Idiosyncratic Deals for Single-Parent Employees and the Role of Socio-economic Diversity in Converting them into Formalized Policies

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Single-parents are an increasing demographic of employees within many industries who warrant special attention. This study aims to analyze customized work arrangements negotiated by single-parent employees with their supervisors, known as idiosyncratic deals (i-deals), which improves the quality of life in their work/family domains. The results can be extended to an organizational level of analysis, where the cumulative work-family enrichment is used to predict the usage of formal family policies among single-parent employees. This will help bridge the gap between individual experiences of single-parent employees and the overall perspective of the organization on promoting a better work environment for single-parents.

Keywords: idiosyncratic deals, work-family interface, enrichment, work-family policy

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Idiosyncratic Deals for Single-Parent Employees

ABSTRACT

Single-parents are an increasing demographic of employees within many industries who warrant special attention. This study aims to analyze customized work arrangements negotiated by single-parent employees with their supervisors, known as idiosyncratic deals (i-deals), which improves the quality of life in their work/family domains. The results can be extended to an organizational level of analysis, where the cumulative work-family enrichment is used to predict the usage of formal family policies among single-parent employees. This will help bridge the gap between individual experiences of single-parent employees and the overall perspective of the organization on promoting a better work environment for single-parents.

Keywords: idiosyncratic deals, work-family interface, enrichment, work-family policy
INTRODUCTION

The employment relationship is a well-researched topic in organizational behavior literature and also in social sciences that analyze the employee-organization relationship (EOR) and how that impacts the employees’ non-work lives. This spillover effect of EOR into the familial and societal relationships, impacts employee behavior in their workplace (Jacobs and Gerson, 2001). Therefore, understanding the idiosyncratic negotiations of the employees to manage their work-life and how it impacts the employees’ lives outside of the work, is a crucial step towards improving the quality of life for these employees. And quality of life is measured both in the work-life as well as the family-life, which is why organizations want to improve on this interdependency. Furthermore, this will also provide an organizational environment to the employees that is conducive towards positive employee attitudes and behaviors.

Ever since organisations across the world started to recover from the effects of the COVID-19 pandemic, flexible working arrangements, such as work-from-home policies, are some measures that employers have shown an increasing interest into. Companies want to maximize the number of their “ideal” employees who have a high level of membership towards the organization (Srivastava & Cooperrider, 1986). One of the ways that this can be achieved is to provide them flexibility of time, location and work. In the case of a diverse group of employees, these measures become even more crucial in attracting and retaining talent, maintaining job satisfaction, and providing a conducive environment for each individual employee to flourish and perform better. In many of these cases, i-deals are often the most-utilized tools by managers to grant such flexibility to their subordinate employees. Studies have shown that the flexibility granted by these i-deals increase their own commitment and performance at work, which in turn impacts even organizational level outcomes like employee turnover and organizational innovation. (Vidyarthi et al., 2016;
Starratt and Grandy, 2010). This study proposes that one of the organizational outcomes that can be directly predicted using flexibility i-deals is the work-family policy usage within the organization. In the case of organizations with high family diversity, where individual employees have different levels of time and availability restrictions, flexibility i-deals can become an important tool to balance work and family life. The work-family policies provided by the organization cannot assume a standardized structure of one-size-fits-all. For example, if the employee is a single-parent, they may struggle to deliver satisfactory performance output because of their relatively higher personal (demands due to factors like their lack of spousal support), and low job and personal resources (if the organization offers standard work-family policies that doesn’t cater to their unique needs). In these cases if the organization has a formalised diversity management program in place, then negotiating i-deals will encourage single-parent employees to utilise the available work-family policies.

The ever-evolving nature of workforce demography and family composition may result in research studies incorrectly assuming that all employees belong to a traditional definition of a family: one that comprise a mother, a father, and children. Employees who don’t belong to this family structure are overlooked and this may result in them not using the existing work-family policies in their organizations adequately for their benefit. One of the important antecedents of these work-family policies that is being given additional attention recently, is work-to-family enrichment (WFE), the impact of the work domain in improving the quality of family life (Greenhaus & Powell, 2006). However, similar to other work-family measures, enrichment is a bi-directional effect, i.e. family life also improves the work life, in which case it will be called family-to-work enrichment (FWE) (Frone, 2003; van Steenbergen et al., 2007). In this study I focus on the unidirectional effect of WFE only. WFE can be described as a corollary of work-family conflict, which is a more commonly studied construct in employee-organization relationship literature (Tompson & Werner, 1997),
Employees experience various demands (and resources) from their work-life that represent physiological or psychological costs (and reduction of physiological and psychological costs) to the employees, as described through the Job-Demands Resources (J-DR) theory (Demerouti et al., 2001). Similarly, employees also experience demands and resources from their family-life, and all of these demands and resources interact with each other across the work-family interface. In the case of employees who have limited personal resources such as time, energy, or attention, their job-related demands and resources becomes crucial towards their performance in the organization. Single-parents have to devote a major portion of their personal resources in the family domain, which means that they will have limited resources in their work domain (Greenhaus & Beutell, 1985; Marks, 1977). This proposed study aims to study single-parent employees, their customized work arrangements for better flexibility, commonly known as idiosyncratic deals or i-deals, and how it will directly impact the overall usage of work-family policies provided by the organizations (Butts, Casper & Yang, 2013) and therefore directly contribute towards employee outcomes rather than their perception of outcomes (Beauregard & Henry, 2009). These customized arrangement interact with the pre-existing demands and resources between the employees’ work and family lives, which contributes to positive psychological wellbeing of the employees (Grzywacz, 2000) and greater overall satisfaction in both work and family domains (Gareis et al., 2009), both of which have become increasingly important for organizations.

A majority of research studies in work-family conflict involves a traditional family structure that includes a mother, a father, and children (Beauregard et al., 2009; Özbilgin et al., 2011). Constructs such as family structure and i-deals have been studied individually, but their cumulative impact on improving the work-life interface has not been given sufficient attention. This is important to the theory building in this field because examining only
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homogeneous employee pools will provide incorrect assumptions about the mechanisms of these models and might lead to common method bias. The more commonly found and easily measurable standardized work-family policies have been considered for work-life interface studies which ignores the differences between individual employees (Kossek & Ozzeki, 1998). Additionally, this paper also provides an organizational level study that examines the cumulative impact of the i-deals on the usage of work-family practices. To understand the underlying theoretical mechanisms, it is important to connect individual level outcomes to organizational level outcomes (Croon & Van Veldhoven, 2007). By doing so, this study will contribute towards the already existing knowledge on work-family policies implemented by organizations, and provide a new perspective on how to make them most efficient among the current demographic of employees that looks very different from only a few years ago. This will provide us with an alternate perspective on how to improve employment relationships for employees with lesser familial resources. Managers and supervisors will be able to apply the results of this study within their own teams in order to improve their collective performance, which will also contribute towards bridging the gap between academia and practice. It will also help researchers to formally recognize single-parent employees as a growing population, which will in turn recognize special working arrangements for single-parent employees or family-friendly policies that cover the needs of a diverse organization. Lastly, this study tackles the problem of policy availability versus policy usage; establishing work-family policies within the organization does not necessarily mean that individual employees will utilize these polices. This study proposes that individual i-deals and diversity management by the organization can be useful predictors for the participation of employees in the work-family policies.
LITERATURE REVIEW

The idea of a flexible and sustainable work-life is of immense importance, not just for employees, but also for organizations, managers as well as academics. Organizations want to retain their highly valued employees, and so it is of prime importance that we examine the different nuances and mechanisms of a diverse organization in terms of employee backgrounds and needs. Research has shown that when employees have higher family demands, and their family demands are not recognized as an integral part of their selves, they are more probable to experience job stress and personal life stress, that may lead them to leave the organization (Bhagat et al., 1985). On top of it, those employees who work part-time are often stigmatized as compared to their full-time counterparts (Kossek et al., 2010). Idiosyncratic deals, which are special negotiations and arrangements that employees establish with their employers (Anand, Vidyarthi, Liden & Rousseau, 2010), are tools that can be utilized in these idiosyncratic situations. The literature on i-deals has been derived from the social exchange theory (Blau, 1964), since the basis of i-deals is forming a relationship between the employee and the employer, where both parties exchange/strive for the benefit of each other through negotiated personalised work arrangements. A social exchange occurs when there are interdependent goals that exist between both the parties, which are acknowledged and worked towards (Cropanzano and Mitchell, 2005).

Theoretically, this social exchange may be a little different in the case of employees who experience higher strain their non-work lives, because this may result in an inter-role conflict that hampers their ability to meet their social exchange obligations at work (Bordia et al., 2017). The Job Demands- Resources (JD-R) model is a theoretical framework which can best explain the social, cognitive and organizational forces at play in the case of these employees. The JD-R model (Bakker & Demerouti, 2007,2014; Demerouti et al., 2001) has been used to explain the strain borne by employees when there is a dual process from their
work and their family domains. Job demands are the social, psychological and physical aspect of the job in question, which represents physiological and psychological costs to the employee (Demerouti et al., 2001; Bakker et al., 2011). Job resources on the other hand are social, psychological and physical aspects of the job that stimulate positive performance of the employee and reduce the physiological and psychological costs that accompany job demands. Research has also shown that work demands and work resources have implications on personal demands and personal resources, and vice versa (Kossek and Ozeki, 1998; Demerouti and Bakker, 2022). The present research study focuses on how work resources such as i-deals improve family resources for single parent employees by lieu of work-family enrichment (WFE). WFE describes the positive interdependencies of work-domain and family-domain of employees (Greenhaus & Powell, 2006) instead of focusing on the negative interdependencies such as work-family conflict and stress which has been in the forefront of work-family literature (Barnett, 1998; Greenhaus & Parasuraman, 1999). Specific job resources such as i-deals may have a big role to play in increasing WFE, which is the main hypothesis of this study. Along with impacting work-life, job resources have also shown to impact the family-life of employees, either directly (e.g. an employee learns multitasking skills in the workplace which may improve their parenting skills), or indirectly (e.g. positive experiences in the workplace may produce a positive affect on the employees’ family lives like enthusiasm or higher energy), and vice versa (Greenhaus & Powell, 2006). The theoretical model by Greenhaus and Powell (2006) lays the foundation for understanding WFE and why it is an important outcome in employee-organizational relationships. This study also addresses a major concern by Demerouti and Bakker (2022) who propose that job resources can improve employee’s health related outcomes, and go on to suggest further in-depth analysis of how employees with varying family demands cope with big crises such as the COVID-19 pandemic.
Since the advent of COVID-19, part-time i-deals, or “reduced time and workload” i-deals, where the employees’ total number of contractual hours are reduced, have become an area of focus within i-deal research (Gascoigne & Kelliher, 2018). There is a widespread assumption that part-time work will harm the employees’ performance (Lewis, 2003), but current experiments with work hours around the world are slowly removing these misconceptions. The flexibility-availability paradox (Worley & Gutierrez, 2020) discusses the boundary structure of the work and family domains, and organizations have to deal with this paradoxical nature of flexibility that increases availability, but also at the same time threatens boundary control. Work-family policies are one of the proposed solutions to this paradox and inter-role conflict that has shown great potential (Afrianty, Burgess & Issa, 2015).

When we speak about a diverse employee pool, often the focus is on more visible forms of diversity such as gender diversity or racial diversity. A salient form of diversity, family structure, is often not considered which establishing a diversity management plan, but is becoming increasingly important for organizations that are willing to take into account the whole-selves of their employees and not just their work-selves (Lewis, Kagan & Heaton, 2000). These factors contribute towards the demands and resources of individual employees in their family domains as well as job domains. The modern-day organization that focuses on employee wellbeing by providing work flexibility needs to better cater to the changing face of the employee population. Single-parent employees constitute an ever-growing section of this population, but research on organizational policies have seldom focused on this section specifically. This has led to a major portion of the employee pool to be neglected in terms of their personal demands and resources that impact their work life. Subsequently, research results are mixed depending on various geographical, cultural, and industry factors. This
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study aims to target this gap in existing knowledge, by providing a unique perspective of single-parent employees and their work arrangements.

THEORY AND HYPOTHESES

Tsui, Pearce, Porter, and Tripoli (1997) say that, “In a social exchange relationship, the inducements an employer offers go beyond short-term monetary rewards. They include an extended consideration of an employee’s well-being as well as an investment in the employee’s career within the firm.” This assumption of the social exchange theory can lead us to believe that supervisors are willing to grant accommodations to their subordinates that provide higher satisfaction in work and better psychological wellbeing. Secondly, the job demands-resources theory shows that employees face multiple demands and resources from their work and family lives that interact with each other (Bakker & Demerouti, 2007; 2014). This research study aims to investigate the social exchange of employee-employer relationships, with relation to the job resources that are provided by the organization to its employees, specifically i-deals, supervisor support, and work-family policies. I-deals have shown to improve work-life balance for employees (Liao et al., 2016), and increased organizational commitment (Hornung et al., 2008), and better job performance (Vidyarthi et al., 2016). I-deals have been studied in isolation, and have also been studied in its more commonly found applications within organizations, such as flexible time and availability schedules. In this research study, I focus on flexibility i-deals that are specifically created for single-parent employees, since the demands and resources that specifically single-parent employees deal with, can be managed by providing job autonomy and discretion in how and when these demands are met (Thompson & Prottas, 2005). Focusing on flexibility i-deals for single-parent employees will allow us to examine any salient features of these arrangements dealing with flexibility of time, location or working style, that may be critical to our
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theoretical understanding of this phenomena but that may go unobserved. I-deals as a job resource can help offset the demands of work and the family demands of single-parent life by providing an idiosyncratic resource specially created for the unique demands of individual employees, providing discretion in how they want to conduct their work, which will lead to higher intrinsic motivation (Tang & Hornung, 2015), better control of their work (Hornung, Glaser, & Rousseau, 2010), decrease in work-family conflict (Hornung et al., 2011) and provide an increase in personal resources such as time, energy and autonomy (Wang et al., 2019). These resources that get generated at work due to i-deals can spill over onto the family domain and promote better family performance through positive affect that has shown to increase enrichment in both domains (Greenhaus & Powell, 2006; Daniel & Sonnentag, 2017; Siu et al., 2015). Thus, I propose that:

_Proposition 1: I-deals for single parent employees is positively related to work-family enrichment._

Another job resource that I propose to examine within this model is family support organizational perception (FSOP). While family-friendly practices may exist within an organization, its effects may not be felt unless the employees perceive that their organization supports their familial choices. This perception can be changed with open communication from the organization’s side or having supportive supervisors who understand the tribulations of the employees’ non-work lives. Single-parents may have a high importance of social support from their supervisor and organization, because this will enable them to bring their family-related problems in the forefront without being scared of being judged, which will in turn lead to higher enrichment (Russo, Buonocore, Carmeli, & Guo, 2018). In this study, I propose that if the employees perceive that their organization supports their family demands resulting from their single-parenthood, their WFE resulting from the negotiated i-deals will
be amplified. On the other hand if the employees perceive a lower organizational support, they may not be as responsive towards the positive effects (such as WFE) of their i-deals. Thus, I propose that:

**Proposition 2**: Family support organizational perception moderates the positive relationship between i-deals for single parents and work-family enrichment.

While i-deals are individually negotiated by each employee and WFE can be derived for each individual employee, the cumulative WFE of all single-parent employees is a group-level variable that can help organizations understand the overall impact of all existing i-deals that their single-parent employees have negotiated. This in turn will impact any formalization of work-family policy related to single parents. However, the implementation of work-family policies is entirely different from the actual usage of these policies, as demonstrated by the different outcomes of each of those variables: WF policy availability impacts the work attitudes and WF policy use impacts direct employee outcomes (Beauregard and Henry, 2009). Single-parent employees who perceive a sense of marginalization, may be reluctant to utilize these policies in fear of facing negative judgement on their work commitment (Allen, 2001; Jenner 1994). Moreover, research has shown that the positive impact of work-family policies is not as important for the employees, as the impact of their immediate supervisors and co-workers (Allen, 2001; Thompson, Beauvais, & Lyness, 1999), where the idiosyncratic deals are formed. A supportive work environment would lead to the employees’ being more encouraged to utilize the policies that are being made available by the company. Additionally, an organization that has employees belonging from multiple family structures, including single-parenthood, will need a diversity management program that takes into account the variation in family structures of the employees, and encourages the utilization of these formalized work-family policies for single-parents. An effective diversity management
program identifies the need for work-family policies and encourages the employees to participate in the required work-family policy (Kim & Mullins, 2016). Therefore, if the organization recognizes the diversity in family and other non-work responsibilities, those employees with a non-traditional family structure such as single-parents, can be encouraged to increase their WF policy usage. In the absence of diversity management, or in the case that the existing diversity management program does not take into account the family structures of employees, the positive effects of formalised work-family polices may not be obvious to the employees themselves. There is also a possibility that the impact of the policies may be misinterpreted if the organization is simply providing a family policy but the supervisors are not actively addressing the family diversity of its employees. Therefore, I propose that:

Proposition 3: Work family enrichment is positively related to work-family policy use by single-parent employees.

Proposition 4: Diversity management moderates the relationship between work family enrichment and work-family policy use by single-parent employees.

RESEARCH DESIGN AND METHODS

Research design

Firstly, I propose to conduct a pilot study of a qualitative nature to investigate the different types of i-deals (flexibility, developmental, workload-reduction, tasks) that are
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negotiated by single-parent employees and compare it with a control sample of other employees. This will help shed light on whether there are some common themes for i-deals that are negotiated by specifically single-parent employees, and this can pave the way in establishing formalised policies that include those themes. This can be accomplished by conducting semi-structured interviews (see Appendix) with employees and their line managers and transcribing the information. I chose line managers as the representative of the organization because of the nature of their work: they directly interact with the employees and are thus the first point of negotiation for any work-related demands. Furthermore, family-related information is usually private and sensitive information for the employees, who may not choose to disclose such information to company executives, but may choose to discuss it with their line managers.

Using the information gathered from the pilot study, a second level of analysis will be conducted with empirical evidence collected by surveying the employees who are single-parents. The questionnaire will include measures for flexibility i-deals that they have negotiated with their line managers, work-family enrichment, family support organizational perception, the level of work-family policy usage by employees, and diversity management. Secondary data can be collected from their line managers to substantiate the i-deals that exist for the individual employees. The data collected will be used to test the theoretical model shown above.

Methods and Sources

In the qualitative study, semi-structured interviews will be conducted with employees and line managers from the food industry. I propose this industry as an appropriate industry to conduct this study because a large number of employees working here utilise idiosyncratic deals, many of them belonging to a single-parent status, and therefore can provide an in-depth perspective on work-family demands and resources. The interviews will be semi-structured to
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accommodate the flexible nature of i-deals and the diverse experiences of employees. Conducting the data collection in this borderland region has a unique advantage, where many employees commute across the national border for the purposes of work. Borderland commuters who are single-parents may feel a bigger impact of family demands because of their unique work commute, and therefore can serve as a rich source of information on flexible working arrangements, which have shown to impact employers and employees positively (Halpern, 2005; Grawitch et al., 2010; Shifrin & Michel, 2019; Sinclair et al. 2020). The verbatim interviews will be transcribed in order to identify common themes, trends, or any outliers that warrant special attention. Using content analysis, the transcriptions can be utilized to provide a qualitative lens to the results of the subsequent empirical study and provide a deeper understanding and interpretations.

In the second study, single-parent and dual-parent employees within the region will be surveyed using questionnaires designed to collect data on their existing i-deals, work-family enrichment, and family supportive organizational perceptions. The line managers who supervise these employees will be surveyed using questionnaires designed to collect data on their own perception of the i-deals and the family supportive organizational perception.

**Measures** (for full list of items refer to Appendix)

*I-deals*: Flexibility i-deals items from Rousseau & Kim (2006) scale: 2 items

*Work-family enrichment*: Kacmar et al. (2014) scale: 9 items

*Family support organizational perception*: Allen (2001) scale: 14 items

*Work-family policy use*: Dummy variable: 1: employee uses the policy program; 0: employee does not use the policy program
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Diversity management: Diversity management scale from Choi (2009) modified to include family type: 3 items

IMPLICATIONS AND CONTRIBUTIONS

This research study has a unique focus on the post-COVID19 pandemic world, where the nature of employment relationships has dramatically changed. The results of this study can help inform both academia and practice by extending the existing literature on employee wellbeing, and provide useful metrics to judge work-family policies respectively.

Practical Implications

To conduct the aforementioned steps of this research study, there are a few practical considerations that should be kept in mind. Firstly, collecting data from employees represent their perceptions of the phenomena instead of the actual phenomena itself. This can give rise to some methodical problems in the future if data is not collected carefully. There will be ethical considerations on this study because humans are involved in the data collection process. The Institutional Review Board (IRB) requirements will consider these ethical considerations of this research study.

Family friendly policies have become an integral part of employee retention strategies for organizations. This research study can serve as a basis to objectively measure the effectiveness of such family friendly policies in improving employee motivation, health and wellbeing. This in turn will reduce turnover and foster a work environment of trust and belonging. The findings from this study can also help improve existing processes on flexible work arrangements (like i-deals), making them more streamlined and cost effective. Furthermore, this can inform employment policies at a national level, because of the growing
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number of employees from non-traditional family structures. Single-parents are often marginalized at the expense of their physiological and psychological health and wellbeing. This study can help reduce that stigma in the workplace by installing employee policies, specifically designed for single-parents.

Theoretical Implications

In today’s work culture, the interface between job and family is becoming blurry, and thus prior literature focusing only on the work environment as a source of resource depletion is becoming obsolete. This research study will shed light on this job/family interface and try to integrate them into a single model, something that has not been researched sufficiently. It will strengthen the JD-R theory and extend the idea of simultaneous effects of both work and family domains. It will also guide future study in i-deals by introducing a demand/resources approach to study the specific nature of the work arrangements for single-parent employees.

The emphasis on single-parenthood as an important employee group lends important practical implications for this study. Single-parents constitute a growing number of workers across the world, however a majority of organizational behaviour literature focuses on the stereotypical idea of a worker: someone with a traditional family structure consisting of a father, a mother, and children. Therefore, this study extends the generalizability of OB literature to a wider population. Finally, this study also will serve as a basis for future research on employee wellbeing as a factor of i-deals with multiple demands and resources as its antecedents. The complex reality that we live in today will require an in-depth inquiry into all these factors to explain and inform future employment practices.

CONCLUSION
This research study provides a unique perspective of the employment relationship, especially in the post-COVID-19 pandemic world, where the employees have variety of needs and demands, and the way organizations address them has dramatically changed. The results of this study can help inform both academia and practice by extending the existing literature on employee wellbeing, and provide useful metrics to judge work-family policies respectively. In today’s work culture, the interface between job and family is becoming blurry, and thus prior literature focusing only on the work environment as a source of resource depletion is becoming obsolete. This research study will shed light on this job/family interface and prove (or disprove) that by increasing work customization for single-parent employees, organizations can increase work-family policy usage. It will add supplementary assumptions to the JD-R theory by introducing demands and resources of the family domain and their interaction with the demands and resources of the work domain, creating a 4-way interaction. It will also guide future study in i-deals by introducing a demand/resources approach to study the specific nature of the work arrangements for single-parent employees. The emphasis on single-parenthood as an important employee group lends important practical implications for this study. Single-parents constitute a growing number of workers across the world, however a majority of organizational behaviour literature focuses on the stereotypical idea of a worker: someone with a traditional family structure consisting of a father, a mother, and children. Therefore, this study extends the generalizability of OB literature to a wider population. Finally, this study also will serve as a basis for future research on employee wellbeing as a factor of i-deals with multiple demands and resources as its antecedents. The complex reality that we live in today will require an in-depth inquiry into all these factors to explain and inform future employment practices.
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**APPENDIX**

Figure 1: Theoretical model

*FSOP: Family Supportive Organizational Perspective*
Measurement Scales and Items

1. Flexibility i-deals: (Manager)
   Items:
   1. This employee is given flexibility in starting and ending his/her work day.
   2. This employee has an individually customized work schedule.

2. Family support organizational perception (FSOP): (Both Manager & Employee)
   Items:
   1. Work should be the primary priority in a person’s life (R)
   2. Long hours inside the office are the way to achieving advancement (R)
   3. It is best to keep family matters separate from work (R)
   4. It is considered taboo to talk about life outside of work (R)
   5. Expressing involvement and interest in nonwork matters is viewed as healthy
   6. Employees who are highly committed to their personal lives cannot be highly committed to their work (R)
   7. Attending to personal needs, such as taking time off for sick children is frowned upon (R)
   8. Employees should keep their personal problems at home (R)
   9. The way to advance in this company is to keep nonwork matters out of the workplace (R)
   10. Individuals who take time off to attend to personal matters are not committed to their work (R)
   11. It is assumed that the most productive employees are those who put their work before their family life (R)
   12. Employees are given ample opportunity to perform both their job and their personal responsibilities well
   13. Offering employees flexibility in completing their work is viewed as a strategic way of doing business
   14. The ideal employee is the one who is available 24 hours a day (R)

3. Work-Family Enrichment: (Employee)
   Items:
   My involvement in my work…
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1. Helps me to understand different viewpoints and this helps me be a better family member
2. Helps me to gain knowledge and this helps me be a better family member
3. Helps me acquire skills and this helps me be a better family member
4. Puts me in a good mood and this helps me be a better family member
5. Makes me feel happy and this helps me be a better family member
6. Makes me cheerful and this helps me be a better family member
7. Helps me feel personally fulfilled and this helps me be a better family member
8. Provides me with a sense of accomplishment and this helps me be a better family member
9. Provides me with a sense of success and this helps me be a better family member.

4. Diversity Management: (Both Manager and Employee) Scale modified to family-related diversity


Items:

1. Supervisors/team leaders in my work unit are committed to a workforce representative of all family structures in society.
2. Policies and programs promote diversity in the workplace (e.g., recruiting minorities and women, training in awareness of diversity issues, mentoring).
3. Managers/supervisors/team leaders work well with employees of different family backgrounds.