

do women and men differ in workplace engagement, wellness and perceptions of the work environment?

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- Brief history of findings on gender in Voice Project data
- Further gender analysis by 8 demographic factors
- Some theoretical perspectives to explore
- Questions

brief history of findings on gender in Voice Project data

research data

- Annual waves of data collected through Macquarie University
 - Collected by business and organisational psychology students
- Organisational climate data
 - Approximately 300 organisations p.a. since 2002
 - Approximately 3000 participants p.a. since 2002
- Organisational climate research database used for study:
 - 23,864 individual responses from
 - 1,535 organisations or business units
 - Across 8 years
 - 95% Australian-based

organisational climate research approach

- 105 standard questions
 - 5 point scale
 - strongly disagree (1) - strongly agree (5)
- 2 outcome measures
- 27 drivers of the outcomes

outcome measures

- Employee engagement (Passion)
 - Organisation Commitment
(e.g. 'I feel emotionally attached to this organisation')
 - Job satisfaction
(e.g. 'My work gives me a feeling of personal accomplishment')
 - Intention to stay
(e.g. 'I see a future for me at this organisation')
- Perceptions of business performance (Progress)
 - Organisation objectives
(e.g. 'This organisation achieves its goals and objectives')
 - Change and innovation
(e.g. 'This organisation is innovative')
 - Customer satisfaction
(e.g. 'This organisation offers high quality products/services')

key driver measures

- 27 scales with three questions each
- Key drivers of Passion and Progress
 - Career opportunities
 - Involvement
 - Rewards and recognition
 - Leadership
 - Recruitment and selection
 - Belief and alignment with mission and values
 - Being seen to be ethical and socially and environmentally responsible.

historical findings about gender

- Consistently find minimal significant gender differences in research data and client projects
 - Women are consistently more satisfied with work-life balance than men
- Minimal differences in the impact of drivers on passion and progress
 - Women's satisfaction with wellbeing (stress) has higher impact on outcomes' than for men

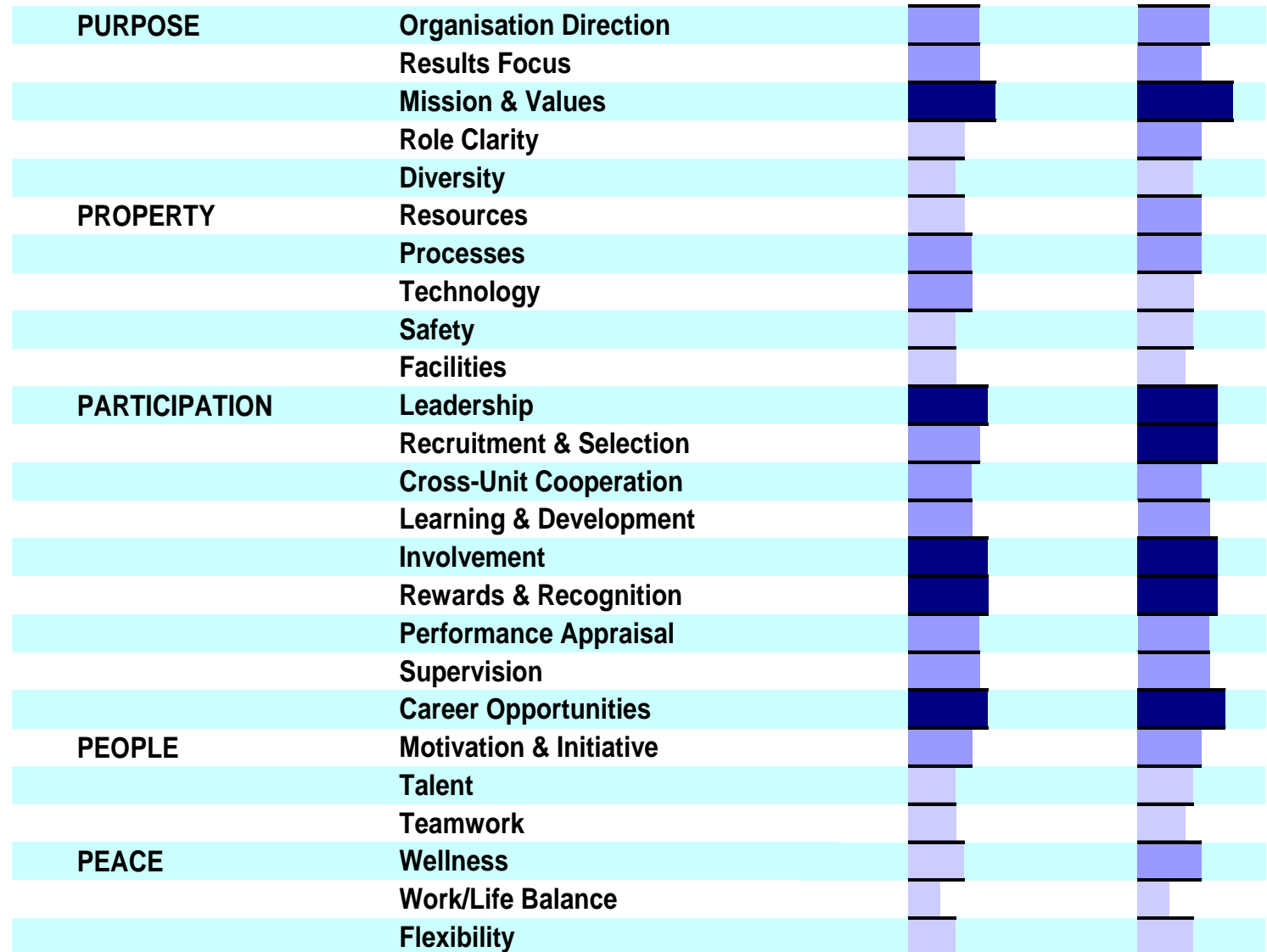
2008 gender data

		All Industry	Male	Female
	Responses:	3079	1387	1620
	PASSION	65%	63%	65%
	☆ - Organisational Commitment	69%	66%	71%
	- Job Satisfaction	73%	69%	75%
	- Intention to Stay	52%	54%	50%
	PROGRESS	71%	69%	72%
	- Organisation Objectives	78%	76%	79%
	- Change & Innovation	56%	56%	56%
	☆ - Customer Satisfaction	78%	76%	81%
PURPOSE	Organisation Direction	65%	64%	66%
	☆ Results Focus	81%	78%	83%
	☆ Mission & Values	74%	71%	77%
	Role Clarity	83%	82%	84%
	Diversity	80%	80%	81%
PROPERTY	Resources	69%	67%	70%
	Processes	63%	63%	63%
	Technology	59%	59%	59%
	Safety	72%	72%	72%
	Facilities	59%	59%	58%
PARTICIPATION	Leadership	64%	64%	64%
	Recruitment & Selection	63%	62%	64%
	Cross-Unit Cooperation	52%	52%	51%
	Learning & Development	62%	63%	62%
	Involvement	53%	55%	52%
	Rewards & Recognition	58%	58%	58%
	Performance Appraisal	55%	54%	55%
	Supervision	76%	76%	76%
	Career Opportunities	46%	47%	45%
PEOPLE	☆ Motivation & Initiative	64%	61%	66%
	☆ Talent	72%	69%	74%
	☆ Teamwork	83%	80%	85%
PEACE	Wellness	69%	67%	70%
	☆ Work/Life Balance	79%	75%	82%
	☆ Flexibility	67%	64%	69%

drivers of passion and progress by gender

Male
n=1387

Female
n=1620



further gender analysis by 8 demographic factors

method - participants

- 19,635 participants from Voice climate research database
 - not all participants reported gender
 - 2005 – gender was not collected
- 10,325 females (53%)
- 9,310 males (47%)
- Over-representation by 20-29 age group (35%)

method -

- Demographics were compared for gender differences using T-tests
- Compared to males, females reported:
 - Lower salary
 - Lower seniority
 - Lower working hours
 - Less overtime
 - Shorter tenure
 - Less full time roles and more part-time and casual roles
- On all other variables there were no significant gender differences in the data set

method – variables

- Employee engagement
- Employee perceptions of business performance
- Work-life balance
 - I maintain a good balance between work and other aspects of my life
 - I am able to stay involved in non-work interests and activities
 - I have a social life outside of work
 - I am able to meet my family responsibilities while still doing what is expected of me at work
- Wellness
 - I am given enough time to do my job well
 - I feel in control and on top of things at work
 - I feel emotionally well at work
 - I am able to keep my job stress at an acceptable level

demographic variables by gender

Using ANOVA, the following demographics were tested for interactions between gender and levels of the variables:

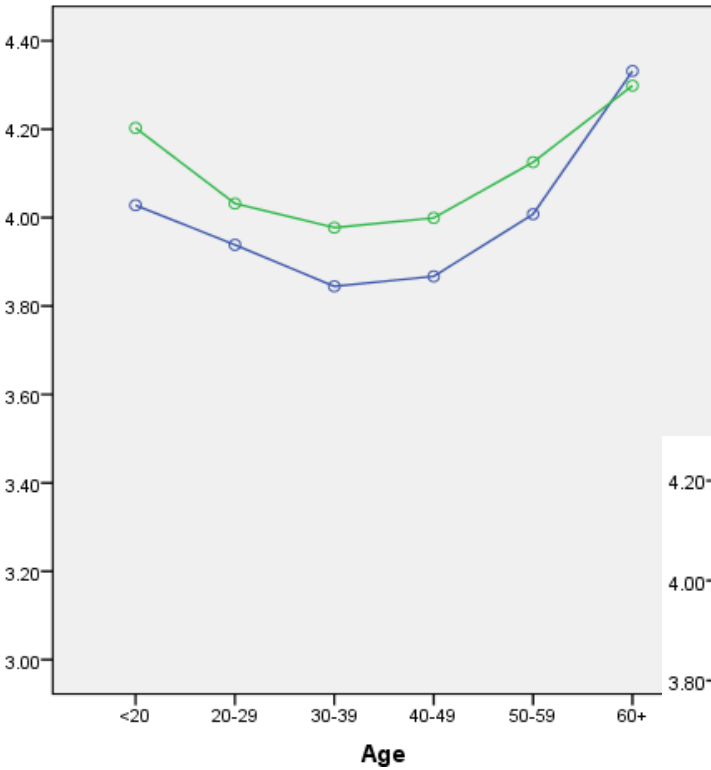
- Age
- Marital/family status
- Employment type
- Hours worked per week
- Seniority
- Salary
- Sector
- Industry

findings

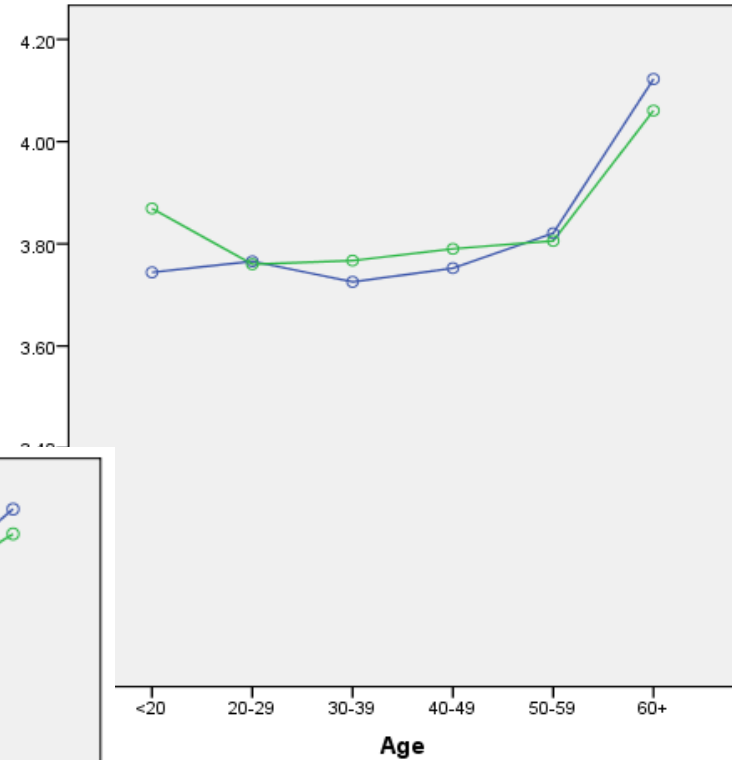
- No significant gender differences for perceptions of business performance
 - Except: women think NFP's perform better than men do
- Very few gender differences for wellbeing and employee engagement
- Most gender differences were for work-life balance

age by gender

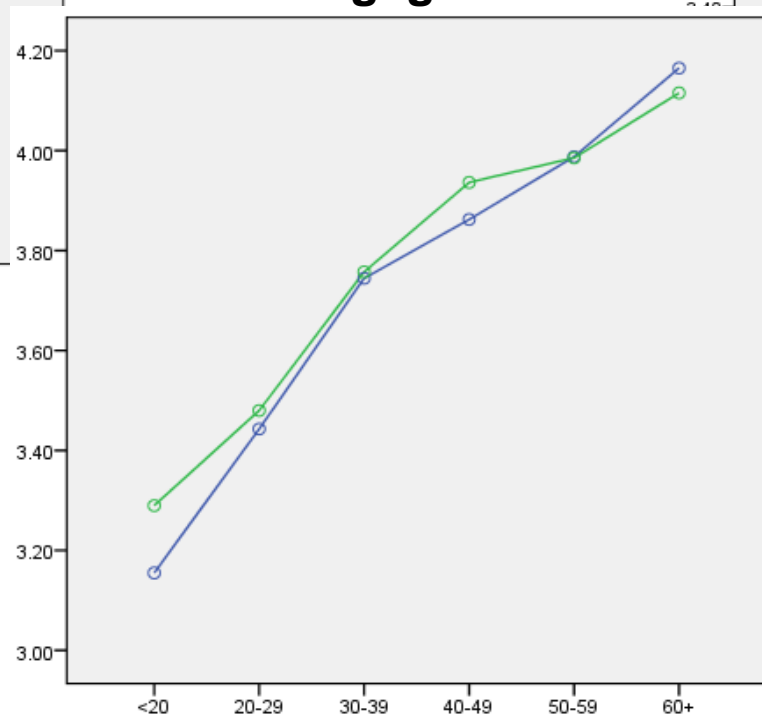
work-life balance



wellbeing

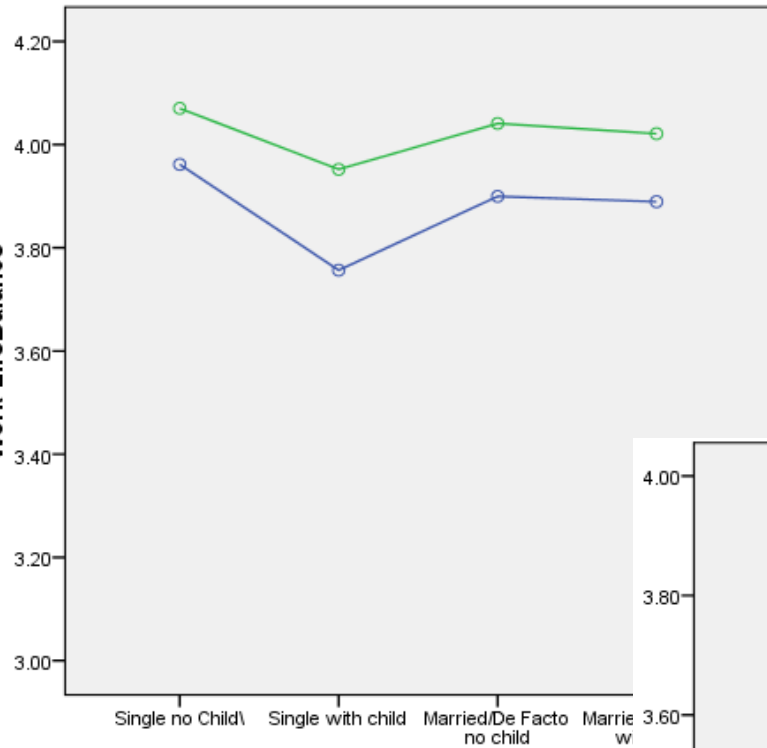


engagement

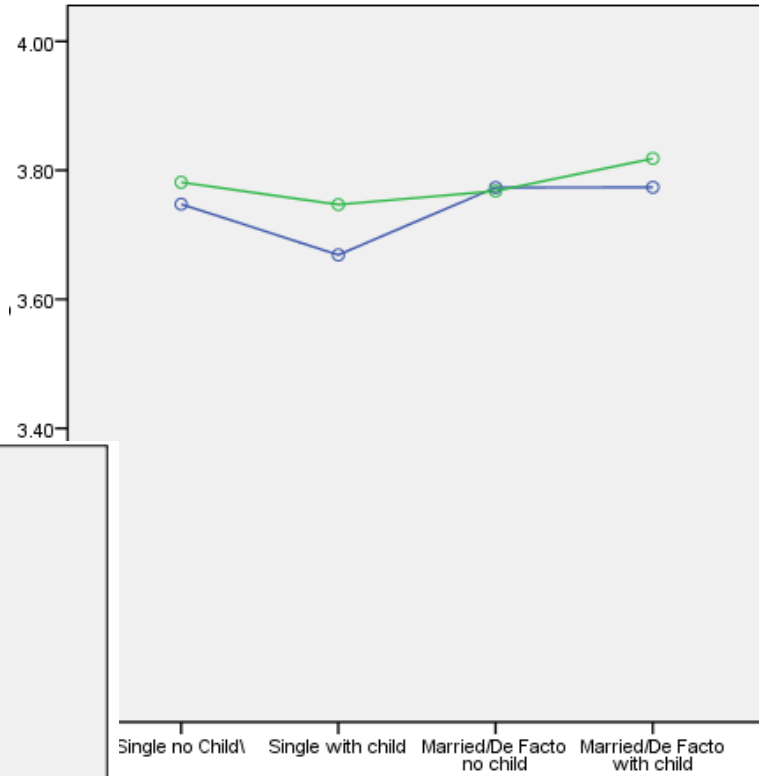


marital/family status by gender

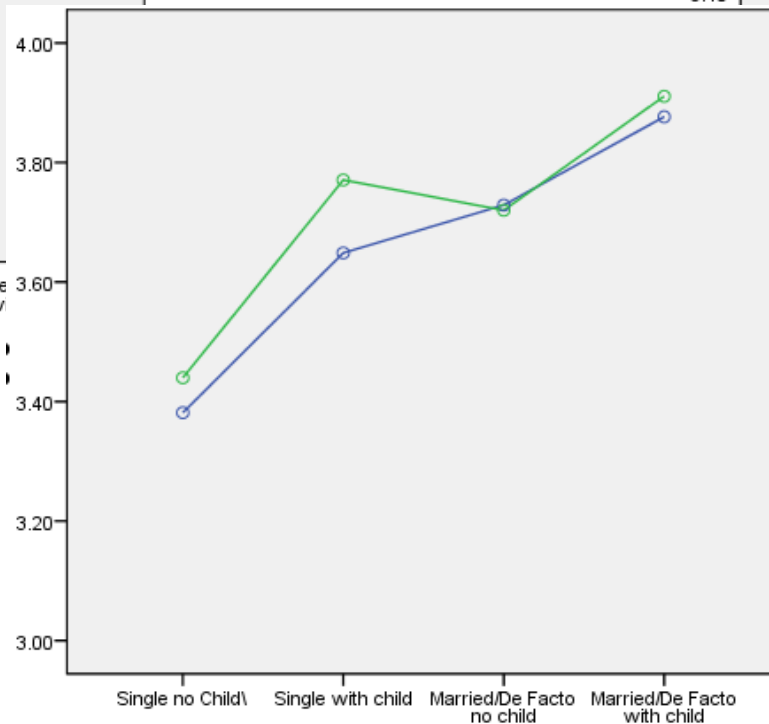
work-life balance



wellbeing

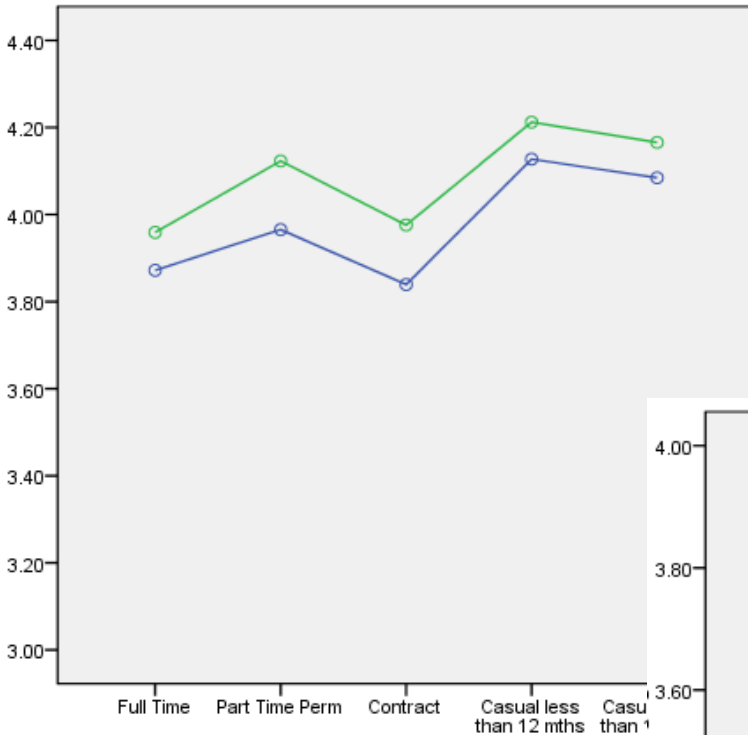


engagement

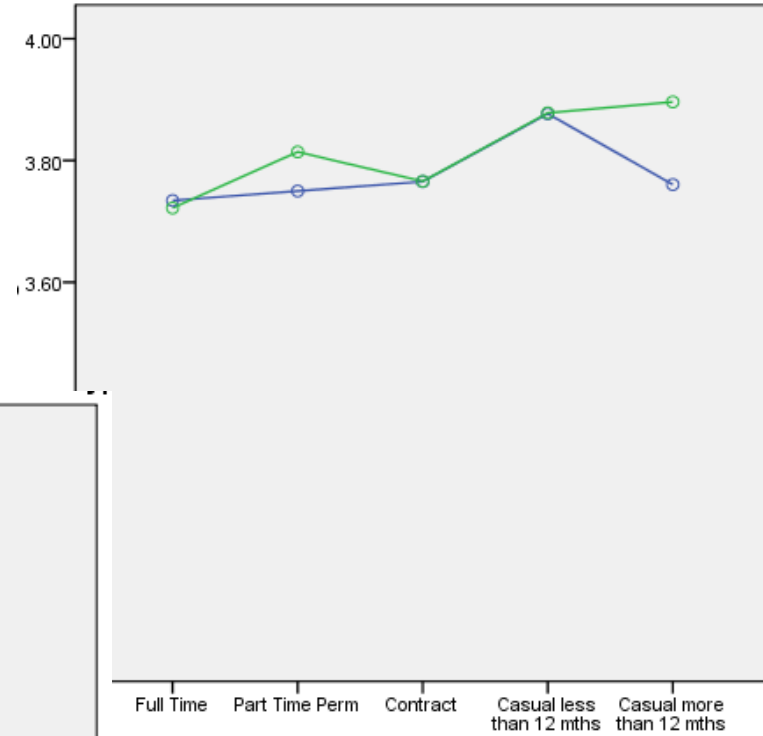


work type by gender

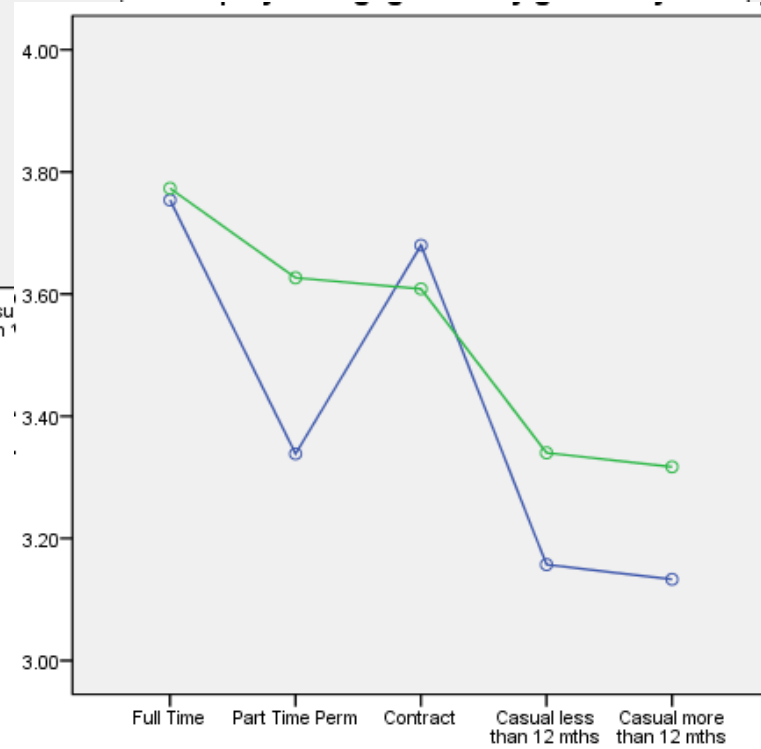
work-life balance



wellbeing

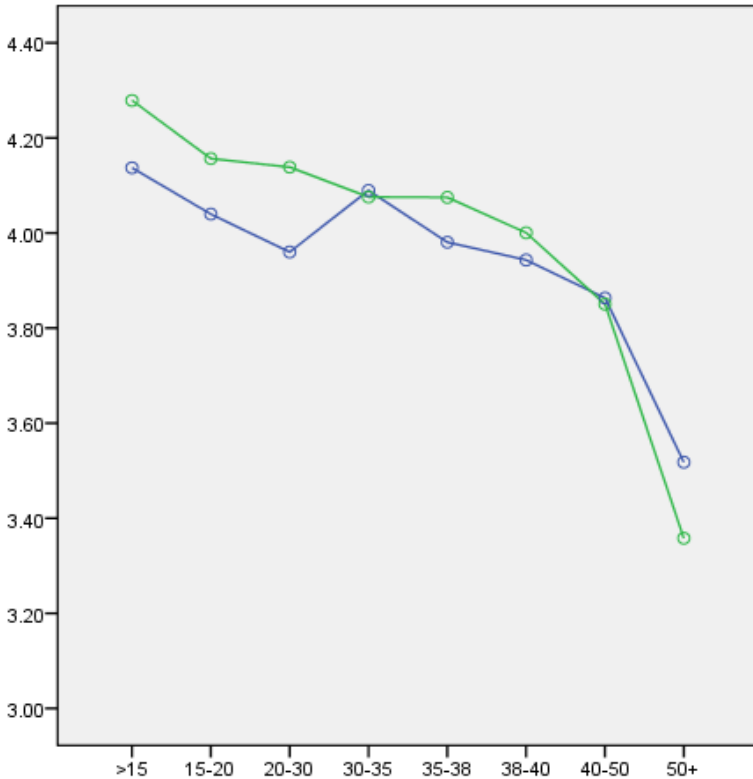


engagement

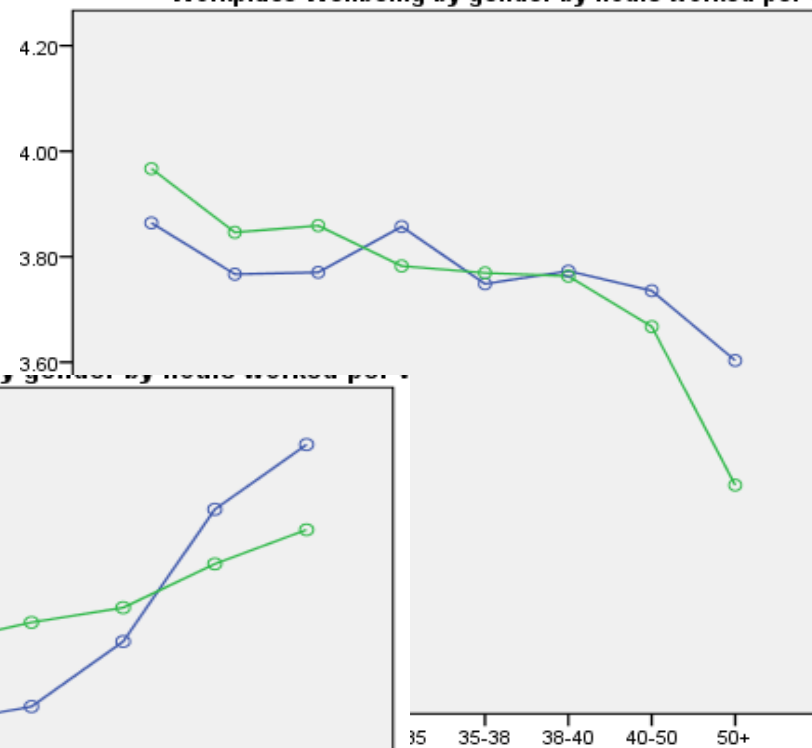


hours worked per week by gender

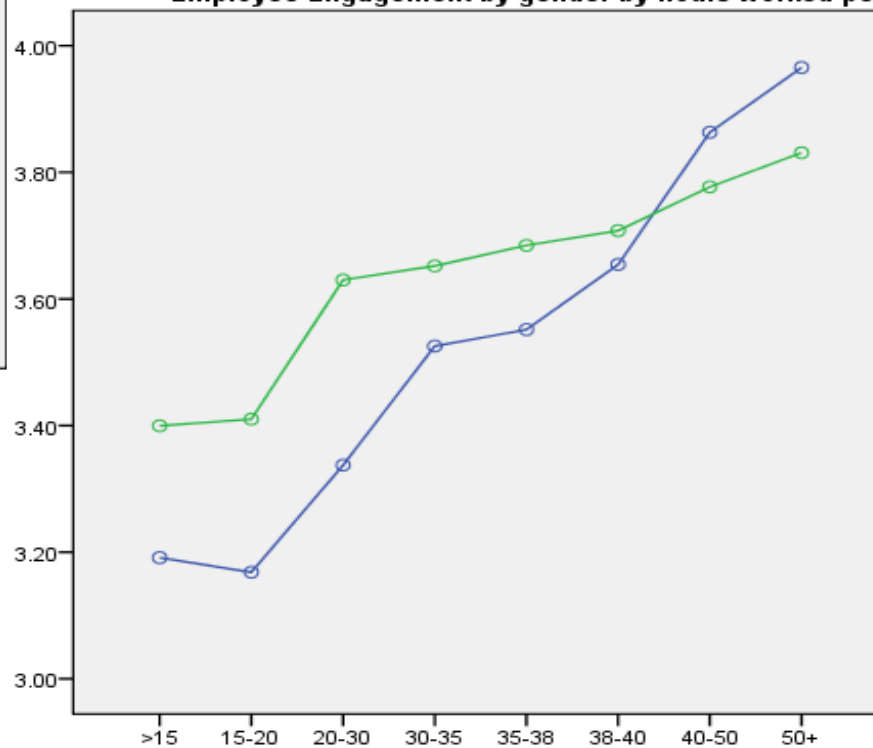
work-life balance



wellbeing

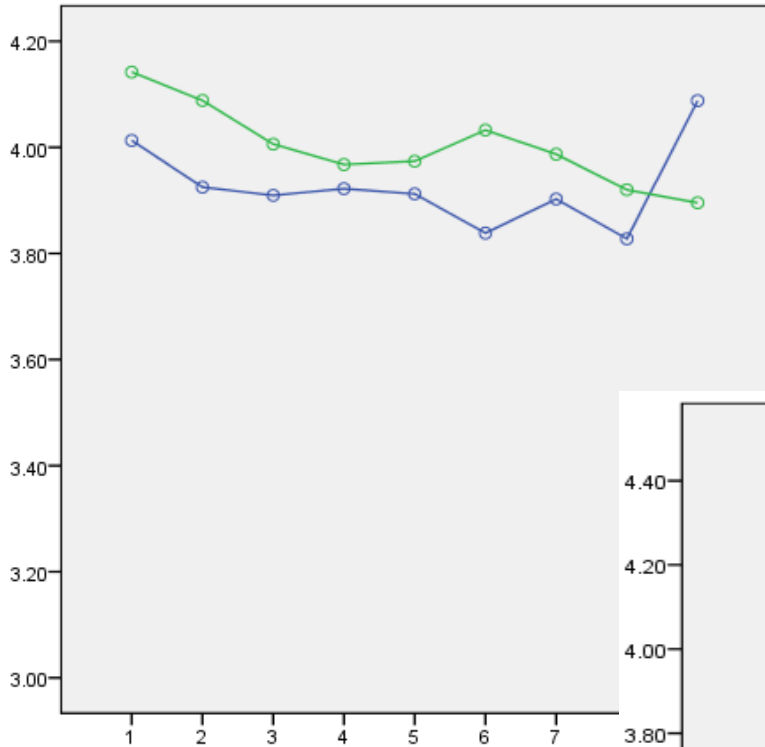


engagement

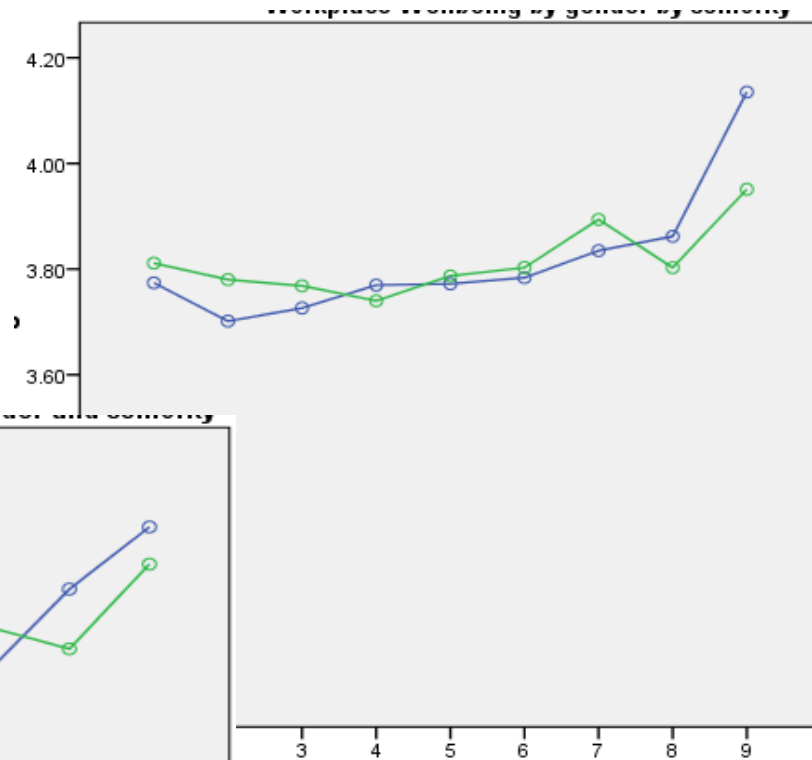


seniority by gender

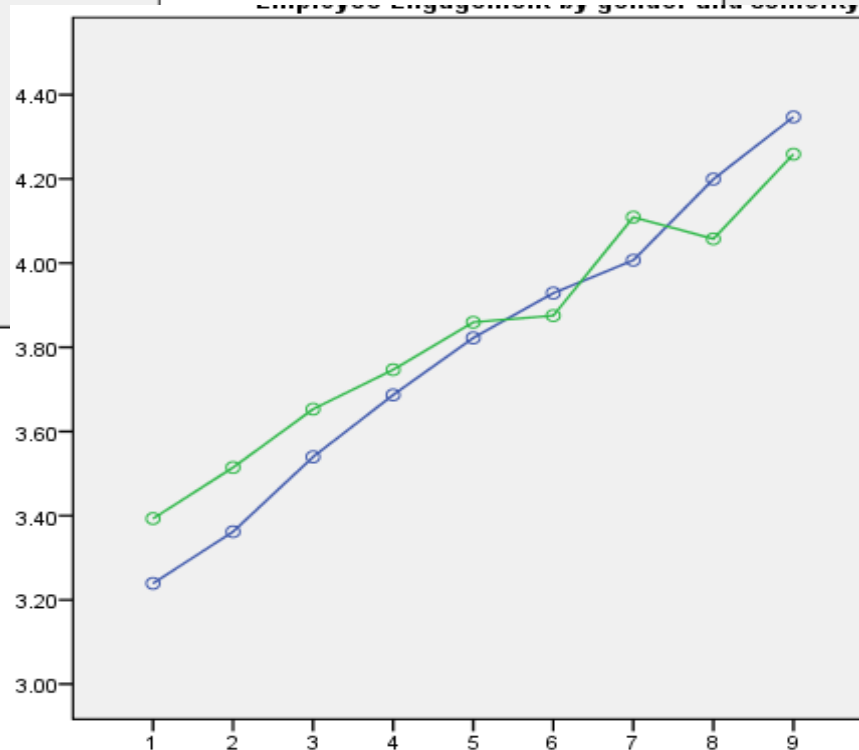
work-life balance



wellbeing

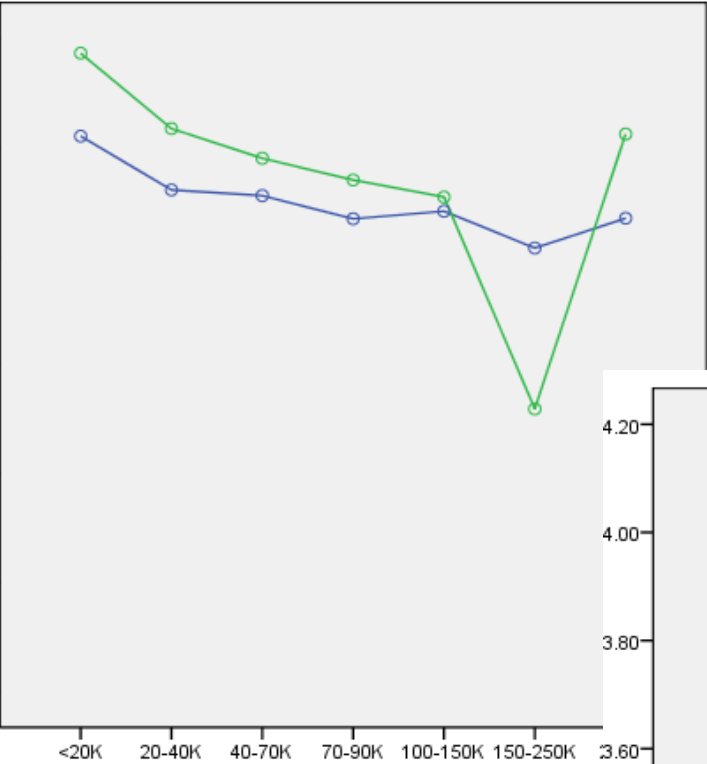


engagement

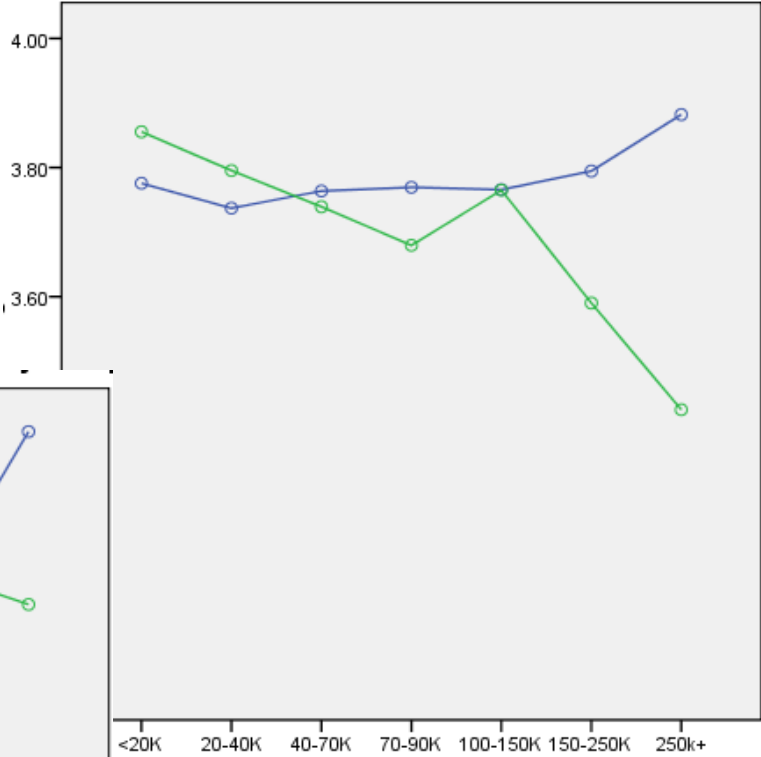


salary by gender

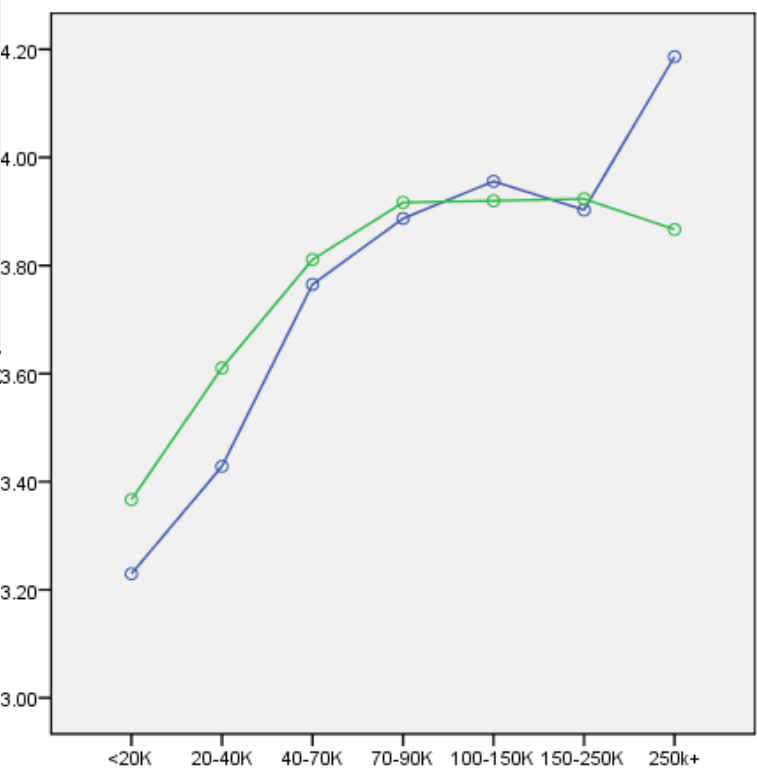
work-life balance



wellbeing

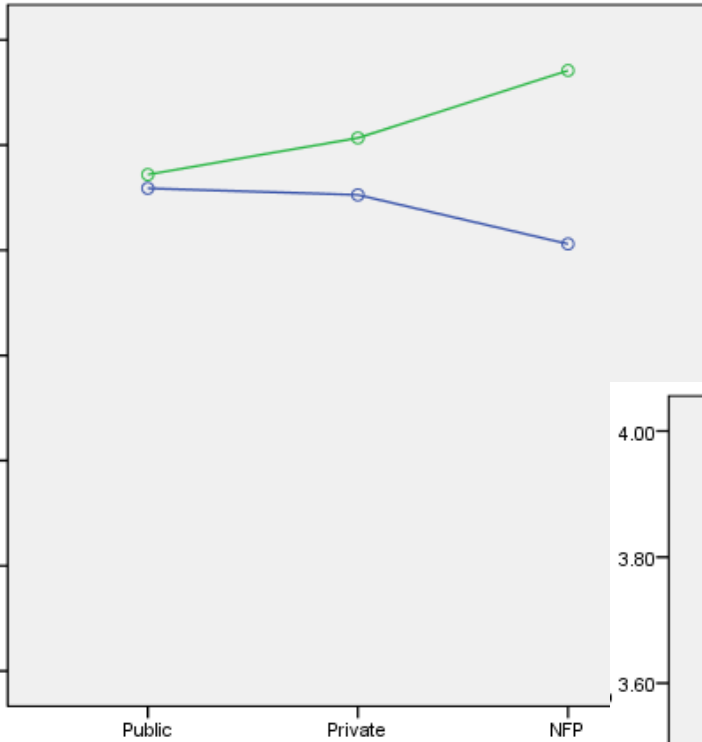


engagement



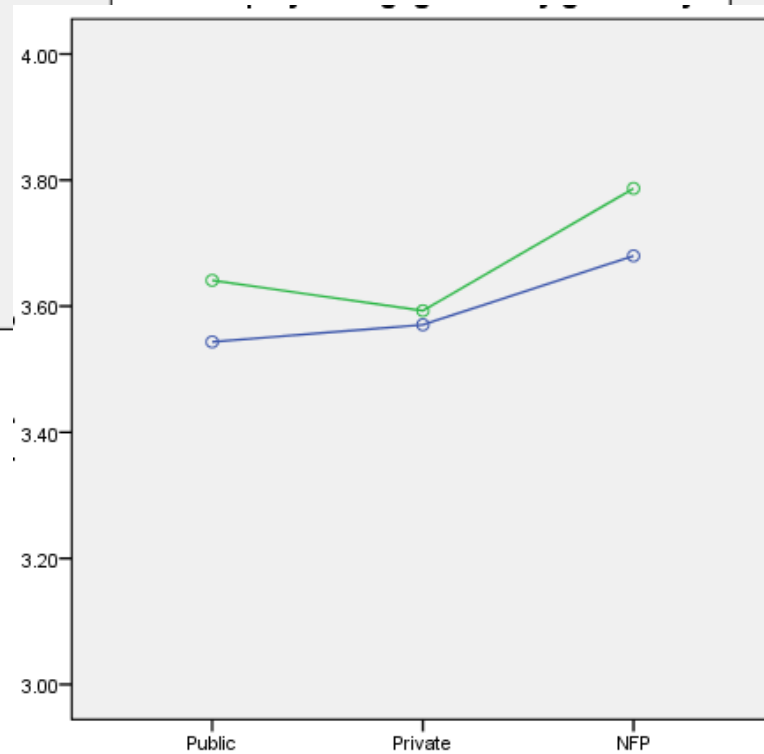
sector by gender

work-life balance

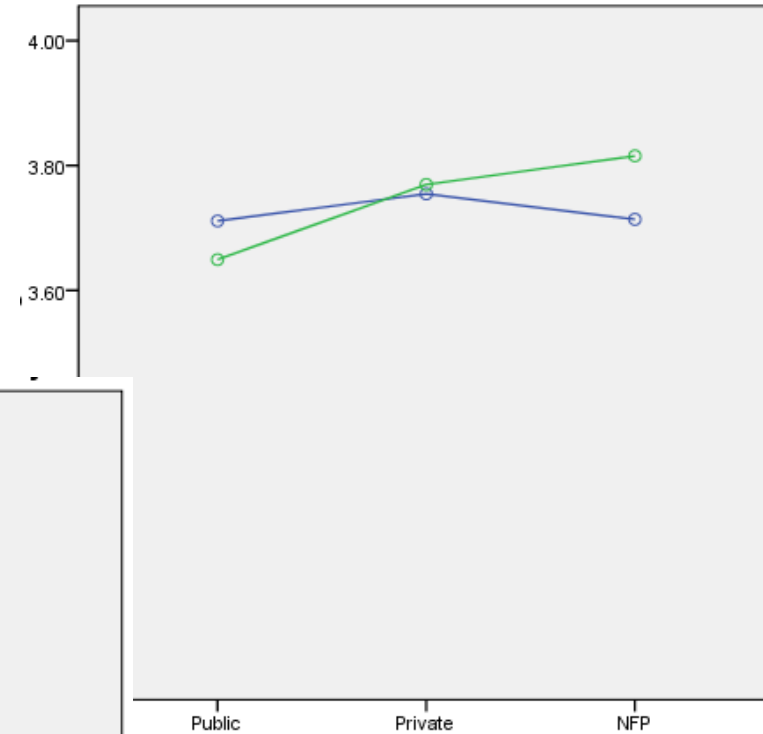


Gender
Male
Female

engagement

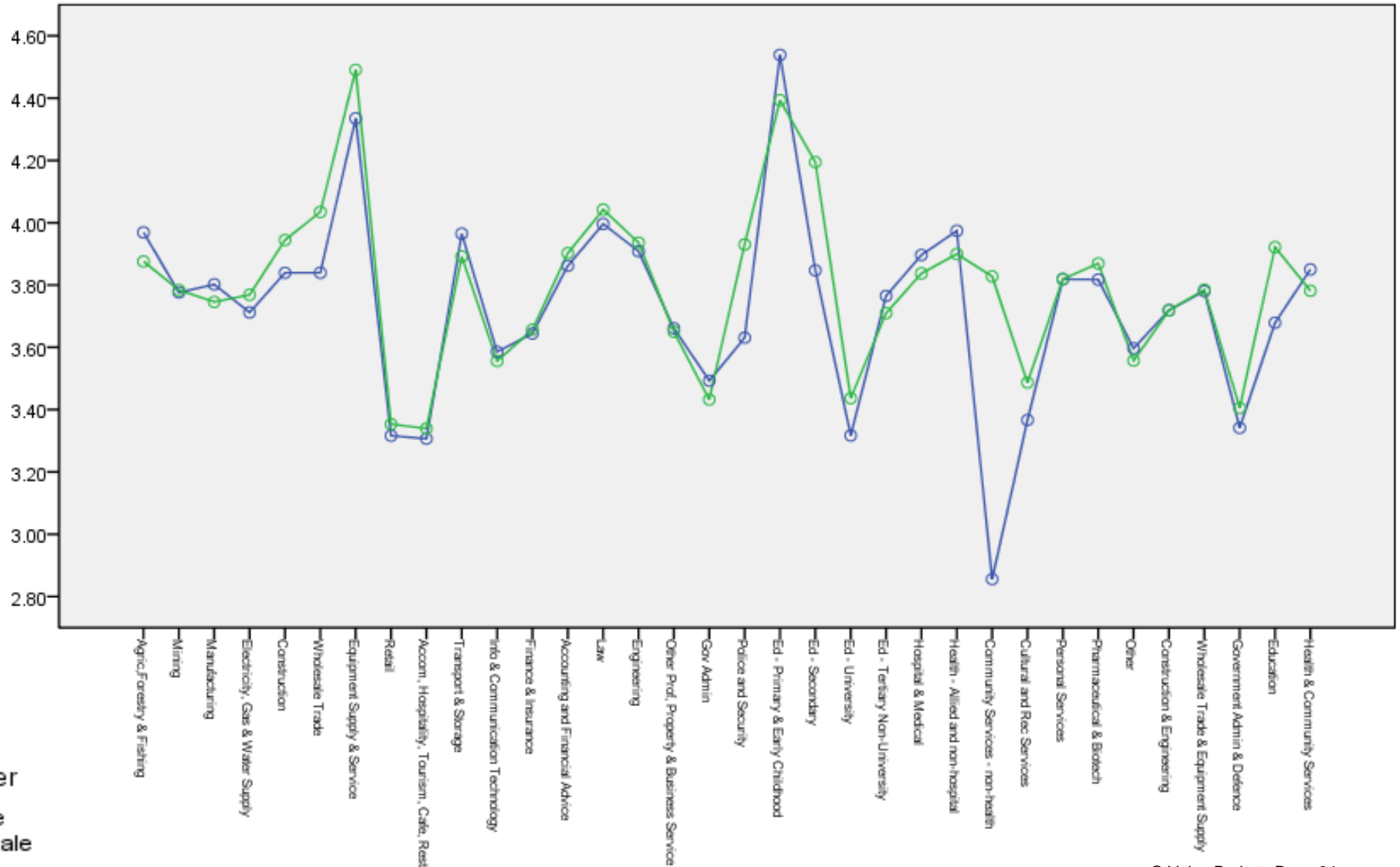


wellbeing



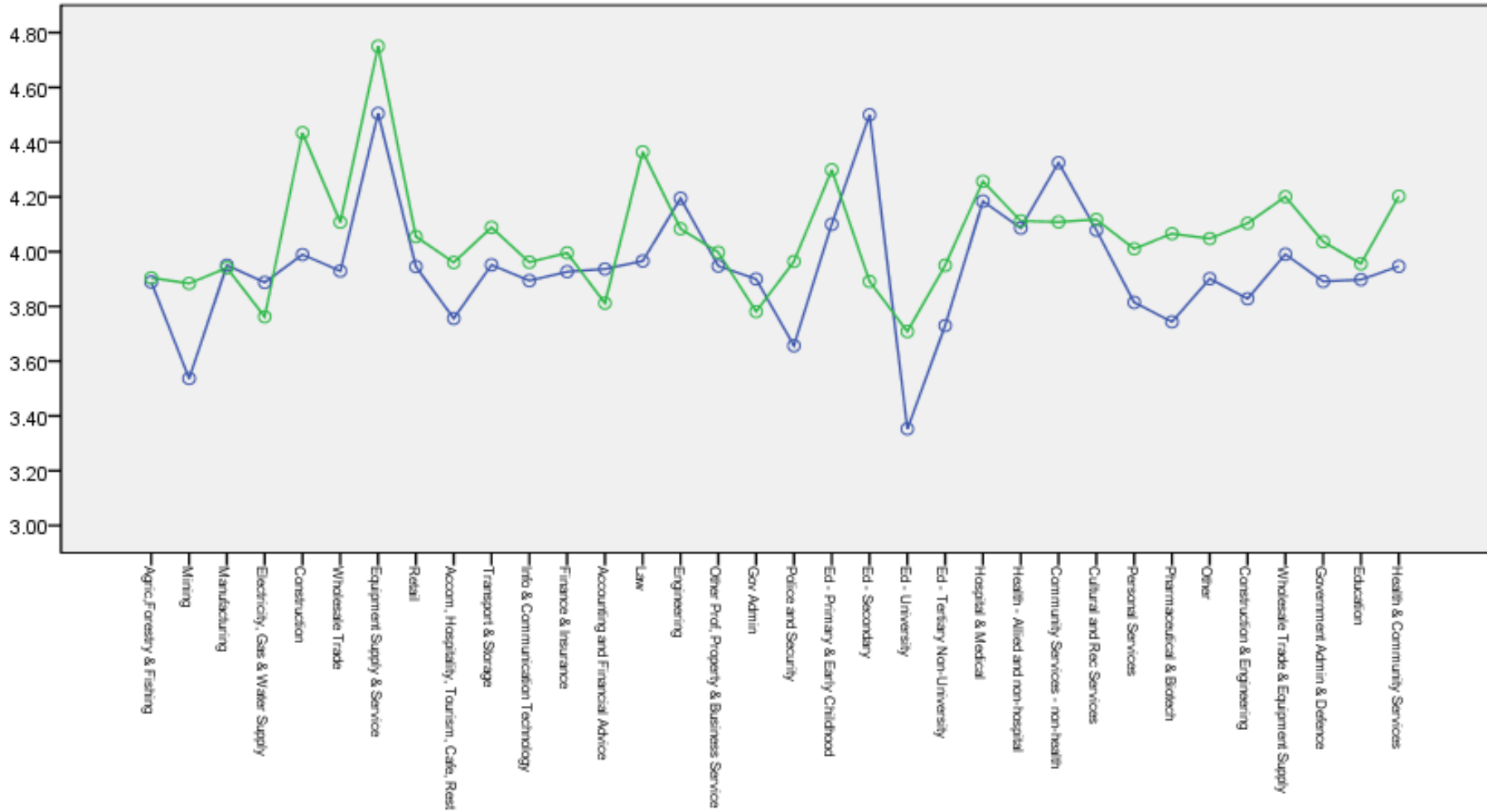
industry by gender

engagement



industry by gender

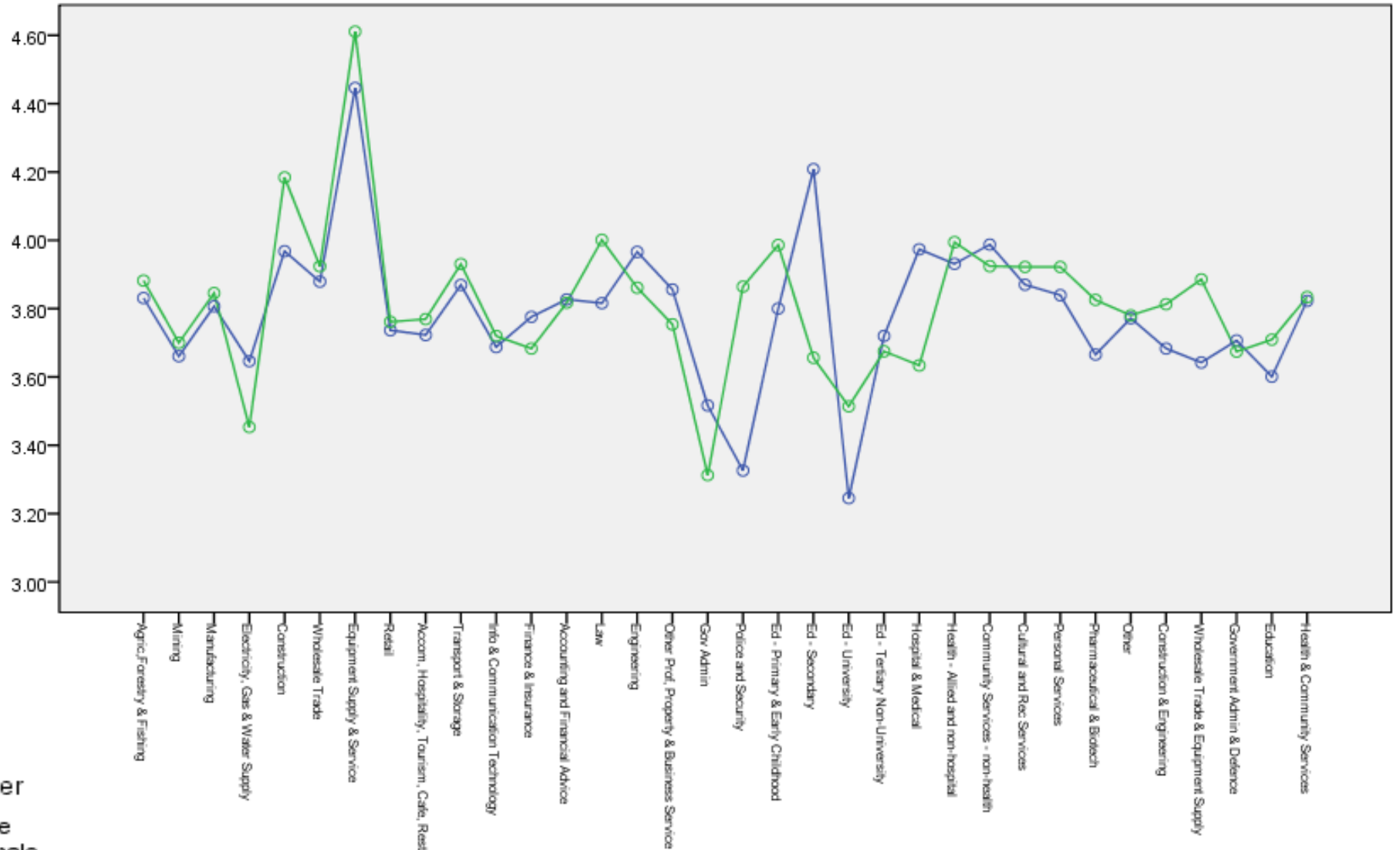
work-life balance



Gender
 Male
 Female

industry by gender

wellness





voice
project

improving organisations by giving people a voice



MACQUARIE
UNIVERSITY

some theoretical considerations

some theoretical considerations

- ASA Theory - Dr Ben Schneider (1987)
 - Attraction, selection, attrition model
 - Greater attitudinal homogeneity than one might expect in groups
 - People who 'fit' the organisation in terms of personality, values, etc. are more likely to be attracted to particular organisations, selected (hired) by them, and choose to stay

some theoretical considerations

- Evolutionary Psychology – Dr Ian Plowman (2005)
 - Human beings have a natural and unconscious inclination towards conservatism
 - Humans have a preference towards being either a leader, a follower or independent
 - Leaders (and aspiring leaders) are orientated towards conservatism and power
 - inhibit innovation and creativity
 - maintenance of the status quo
 - no questioning or the seeking of information from others
 - Creativity and innovation are more likely to come from independent thinkers, operating outside of hierarchical structures or as rebels within them

Ian Plowman's answer to my question

In essence you have data that shows no gender differences, and yet women leave leadership positions in droves. How can both be correct?

- And yet they are. This is because females in positions of leadership are not, on average 'typical' women. Those who leave leadership positions are more typical than those who stay. Those who stay are more likely to have traits more commonly expected in males, namely singularity of purpose, highly competitive, lower levels of nurture. The 'glass ceiling' is not necessarily a 'barrier' created to keep women out. It is a 'blokey' toxic culture that is contrary to the sort of environment most women choose to work in. That is why competent compassionate women leave these positions and work in smaller, more relationship-based service organisations and consultancies.

questions & contact details

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