DECODING WORKING PARENTS' LEADERSHIP BEHAVIORS AT WORK

Huda Masood
Sam Houston State University
Huntsville, TX

Marie-Helene Budworth
York University

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Despite their acknowledgement in accommodating the workers' family demands, the organizations continue to expect individuals' work role prioritization over their family roles (Correll, Kelly, O'Connor, & Williams, 2014; Reid, 2015; Schieman & Glavin, 2016). In that vein, two schools of thought have surfaced. The first and more prevalent perspective suggests individuals' increased investment in their non-work roles (e.g., family) directly interferes with their ability to excel in their work roles (Reid, 2015; Wasserman & Frenkel, 2011). The second and more recent approach contends individuals' family involvement, supplemented by their parental and marital status, in fact, determines their leadership behaviors (Dumas & Stanko, 2017). Through supervisor's ratings on individual leadership behaviors, Dumas and Stanko's (2017) work depicted that employees' family structure (i.e., parental, and marital status) is linked to their leadership behaviors via family role identification. They ascribed their findings to enrichment theory (Greenhaus & Powell, 2006), which outlines "the ways that employees' nonwork lives can create value at work" (Dumas & Stanko, 2017; p.619).

Research evidence suggests that individuals are often judged on their capacity to excel in both work and family domains simultaneously and thereby their competence and/or failure in one of the two fields is seldom disregarded in the other (Coltrane, Miller, DeHaan, & Stewart, 2013; Correll, Benard, & Paik, 2014). Consequently, modern workers with children are increasingly concerned about work-family image (defined as a cross-domain, collective image portraying the perceived competence level of an individual both as a parent and a professional through key determinants in both work and family domains; Ladge & Little, 2019). Theorized as an integrated and dualistic construct based on enrichment and depletion (Greenhaus & Powell, 2006; Wayne et al., 2007) perspectives, work-family image acknowledges the role expectations and judgments for working parents are not unidimensional but often question their capabilities in

the two intrinsically linked realms i.e., work and family (Ladge & Little, 2019). Therefore, working parents constantly strive to maintain a unified work-life image of a committed professional and a dedicated parent (Ladge & Little, 2019).

Considering these arguments, the current paper attempts to evaluate the role of work-family image in predicting working parents' leadership competence through others' perceptions. The purpose of this grounded exploration study is to answer: "How work-family image of working parents can signal their leadership competence?", "How is the work-family image of working parents interpreted by others?" It is important to note that these interconnected questions are formulated to depict why working parents are perceived to have higher leadership competence?

The (projected) findings of the current paper aim to contribute to the existing work-family literature in several ways. First, it investigates the specific characteristics associated with having a family that can predict individuals' leadership behaviors at work. Second, it outlines the role of work-life image (Ladge & Little, 2019) in explaining working parents' perceived leadership competence.

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