

Fostering healthy and sustainable organizations with a gender perspective: women leaders' positive personal resources

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Research's Relevance and Starting Point

A gender perspective is needed to understand sustainable management

Through healthy and sustainable work environments perspective, the study will shed a light on women leaders' health (SDGs 5, 3, 8), underlining the importance of multidimensional relationships between work environments, personal life, and individuals' well-being.



Within occupational health psychology, **this study expands the previous knowledge about the impact of women leaders' personal resources (PsyCap) on managing their perceived conflict between work and family roles and on their own well-being**

To cope with the inter-role conflict when work and family demands are mutually incompatible, women leaders use a set of personal resources of these processes, which provides these women with the energy, motivation, persistence, self-empowerment and self-monitoring in taking on exigent responsibilities and pursue their goals

Method

Procedure: Data were collected from an online survey sent to 46 professional and occupational associations.

Sample: A final sample with 202 women leaders was obtained (Mage = 46.03, SD = 8.73) (response rate = 58%); 90% of the final sample have university studies; and 74% have a partner and share the same household. The mean tenure in the job position was 8.98 years (SD = 8.07); 39% were senior managers, 32% middle managers, and 29% junior managers.

Instruments: The questionnaire consisted of a Psychological Capital (PsyCap), Work Engagement (ENG) Work Burnout (BO), Work-Family scales (Work Family Conflict-WFC and Family Work Conflict-FWC) and other sociodemographic variables as Number of Children (NCh).

Data analyses: To examine whether WFC and FWC mediate the relationship between PsyCap and ENG and BO when moderated by NCh, we performed moderated mediation analysis using Model 14 four times in the PROCESS tool version 3.3 for SPSS (version 25).

Conclusion

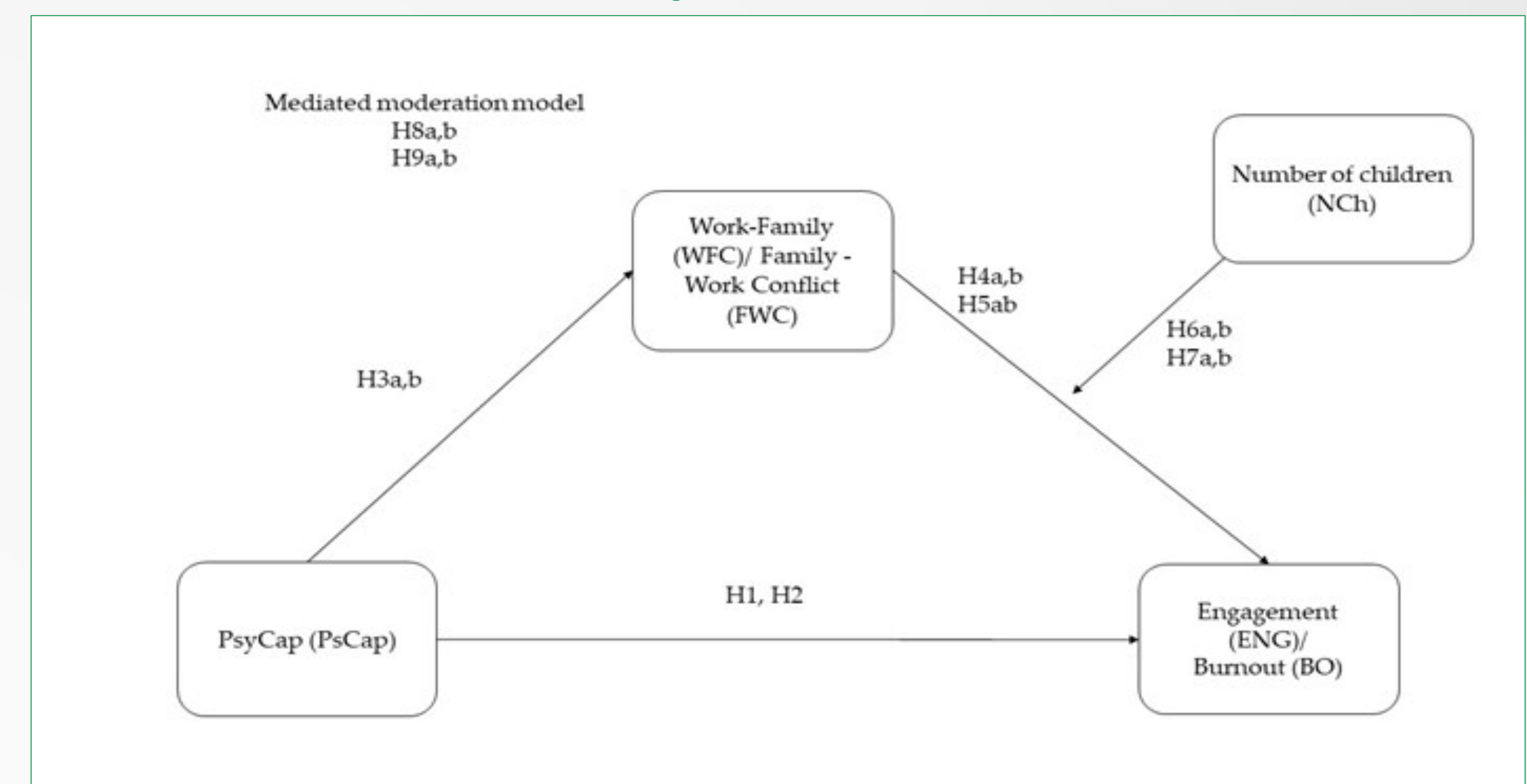
Even though the PsyCap enables women to avoid the negative consequences of the WFC on workplace well-being, **it is a priority that working conditions (or organizational policies) promote actions to eradicate such conflict that decreases occupational health and increases inequality and gender gap.**

As an **unpostponable action to foster the SDGs**, economic, political and social interventions must be done **to promote conciliation and co-responsibility policies for achieving gender equality, increasing well-being and advancing healthy companies**

Main purpose

This study aims to analyze the mediation role that work-family and family-work conflict plays between psychological capital and well-being (engagement and burnout) when moderated by the number of children.

Conceptual model



Results

Personal resource (PsyCap) is an antecedent of work well-being. PsyCap (hope, self-efficacy, resilience, and optimism) acts as a protective personal resource of women leaders' work well-being by decreasing burnout when they perceive WFC and have children.

The indirect effects of **PsyCap** on **ENG** and **BO** through **FWC** when moderated by **NCh** indicated that **when NCh was low, on the mean value or high, PsyCap did not have significant effects on ENG nor BO.**

The indirect effects of **PsyCap** on **ENG** and **BO** through **WFC** when moderated by **NCh** indicated that when **NCh was low, PsyCap did not have a significant effect on ENG** (Effect = 0.06, SE = 0.04, CI = -0.15 to 0.00) **nor BO** (Effect = -0.07, SE = 0.04, CI = -0.16 to 0.00). When **NCh had the value of the mean, PsyCap did not have a significant effect on ENG** (Effect = -0.2, SE = 0.2, CI = -0.7 to 0.01) **but it had a significant effect on BO** (Effect = -0.11, SE = 0.05, CI = -0.22 to -0.01). **When NCh was high, PsyCap did not have a significant effect on ENG** (Effect = 0.2, SE = 0.3, CI = -0.02 to 0.08), **but it had a significant effect on BO** (Effect = -0.16, SE = 0.08, CI = -0.34 to -0.02).