	df_E	MS_T	MS_E	F-Value	p-Value
Distributive Org	2	210	11.03	16.67	1.51	0.2231
Procedural Org	2	210	0.35	1.81	5.14	0.0066
Informational Org	2	210	10.71	24.09	2.25	0.1080
Interpersonal Org	2	210	1.79	0.40	4.44	0.0129
Total Org Justice	2	210	482.54	107.09	4.51	0.0121
Distributive Home	2	210	0.36	0.11	0.31	0.7301
Procedural Home	2	210	0.35	0.40	1.15	0.3198

Informational Home	2	210	0.32	0.30	0.94	0.3933
Interpersonal Home	2	210	0.34	0.94	2.79	0.0636
Total Home Justice	2	210	1.00	1.24	1.23	0.2930

From Tables 36 and 37 above, it is evident that there were no significant differences in perceptions of distributive organisational justice (F = 1.51; p = .2231) and perceptions of informational organisational justice (F = 2.25; p = .1080) based on levels of support. However, there were significant differences in perceived procedural organisational justice (F = 5.14; p = .0066), perceived interpersonal organisational justice (F = 4.44; p = .0129), and total organisational justice (F = 4.51; p =.0121) based on level of support in the organisation. In other words, the amount of support provided to employees by their organisations did not create differences in employees' perceptions of distributive justice or informational justice however it did create differences in employees' perceptions of procedural justice and interpersonal justice, as well as for perceptions of organisational justice as a whole.

In addition, there were no significant differences in perceptions of justice in the home environment based on levels of support provided within the organisation, either overall (F = 1.23; p = .2930) or for the various types of justice.

Once existing differences between the group means were established, post hoc pairwise multiple comparisons were used to determine which means differed, that is, which groups were significantly different from one another (Rutherford, 2011). Pairwise multiple comparisons test the difference between each pair of means and yield a matrix where asterisks indicate significantly different group means (Rutherford, 2011). As is evident from Table 38 below, there were significant differences in perceived procedural organisational justice between the low support group and both the high and medium support groups. In addition, there was a significant difference in perceived interpersonal organisational justice between the high and low support groups; and a significant difference in overall perceived organisational justice between the high and low support groups. There were no other significant differences between

the groups for perceived organisational justice. As none of the ANOVA results for perceptions of home justice were significant, no post-hoc analyses were carried out.

Table 38: Post hoc tests for work-family support and perceived justice in the workplace

Variable	Group Comparison	Difference Between Means	95% Confidence Limits	
Procedural Org Justice	**High and Low**	0.31141***	0.11111	0.51172
	Medium and Low	0.22320***	0.3237	0.41403
Interpersonal Org Justice	**High and Low**	0.3230***	0.1086	0.5374
Total Org Justice	**High and Low**	5.249***	1.752	8.7460

3.2.9.2 Levels of work-family support provided by the organisation and work-family balance

ANOVAs were run in order to assess whether there were differences in the degree of work-family balance experienced by participants based on the level of support provided by the work-family support structures within the organisation. The results are presented in Table 39 in Appendix O and in Tables 40, 41, and 42 below.

As is evident from Table 39 in Appendix O, the tests for all of the work-family balance variables were non-significant, indicating that the variances could be treated as homogenous as required to meet the assumption (Rutherford, 2011).

Table 40: Descriptive statistics for work-family support and work-family balance

		W-F Conflict		F-W Conflict		Total WFC	
Support	**N**	**Mean**	**SD**	**Mean**	**SD**	**Mean**	**SD**
Low	74	21.46	5.62	22.18	6.45	43.64	11.64
Medium	76	23.62	5.92	24.13	5.95	47.63	11.38
High	63	20.62	6.62	21.41	6.90	42.03	12.89
		W-F Enrichment		**F-W Enrichment**		**Total WFE**	
Support	**N**	**Mean**	**SD**	**Mean**	**SD**	**Mean**	**SD**
Low	74	4.88	0.75	4.57	0.62	6.70	0.88
Medium	76	4.65	0.64	4.50	0.62	6.48	0.80
High	63	4.53	0.76	4.41	0.64	6.33	0.93

Table 41: ANOVA results for differences in work-family balance based on level of support provided by the organisation

	df_T	df_E	MS_T	MS_E	F-Value	p-Value
W-F Conflict	2	210	36.46	170.38	4.67	0.0103
F-W Conflict	2	210	41.15	126.95	3.09	0.0478
Total WFC	2	210	142.44	591.44	4.15	0.0170
W-F Enrichment	2	210	0.51	2.23	4.35	0.0141
F-W Enrichment	2	210	0.39	0.47	1.20	0.3038
Total WFE	2	210	0.76	2.42	3.20	0.0426

As is evident from the results presented in Tables 40 and 41 above, work-family conflict (F = 4015; p = .0170), work-to-family conflict (F = 4.67; p = .0103), and family-to-work conflict (F = 3.09; p = .0478) all differed significantly based on the level of support provided to

employees by their organisations. In addition, overall work-family enrichment (F = 3.20; p =.0426) and work-to-family enrichment (F = 4.35; p = .0141) differed significantly based on the level of support provided to employees by their organisations; however family-to-work enrichment (F = 1.23; p = .2930) did not differ significantly between the different support groups.

From Table 42 below, it is evident that there were significant differences in work-to-family conflict and overall work-family conflict between the medium and low and medium and high support groups. In addition, there was a significant difference in levels of family-to-work conflict between the medium and high groups. For both work-to-family enrichment and overall work-family enrichment, there were significant differences between the low and high levels of support groups. There were no other significant differences between the groups.

Table 42: Post hoc tests for work-family support and work-family balance

Variable	Group Comparison	Difference Between Means	95% Confidence Limits	
W-F Conflict	**Medium and Low**	2.1590***	0.2149	4.1030
	Medium and High	2.9994***	0.9712	5.0276
F-W Conflict	**Medium and High**	2.600***	0.446	4.755
Total WFC	**Medium and Low**	3.996***	0.154	7.839
	Medium and High	5.600***	1.591	9.609
W-F Enrichment	**Low and High**	0.3534***	0.1117	0.5952
Total WFE	**Low and High**	0.3736***	0.0797	0.6676

3.2.9.3 Levels of family-work support in the home environment and organisational and home justice

ANOVAs were run in order to assess whether there were differences in the degree of justice perceived in the workplace by participants based on the actual level of support provided by the

work-family support arrangements in the home environment. The results are presented in Tables 43 in Appendix O and in 44, 45, and 46 below.

As is evident from Table 43 in Appendix O, the p-values for all the perceived organisational and home justice variables were greater than .05 and, as such, they were all non-significant, indicating that the variances could be treated as homogenous as required to meet the assumption (Rutherford, 2011).

Table 44: Descriptive statistics for family-work support and perceived justice in the workplace and home

		Dist Org Justice		**Proc Org Justice**		**Inform Org Justice**		**Interpers Org Justice**		**Total Org Justice**	
Support	**N**	**Mean**	**SD**	**Mean**	**SD**	**Mean**	**SD**	**Mean**	**SD**	**Mean**	**SD**
Low	69	6.68	3.20	2.40	0.58	7.59	3.24	2.57	0.68	10.23	10.23
Medium	77	7.01	3.30	2.57	0.58	8.70	3.23	2.39	0.63	10.33	10.33
High	67	7.73	3.45	2.59	0.64	8.69	3.33	2.29	0.60	10.63	10.63
		Dist Home Justice		**Proc Home Justice**		**Inform Home Justice**		**Interpers Home Justice**		**Total Home Justice**	
Support	**N**	**Mean**	**SD**	**Mean**	**SD**	**Mean**	**SD**	**Mean**	**SD**	**Mean**	**SD**
Low	69	2.89	0.59	2.96	0.55	2.84	0.53	2.45	0.65	5.63	0.91
Medium	77	2.70	0.55	2.65	0.61	2.57	0.58	2.31	0.57	5.16	1.01
High	67	2.45	0.58	2.45	0.51	2.42	0.51	2.20	0.50	4.79	0.91

Table 45: ANOVA results for differences in perceived justice in the workplace and home based on level of support provided by the home environment

	df_T	df_E	MS_T	MS_E	F-Value	p-Value
Distributive Org	2	210	11.01	19.59	1.78	0.1711
Procedural Org	2	210	0.36	0.79	2.18	0.1155
Informational Org	2	210	10.67	28.24	2.65	0.0733
Interpersonal Org	2	210	0.41	1.36	3.36	0.0368
Total Org Justice	2	210	107.99	388.44	3.60	0.0291
Distributive Home	2	210	0.33	3.28	10.08	<.0001
Procedural Home	2	210	0.31	4.48	14.28	<.0001
Informational Home	2	210	0.29	3.21	10.97	<.0001
Interpersonal Home	2	210	0.34	1.05	3.13	0.0455
Total Home Justice	2	210	0.90	12.05	13.42	<.0001

As is evident from Tables 44 and 45 above, there were no significant differences in perceptions of distributive ($F = 1.78$; $p = .1711$), procedural ($F = 2.18$; $p = .1155$), and informational justice ($F = 2.65$; $p = .0733$) regarding work-family support policies, practices, and procedures in the organisation based on levels of support provided by participants' home environments. However, there were significant differences in perceptions of interpersonal organisational justice ($F = 3.36$; $p = .0368$), as well as organisational justice as a whole ($F = 3.60$; $p = .0291$) based on levels of home support.

In addition, it is evident that there were significant differences in perceived home justice, including perceptions of distributive home justice ($F = 10.08$; $p<.0001$), procedural home justice ($F = 14.28$; $p<.0001$), informational home justice ($F = 10.97$; $p <.0001$) interpersonal home justice ($F = 3.13$; $p = .0455$), and total home justice ($F = 13.42$; $p<.0001$), between the different levels of home support. In other words, the amount of support provided to participants

by their home environments did create differences in employees' perceptions of justice regarding the family-work support arrangements within their home environments.

From Table 46 below, it is evident that there were significant differences in perceived distributive home justice between the low and medium levels of family-work support, the low and high levels of family-work support, and the low and medium levels of family-work support. There were also significant differences in perceived procedural home justice between the low and medium levels of family-work support, the low and high levels of family-work support, and the low and medium levels of family-work support. There were significant differences in perceived information home justice between the low and medium levels of family-work support and between the low and high levels of family-work support. There was also a significant difference in perceived interpersonal home justice between the low and high levels of family-work support. Finally, there were significant differences in perceived overall home justice between the low and medium levels of family-work support, the low and high levels of family-work support, and the low and medium levels of family-work support. There were no significant differences in perceived home justice between any of the other levels of family-work support. As none of the ANOVA results for perceptions of organisational justice were significant, no post-hoc analyses were carried out.

Table 46: Post hoc tests for family-work support and perceived justice in the home

Variable	Group Comparison	Difference Between Means	95% Confidence Limits	
Distributive Home Justice	**Low and Medium**	0.19093***	0.00461	0.37726
	Low and High	0.43798***	0.24520	0.63007
	Medium and High	0.24705***	0.05926	0.43484
Procedural Home Justice	**Low and Medium**	0.31145***	0.12830	0.49459
	Low and High	0.50840***	0.31890	0.69790
	Medium and High	0.19696***	0.01237	0.38154

Informational Home Justice	**Low and Medium**	3.27277***	0.09593	0.44960
	Low and High	0.42826***	0.24529	0.61123
Interpersonal Home Justice	**Low and High**	0.24820***	0.05244	0.44397
Total Home Justice	**Low and Medium**	0.4749***	0.1652	0.7845
	Low and High	0.8387***	0.5182	1.1591
	Medium and High	0.3638***	0.0517	0.6759

3.2.9.4 Levels of family-work support in the home environment and work-family balance

ANOVAs were run in order to assess whether there were differences in the degree work-family balance experienced by participants based on the actual level of support provided by the family-work support arrangements within the home environment. The results are presented in Table 47 in Appendix O and in Tables 48 and 49 below.

As is evident from Table 47 in Appendix O, the p-values for all the work-family enrichment variables were greater than .05, as was work-to-family conflict, and as such, they were all non-significant. Therefore, this indicated that these variances could be treated as homogenous, thus meeting the assumption of homogeneity of variances necessary to perform an ANOVA (Rutherford, 2011). However, there were significant results for family-to-work conflict and overall work-family conflict, indicating that there were differences in the variance between the groups. This fact was taken into consideration when interpreting the results; additional tests comparing the means between the groups and compensating for the lack of equality of variance between the groups still indicated non-significant differences.

Table 48: Descriptive statistics for family-work support and work-family balance

		W-F Conflict		**F-W Conflict**		**Total WFC**	
Support	**N**	**Mean**	**SD**	**Mean**	**SD**	**Mean**	**SD**
Low	69	21.59	5.45	22.67	5.81	44.26	10.83

Medium	77	22.21	5.85	22.39	5.98	44.61	11.12
High	67	22.10	7.15	22.79	7.66	44.90	14.42

		W-F Enrichment		F-W Enrichment		Total WFE	
Support	**N**	**Mean**	**SD**	**Mean**	**SD**	**Mean**	**SD**
Low	69	4.74	0.73	4.48	0.68	6.54	0.87
Medium	77	4.77	0.67	4.56	0.56	6.61	0.80
High	67	4.57	0.77	4.44	0.65	6.38	0.96

Table 49: ANOVA results for differences in work-family balance based on level of support provided by the home environment

	df_T	df_E	MS_T	MS_E	F-Value	p-Value
W-F Conf1lict	2	210	38.01	7.89	0.21	0.8128
F-W Conflict	2	210	42.33	3.08	0.07	0.9299
Total WFC	2	210	148.01	6.88	0.05	0.9546
W-F Enrichment	2	210	0.53	0.81	1.54	0.2159
F-W Enrichment	2	210	0.40	0.27	0.69	0.5036
Total WFE	2	210	0.77	0.96	1.24	0.2915

As is evident from the results presented in Tables 48 and 49 above, there were no significant differences in work-family conflict ($F = 0.05$; $p = .9546$), work-to-family conflict ($F = 0.21$; $p = .8128$), and family-to-work conflict ($F = 0.07$; $p = .9299$) experienced by participants based on the level of support provided to participants in their home environment. This is a surprising result given the fact that the aim of these family-work support arrangements is to decrease the amount of work-family conflict experienced by employees, especially the amount of family-to-work conflict experienced. In addition, there were no significant differences in work-family

enrichment ($F = 1.24$; $p = .2915$), work-to-family enrichment ($F = 1.54$; $p = .2159$), and family-to-work enrichment ($F = 0.69$; $p = .5036$) experienced by participants based on the level of support provided to participants in their home environment. As there were no significant differences for any of the ANOVAs, no post-hoc tests were carried out.

Chapter 4: Discussion

The research conducted explored the effectiveness of the minor modifications made to Judge and Colquitt's (2004) original scale to form the Perceptions of Organisational Justice Scale utilised in this study; as well as the effectiveness of the modifications made on the same scale to form the Perceptions of Home Justice Scale. This was done through analysis of data collected both during the pilot study and during the main study. In addition, this study attempted to determine levels of perceived justice regarding the support provided by organisations to assist their employees in dealing with demands from their homes and families and regarding the support provided by participants' home environments to assist them in dealing with demands from their work. Additionally, this study attempted to determine the level of work-family balance that existed in the sample; and to identify the nature of the relationships between the aforementioned perceptions of justice regarding support structures in the work and home environments and work-family balance in a sample of working parents in South Africa. Moreover, the study attempted to determine the degree of support provided to participants by both their work and home environments and to determine differences in the other variables in the study on the basis of levels of support.

The total sample for the main study consisted of 213 working parents obtained through snowball sampling. Statistical analyses were run on the data obtained from the scales used to measure perceptions of justice regarding support structures provided in both the work and home environments and work-family balance. The results of these analyses, that is, factor analyses, descriptive statistics, Spearman's correlation coefficients, and ANOVAs will be discussed in this chapter.

Contextualising the Results

Firstly, with regard to the effectiveness of the modifications made to Judge and Colquitt's (2004) scale, the factor analyses performed on data obtained from both the pilot study and main study indicated that the adaptations made to the original scale appeared effective. The original scale was created to explore employees' perceptions of justice regarding the rewards systems in place within their organisations (Judge & Colquitt, 2004). For purposes of the current

research study, minor modifications were made to this scale in order for it to be used to explore employees' perceptions of justice regarding the work-family policies, practices, and procedures provided by their organisations. A second scale with additional modifications was developed to measure participants' perceptions of justice regarding the family-work support arrangements provided to them by their home environments to assist them in dealing with the demands placed on them by their work environments.

Results obtained from the above-mentioned factor analyses indicated that the modified Perceptions of Organisational Justice Scale was effective in measuring employees' perceptions of justice regarding the work-family policies, practices, and procedures provided by their organisations to assist them in dealing with the demands placed on them by their homes and families. Results from the pilot study indicated that there was a three factor structure for the scale, while the main study supported a four factor structure similar to that of the original scale, namely, distributive justice, procedural justice, informational justice, and interpersonal justice. For the main study, the twelve items in the scale clearly loaded in the manner predicted by the theory, that is, three items to measure each of the four aspects of perceived organisational justice.

The results of the factor analyses also indicated that the Perceptions of Home Justice Scale, which was developed for the study in order to assess participants' perceptions of justice regarding the family-work support arrangements provided to them by their home environments to assist them in dealing with the demands placed on them by their work environments, was effective in the sample. Although results from the pilot study indicated that there was some overlap between the items and suggested a three factor structure, the data in the main study supported a four factor structure similar to that of the original scale, namely, distributive justice, procedural justice, informational justice, and interpersonal justice. For the main study, the twelve items in the scale clearly loaded in the manner predicted by the theory, that is, three items to measure each of the four aspects of perceived home justice.

In addition to the factor analyses conducted, Cronbach Alpha Coefficients were determined for each of the four subscales of each scale and for the each of the scales as a whole for both the pilot study and the main study data. From the pilot study data, values for the subscales of the Perceptions of Organisational Justice Scale ranged from 0.82 to 0.95, while a value of 0.95 was obtained for the scale as a whole. Values for the subscales of the Perceptions of Home Justice Scale ranged from 0.93 to 0.97, while a value of 0.96 was obtained for the scale as a whole. From the main study data, values for the subscales of the Perceptions of Organisational Justice Scale ranged from 0.88 to 0.98, while a value of 0.93 was obtained for the scale as a whole. Values for the subscales of the Perceptions of Home Justice Scale ranged from 0.91 to 0.98, while a value of 0.95 was obtained for the scale as a whole.

Clearly, the Cronbach Alpha Coefficients for both the pilot and main studies supported the four factor structure for both scales as indicted by the factor analyses conducted on the data obtained from the main study. As such, it is evident that the modified Perceptions of Organisational Justice Scale and Perceptions of Home Justice Scale were internally consistent within both studies and thus appeared to adequately assess the constructs of interest, namely, perceptions of justice regarding work-family support policies, practices, and procedures and perceptions of justice regarding family-work support arrangements provided to participants by their home environments.

Once it had been determined that the Perceptions of Organisational Justice Scale and the Perceptions of Home Justice Scale were indeed valid and reliable, the scales were utilised in the main study to gain an understanding of participants' perceptions of justice regarding the work-family support policies, practices, and procedures provided to them by their organisations and of participants' perceptions of justice regarding the family-work support arrangements made available to them by their home environments. Work-family support structures included: flexible working hours/flexi-time, part-time work, job sharing, restructuring of benefits/flexible benefits, working from home, parental leave, emergency family leave, child care facilities, child care assistance, work-family seminars, employee assistance programmes, wellness/health programmes, and university/school funding/saving programmes for self and for family. Family-work support arrangements included: assistance from a domestic worker,

gardener, au-pair/child minder, driver, extended family, spouse, and children, as well as assistance with basic childcare, homework/schoolwork, transport and lifts, cooking, washing and ironing, cleaning, shopping, household maintenance, crisis management, financial decisions, financial responsibilities, household decisions, and managing the household.

Within the main study, levels of distributive organisational justice, procedural organisational justice, informational organisational justice, and total organisational justice were reported as roughly average, while only interpersonal organisational justice was reported as being above average. It would thus appear that the majority of participants felt that the work-family support structures provided by their organisations were not entirely fairly distributed, nor was the procedure of implementing these support structures entirely fair. In addition, the majority of the participants felt that they were not always given enough information regarding the implementation of these structures. Similarly, the levels of distributive home justice, procedural home justice, informational home justice, and total home justice were reported as being roughly above average, while interpersonal justice was reported as being relatively high. In other words, participants felt that the distribution of their home support arrangements was fair, as were the procedures used to implement these arrangements. Additionally, participants felt that they were provided with adequate information and were given the opportunity to become involved with the implementation of these support arrangements in the home environment.

However, interestingly, in both the work and home environments, the majority of the participants did feel as if they were treated fairly by the person/people responsible for implementing the support structures and arrangements. Interpersonal justice is fostered when decision makers treat people with respect and sensitivity and explain the rationale for decisions thoroughly (Colquitt, 2001; Fisher et al., 2003; Zapata et al., 2013). Therefore, although it would appear that participants did not perceive the distribution, procedure, and information regarding the support structures and arrangements to be completely fair, the fact that they were treated with respect and sensitivity by their superiors and spouses or partners contributed to an increase in overall levels of perceptions of both organisational justice and home justice. These

results both contradict and confirm the finding by Judge and Colquitt (2004) that procedural justice and interpersonal justice are considered to be the primary drivers of justice effects.

Due to the fact that the Perceptions of Organisational Justice Scale and the Perceptions of Home Justice Scale were scales used to assess similar ideas in different contexts, the researcher wished to determine the relationships that existed, if any, between the two. Spearman's Correlation Coefficients were conducted on the data obtained from the two scales. The results indicated that there was a significant relationship between total organisational justice and total home justice, as well as between these and the subscales of the other test, and between the subscales themselves, with the exception of procedural organisational justice and interpersonal home justice. The relationships between all the variables were positive ones, indicating that increased perceptions of organisational justice were related to increased perceptions of home justice and vice-versa.

Possible reasons for these results include the fact that individuals' personalities have an effect on the way they perceive justice in different contexts (Colquitt, Scott, Judge, & Shaw, 2006). For example, certain individuals may be more sensitive to justice, thereby increasing the likelihood of identifying and reacting to injustices in different environments (Colquitt et al., 2006). In contrast, certain individuals may not be sensitive to injustices and might perceive justice to exist even in situations where this is not the case (Colquitt et al., 2006). As this study examined participants' perceptions of justice in both their work and home environments, it is arguably not surprising that the results were related as they may reflect underlying personality-based perceptions. Additionally, justice theory, that is, distributive, procedural, informational, and interpersonal justice (Judge & Colquitt, 2004), was applied to both the work and home environments, and, as such, similarity in justice perceptions in both environments was not unexpected. Both the Perceptions of Organisational Justice Scale and the Perceptions of Home Justice Scale were modified in a very similar fashion and the only difference between the two was the context in which they were utilized. Feedback from the pilot study indicated that the scales were very similar and a few participants even stated that it was difficult to apply the same scale to two different environments. Although the majority of the participants in the pilot study did not identify any difficulty in applying the scales in the two contexts, it is possible

that participants in the main study struggled to differentiate between the two contexts, thereby explaining the similarity in the end results. Alternatively, the similarity may be attributable to the characteristics of the sample itself and results may differ across different samples (Neuman, 2005).

It is, however, notable that research has indicated that workplace support is most useful when it is coordinated with strong support from the home, given that this allows for a greater alignment of values and consistency of messages provided by role senders in both domains (Cook, 2009; Grandey, 2001; Saltztein et al., 2001). For example, the flexibility and guidance provided by family supportive organisations may be more useful in reducing work–family conflict and enhancing enrichment for employees whose family and spouse or partner is sufficiently encouraging and emotionally available to recognize the value of the suggestions and accommodations provided by supportive supervisors. As Hobfoll (2002) has suggested, access to one resource, such as a supportive spouse, can facilitate the use of another resource, such as a supportive supervisor organisation. Additionally, the interaction between family-supportive supervision and spousal support on work–family balance further illustrates that an enhancement effect can cut across two different life domains, work and home (Ayman & Antani, 2008). In light of this, and given the fact that participants in the sample were provided with certain amounts of support from both their work and home environments, it is not astonishing that participants identified similarities in the levels of support provided by both environments. This provided reinforcement for the need for the further modification of the scale from an organisational environment to a home one and exploration of the role of the home environment in more depth.

The next aim of the study was to determine the levels of work-family conflict and work-family enrichment in the sample of South African working parents obtained. In order to do this, descriptive statistics and histograms were used.

With regard to work-family conflict, it was established that participants experienced an average amount of work-family conflict with little difference in work-to-family conflict and family-to-work conflict experienced. In other words, working parents in the sample did experience conflict between the work and family domains; however it was not an amount of conflict that

was very high. With regard to work-family enrichment, it was evident that participants experienced high levels of enrichment, with little difference in the amount of work-to-family and family-to-work enrichment experienced, and thus more work-family enrichment was experienced by participants than conflict. This was a surprising result due to the fact that although there is little present research regarding work-family enrichment, the research that does exist indicates that individuals tend to experience far more work-family conflict than they do enrichment; however this was not the case in the current sample (McNall et al., 2010; Wallis & Price, 2003).

In conducting the research, it was necessary to establish work-family conflict and work-family enrichment as two separate although strongly related constructs. There is evidence to suggest that synergies between work and family exist and that these synergies are distinct from incompatibilities or work–family conflicts (Balmforth & Gardner, 2006; Carlson et al., 2006). Due to the abnormal distribution of the data, Spearman's correlation coefficients were run to confirm this. The results obtained showed a significant negative relationship between the two constructs, indicating that work-family conflict and work-family enrichment were strongly related as expected but did seem to be separate constructs. In other words, the absence of one did not indicate the presence of another; rather the two could exist at the same time (Carlson et al., 2006; Frone, 2003; McNall et al., 2010; Ruderman et al., 2002; Wadsworth & Owens, 2007). This is line with previous literature that has indicated that work-to-family enrichment and family-to-work enrichment are distinct attributes, and are independent of work-to-family and family-to-work conflict (Diner, 2012; Edwards & Rothbard, 2000; Grzywacz & Marks, 2000; Ruderman et al., 2002; Voydanoff, 2004; Wadsworth & Owens, 2007).

One of the principal aims of the study was to determine the nature of the relationships between perceptions of both organisational and home justice and work-family balance. Spearman's correlation coefficients were used to explore these relationships.

Results indicated that total perceived organisational justice was significantly and negatively related to work-family conflict. Similarly, all four types of perceived organisational justice, namely, distributive, procedural, informational, and interpersonal, were significantly and negatively related to work-family conflict. In other words, participants who perceived the

existence of justice with regards to the work-family policies, practices and procedures in their organisations experienced lesser amounts of conflict between the two domains, thus confirming Hypothesis 1a. A possible reason for the link between increased perceived organisational justice and reduced work-family conflict is the fact that perceived organisational support has been shown to reduce work-family conflict in two possible ways (Kossek et al., 2011). Firstly, perceived organisational support has been established as serving to reduce certain role pressures that an individual may be experiencing and secondly, it has been shown to moderate the relationship between work–family conflict and psychological well-being, thereby acting as a buffer between work–family conflict and distress (Greenhaus & Beutell, 1985; Kelly, Moen, & Tranby, 2011; Kossek et al., 2011). It seems plausible that perceived justice may function similarly to perceived organisational support, with a lack of either justice or support acting as a stressor, and enhancements in amounts of either justice or support acting as a protective factor against work-family conflict (Judge & Colquitt, 2004; Kossek et al., 2011).

In addition, perceived procedural justice, informational justice, and interpersonal justice were significantly related to work-to-family and family-to-work conflict, while distributive justice was significantly related to family-to-work conflict but not to work-to-family conflict. The only surprising aspect of these results is that perceived distributive justice was not related to work-to-family conflict. Research has indicated that perceived organisational justice regarding organisational support is likely to reduce employees' work-to-family and family-to-work conflict (Grandey, 2001; Judge & Colquitt, 2004). The reasons for this are that family-supportive organisations encourage their employees to utilize the work–family policies made available to them, providing them with greater work schedule flexibility, enhancing employee control, reducing work stressors, modelling effective work–family management strategies, and providing information and advice, all of which can reduce the extent to which work interferes with family responsibilities (Hammer , Kossek, Yragui, Bodner, & Hanson 2009; Thomas & Ganster, 1995). Additionally, when employees perceive the support structures in their organisation to be just, they are more likely to make use of these structures which provide the opportunity for adjustments in workplace demands and scheduling and advice on coping strategies, thereby enabling employees to meet their family responsibilities without unduly restricting their opportunity to meet their work requirements, thereby reducing the extent to

which family interferes with work responsibilities (Aycan & Eskin, 2005; Hammer et al., 2009; Lapierre & Allen, 2006 ; Thomas & Ganster, 1995).

Moreover, the results indicated that overall perceptions of organisational justice were significantly and positively related to work-family enrichment. Additionally, all four types of home justice, namely, distributive, procedural, informational, and interpersonal, were significantly and positively related to work-family enrichment. In other words, participants who perceived the existence of justice with regards to their family-work arrangements in the home environment were subjected to an increase in the amount of work-family enrichment they experienced, thus confirming Hypothesis 1b. Furthermore, the four types of justice were significantly related to both work-to-family and family-to-work enrichment, with the exception of procedural justice and family-to-work enrichment.

These findings are in line with previous literature which has indicated that perceived unfairness and/or dissatisfaction with work-family support policies, practices, and procedures may result in an increase in the amount of work-family conflict experienced (Allen, 2001; Aycan & Eskin, 2005; Brough et al., 2005). Additionally and similarly, there is also evidence that such support structures and arrangements do lower the amount of work-family conflict experienced by the people to whom they are provided (Allen, 2001; Brough et al., 2005; Byron, 2005; Frone et al., 1997).

With regard to perceptions of justice regarding family-work support arrangements in the home environment, perceptions of home justice were significantly and negatively related to overall work-family conflict. In other words, participants who perceived the existence of justice with regards to the family-work arrangements in their homes experienced fewer amounts of conflict between the two domains, thus confirming Hypothesis 2a. Similarly, three of the four types of home justice, namely, distributive, procedural, and interpersonal, were significantly negatively related to work-family conflict. This is line with previous research that indicates that support from family members, such as a spouse, has been associated with lower levels of work-family conflict (Byron, 2005; Michel et al., 2011). This finding implies that support from either the work or home environment reduces experienced conflict, thereby providing evidence to

support the role of perceived home justice in mitigating experienced conflict; with a lack of perceived home justice being another potential stressor (Judge & Colquitt, 2004).

Informational justice, however, was not significantly related to work-family conflict or to the subscales of work-to-family and family-to-work conflict. This may be due to the fact that even though individuals may not be able to negotiate or influence the implementation of the support arrangements in their home environment, the fact that such support arrangements exist influence their levels of experienced work-family conflict (Byron, 2005; Michel et al., 2011). In addition, although procedural justice and interpersonal justice were both related to work-to-family conflict and family-to-work conflict, distributive justice was only significantly related to family-to-work conflict but not work-to-family conflict. This result may be due to the fact that the effort and contribution made to the home environment would not necessarily have had an impact on work-to-family conflict, especially as home-based arrangements serve to help individuals manage their family demands and not their work-based ones (Hill, 2005).

Moreover, the results indicated that overall perceptions of home justice and all four types of home justice, namely, distributive, procedural, informational, and interpersonal, were significantly and positively related to overall work-family enrichment, work-to-family enrichment, and family-to-work enrichment. In other words, participants who perceived the existence of justice with regards to their family-work arrangements in the home environment experienced an increase in the amount of work-family enrichment they experienced, thereby confirming Hypothesis 2b. This is not surprising, given the fact that these support arrangements provide individuals with the resources needed to better participate in their work environments, thus increasing the levels of experienced work-family enrichment (Hill, 2005; Lapierre & Allen, 2006). This result further supports the fact that perceived home justice acts as a facilitator for reducing stress and increasing wellbeing (Judge & Colquitt, 2004).

These findings confirm the hypotheses of the study that the more just people perceive their family-work support arrangements to be, the less family-work conflict and the more family-work enrichment will be experienced. Given the fact that there was little to no previous research regarding the relationship between perceptions of home justice and work-family balance, these

findings are original, and even though they are in line the hypotheses of the study, they need to be researched further for additional confirmation and understanding.

In order to understand participants' perceptions of justice regarding work-family support policies, practices, and procedures provided by their organisations and the family-work support arrangements provided by their home environments, it was necessary to determine the nature of these support structures and arrangements. Participants were provided with a list of possible work-family policies, practices, and procedures and asked to indicate whether their organisations provided them with these structures and the extent to which this was the case. Such structures included flexible working hours/flexi-time, part-time work, job-sharing, restructuring of benefits/flexible benefits, working from home, parental leave, emergency family leave, child-care facilities, child-care assistance, work-family seminars, employee assistance programmes, wellness/health programmes, university/school funding/saving programmes for themselves and such programmes for their families.

Results indicated that the only structures provided to almost every participant were parental leave and emergency leave. This was expected, given the fact that South African law requires organisations to provide such leave for their employees (Basic Conditions of Employment Act No. 75 of 1997). Around half of participants were provided with employee assistance programmes and more than half were provided with wellness/health programmes. These results may be attributed to the fact that the last decade has seen a dramatic increase in organisations' awareness of the importance of taking care of the wellbeing of their employees and the consequential programmes put in place to do so (Hill et al., 2001; Saltzstein et al., 2001; Thompson et al., 1999). Additionally, around half of the participants were provided with university/school funding/saving programmes for themselves. This result may be attributed to the fact that organisations are increasingly encouraging more of their employees to further their studies as additional qualifications are beneficial to organisations (Bakker & Schaufeli, 2008).

Interestingly, the majority of the participants were not provided with the options of flexible working hours/flexi-time, part-time work, job-sharing, restructuring of benefits/flexible

benefits, working from home, child-care facilities, child-care assistance, work-family seminars, and university/school funding/saving programmes for their families. This may be attributed to the fact that implementing such policies, practices and procedures is costly for organisations, and organisations may not yet been made aware of the potential benefits of implementing these and how these could outweigh the costs involved or may have chosen not to implement them despite the potential benefits (Allen, 2001; Balmforth & Gardner, 2006; Grover & Crooker, 1995).

With regard to family-work support arrangements provided to participants by their home environments, participants were asked to indicate the extent to which they obtained assistance from a domestic worker, gardener, au-pair/child minder, driver, extended family, spouse, and children, and the extent to which they obtained assistance with basic childcare, homework/schoolwork, transport and lifts, cooking, washing and ironing, cleaning, shopping, household maintenance, crisis management, financial decisions, financial responsibilities, household decisions, and managing the household. These specific factors were chosen due to the fact that they had been identified as prevalent factors in the literature concerning division of labour and household support (Balmforth & Gardner, 2006; Judge & Colquitt, 2004; Kossek at al., 2011).

The majority of the participants employed domestic workers at least some of the time, and obtained assistance from their spouses at least some of the time. Very few participants employed a full-time gardener, au-pair/child-minder, or driver. A few participants received assistance from their extended families and children, but the majority did not. Furthermore, the results indicated that most of the participants obtained assistance with household chores such as cleaning, washing, and ironing at least some of the time. This may be attributed to the fact that the majority of the participants employed a domestic worker at least some of the time, and cleaning, washing, and ironing are typical daily chores performed by a domestic worker.

Having identified the amount of support available to participants from their work and home environments, it was necessary to determine whether participants' perceptions of

organisational justice and home justice and their experiences of work-family conflict and work-family enrichment differed according to the amount of support provided by their work and home environments. In order to explore this, one-way ANOVAs were utilised.

The results indicated that there were no significant differences in perceived distributive or informational organisational justice based on levels of work support. However there were significant differences in perceived procedural, interpersonal, and overall organisational justice based on levels of work support. In other words, the amount of support provided to employees by their organisations created a difference in employees' perceptions of procedural justice and interpersonal justice, as well as in perceptions of organisational justice as a whole.

Reasons for these results may include that the amount of support available would not necessarily amount to differences with regards to the degree to which rewards and punishments are related to performance inputs, nor to the information provided to employees regarding these rewards and punishments (Amstad, Meier, Fasel, Elfering, & Semmer, 2011). In other words, employees would perceive distributive justice to exist, or not, as the case may be, regardless of the number of rewards (or support structures) that actually exist (Amstad et al., 2011; Somech & Drach-Zahavy, 2013). If employees perceive the support structures that exist to be equitable and reflective of the effort they put into their work, then the number of structures available will not make a difference to these perceptions (Baran, Shanock, & Miller, 2012; Somech & Drach-Zahavy, 2013). Similarly, if employees perceive the support structures that exist to be applied consistently, based on accurate information, and upholding moral and ethical standards, the actual number of support structures available would not make a difference to these perceptions (Baran et al., 2012; Somech & Drach-Zahavy, 2013).

However, the number of support structures available did lead to differences in perceptions of procedural and interpersonal justice. Given that Judge and Colquitt (2004) have found that procedural justice and interpersonal justice are considered to be the primary drivers of justice effects, it is not surprising that these perceptions would differ based on the number of support structures available to employees. Both perceptions of procedural justice and perceptions of

interpersonal justice deal with the human interaction elements of establishing these support structures (McNall et al., 2009; Ng & Sorensen, 2008). As an increase in the number of support structures established would provide more opportunities for employees to express their views and feelings, to negotiate and influence the establishment of these structures, and to interact with the person responsible for the enactment of the structures, it makes sense that the more opportunities provided to employees, the greater the likelihood of employees' perceiving procedural and interpersonal justice to exist (DeConinck & Johnson, 2009; Ng & Sorensen, 2008).

The fact that the number of support structures available to employees created differences in employees' overall perceptions of organisational justice confirmed Hypothesis 3 because, given that the study was exploring perceptions of justice regarding work-family support provided by organisations, the more support provided, the more just the employees would perceive these support structures to be. However it is important to note that this did not apply to all four aspects of perceived organisational justice. As such, the more support that organisations provide to employees and the more transparent they make the decisions regarding the implementation of these support structures to be, along with ensuring that supervisors treat employees with dignity and respect, the more just the employees will perceive these structures to be, thereby increasing the likelihood of utilising these structures to the benefit of themselves and the organisation (Allen, 2001; Bakhshi et al., 2009; Cook, 2009; DeConinck & Johnson, 2009).

With regard to levels of workplace support and perceptions of home justice, there were no significant differences in overall perceived home justice or any of the four types of home justice (distributive, procedural, informational, and interpersonal) based on levels of work support. This is not a surprising result as work support and perceived home justice occur in different domains and thus the levels of support provided by organisations was not expected to create differences in perceptions of justice regarding participants' home environments.

As far as work-family balance is concerned, there were significant differences in the degree of work-family conflict, as well as both work-to-family and family-to-work conflict, experienced by participants based on the level of support provided to them by their organisations. These results confirmed the first part of Hypothesis 4, and are understandable given the fact that the aim of work-family support policies, practices, and procedures is to decrease the amount of work-family conflict experienced by employees and the more support provided, the less conflict is likely to be experienced. This is line with previous research that has indicated that the more just the perceptions regarding work-family support structures are, the more successful these structures are likely to be in reducing employee work-family conflict (Allen, 2001; Grandey, 2001; Judge & Colquitt, 2004). This is due to the fact that when employees perceive their organisation to be supportive and their support structures to be just, they are more likely to utilize these structures, thereby contributing to a reduction in experienced work-family conflict (Allen, 2001).

Moreover, there were significant differences in the degree of overall work-family enrichment, as well as work-to-family enrichment, experienced by participants based on the level of support provided to them by their organisations; however there was no significant difference in the degree of family-to-work enrichment experienced. This is an understandable result given the fact that the aim of work-family support policies, practices, and procedures is to increase the amount of work-family enrichment, especially work-to-family enrichment, experienced by employees. It was expected that the level of support provided by organisations would not create differences in the amount of family-to-work enrichment experienced by employees, given the fact that the support structures provide resource gains obtained through the work environment that then enhance the functioning of the home environment, that is, increasing work-to-family enrichment (Balmforth & Gardner, 2006; Carlson et al., 2006). These results largely confirmed the second part of Hypothesis 4 of the study.

With regard to the family-work support arrangements provided to participants by their home environments, there were no significant differences in the degree of perceived distributive, procedural, or informational organisational justice based on levels of support provided in the home environment. This is not a surprising result as home support and perceived organisational

justice occur in different domains, and thus levels of support provided by the home environment were not expected to create differences in perceptions of justice regarding participants' workplace support. However, there were significant differences in the degree of overall perceived organisational justice, as well as organisational interpersonal justice, based on levels of home support. Interestingly, the degree of support provided in the home environment seemed to make a difference to people's perceptions regarding justice in their work environments. This finding was unexpected given the available theory, and requires further research and clarification. It may be linked to research which has indicated that workplace support is more likely to be perceived as being just when employees receive strong support from a spouse or partner with regard to utilising these support structures although it is unclear why this would apply to perceived interpersonal justice and not the other justice types (Greenhaus, Ziegert, & Allen, 2012; Schein, 2004). It is also important to note that perceived interpersonal justice has been found to be one of the main drivers of overall perceptions of justice, which may explain why differences were found for these two variables (Judge & Colquitt, 2004).

As expected, there were significant differences in the degree of overall perceived home justice, as well as all four home justice types (distributive, procedural, informational, and interpersonal) on the basis of level of home support. This result confirmed Hypothesis 5 and was anticipated because, given that the study was exploring perceptions of justice regarding family-work support available to participants, the more support made available, the more just participants would be likely to perceive these support structures to be. Although there is little current research available regarding justice perceptions in the home environment, based on the fact that differences in the amount of workplace support provided has been shown to create differences in justice perceptions in the work-environment (Noor, 2003; O'Driscall et al., 2012), it follows that the same would apply with regard to the amount of support available in the home environment. The little available research has indicated that measures of household support are associated with less work-family conflict and enhanced work, family, and individual well-being (Baxter, 2000; Noor, 2003; O'Driscall et al., 2012; Patel et al., 2006).

As far as work-family balance is concerned, the results did not match with those anticipated in the first part of Hypothesis 6. Specifically, there were no differences in the degree of overall work-family conflict, work-to-family conflict, or family-to-work conflict experienced based on the level of support provided to participants in their home environments. This is a surprising result given the fact that the aim of these family-work support arrangements is to decrease the amount of work-family conflict experienced, especially the amount of family-to-work conflict experienced. In addition, previous research, although limited, has indicated that perceived fairness of the division of labor is negatively related to work-family conflict (Bird, 1999; Clarke et al., 2004; Coltrane, 2000; Lively et al., 2010).

Moreover, there were no differences in the degree of overall work-family enrichment, work-to-family enrichment, or family-to-work enrichment experienced based on the level of support provided to participants in their home environments; this did not match with the results anticipated in the second part of Hypothesis 6. This is also a surprising result given the fact that the aim of these family-work support arrangements is to increase the amount of work-family enrichment experienced by participants, especially the amount of family-to-work enrichment experienced. Since the limited research available has indicated that such support arrangements have been found to increase the level of enrichment between the work and family roles (Noor, 2003; O'Driscall et al., 2012; Patel et al., 2006), it was not unrealistic to assume that the more support available, the more enrichment would be experienced.

It is interesting to note that the amount of support provided by both the work and home environments did create differences in levels of overall perceived justice in both environments. Additionally, the extent to which participants perceived the work-family support structures and the family-work support arrangements to be just was related to overall work-family conflict. To elaborate, as hypothesised, the more just people perceived their support structures and arrangements to be, the less conflict and more enrichment was experienced (Noor, 2003; O'Driscall et al., 2012; Patel et al., 2006).

Interestingly, although the amount of support provided by the workplace did create differences in experienced work-family balance, the amount of support provided by the home environment did not create differences in experienced levels of work-family balance. This result can

possibly be explained by the fact that, although it is often expected that the actual degree of inequality in the division of household labour should determine feelings of equity or inequality, the fact that inequality might mean different things to different people is often ignored (Bartley, Blanton, & Gilliard, 2005; Braun, Lewin-Epstein, Stier, & Baumgartner, 2008; Greenstein, 1996). In other words, it is not necessarily the amount of support available to individuals that influences their experienced work-family enrichment (or conflict); rather, it is whether the amount of support that does exist is perceived as being just that influences experienced levels of work-family enrichment (or conflict) and contributes to effective participation or experienced difficulties in either environment (Alberts et al., 2011; Bartley et al., 2005; Braun et al., 2008; Davis, 2010; Greenstein, 1996; Judge & Colquitt, 2004; Lively et al., 2010).

In addition, given the fact that South Africa is culturally diverse (Seekings, 2008), it is necessary to take cultural beliefs regarding expectations of assigning and completing household tasks into consideration. Interestingly, just over half the current sample (n=111; 52.61%) indicated that men were not expected to do equal amounts of households chores in comparison to their female partners. In addition, a large majority of the sample were female (n=151; 70.89%). Research has indicated that cultural norms dictating the acceptable division of household labour govern individuals' perceptions of justice regarding these divisions, and thus their ability to balance their work and family responsibilities (Coltrane, 2010; Van der Lippe et al., 2011). To elaborate, if a certain culture dictates that minimum household duties are required from the husband or male partner, then the female ascribing to that culture will perceive the little support that does exist to be just, thereby impacting her experienced levels work-family balance (Coltrane, 2010; Van der Lippe et al., 2011). As such, the amount of support available does not create a difference in the experienced work-family balance; rather it is the perceived justice regarding the support that does exist that has an impact on experienced levels of work-family balance.

The number of support structures available to participants in their workplace seems to create differences in both perceptions of justice regarding these structures and in experienced levels of work-family conflict; in contrast to the number of support arrangements available to participants in their home environments seems to only create differences in justice perceptions regarding these arrangements but not in experienced levels of work-family balance. The reason

that the amount of support provided by the workplace creates differences in experienced levels of work-family conflict is likely to be that the more support structures available in the workplace, the more likely the employee will be able to balance their work and family demands (Grandey, 2001; Judge & Colquitt, 2004). This is due to the fact that certain structures are only useful at certain times, such as maternity leave only being useful when employees have had a baby, and it is therefore necessary to have numerous structures available at any given time in order to ensure that employees are constantly being provided with the support they need to balance their work and family lives (Aumann & Galinsky, 2011; Brough et al., 2005; Judge & Colquitt, 2004). The amount of support in the home, on the other hand, as mentioned above, is far more subjective and couple-dependent (Bartley et al., 2005; Braun et al., 2008), and therefore the actual amount of support available does not create differences in experienced levels of work-family balance.

Conclusions

In conclusion, the current study validated the modified Perceptions of Organisational Justice and Perceptions of Home Justice scales and was able to establish the effectiveness of these scales in assessing the constructs of interest, namely, perceptions of justice regarding work-family support policies, practices, and procedures provided to participants in their organization and perceptions of justice regarding family-work support arrangements provided to participants in their home environments, to a reasonable extent. Findings also indicated that perceptions of organisational justice were related to those of home justice, reinforcing the need for further research exploring perceptions of justice across different domains.

The study established that working parents in South Africa in the sample obtained experienced average perceptions of justice regarding the implementation of work-family support structures in their organisations and of family-work support arrangements in their home environments. Interestingly, participants reported average amounts of perceived distributive, procedural, and informational justice in both the work and home environments while perceived interpersonal justice was the highest reported type of perceived justice in both environments, thereby increasing the overall perception of justice regarding the support structures and arrangements in both environments. The study also established that these working parents experienced

average amounts of work-family conflict and slightly higher amounts of work-family facilitation, possibly as a result of the numerous support structures available to participants in both their work and home environments

The study also explored the nature of the relationships between perceptions of organisational justice, perceptions of home justice, and work-family balance. Results indicated that participants who perceived work-family policies, practices and procedures in their organisations and family-work policies in their home environments to be more just experienced less conflict between the two domains as well as greater enrichment.

In addition, it was established that the amount of support provided by the work environment created differences in employees' perceptions of procedural and interpersonal organisational justice, as well as in perceptions of organisational justice as a whole, but not in their perceptions of distributive and informational organisational justice. As expected, the amount of support provided by the workplace did not create any differences in perceptions of justice in the home environment. Additionally, the amount of workplace support provided to participants did create differences in overall levels of experienced work-family conflict and work-family enrichment.

Finally, with regard to the amount of support provided in the home environment, there were no differences in perceptions of justice regarding workplace support however there were differences in levels of perceived justice regarding the support arrangements in the home environment, as was expected. One of the most interesting findings of the study was that the actual amount of support provided by the home environment did not create differences in levels of work-family conflict and work-family enrichment perceived by participants as initially expected.

It is important to note that this study was conducted in a South Africa context in order to contribute to knowledge in these areas. The study yielded many significant relationships, many of which were expected based on previous research and some of which were unexpected. This may be due to the fact that little previous research has been done in this field, particularly in a

South African context. Although these are interesting findings, it is important to note that, due to the relatively small sample size, the results are inconclusive.

Strengths and Limitations of the Study

The current study has been useful in developing and validating two modified scales, namely, the Perceptions of Organisational Justice Scale and the Perceptions of Home Justice Scale. The study established that there is a need to assess the construct of perceptions of justice in the home environment and has contributed to developing measures designed to specifically assess perceptions of justice regarding work-family support policies, practices, and procedures in the organisation and perceptions of justice regarding family-work support arrangements provided in the home environment.

In addition, the study was also useful in determining some of the many relationships that exist between perceptions of organisational and home justice and work-family balance. Significant results were found for many relationships and the results of many previous studies were confirmed. Moreover, the study contributed to knowledge with regard to perceptions of justice regarding family-work support arrangements in the home environments, as well to existing knowledge of work-family enrichment, and with regard to the inter-relationships between these within a South African context.

Although the study did serve to contribute to knowledge in these areas, there were also limitations that need to be taken into account. Firstly, although the sample size (n=213) was sufficient for conducting a correlational study, the larger the sample is, the greater the power of the statistical findings (Dattalo, 2008). Therefore, it would have been more beneficial if the sample had been bigger as the results of the study would then have been more conclusive and have had greater statistical power. In addition, a larger sample would likely have served to even out the distribution of males and females as in the current study there were far more females (n= 151) than there were males (n=62).

Secondly, due the fact that the sample was obtained through means of a snowball method, the disadvantages of snowball sampling apply as limitations of the current study. Examples of

these disadvantages include that the researcher had little control over the sampling method, that the subjects that the researcher obtained relied mainly on the previous subjects that were observed, and that representativeness of the sample was not guaranteed and therefore the researcher had no idea of the true distribution of the population and of the sample (Babbie, 2011). Furthermore, possible sampling bias is also an issue when using this sampling technique (Babbie, 2011). Initial subjects tended to nominate people that they knew well and it is therefore highly possible that the subjects shared similar traits and characteristics, thus it is possible that the sample that the researcher obtained was only a small and possibly specialised subgroup of the entire population (Babbie, 2011).

A third limitation of the current study lies in the fact that this was a cross-sectional, correlational design. As such, while correlational studies can suggest that there is a relationship between two variables, they cannot prove that one variable causes a change in another variable (Stangor, 2011). In other words, no causal conclusions could be drawn from this study.

Directions for Future Research

One of the primary aims of this study was to validate and determine the effectiveness of the modifications made to create the Perceptions of Organisational Justice Scale and the Perceptions of Home Justice Scale. Given the fact that the pilot study and the main study yielded different results regarding the factor structure of the scales and the cross-loadings established, it would be important to continue to explore the structure of the specific modified scales and other scales assessing the broader concepts, that is, perceptions of justice in workplace and in the home environment, both internationally and in a South African context. Doing so would contribute to clarifying the nature of the broader construct and the behavioural domain and begin to allow for cross-cultural comparisons; as well as improve the generalisability of the results obtained from these scales.

The aim of this study was to determine the nature of the relationships between work-family balance and perceptions of justice in the work and home environments in a sample of South

African working parents. However, the sample was not particularly large and consisted of a majority of white men and women (66.98%) and far fewer percentages of all the other races; as well as a majority of women. Therefore, this was not adequately representative of a South African sample of working parents. As such, future research should consider using a sampling method that allows for a more adequate representation of the South African population.

Furthermore, this study focused on the perceptions of participants regarding the support structures and arrangements provided by their work and home environments and did not consider the actual justice regarding these support structures and arrangements. In other words, the study did not assess the ways in which these support structures and arrangements were established, only the relevant individuals' perceptions regarding the establishments. It would therefore be interesting to determine the ways in which such structures and arrangements are implemented within the work and home environments and establish whether these support structures and arrangements have in fact been implemented fairly and equitably, and then determine the relevant individuals' perceptions regarding the aforementioned implementation. It would be interesting to see whether the perceived justice of the implementation of the support structures and arrangements matched the actual justice.

In addition, given the fact that many of the aspects of this study have not been elaborately explored, further exploration regarding the nature of the relationships between all the variables would be beneficial, particularly with regard to the construct of home justice and its impact on work-family balance. It would also be valuable to run more complex analyses and consider level of support as a covariate, as well as to include other covariates and other variables that have been identified as playing a role in work-family balance or those that perceptions of justice might influence. An example that would likely influence both work-family balance and perceived justice in the workplace would be the supervisor (DeConinck & Johnson, 2009). As such, future research should assess the difference made when there is a supportive supervisor present who encourages use of the work-family policies, practices, and procedures within the organisation.

Finally, it would be interesting to conduct the study in one organisation and assess the different perceptions regarding the implementation of the same work-family support structures. Similarly, it is suggested that future research be conducted on couples in order to assess the

different perceptions couples have regarding the family-work support arrangements in their home environments. A possible way to this would to be to conduct qualitative interviews with each partner separately to determine the discrepancies between the stated division of household labour by each partner and to better understand why each spouse perceives justice to exist, or not, as the case may be.

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Appendix A

Demographic Questionnaire

Section A

Please answer the questions below by choosing the correct option or filling in the information requested. Please note that these questions are for statistical purposes only and are in no way meant to be offensive.

1. **Gender**

o Male o Female

2. **Age**

3. **Race**

o Asian o Black o Coloured o Indian o White

Other (please specify)

4. **Your position in your organisation**

5. **Occupation**

6. **Field/industry that you work in**

7. **How long have you worked in your current organisation?**

8. **Please choose which of the following work arrangements pertains to you.**

o Part time o Full time o Flexi time

9. **Number of hours worked weekly**

10. **Number of children in your household**

11. **Number of people in your household**

Section B

Which of the following practices are permitted in your organization?

1. **Flexible working hours/flexi-time**

o Not at all o Sometimes o A fair amount of the time o Most of the time o All the time

2. **Part-time work**

o Not at all o Sometimes o A fair amount of the time o Most of the time o All the time

3. **Job sharing**

o Not at all o Sometimes o A fair amount of the time o Most of the time o All the time

4. **Restructuring of benefits/flexible benefits**

o Not at all o Sometimes o A fair amount of the time o Most of the time o All the time

5. **Working from home**

o Not at all o Sometimes o A fair amount of the time o Most of the time o All the time

Which of the following policies/programmes are present in your organisation?

1. **Parental leave (paternity/maternity)**

o Yes o No

2. **Emergency leave**

o Yes o No

3. **Child care facilities**

o Yes o No

4. **Child care assistance**

o Yes o No

5. **Work-family seminars**

o Yes o No

6. **Employee assistance programmes**

o Yes o No

7. **Wellness/health programmes**

o Yes o No

8. **University/school funding/savings programmes (for self)**

o Yes o No

9. **University/school funding/savings programmes (for family)**

o Yes o No

Section C

From which of the following do you obtain assistance at home?

1. **Domestic worker**

o Not at all o Sometimes o A fair amount of the time o Most of the time o All the time

2. **Gardner**

o Not at all o Sometimes o A fair amount of the time o Most of the time o All the time

3. **Au pair/Child minder**

o Not at all o Sometimes o A fair amount of the time o Most of the time o All the time

4. **Driver**

○ Not at all	○ Sometimes	○ A fair amount of the time	○ Most of the time	○ All the time

5. **Extended family (grandparents, aunts, uncles etc.)**

○ Not at all	○ Sometimes	○ A fair amount of the time	○ Most of the time	○ All the time

6. **Spouse**

○ Not at all	○ Sometimes	○ A fair amount of the time	○ Most of the time	○ All the time

7. **Children**

○ Not at all	○ Sometimes	○ A fair amount of the time	○ Most of the time	○ All the time

With which of the following arrangements do you have help with in your home?

1. **Basic childcare (dressing, mealtimes, bathing, bed time)**

○ Not at all	○ Sometimes	○ A fair amount of the time	○ Most of the time	○ All the time

2. **Homework/school work**

○ Not at all	○ Sometimes	○ A fair amount of the time	○ Most of the time	○ All the time

3. **Transport and lifts**

○ Not at all	○ Sometimes	○ A fair amount of the time	○ Most of the time	○ All the time

4. Cooking

○ Not at all	○ Sometimes	○ A fair amount of the time	○ Most of the time	○ All the time

5. Washing and ironing

○ Not at all	○ Sometimes	○ A fair amount of the time	○ Most of the time	○ All the time

6. Cleaning

○ Not at all	○ Sometimes	○ A fair amount of the time	○ Most of the time	○ All the time

7. Shopping

○ Not at all	○ Sometimes	○ A fair amount of the time	○ Most of the time	○ All the time

8. Home maintenance

○ Not at all	○ Sometimes	○ A fair amount of the time	○ Most of the time	○ All the time

9. Crisis managements (eg. Sick child, emergency lifts)

○ Not at all	○ Sometimes	○ A fair amount of the time	○ Most of the time	○ All the time

10. Financial decisions

○ Not at all	○ Sometimes	○ A fair amount of the time	○ Most of the time	○ All the time

11. Financial responsibilities

○ Not at all	○ Sometimes	○ A fair amount of the time	○ Most of the time	○ All the time

12. Household decisions

○ Not at all	○ Sometimes	○ A fair amount of the time	○ Most of the time	○ All the time

13. Managing the household

○ Not at all	○ Sometimes	○ A fair amount of the time	○ Most of the time	○ All the time

Section D

1. **According to your culture, is division of household labour between spouses and accepted practice?**

○ Yes ○ No

2. **According to your culture, are men expected to do equal amounts of household chores as women?**

○ Yes ○ No

Appendix B

Perceptions of Organisational Justice of W-F Structures

Work-family support structures refer to any practices, procedures, policies, decisions, and/or actions that are put in place within your organisation that are designed to provide support to help you manage both your work and family commitments (e.g. flexibility, family leave, childcare assistance, financial support, and so forth). Please answer the following questions in relation to all of the work-family support structures in your organisation.

1. **To what extent does the level of support provided by the workplace-family structures in your organisation reflect the effort that you have put into your work?**

o Not at all o Sometimes o A fair amount of the time o Most of the time o All the time

2. **To what extent does the level of support provided by the workplace-family structures in your organisation reflect the contribution that you have made to the organisation?**

o Not at all o Sometimes o A fair amount of the time o Most of the time o All the time

3. **To what extent is the level of support provided by the workplace-family structures in your organisation appropriate for the work you have completed?**

o Not at all o Sometimes o A fair amount of the time o Most of the time o All the time

4. **To what extent have you been able to express your views and feelings regarding the level of support provided by the workplace-family structures in your organisation?**

o Not at all o Sometimes o A fair amount of the time o Most of the time o All the time

5. **To what extent have you been able to negotiate about the level of support provided by the workplace-family structures in your organisation?**

o Not at all o Sometimes o A fair amount of the time o Most of the time o All the time

6. **To what extent have you been able to influence the level of support provided by the workplace-family structures in your organisation?**

o Not at all o Sometimes o A fair amount of the time o Most of the time o All the time

7. **To what extent has the level of support provided by the workplace-family structures in your organisation been applied consistently?**

o Not at all o Sometimes o A fair amount of the time o Most of the time o All the time

8. **To what extent has the level of support provided by the workplace-family structures in your organisation been based on accurate information?**

o Not at all o Sometimes o A fair amount of the time o Most of the time o All the time

9. **To what extent has the level of support provided by the workplace-family structures in your organisation upheld ethical and moral standards?**

o Not at all o Sometimes o A fair amount of the time o Most of the time o All the time

The following items refer to your interactions with the primary person responsible for enacting the workplace-family support structures within your organisation.

10. **To what extent have you been treated in a polite manner?**

o Not at all o Sometimes o A fair amount of the time o Most of the time o All the time

11. **To what extent have you been treated with dignity?**

o Not at all o Sometimes o A fair amount of the time o Most of the time o All the time

12. **To what extent have you been treated with respect?**

o Not at all o Sometimes o A fair amount of the time o Most of the time o All the time

Appendix C

Perceptions of Home Justice of F-W Structures

Family-work support arrangements in the home refer to any practices, procedures, decisions, and/or actions that take place within your home that provide support to help you manage both your family and work commitments (e.g. assistance with childcare, assistance with housework, sharing responsibility for decisions, having domestic employees, and so forth). Please answer the following questions in relation to all of the family-work support arrangements in your home.

1. **To what extent does the level of support provided by the family-work arrangements in your home reflect the effort that you have put into your work?**

o Not at all o Sometimes o A fair amount of the time o Most of the time o All the time

2. **To what extent does the level of support provided by the family-work arrangements in your home reflect the contribution that you have made to the organisation?**

o Not at all o Sometimes o A fair amount of the time o Most of the time o All the time

3. **To what extent is the level of support provided by the family-work arrangements in your home appropriate for the work you have completed?**

o Not at all o Sometimes o A fair amount of the time o Most of the time o All the time

4. **To what extent have you been able to express your views and feelings regarding the level of support provided by the family-work arrangements in your home?**

o Not at all o Sometimes o A fair amount of the time o Most of the time o All the time

5. **To what extent have you been able to negotiate about the level of support provided by the family-work arrangements in your home?**

o Not at all o Sometimes o A fair amount of the time o Most of the time o All the time

6. **To what extent have you been able to influence the level of support provided by the family-work arrangements in your home?**

o Not at all o Sometimes o A fair amount of the time o Most of the time o All the time

7. **To what extent has the level of support provided by the family-work arrangements in your home been applied consistently?**

o Not at all o Sometimes o A fair amount of the time o Most of the time o All the time

8. **To what extent has the level of support provided by the family-work arrangements in your home been based on accurate information?**

o Not at all o Sometimes o A fair amount of the time o Most of the time o All the time

9. **To what extent has the level of support provided by the family-work arrangements in your home upheld ethical and moral standards?**

o Not at all o Sometimes o A fair amount of the time o Most of the time o All the time

The following items refer to your interactions with the primary person responsible for enacting the workplace-family support structures within your organisation.

10. **To what extent have you been treated in a polite manner?**

o Not at all o Sometimes o A fair amount of the time o Most of the time o All the time

11. **To what extent have you been treated with dignity?**

o Not at all o Sometimes o A fair amount of the time o Most of the time o All the time

12. **To what extent have you been treated with respect?**

o Not at all o Sometimes o A fair amount of the time o Most of the time o All the time

Appendix D

Work-Family Conflict Scale

Please indicate your level of agreement with each of the statements provided below. Please note that in order for you to agree with an item, you must agree with the full statement.

1. **My work keeps me from my family activities more than I would like.**

o Strongly Disagree	o Disagree	o Neutral/ Unsure	o Agree	o Strongly Agree

2. **The time I must devote to my job keeps me from participating equally in household responsibilities and activities.**

o Strongly Disagree	o Disagree	o Neutral/ Unsure	o Agree	o Strongly Agree

3. **I have to miss family activities due to the amount of time I must spend on work responsibilities.**

o Strongly Disagree	o Disagree	o Neutral/ Unsure	o Agree	o Strongly Agree

4. **When I get home from work I am often too frazzled to participate in family activities/ responsibilities.**

o Strongly Disagree	o Disagree	o Neutral/ Unsure	o Agree	o Strongly Agree

5. **I am often so emotionally drained when I get home from work that it prevents me from contributing to my family.**

o Strongly Disagree	o Disagree	o Neutral/ Unsure	o Agree	o Strongly Agree

6. **Due to all the pressures at work, sometimes when I come home I am too stressed to do the things I enjoy.**

o Strongly Disagree	o Disagree	o Neutral/ Unsure	o Agree	o Strongly Agree

7. **The problem-solving behaviours I use in my job are not effective in resolving problems at home.**

o Strongly Disagree o Disagree o Neutral/ Unsure o Agree o Strongly Agree

8. **Behaviour that is effective and necessary for me at work would be counterproductive at home.**

o Strongly Disagree o Disagree o Neutral/ Unsure o Agree o Strongly Agree

9. **The behaviours I perform that make me effective at work do not help me to be a better parent and spouse.**

o Strongly Disagree o Disagree o Neutral/ Unsure o Agree o Strongly Agree

10. **The time I spend on family responsibilities often interfere with my work responsibilities.**

o Strongly Disagree o Disagree o Neutral/ Unsure o Agree o Strongly Agree

11. **The time I spend with my family often causes me not to spend time in activities at work that could be helpful to my career.**

o Strongly Disagree o Disagree o Neutral/ Unsure o Agree o Strongly Agree

12. **I have to miss work activities due to the amount of time I must spend on family responsibilities.**

o Strongly Disagree o Disagree o Neutral/ Unsure o Agree o Strongly Agree

13. **Due to stress at home, I am often preoccupied with family matters at work.**

o Strongly Disagree o Disagree o Neutral/ Unsure o Agree o Strongly Agree

14. **Because I am often stressed from family responsibilities, I have a hard time concentrating on my work**

o Strongly Disagree o Disagree o Neutral/ Unsure o Agree o Strongly Agree

15. Tension and anxiety from my family life often weakens my ability to do my job.

o Strongly Disagree	o Disagree	o Neutral/ Unsure	o Agree	o Strongly Agree

16. The behaviours that work for me at home do not seem to be effective at work.

o Strongly Disagree	o Disagree	o Neutral/ Unsure	o Agree	o Strongly Agree

17. Behaviour that is effective and necessary for me at home would be counterproductive at work.

o Strongly Disagree	o Disagree	o Neutral/ Unsure	o Agree	o Strongly Agree

18. The problem-solving behaviour that works for me at home does not seem to be as useful at work.

o Strongly Disagree	o Disagree	o Neutral/ Unsure	o Agree	o Strongly Agree

Appendix E

18 Item Work-Family Enrichment Scale

Please indicate your level of agreement with each of the statements provided below. Please note that in order for you to agree with an item, you must agree with the full statement.

1. **My involvement in my work helps me to understand different viewpoints and this helps me be a better family member.**

○ Strongly Disagree ○ Disagree ○ Neutral/ Unsure ○ Agree ○ Strongly Agree

2. **My involvement in my work helps me to gain knowledge and this helps me be a better family member.**

○ Strongly Disagree ○ Disagree ○ Neutral/ Unsure ○ Agree ○ Strongly Agree

3. **My involvement in my work helps me acquire skills and this helps me be a better family member.**

○ Strongly Disagree ○ Disagree ○ Neutral/ Unsure ○ Agree ○ Strongly Agree

4. **My involvement in my work puts me in a good mood and this helps me be a better family member.**

○ Strongly Disagree ○ Disagree ○ Neutral/ Unsure ○ Agree ○ Strongly Agree

5. **My involvement in my work makes me feel happy and this helps me be a better family member.**

○ Strongly Disagree ○ Disagree ○ Neutral/ Unsure ○ Agree ○ Strongly Agree

6. **My involvement in my work makes me cheerful and this helps me be a better family member.**

○ Strongly Disagree ○ Disagree ○ Neutral/ Unsure ○ Agree ○ Strongly Agree

7. My involvement in my work helps me feel personally fulfilled and this helps me be a better family member.

○ Strongly Disagree ○ Disagree ○ Neutral/ Unsure ○ Agree ○ Strongly Agree

8. My involvement in my work provides me with a sense of accomplishment and this helps me be a better family member.

○ Strongly Disagree ○ Disagree ○ Neutral/ Unsure ○ Agree ○ Strongly Agree

9. My involvement in my work provides me with a sense of success and this helps me be a better family member.

○ Strongly Disagree ○ Disagree ○ Neutral/ Unsure ○ Agree ○ Strongly Agree

10. My involvement in my family helps me to gain knowledge and this helps me be a better worker.

○ Strongly Disagree ○ Disagree ○ Neutral/ Unsure ○ Agree ○ Strongly Agree

11. My involvement in my family helps me acquire skills and this helps me be a better worker.

○ Strongly Disagree ○ Disagree ○ Neutral/ Unsure ○ Agree ○ Strongly Agree

12. My involvement in my family helps me expand my knowledge of new things and this helps me be a better worker.

○ Strongly Disagree ○ Disagree ○ Neutral/ Unsure ○ Agree ○ Strongly Agree

13. My involvement in my family puts me in a good mood and this helps me be a better worker.

○ Strongly Disagree ○ Disagree ○ Neutral/ Unsure ○ Agree ○ Strongly Agree

14. My involvement in my family makes me feel happy and this helps me be a better worker.

○ Strongly Disagree ○ Disagree ○ Neutral/ Unsure ○ Agree ○ Strongly Agree

15. My involvement in my family makes me cheerful and this helps me be a better worker.

○ Strongly Disagree	○ Disagree	○ Neutral/ Unsure	○ Agree	○ Strongly Agree

16. My involvement in my family requires me to avoid wasting time at work and this helps me be a better worker.

○ Strongly Disagree	○ Disagree	○ Neutral/ Unsure	○ Agree	○ Strongly Agree

17. My involvement in my family encourages me to use my work time in a focused manner and this helps me be a better worker.

○ Strongly Disagree	○ Disagree	○ Neutral/ Unsure	○ Agree	○ Strongly Agree

18. My involvement in my family causes me to be more focused at work and this helps me be a better worker.

○ Strongly Disagree	○ Disagree	○ Neutral/ Unsure	○ Agree	○ Strongly Agree

Appendix F

Psychology
School of Human & Community Development

University of the Witwatersrand
Private Bag 3, WITS, 2050

Tel: (011) 717 4500 Fax: (011) 717 4559

Good day

My name is Yael Diner and I am conducting research for the purposes of obtaining a Masters Degree in Organisational Psychology at the University of the Witwatersrand. Due to the fact that I have adapted existing scales to suit the nature of my research, I am required to conduct a pilot study to obtain psychometric information about the adapted measures. I am requesting permission to approach the Wits Plus students to participate in my pilot study. Please note that in order to participate in this study, students must be married and have at least one child.

Should you grant me permission to approach the class, I would request five to ten minutes at the beginning of a lecture to explain my study to the students. Participation in this study will involve students completing a short questionnaire electronically. The questionnaire will take approximately **15 to 20 minutes** to complete. **Please note that student participation will be completely voluntary and students will not be disadvantaged in any way should they choose to complete or to not complete the questionnaire. However, students will be given one percent towards their final Psychology I mark should they choose to participate.**

As such, participants' student numbers will be required. However, these will only be used to allow students to obtain their credit and they will not be used to identify students in the study in any way. They will also be separated from the data as soon as possible. The completed

questionnaires will not be seen by any person other than myself and my supervisor and the responses will only be looked at in relation to all other responses.

Students will be provided with an informed consent sheet outlining the particulars of the study as well as the web link which they may use to access the questionnaire. Students will also be provided with a brief summary of the findings of the pilot study which they may access on their class Sakai page.

This research will contribute to psychological knowledge and if you choose to allow me to approach the class to invite students who are willing to participate, it would be greatly appreciated. Should you have any question or concerns, please feel free to contact either me or my supervisor as per the details below.

Kind Regards

Yael Diner

076 940 9541

yaeldiner@hotmail.com

Supervisor: Nicky Israel

011 717 4557

Nicky.Israel@wits.ac.za

Appendix G

Psychology
School of Human & Community Development

University of the Witwatersrand
Private Bag 3, WITS, 2050

Tel: (011) 717 4500 Fax: (011) 717 4559

Good day

My name is Yael Diner and I am conducting research for the purposes of obtaining a Masters Degree in Organisational Psychology at the University of the Witwatersrand. As part of this degree I am required to complete this research and present a thesis on the information obtained. The more responses I receive, the greater the strength of my research. My research is based on the relationships between perceived justice and work-family balance. As part of this study, I need to conduct a small pilot study in which I would like to invite you to take part. Please note that in order to participate in this study, you must be married and have at least one child.

Participation in this research will involve you completing the questionnaire that can be found using the following web link: https://www.surveymonkey.com/s/JusticePerceptionsPilot. The questionnaire will take approximately **15 to 20 minutes** to complete. **Please note that your participation will be completely voluntary and you will not be disadvantaged in any way should you choose to complete or to not complete the questionnaire. However, should you choose to participate, you will be given one percent extra credit towards your final year mark.**

As such, your student number will be required. However, these will only be used to grant you your extra credit and not at all to identify you within the study. Your student number will be

separated from the rest of your data as soon as possible and your answers will not be identified as connected to your identity in any way. Your completed questionnaire will not be seen by any person other than myself and my supervisor and your responses will only be looked at in relation to all other responses. There are no foreseeable risks to taking part in this study however should anything raised in the questionnaire concern you, you may contact Lifeline as follows**: 011 728 1347 or email:** lifeline@lifelinejhb.org.za.

If you fulfil the qualifications and choose to participate in this study please complete the questionnaire and submit it. Return of completed questionnaire will be regarded as your consent to participate in this study.

Individual feedback will not be possible; however, a summary of the findings of the research will be provided on the class Sakai page.

This research will contribute to psychological knowledge and your participation will be greatly appreciated should you choose to take part. Should you have any questions or concerns, please feel free to contact either me or my supervisor as per the details below.

Kind Regards

Yael Diner

076 940 9541

yaeldiner@hotmail.com

Supervisor: Nicky Israel

011 717 4557

Nicky.Israel@wits.ac.za

_____ _____

Appendix H

Psychology
School of Human & Community Development

University of the Witwatersrand
Private Bag 3, WITS, 2050

Tel: (011) 717 4500 Fax: (011) 717 4559

Dear first year WITSPLUS psychology student,

As previously mentioned in the participant information sheet, as a first year WITSPLUS psychology student you are eligible to obtain 1% towards your final Psychology mark, should you choose to participate in this study. Please note that if you do not at least attempt to fill out the survey, you will be not able to obtain the extra credit. Moreover, if you do not fulfil the requirements for participation, you will not receive extra credit for completing the questionnaire.

In order to credit you with participating in this research, it will be necessary for you to provide the researcher with a poof of participation slip that contains your student number and the course code in Psychology for which you are registered. You will not be required to provide your name.

Your student number will not be used in the research analysis and will not be linked to any of the data you provide. The researcher will compile a list of the student numbers and course codes to which the extra credit will be added and this list will be given to the relevant course coordinator/s to allow them to credit you. As such, they will have no access to the data you filled in.

If you agree to provide your student number and the course code/s for Psychology for which you are currently registered strictly for the purpose of obtaining extra credit as outlined above, please fill you details in the spaces provided below.

1. **Student Number**

2. **Course Code**

Appendix I

Additional Pilot Study Questions

1. **Approximately how long did it take you to complete the questionnaire?**

   _____

2. **Did you find the questions easy to understand?**

   _____

3. **Did you struggle to answer any of the questions? If so, please indicate which ones.**

   _____

4. **Were any of the questions unclear? If so, please indicate which ones.**

   _____

5. **Were there any questions you were unwilling to answer? If so, please indicate which ones and why?**

   _____

6. **Is there anything else you would like to add or comment on?**

   _____

Appendix J

Psychology
School of Human & Community Development

University of the Witwatersrand
Private Bag 3, WITS, 2050

Tel: (011) 717 4500 Fax: (011) 717 4559

Good day

My name is Yael Diner and I am conducting research for the purposes of obtaining a Masters Degree in Organisational Psychology at the University of the Witwatersrand. My research is based on the relationships between perceived justice and work-family balance. I am requesting permission to carry out my study at your organisation [company name to be inserted]. Please note that in order to participate in this study, participants must be married and have at least one child.

Participation in this research will involve employees accessing and completing an electronic survey. The questionnaire will take approximately **25 to 30 minutes** to complete. **Please note that employee participation will be completely voluntary and employees will not be advantaged or disadvantaged in any way should they choose to complete or to not complete the questionnaire.**

No identifying information, such as employees' names or I.D. numbers will be required. The completed questionnaire will not be seen by any person other than myself and my supervisor and the responses will only be looked at in relation to all other responses. There are no foreseeable risks or benefits to taking part in this study.

If employees choose to participate in this study, they will be asked to complete the questionnaire electronically in their free time. Return of the completed questionnaire will be regarded as consent to participate in the study.

In order to invite participants to take part in this research, I am requesting permission to either obtain your employees' email addresses in order to send them the invitation and link to the questionnaire, or for an appropriate person within the organisation to circulate the invitation and link to employees on my behalf. As the questionnaire is anonymous, no individual feedback will be possible however a summary of the overall findings of the research will be posted on a blog that can be accessed at http://justiceperceptionsandwfb.blogspot.com/. Participants will be provided with my contact details, as well as those of my supervisor, should they require any further information.

This research will contribute to psychological knowledge and if you choose to allow this study to be conducted at your organisation with those employees who are willing to participate, it would be greatly appreciated. Should you have any question or concerns, please feel free to contact either me or my supervisor as per the details below.

Kind Regards

Yael Diner

076 940 9541

yaeldiner@hotmail.com

Supervisor: Nicky Israel

011 717 4557

Nicky.Israel@wits.ac.za

Appendix K

Psychology
School of Human & Community Development

University of the Witwatersrand
Private Bag 3, WITS, 2050

Tel: (011) 717 4500 Fax: (011) 717 4559

Good day

My name is Yael Diner and I am conducting research for the purposes of obtaining a Masters Degree in Organisational Psychology at the University of the Witwatersrand. As part of this degree I am required to complete this research and present a thesis on the information obtained. The more responses I receive, the greater the strength of my research. My research is based on the relationships between justice perceptions and work-family balance. I would like to invite you to take part in this research. Please note that in order to participate in this study, you must be married and have at least one child.

Participation in this research will involve you completing the questionnaire that can be found using the following web link https://www.surveymonkey.com/s/JPandWFB. The questionnaire will take approximately **25 to 30 minutes** to complete. **Please note that your participation will be completely voluntary and you will not be advantaged or disadvantaged in any way should you choose to complete or to not complete the questionnaire**.

No identifying information, such as your name or I.D. number, will be asked. Your completed questionnaire will not be seen by any person other than myself and my supervisor and your responses will only be looked at in relation to all other responses. There are no foreseeable risks or benefits to taking part in this study however should anything raised in the

questionnaire concern you, you may contact Lifeline as follows**: 011 728 1347 or email:** lifeline@lifelinejhb.org.za.

If you choose to participate in this study please access and complete the questionnaire and submit it. Return of completed questionnaire will be regarded as informed consent to participate in this study. As your responses are anonymous, it will not be possible to provide individual feedback however a summary of the results will be posted on a blog at http://justiceperceptionsandwfb.blogspot.com/. You are also welcome to contact me or my supervisor for further information.

This research will contribute to psychological knowledge and if you choose to participate it will be greatly appreciated. Should you have any questions or concerns, please feel free to contact either me or my supervisor as per the details below.

Kind Regards

Yael Diner

076 940 9541

yaeldiner@hotmail.com

Supervisor: Nicky Israel

011 717 4557

Nicky.Israel@wits.ac.za

_____ _____

Appendix L

Ethical Clearance Certificate

UNIVERSITY OF THE WITWATERSRAND, JOHANNESBURG

HUMAN RESEARCH ETHICS COMMITTEE (SCHOOL OF HUMAN & COMMUNITY DEVELOPMENT

CLEARANCE CERTIFICATE	**PROTOCOL NUMBER: MORG/13/004 IH**
PROJECT TITLE:	Justice perceptions and work-family balance in the work and home environments.
INVESTIGATORS	Diner Yael
DEPARTMENT	Psychology
DATE CONSIDERED	28/05/13
DECISION OF COMMITTEE*	Approved

This ethical clearance is valid for 2 years and may be renewed upon application

DATE: 24 July 2013

CHAIRPERSON
(Professor A. Thatcher)

cc Supervisor: Ms. N Israel
Psychology

DECLARATION OF INVESTIGATOR (S)

To be completed in duplicate and **one copy** returned to the Secretary, Room 100015, 10th floor, Senate House, University.

I/we fully understand the conditions under which I am/we are authorized to carry out the abovementioned research and I/we guarantee to ensure compliance with these conditions. Should any departure be contemplated from the research procedure, as approved, I/we undertake to submit a revised protocol to the Committee.

This ethical clearance will expire on 31 December 2015

PLEASE QUOTE THE PROTOCOL NUMBER IN ALL ENQUIRIES

Appendix M

Tables of Sample Characteristics for the Pilot Study

Table 1: Gender of Pilot Study Participants

Gender	Frequency	Percentage
Male	11	25.00
Female	33	75.00
Total	44	100

Table 2: Race of Pilot Study Participants

Race	Frequency	Percentage
Asian	1	2.27
Black	20	45.45
Coloured	7	15.91
Indian	2	4.55
White	13	29.55
Other	1	2.27
Total	44	100

Table 3: Work Arrangements for Pilot Study Participants

Arrangement	Frequency	Percentage
Full Time	3	6.82
Part Time	35	79.55
Flexi-Time	6	13.64
Total	44	100

Table 4: Number of Children of Pilot Study Participants

Number of Children	Frequency	Percentage
1	21	47.73
2	14	31.82
3	5	11.36
4	1	2.27
5	2	4.55
6	1	2.27
Total	44	100

Appendix N

Tables of Sample Characteristics for the Main Study

Table 5: Gender of Main Study Participants

Gender	Frequency	Percentage
Male	62	29.11
Female	151	70.89
Total	213	100

Table 6: Race of Main Study Participants

Race	Frequency	Percentage
Asian	3	1.42
Black	31	14.62
Coloured	16	7.55
Indian	20	9.43
White	142	66.98
Total	212	100

Table 7: Work Arrangements for Main Study Participants

Arrangement	Frequency	Percentage
Full Time	25	11074
Part Time	163	76.53
Flexi-Time	25	11.74
Total	213	100

Table 8: Number of Children of Pilot Study Participants

Number of Children	Frequency	Percentage
1	71	33.33
2	93	43.66
3	30	14.08
4	9	4.23
5	8	3.76
6	1	0.47
8	1	0.47
Total	213	100

Appendix O

Tables for Results Chapter

Table 31: Work-family support structures provided to employees by their organisations

Support Structure	Not at all	Sometimes	A fair amount of the time	Most of the time	All the time	Total
Flexible Working Hours	42	76	40	35	20	213
	19.72%	35.68%	18.78%	16.43%	9.39%	100%
Part Time Work	109	62	12	8	19	210
	51.90%	29.52%	5.71%	3.81%	9.05%	100%
Job Sharing	128	61	10	6	5	210
	60.95%	29.05%	4.76%	2.86%	2.38%	100%
Restructuring of Benefits/Flexible Benefits	109	67	18	8	7	209
	52.15%	32.06%	8.61%	3.83%	3.35%	100%
Working from Home	97	76	28	6	6	213
	45.54%	35.68%	13.15%	2.82%	2.82%	100%

Table 32: Work-family support policies provided to employees by their organisations

Support Policy	Yes	No	Total
Parental Leave	195	18	213
	91.55%	8.45%	100%
Emergency Family Leave	200	12	212
	94.34%	5.66%	100%
Child Care Facilities	83	129	212
	39.15%	60.85%	100%
Child Care Assistance	51	162	213
	23.94%	76.06%	100%
Work-Family Seminars	28	185	213
	13.15%	86.85%	100%
Employee Assistance Programmes	108	105	213
	50.70%	49.30%	100%
Wellness/Health Programmes	132	79	211
	62.56%	37.44%	100%
University/School Funding/Savings Programmes (For Self)	101	112	213
	47.42%	52.58%	100%
University/School Funding/Savings Programmes (For Family)	39	174	213
	18.31%	81.69%	100%

Table 33: Assistance obtained by the home environments

Obtain assistance from…	Not at all	Sometimes	A fair amount of the time	Most of the time	All the time	Total
Domestic worker	39	31	28	47	68	213
	18.31%	14.55%	13.15%	22.07%	31.92%	100%
Gardener	79	70	35	11	18	213
	37.09%	32.86%	16.43%	5.16%	8.45%	100%
Au pair/Child minder	161	15	8	8	20	212
	75.94%	7.08%	3.77%	3.77%	9.43%	100%
Driver	205	5	1	1	0	212
	96.70%	2.36%	0.47%	0.47%	0%	100%
Extended family	66	73	35	21	17	212
	31.13%	34.43%	16.51%	9.91%	8.02%	100%
Spouse/Partner	27	25	45	43	73	213
	12.68%	11.74%	21.13%	20.19%	34.27%	100%
Children	114	44	29	13	13	213
	53.52%	20.66%	13.62%	6.10%	6.10%	100%

Table 34: Assistance obtained with various household responsibilities

Obtain assistance with…	Not at all	Sometimes	A fair amount of the time	Most of the time	All the time	Total
Basic childcare	77	34	38	27	37	213
	36.15%	15.96%	17.84%	12.68%	17.37%	100%
Homework/Schoolwork	120	38	23	13	19	213
	56.34%	17.84%	10.80%	6.10%	8.92%	100%
Transport and lifts	80	52	32	21	28	213
	37.56%	24.41%	15.02%	9.86%	13.15%	100%
Cooking	66	54	32	30	31	213
	30.99%	25.35%	15.02%	14.08%	14.55%	100%
Washing and ironing	28	25	25	40	95	213
	13.15%	11.74%	11.74%	18.78%	44.60	100%
Cleaning	19	27	34	48	85	213
	8.92%	12.68%	15.96%	22.54%	39.91%	100%
Shopping	99	43	33	15	23	213
	46.48%	20.19%	15.49%	7.04%	10.80%	100%
Home maintenance	48	60	50	36	19	213
	22.54%	28.17%	23.47%	16.90%	8.92%	100%
Crisis management	60	73	34	28	18	213
	28.17%	34.27%	15.96%	13.15%	8.45%	100%

Financial decisions	63	45	44	30	30	212
	29.72%	21.23%	20.75%	14.15%	14.15%	100%
Financial responsibilities	60	39	37	37	39	212
	28.30%	18.40%	17.45%	17.45%	18.40%	100%
Household decisions	49	37	48	46	33	213
	23.00%	17.37%	22.54%	21.60%	15.49%	100%
Managing the household	52	39	48	38	35	212
	24.53%	18.40%	22.64%	17.92%	16.51%	100%

Table 35: Levene's test for equality of variances for perceived justice in the workplace and home

Variable	F	p-Value
Distributive Org Justice	0.21	0.8092
Procedural Org Justice	0.14	0.8657
Informational Org Justice	0.75	0.4758
Interpersonal Org Justice	0.65	0.5254
Total Organisational Justice	0.06	0.9459
Distributive Home Justice	0.30	0.7422
Procedural Home Justice	0.99	0.3746
Informational Home Justice	0.19	0.8267
Interpersonal Home Justice	1.43	0.2405
Total Home Justice	0.98	0.3788

Table 39: Levene's test for equality of variances for work-family balance

Variable	F	p-Value
W-F Conflict	0.87	0.4215
F-W Conflict	0.76	0.4711
Total WFC	0.54	0.5835
W-F Enrichment	1.19	0.3063
F-W Enrichment	0.05	0.9524
Total WFE	0.63	0.5323

Table 43: Levene's test for equality of variances for family-work support and perceived justice in the workplace

Variable	F	p-Value
Distributive Org Justice	0.31	0.7372
Procedural Org Justice	0.86	0.4231
Informational Org Justice	0.05	0.9467
Interpersonal Org Justice	0.73	0.4847
Total Organisational Justice	0.06	0.9399
Distributive Home Justice	0.24	0.7845
Procedural Home Justice	2.05	0.1308
Informational Home Justice	1.35	0.2620
Interpersonal Home Justice	2.74	0.0667
Total Home Justice	0.70	0.4999

Table 47: Levene's test for equality of variances for family-work support and work-family balance

Variable	F	p-Value
W-F Conflict	2.63	0.0741
F-W Conflict	3.90	0.0216
Total WFC	3.67	0.0271
W-F Enrichment	0.62	0.5386
F-W Enrichment	1.12	0.3281
Total WFE	0.90	0.4091

Appendix P

Scree Plots for Factor Analyses

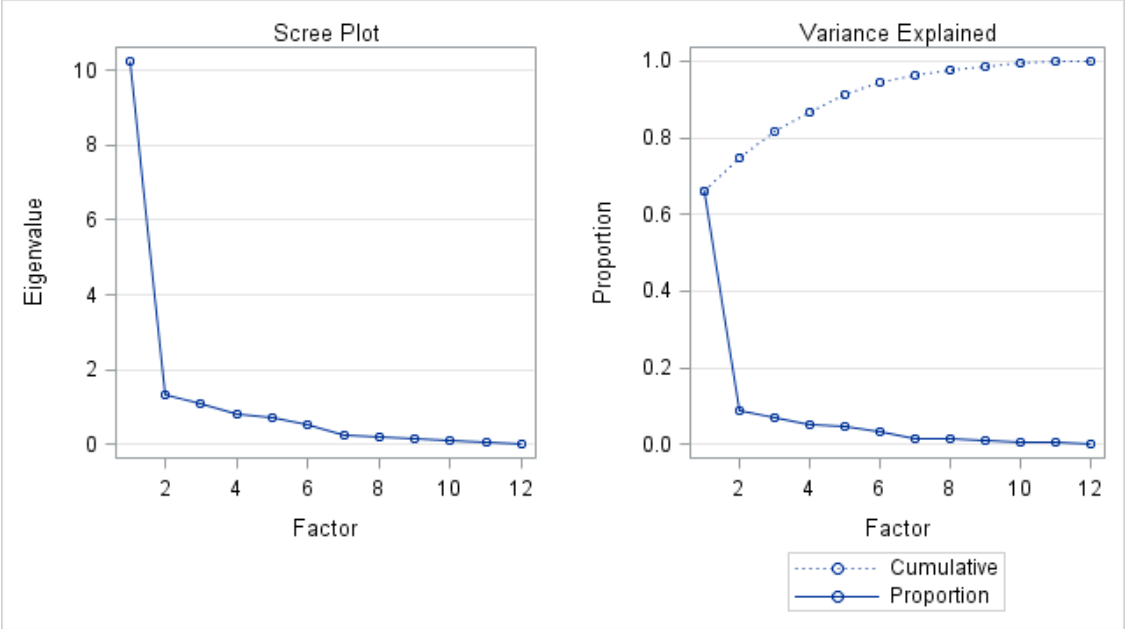


Figure 1: Scree Plot for factor analysis of Perceptions of Organisational Justice Scale used in the pilot study

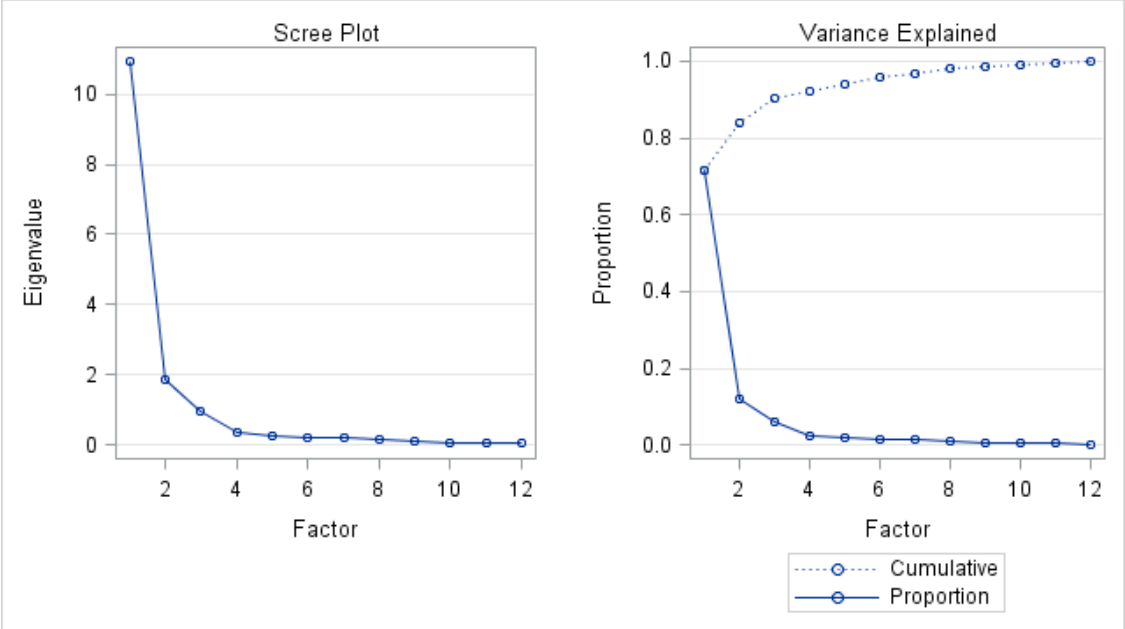


Figure 2: Scree Plot for factor analysis of Perceptions of Home Justice Scale used in the pilot study

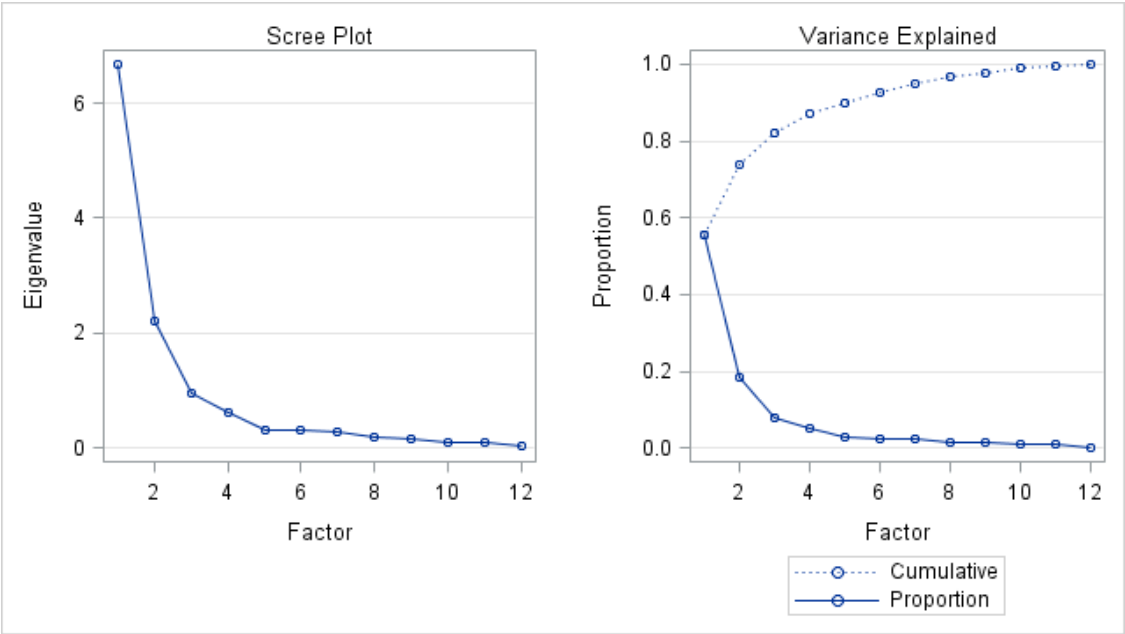


Figure 3: Scree Plot for factor analysis of Perceptions of Organisational Justice Scale used in the main study

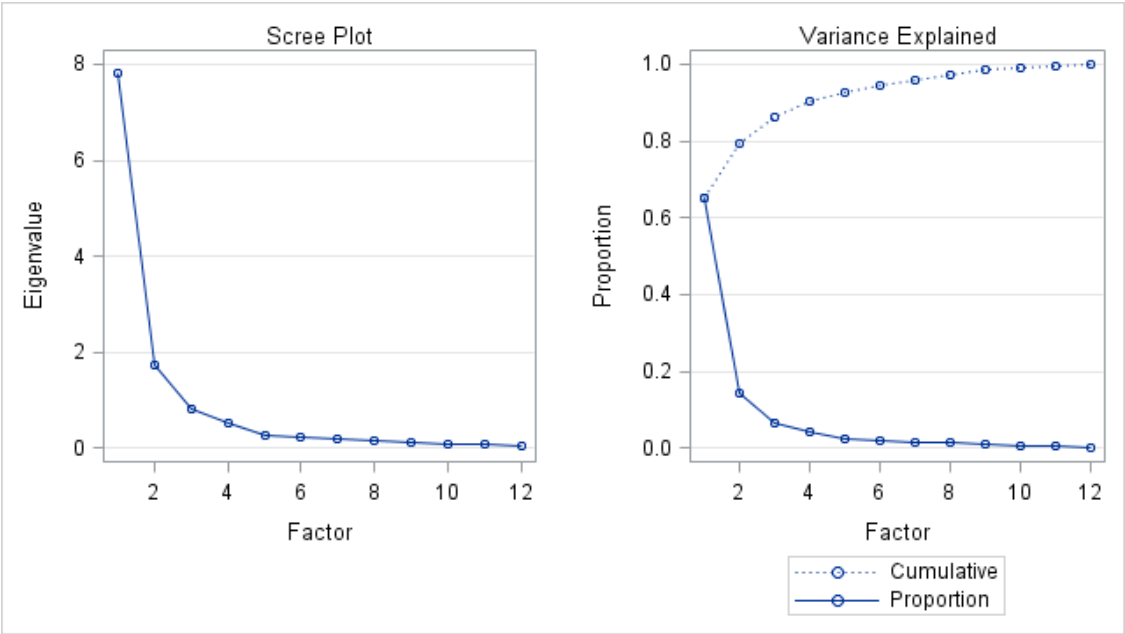
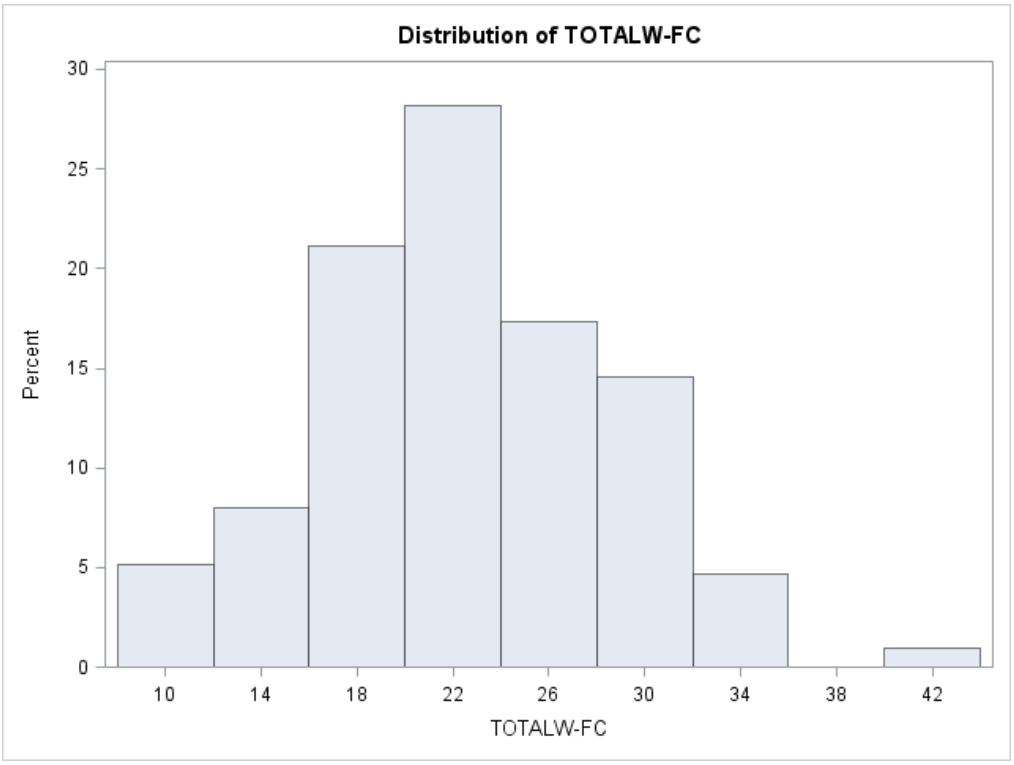
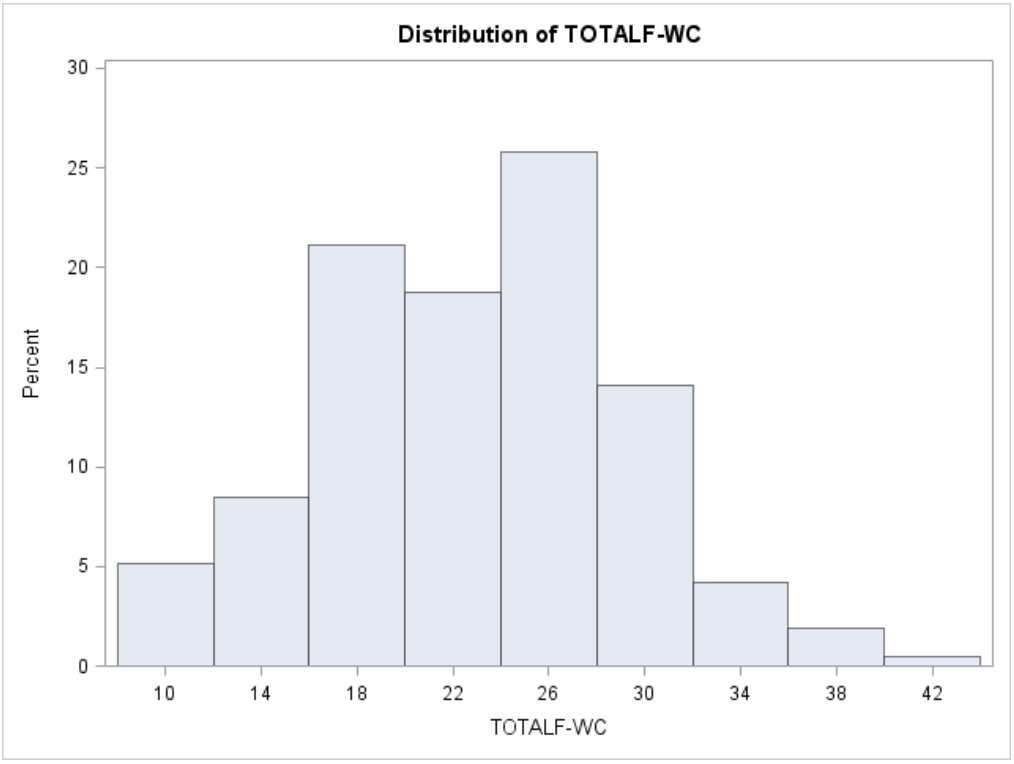


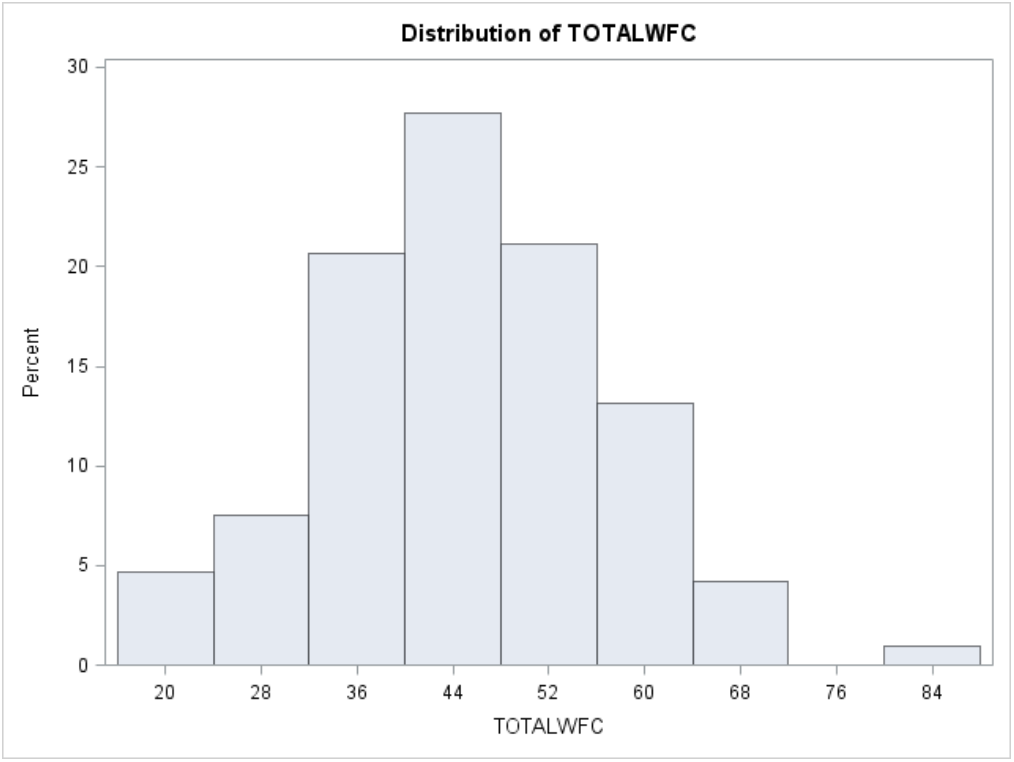
Figure 4: Scree Plot for factor analysis of Perceptions of Home Justice Scale used in the main study

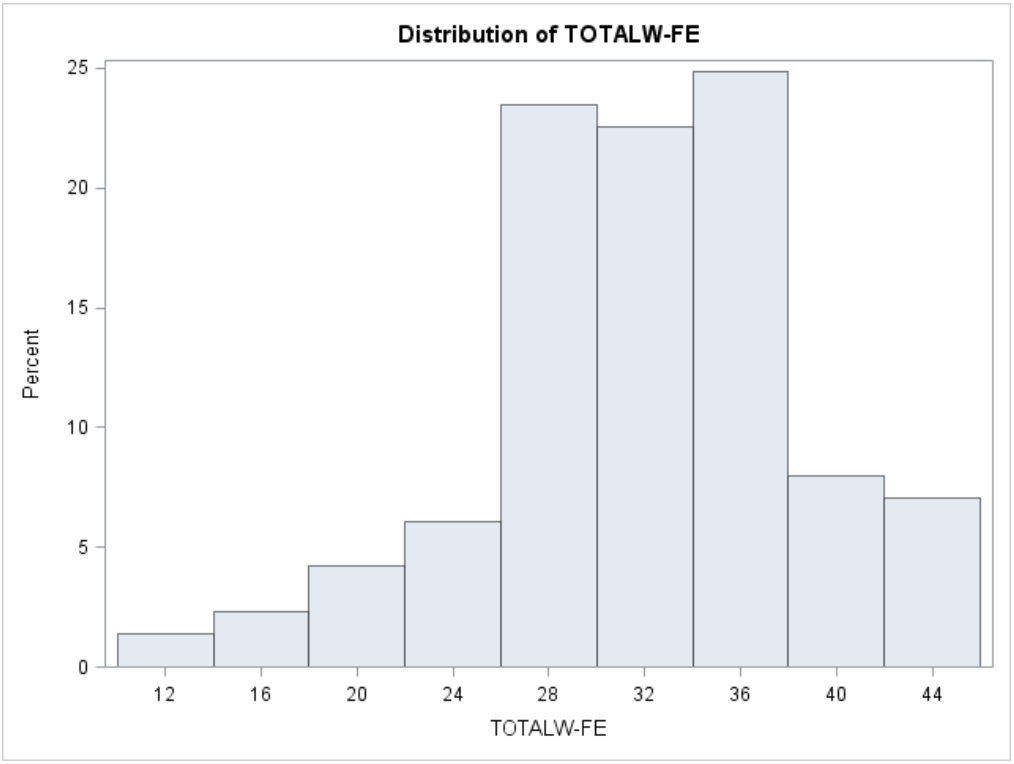
Appendix Q

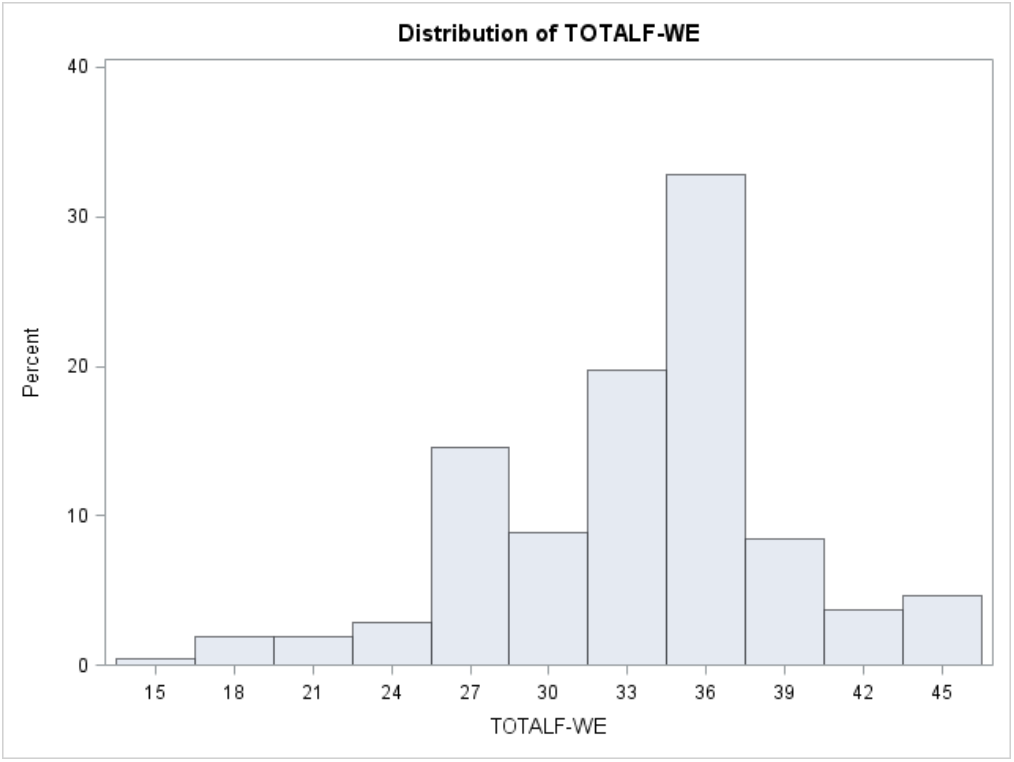
Histograms for Results Chapter

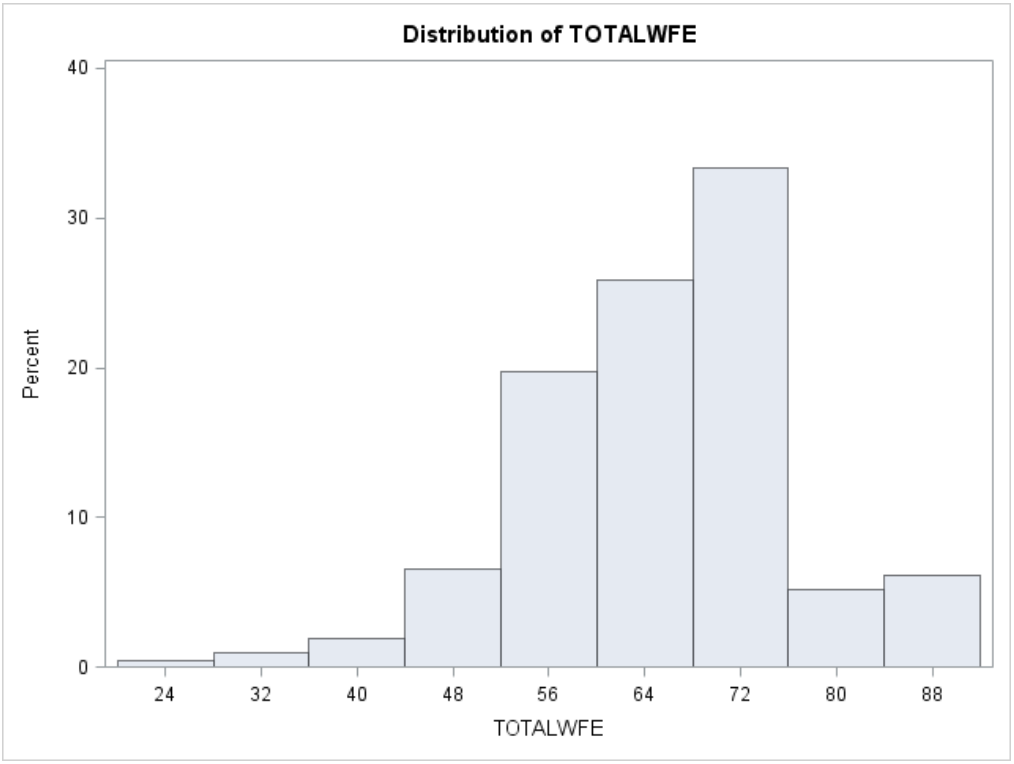


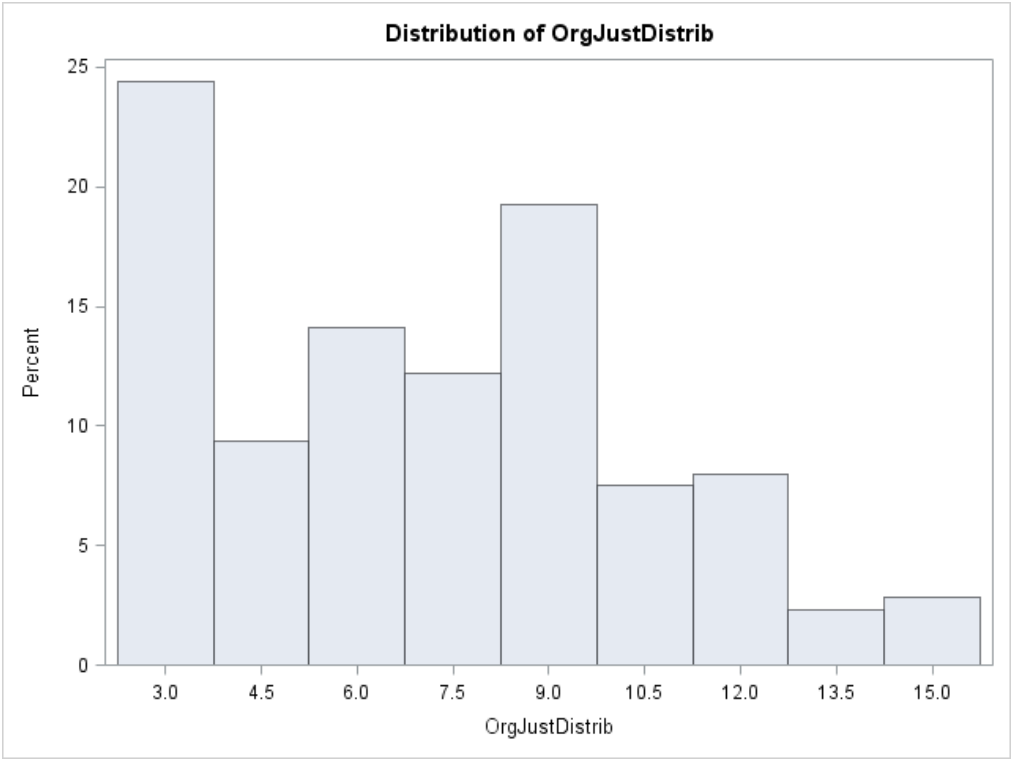


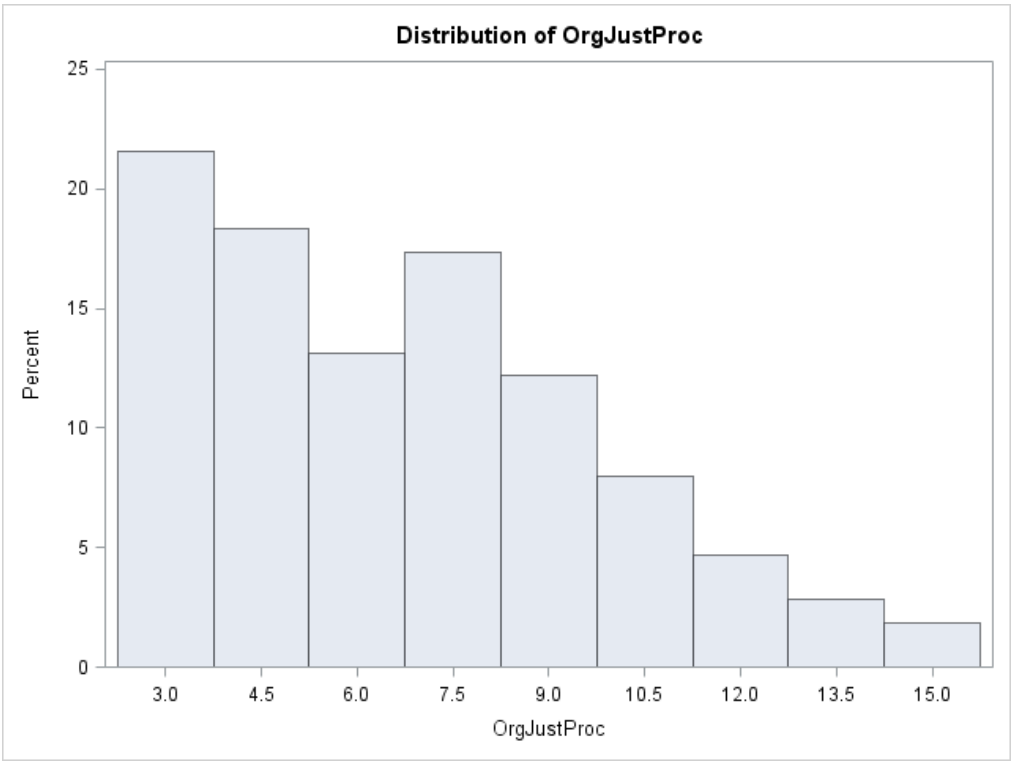

Distribution of TOTALWFC
Percent
30
25
20
15
10
5
0
20
28
36
44
52
60
68
76
84
TOTALWFC

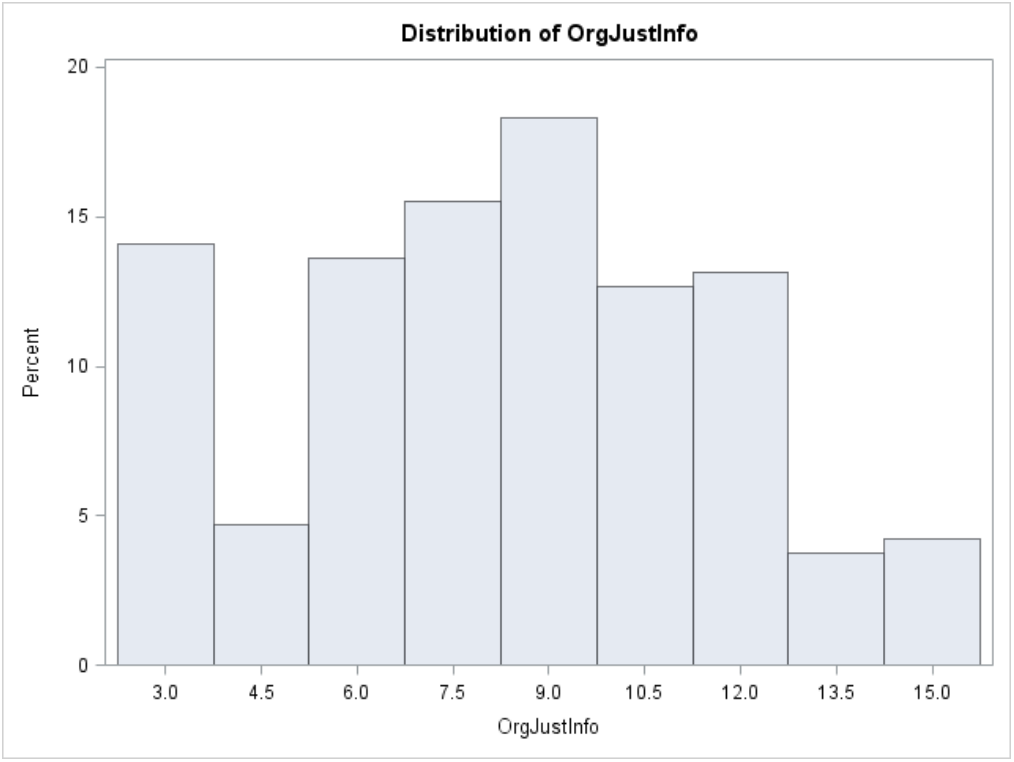

Distribution of TOTALW-FE
Percent
25
20
15
10
5
0
12
16
20
24
28
32
36
40
44
TOTALW-FE

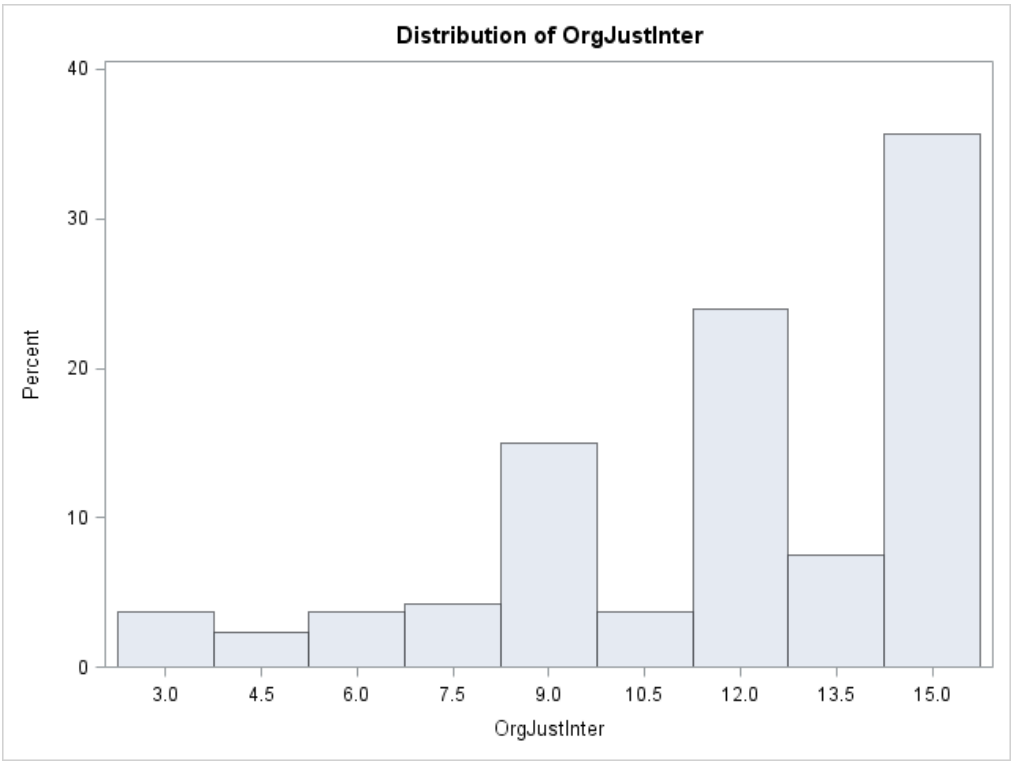

Distribution of TOTALF-WE
Percent
40
30
20
10
0
15
18
21
24
27
30
33
36
39
42
45
TOTALF-WE

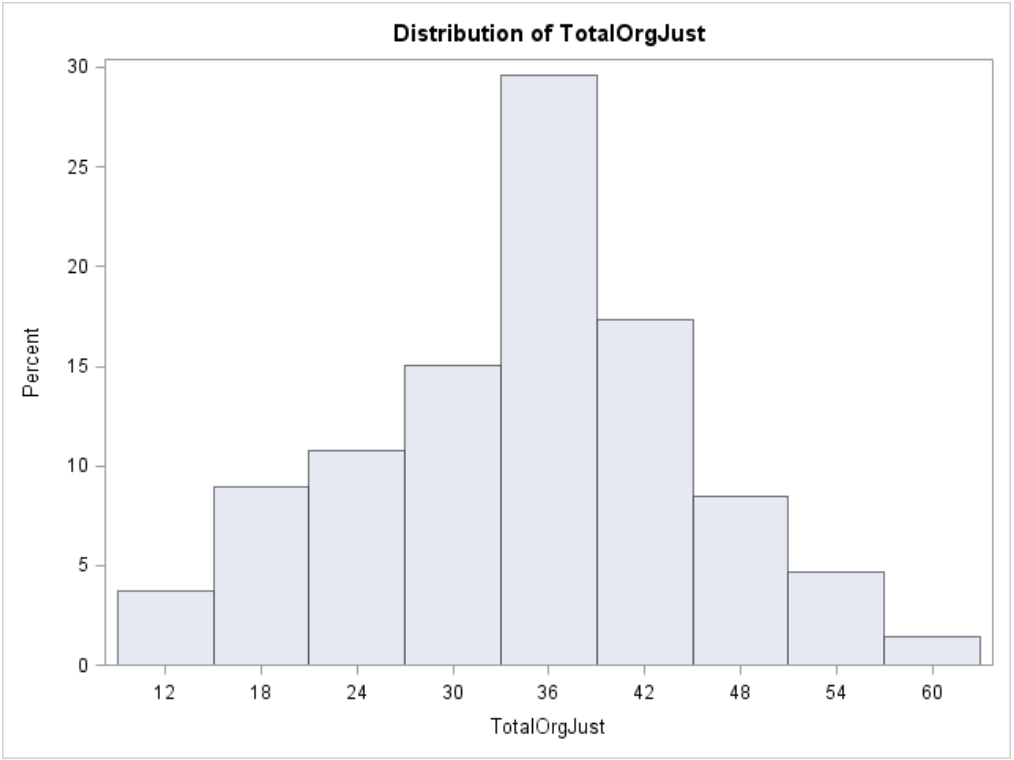

Distribution of TOTALWFE
Percent
40
30
20
10
0
24
32
40
48
56
64
72
80
88
TOTALWFE

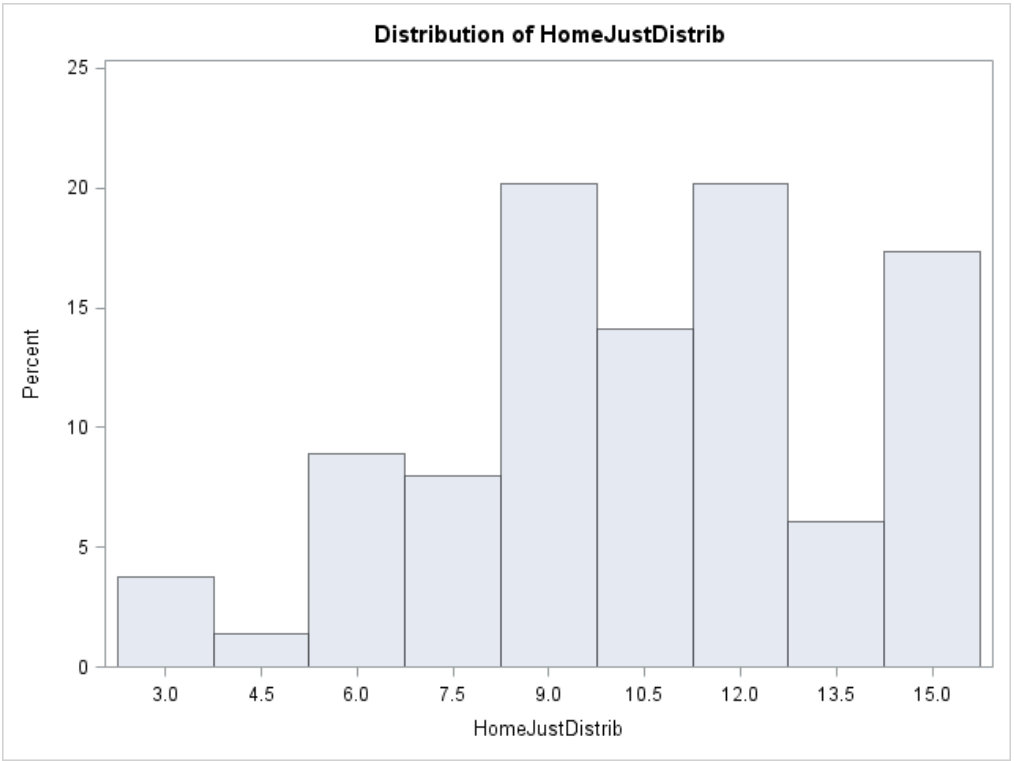

Distribution of OrgJustDistrib
Percent
25
20
15
10
5
0
3.0
4.5
6.0
7.5
9.0
10.5
12.0
13.5
15.0
OrgJustDistrib

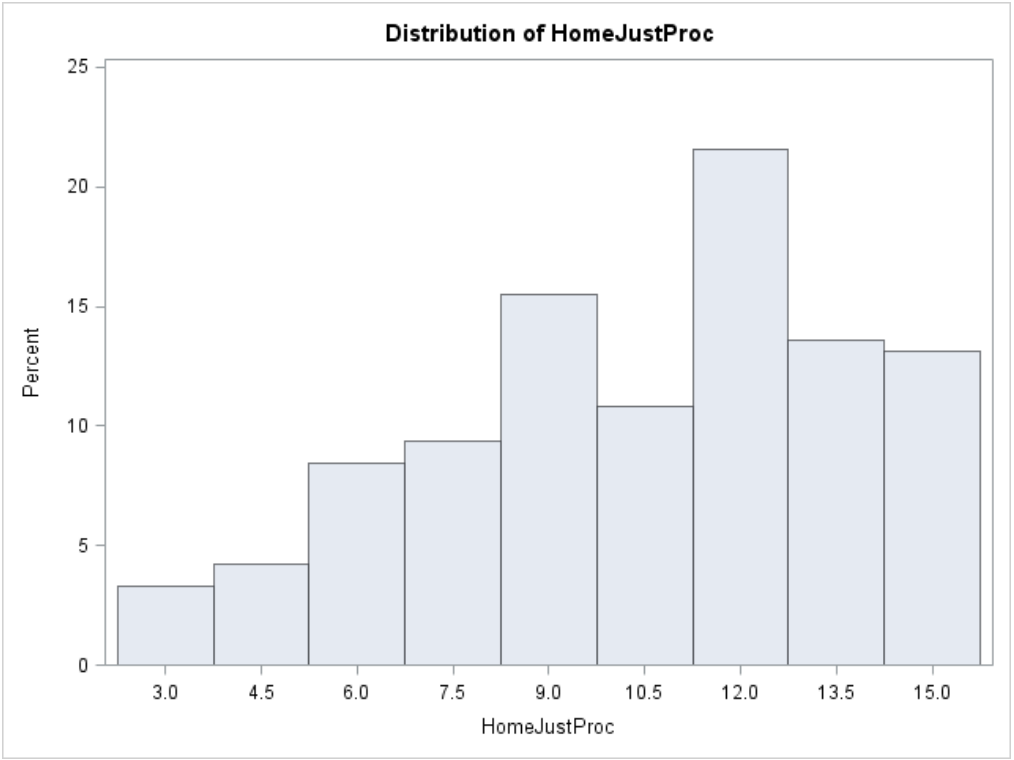

Distribution of OrgJustProc
Percent
25
20
15
10
5
0
3.0
4.5
6.0
7.5
9.0
10.5
12.0
13.5
15.0
OrgJustProc

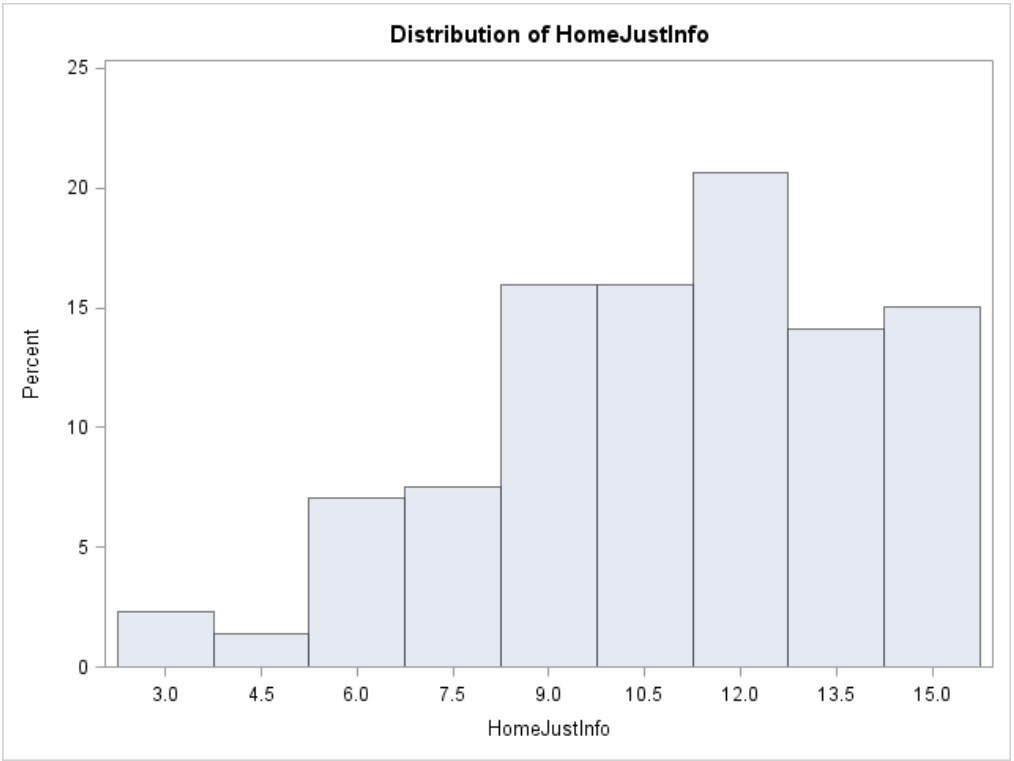

Distribution of OrgJustInfo
Percent
20
15
10
5
0
3.0
4.5
6.0
7.5
9.0
10.5
12.0
13.5
15.0
OrgJustInfo

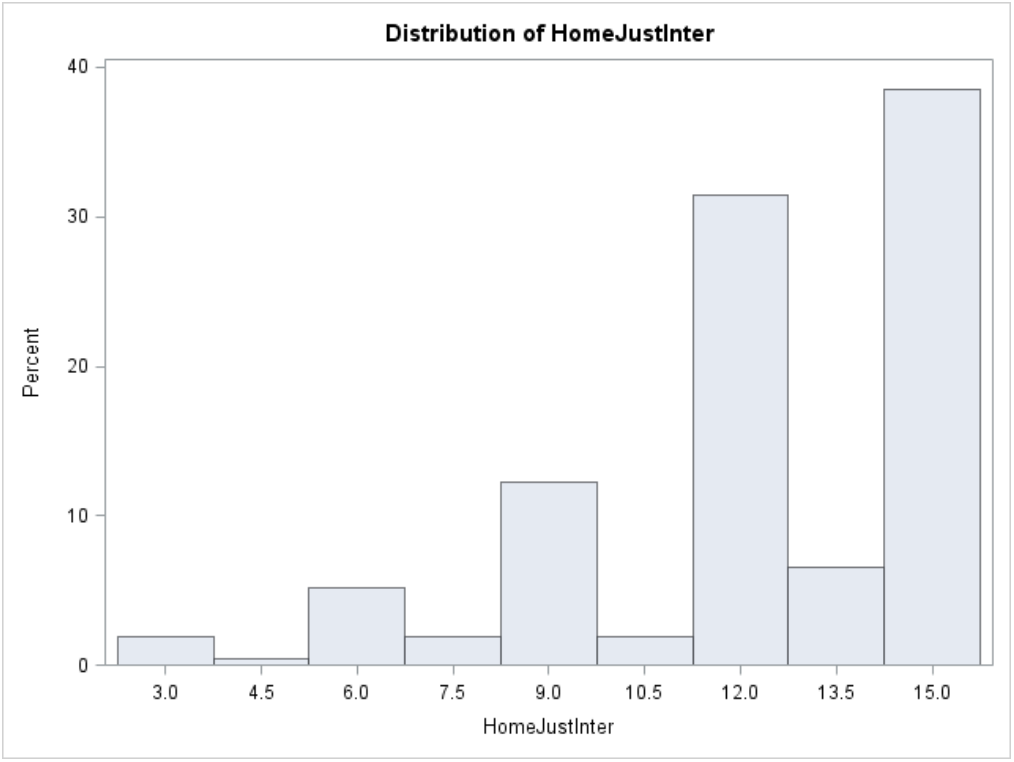

Distribution of OrgJustInter
Percent
40
30
20
10
0
3.0
4.5
6.0
7.5
9.0
10.5
12.0
13.5
15.0
OrgJustInter

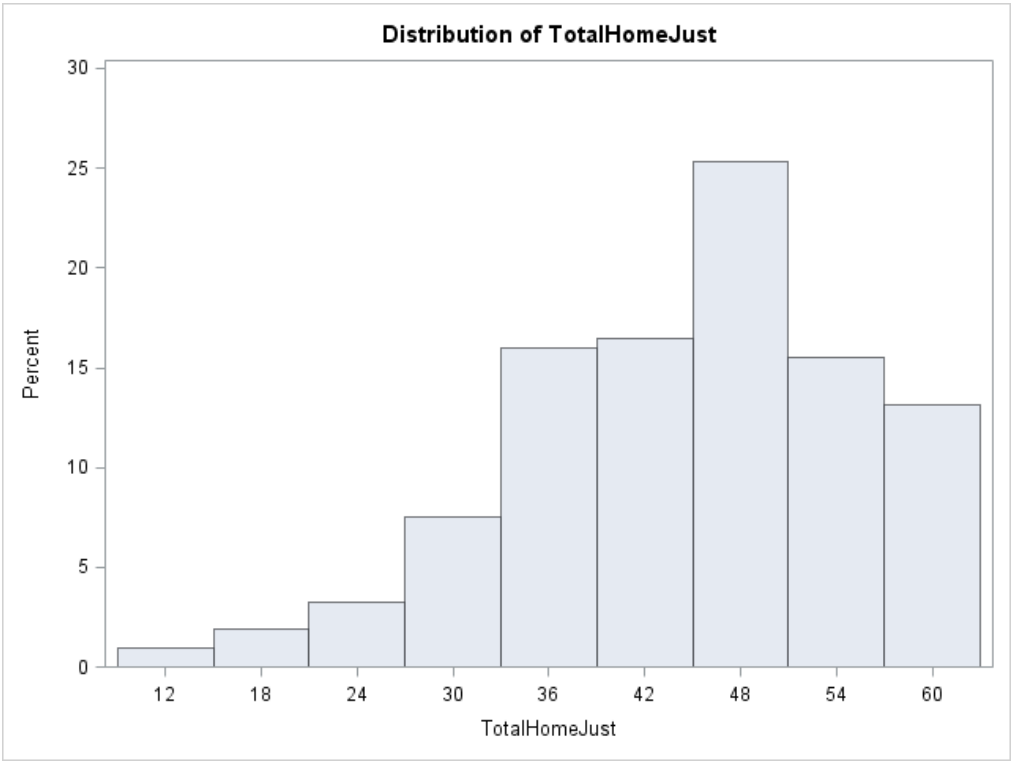

Distribution of TotalOrgJust
Percent
0
5
10
15
20
25
30
12
18
24
30
36
42
48
54
60
TotalOrgJust


Distribution of HomeJustDistrib
Percent
0
5
10
15
20
25
3.0
4.5
6.0
7.5
9.0
10.5
12.0
13.5
15.0
HomeJustDistrib


Distribution of HomeJustProc
Percent
25
20
15
10
5
0
3.0
4.5
6.0
7.5
9.0
10.5
12.0
13.5
15.0
HomeJustProc


Distribution of HomeJustInfo
Percent
25
20
15
10
5
0
3.0
4.5
6.0
7.5
9.0
10.5
12.0
13.5
15.0
HomeJustInfo


Distribution of HomeJustInter
Percent
40
30
20
10
0
3.0
4.5
6.0
7.5
9.0
10.5
12.0
13.5
15.0
HomeJustInter


Distribution of TotalHomeJust
Percent
30
25
20
15
10
5
0
12
18
24
30
36
42
48
54
60
TotalHomeJust