



Men Need Balance, Too

Research conducted by the Kenexa® Research Institute (KRI) evaluated male workers' opinions of work/life balance. The report is based on the analysis of data drawn from a representative sample of 10,000 U.S. workers who were surveyed through WorkTrends™, KRI's annual survey of worker opinions.

Men are playing a larger role in out-of-work responsibilities and, therefore, feel the pressure of balancing work and family demands. Due to the competing pressures from both work and home, men are becoming more aware of their organizations' efforts to allow for the fulfillment of work/life balance.

The results from the latest study indicate that 21% of men have unfavorable views of their company's work/life balance support, while 55% have favorable views. For all male workers studied, working in an organization that does not support work/life balance has a significant, unfavorable impact on how these workers rate their pride in their organization, willingness to recommend it as a place to work and their overall job satisfaction. Additionally, those male employees who have unfavorable views of their company's support for work/life balance state a much higher intention to leave the organization.

Working for a company that does not support work/life balance also negatively impacts male workers' views of their work and company. Men are less likely to report that their work provides a feeling of personal accomplishment, that people cooperate to get the job done and that they like work itself. These workers also have lower ratings of confidence in the future of the company and job security.

Not surprisingly, men who do not believe their company supports work/life balance also have more unfavorable opinions of their company's management. They are less likely to feel that their manager treats employees fairly, that management shows

concern for the well-being and morale of team members and that senior management demonstrates employees are important to the success of the company.

"We know that men are feeling the pressures from both work and home. Men who do not experience company support for work/life balance are also less satisfied their job and organization. In order to be successful in competing for and retaining talented employees, organizations must be willing to recognize an employee's need for balance and should work toward creating policies that equally support both men and women. Some are doing a much better job than others. Those who are have achieved a marketplace advantage," said Jack W. Wiley, Ph.D., executive director, Kenexa Research Institute.

Database Overview

The Kenexa WorkTrends™ database is a comprehensive normative database of employee survey results with comparisons on topics including leadership, employee engagement and customer orientation from workers in Brazil, China, Germany, India, the United Kingdom and the United States.

Study Details

The notion of work/life balance has become a popular topic. Many companies are making efforts to help employees better handle the pressures of their jobs as well as their families. The Kenexa Research Institute examined how men felt about their workplaces' efforts to make this tension more bearable.

Survey items were rated using a 5-point Likert-like scale. The percent favorable is the percentage of people who chose either of the two most positive answers (typically "strongly agree" or "agree").

Survey item: "My company supports employees' efforts to balance work and family/personal responsibilities.

Figure 1: Men's Views of Company Support for Work/Life Balance

Item	Favorable	Unfavorable
My manager treats employees fairly.	77	30
The people I work with cooperate to get the job done.	84	50
I feel there is a promising future for me at my company.	72	19
I am proud to tell people I work for my company.	85	26
I have confidence in the future of my company.	84	27
Management shows concern for the well-being and morale of team members.	75	7
Senior management demonstrates that employees are important to the success of the company.	73	13
Considering everything, how satisfied are you with your job?	82	26
How do you rate your company in providing job security for people like yourself?	78	31
Overall, I am extremely satisfied with my company as a place to work.	78	17
I would gladly refer a good friend or family member to my company for employment.	78	17
I rarely think about looking for a new job with another company.	65	19
My performance on the job is evaluated fairly.	76	22
I am given a real opportunity to improve my skills in my company.	74	20
I like the kind of work I do.	85	56
My work gives me a feeling of personal accomplishment.	82	45
Considering everything, I am satisfied with my company as a place to work.	84	26
My company's senior management supports and practices high standards of ethical conduct.	78	25
My manager supports and practices high standards of ethical conduct.	82	30

About Kenexa

Kenexa provides business solutions for human resources. We help global organizations multiply business success by identifying the best individuals for every job and fostering optimal work environments for every organization. For more than 20 years, Kenexa has studied human behavior and team dynamics in the workplace, and has developed the software solutions, business processes and expert consulting that help organizations impact positive business outcomes through HR. Kenexa is the only company that offers a comprehensive suite of unified products and services that support the entire employee lifecycle from pre-hire to exit.

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