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**COPING WITH WORK-FAMILY CONFLICT:  
THE ROLE OF ORGANIZATIONAL SUPPORT**

**by  
Laura E. Gooler**

**A dissertation submitted to the Graduate Faculty in Psychology in partial  
fulfillment of the requirements for the degree of Doctor of Philosophy, The City  
University of New York.**

**1996**

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This manuscript has been read and accepted for the Graduate Faculty in Psychology in satisfaction of the dissertation requirement for the degree of Doctor of Philosophy.

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**Abstract**

**Coping with Work-Family Conflict:  
The Role of Organizational Support  
by  
Laura E. Gooler**

**Advisor: Professor Donna E. Thompson**

The primary purpose of this study was to investigate the impact that perceived organizational and managerial support and actual organizational support resources (e.g., flexible work arrangements, alternative work schedules, etc.) have on work interfering with family (W->F) conflict, family interfering with work (F->W) conflict, and important job outcomes such as job satisfaction and withdrawal behaviors. This study also tested whether measures of work-family conflict were perceived forms of stress, and whether forms of organizational support have either main or buffering effects in separate models of W->F and F->W conflict. Data were obtained via questionnaire from a heterogeneous sample of 799 employees drawn from several companies in diverse industries. Results show that work-family conflict is a perceived form of stress, and that W->F conflict was more stressful than F->W conflict. Contrary to prior research, there were no significant gender differences in W->F or F->W conflict (or in stress attributed to balancing work and personal life). As expected, measures of support were found to act as significant coping resources, having beneficial effects for both individuals (e.g., reduced conflict, increased job satisfaction) as well as their organizations (e.g., decreased turnover intentions, improved attendance). As coping resources, measures of support had primarily main effects and some buffering effects in each model of work-family conflict.

Furthermore, their relationship to measures of conflict and job outcomes were found to depend upon the direction of conflict (i.e., whether W->F or F->W). Consistent with findings from the social support literature, perceived organizational and managerial support had a greater impact on reducing work-family conflicts and improving organizational outcomes than did actual support resources. Organizational support was the primary coping resource found to reduce W->F conflict, whereas, perceived managerial support was the primary coping resource found to reduce F->W conflict. Perceptions of support were also found to be significant predictors of increased job satisfaction and decreased turnover intentions in both models, with organizational support being the strongest predictor. In contrast, actual use of organizational resources lead to decreased job satisfaction and increased withdrawal behaviors. The results and implications for organizations are discussed from the perspective of stress models.

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I could not have persevered through this process without the long-distance support and love of my parents, Pat and Ken. Thank you for being there for me and encouraging me to follow my aspirations. I would also like to thank my friends for their support through the years, especially Bess for helping me keep perspective and getting out for some fun while pursuing the Ph.D. Thanks are also due to two past mentors who have helped me to expand my horizon and pursue my potential: Rleen and Martin.

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**Chapter 1****INTRODUCTION**

In the last decade, interest in how to balance the interface between work and family has come to the forefront of American society. This is evidenced not only by a surge in empirical and conceptual research conducted by organizational scholars and practitioners, but also by the legislative attention and action it has received by such legal mandates as the Family and Medical Leave Act of 1993 (U.S. Department of Labor, 1993). This increased attention to work-family issues has placed growing pressure on organizations to provide work-family benefits such as child care and alternative work arrangements such as flexible scheduling or work at home (Ransom, Aschbacher, & Burud, 1989). Although anecdotal accounts suggest the benefits of family-supportive policies (e.g., Thomas & Thomas, 1990), little systematic research exists to support these claims. Most employers remain uncertain about what actions would be appropriate and effective, while others question whether they can afford to provide such benefits to their employees. Therefore, the purpose of this study was to investigate the impact of several types of organizational resources and support on work-family conflict and job outcomes in order to provide guidance to organizations as to the types of organizational resources and support that are most important in alleviating work-family conflict and related negative outcomes.

Studies in the field of Industrial and Organizational psychology which

have examined the interface between work and family, for the most part, have focused primarily on stimulus-response models of work-family conflict. On the stimulus side, researchers have uncovered several important antecedents such as time involved in work and family domains, level of involvement in work and family roles, and the presence, number and age of children living at home (e.g., Frone, Russell, & Cooper, 1992a; Duxbury & Higgins, 1991; Gutek, Searle, & Klepa, 1991; Cook & Rousseau, 1984; Kopelman, Greenhaus & Connolly, 1983; Beutell & Greenhaus, 1982). On the response side, researchers have identified several consequences of work and family conflict such as quality of work and family lives, and several indicators of well-being such as depression and somatic complaints (e.g., Frone, Russell, & Cooper, 1992a; Duxbury & Higgins, 1991; Gutek, Searle, & Klepa, 1991; Cook & Rousseau, 1984; Kopelman, Greenhaus & Connolly, 1983; Beutell & Greenhaus, 1982). This body of research has thus provided us with much insight into the factors that are most likely to contribute to the experience of work and family conflict (e.g., Gutek, Searle, & Klepa, 1991; Duxbury & Higgins, 1991), and subsequently to the outcomes linked to this conflict (e.g., Frone, Russell, & Cooper, 1992a; Burris, 1991; Lambert, 1990; Gutek, Repetti & Silver, 1988; & Valdez & Gutek, 1987).

This research focus, however, implicitly conceptualizes individuals as passive agents who experience work-family conflict in response to stressors from one or both domains. Unfortunately, we know little about the coping processes or coping resources that most effectively enable individuals to manage the interface between these two domains in order to minimize

conflict and its negative outcomes. Today's workforce is attracting a growing number of women who are combining both careers/jobs and family responsibilities, as well as a growing number of males who come from dual career families. Clearly, these changes suggest the importance of identifying the types of resources and support for balancing work and personal life, in addition to understanding coping strategies that best enable individuals to manage the interface between these major life domains.

Findings from prior work and family research suggest the need to examine variables that tap into the process by which individuals experience work and family conflict. For example, the dominant way researchers have assessed the interface between work and family is through one or more self-report questionnaire items (e.g., the amount of time spent in work and family domains), under the assumption that self-reports accurately reflect objective circumstances (e.g., as the amount of perceived time increases, so too does perceived work-family conflict) (Gutek, Searle & Klepa, 1991). There is growing evidence, however, that there is not always a direct correspondence between objective indicators of role involvement, such as amount of time spent in roles, and subjective perceptions of problems or conflicts (such as work-family conflict) that arise during attempts to meet the demands of the two domains (e.g., Voydanoff, 1988). Factors that affect how individuals perceive conflict between work and family roles (and in turn, determine how they react to and cope with these conflicts) remain to be investigated in the literature.

A more critical assessment of the construct of work-family conflict itself

also points to the need of uncovering the processes through which individuals cope with and experience work-family conflict. As it is currently defined, work-family conflict is actually a perceived form of stress. The most accepted definition of work and family conflict considers it to be a form of interrole conflict in which there exists, simultaneously, sets of opposing pressures from the work and family domains that are perceived as mutually incompatible in some respect (Duxbury & Higgins, 1991; Frone, Russell, & Cooper, 1991; Gutek, Searle, & Klepa, 1991). That is, participation in the work role is made more difficult by virtue of participation in the family role, and vice versa. These conflicting demands therefore tax an individual's ability to fully meet the demands of one or both roles. This definition is consistent with general definitions of stress.

Although the exact nature of stress and its definitions have been debated, most current definitions of stress appear to agree that stress refers to an individual's psychological, physiological, and/or behavioral response to a situation that is perceived as presenting a demand which threatens to exceed the individual's capacity for meeting the demand (Ratsoy, Sarros, Aidoo-Taylor, 1986). These "demands" are typically called "stressors" which are environmental events (such as work-role overload) or situations (such as family responsibilities) potentially capable of producing the state of stress. A further examination of the nature of stress, in general, and work and family conflict reveal a number of similarities.

#### Work-Family Conflict as a Form of Stress

Both work-family conflict and stress in general share a number of



similar characteristics. To begin with, both have been conceptualized as a product of complex interactions between an individual's needs and resources and the various demands, constraints, and/or facilitators within the individual's environment (e.g., Frone, Russell & Cooper, 1991; Duxbury & Higgins, 1991; & Latack, 1986). Also, both have been conceptualized as a subjective phenomenon in which perceived stressors appear to be more important than the actual environmental conditions (e.g., Gutek, Searle, & Klepa, 1991; Lazarus, 1991). Furthermore, both have been studied in ways that attempt to identify the antecedent conditions causing them, and subsequently, the resulting consequences (Latack, 1986; Greenhaus & Beutell, 1985).

Just as findings from the stress literature suggest that mere exposure to stressors will not necessarily lead to perceptions of stress and subsequent strains (Greenhaus & Parasuraman, 1987), so too have findings emerged that show that absolute levels of work- and family-related stressors do not necessarily result in work-family conflict (Gutek, Searle, & Klepa, 1991). As noted by Cox (1987), stress resides in the persons' perception of the balance or "transaction" between the demands placed on them and their ability to cope with those demands. That is, absolute levels of stressors (such as the time spent in work and/or family roles) are not the important factor in determining the experience of stress. Rather, it is the discrepancy between perceptions of the demands placed on them and their ability to cope with those demands. Cognitive appraisal, regardless of its accuracy, as well as coping behaviors, have thus been implicated for playing central roles in the

stress experience. These variables, however, remain to be addressed in the work and family literature.

Empirical findings on the role of cognitive appraisal and coping processes offer much insight into how individuals can optimally manage the interface between work and family domains. Research shows that cognitive appraisal in general (e.g., Coyne & Lazarus, 1980) and as implicated in most stress models (e.g., Latack, 1986), appears to take into account a person's perception of: (1) the demands placed on them; (2) the personal characteristics and coping resources they have available; (3) the constraints they are operating under while coping; and (4) the support they receive from outside sources to aid in coping. Furthermore, these cognitive appraisals are continually reevaluated (Coyne & Lazarus, 1980).

Moderating the relationships between stressors and stress and strain outcomes are believed to be coping resources and/or responses that serve to prevent, avoid, or control emotional stress or manage problems causing distress (Pearlin & Schooler, 1978). The recent body of research on coping is indicative of a growing conviction that coping plays a major role in the relationships between stressful events and adaptational outcomes such as depression, psychological symptomatology, and somatic illness (Folkman, Lazarus, Dunkel-Schetter, DeLongis, & Gruen, 1986). Implicit in most discussions of coping is the notion that, in some way, and to some extent, coping is an organized activity and that one can sensibly talk of "coping strategies" (Cox, 1987).

### The Present Study

This study is based on the premise that work and family conflict is a perceived form of stress. The value of this approach is that it allows us to identify both work and family-role demands/stressors (or antecedents) contributing to perceived work-family conflict and also the coping resources that most effectively enable individuals to deal with (or cope with) those stressors. This is an important approach to take because most theoretical models of stress cast coping as a major determinant of how stressful events will be experienced (Latack, 1986). By identifying the coping resources individuals use and find most helpful in managing the interface between work and family, we can begin to further identify important coping processes and/or strategies that best meet the needs of individuals struggling to juggle multiple role demands.

The purpose of this study is to test a model which depicts the impact of organizational work-life resources which individuals use to cope with work and family conflict. Subsequently, a major goal of this study is to identify tools that organizations may use and resources they may provide to help their employees actively cope with managing the interface between work and family. It is believed that the provision and use of such coping resources will minimize the occurrence of conflict between these domains and/or the negative outcomes linked to such conflict. As such, work-family conflict is viewed here as a form of stress, and it is assumed that specific organization-related coping resources and strategies can be identified that help to minimize its occurrence and associated negative outcomes.

To achieve these goals, the relevant literatures on work and family conflict and stress and coping will first be reviewed. These will then be linked by findings from the literature on the role of social support in stress and coping models.

## ***Chapter 2***

### **REVIEW OF WORK-FAMILY CONFLICT LITERATURE**

Work and family represent two of the most central domains of adult life. Recently, the interface between work and family roles has captured the interest of a growing number of work and family researchers. The impetus for this new research focus stems from the growing number of demographic changes and related work and family role demands that are reshaping American society. For instance, there is a growing number of women entering the work force (Dreyfuss, 1990), and more adults who are part of families with dual career couples (Bedeian, Burke & Moffett, 1988; Hall & Hall, 1978). Values are also changing among males and females concerning the importance of holding both work and non work roles (Meier, 1991). In addition, the traditional division of labor between partners no longer appears to be an option when it comes to the organization of work and family (Duxbury & Higgins, 1991). While initial research framed the issue of managing the interface between work and family as a "female" issue (Hall, 1989), it is clear today that work-family balance is now an "employee" (i.e., male and female) concern (Galinsky, Bond & Friedman, 1993; Thompson, Thomas, & Maier, 1992).

Fueled by these demographic changes and related changes in role demands, the examination of the relationship between work and family systems represents a movement away from the traditional orientation which views work as a wholly separate domain, segmented from, and unrelated to the family (Crouter, 1984). Instead, work and family are seen as connected

by the individuals engaged in both work and family roles. There is a recognition that men and women do not shed their family roles, relationships, and/or experiences the moment they put on work shirts, hard hats, or business suits. Rather, these roles can have an impact on one another, primarily because they have the potential to exert mutually incompatible pressures on individuals (Baruch & Barnett, 1986).

These incompatible role pressures from the domains of work and family have been studied mostly under the rubric of "work-family conflict" (e.g., Gutek, Searle, & Klepa, 1991; Duxbury & Higgins, 1991). Many studies have focused on structural characteristics of multiple roles, attempting to determine whether occupying multiple roles had positive or negative effects on well-being (Cook & Rousseau, 1984; Kopelman, Greenhaus & Connolly, 1983; Beutell & Greenhaus, 1982).

#### Early Studies on Work and Family Relationships

The initial hypotheses set forth to predict the effect of multiple role involvement on individuals' well-being are known as the scarcity hypothesis and the enhancement hypothesis (Baruch & Barnett, 1986). As noted by Baruch and Barnett (1986), the scarcity hypothesis assumes that the social structure normally creates overly demanding role obligations, and the more so the more roles one occupies. Because human energy is limited, it is assumed that well-being is impaired by the overload and conflict inherent in numerous, often incompatible roles. In contrast to this view, the enhancement hypothesis emphasizes the benefits rather than the costs of multiple role involvement (e.g., status, privileges, and increased self-esteem).

Here, involvement in several roles is seen as yielding a variety of sources of stimulation, gratification, and social validation.

There is support for both hypotheses. For instance, there is now evidence that occupying multiple roles can have either positive or negative (or both positive and negative) effects on role occupants' psychological well-being (Frone, Russell, & Cooper, 1992a; Burris, 1991; Lambert, 1990; Gutek, Repetti & Silver, 1988; & Valdez & Gutek, 1987).

Findings supporting the scarcity hypothesis, for example, indicate that work-family conflict is an important concern for individuals and organizations alike. Such conflict, as a source of stress, has been correlated with several negative consequences. These include: increased work and family distress, sleep and social dysfunction, poorer performance in the parenting role, decreased marital satisfaction, decreased productivity, tardiness, absenteeism, turnover, poor morale, reduced life satisfaction, and lower mental health (Frone, Russell, & Cooper, 1992a; Duxbury & Higgins, 1991; Friedman, 1991; Nelson, Quick, Hitt, & Moesel, 1990; Bedeian, Burke, & Moffett).

In support of the enhancement hypothesis, new research indicates that positive consequences have also been associated with perceived work-family conflict (e.g., Toren, 1991; Barnett & Baruch, 1987b). Barnett and Baruch (1987b), for example, found that while involvement in several roles may generate stress, it also provides several sources of gratification, such as feelings of accomplishment or increased levels of energy created to fulfill multiple role demands.

### New Shifts in Studies on Work and Family Relationships

The growing dissatisfaction with the lack of evidence for causal explanations has recently prompted researchers to explore how occupying different and/or multiple roles leads to positive and/or negative outcomes. Recent work on the relationship of multiple roles to mental health, for example, shows two factors to be important. The first concerns the ***interaction*** of roles. An example of this shift in the work and family literature is noted by current research that examines the simultaneous influences of work interfering with family and vice versa. This may be exemplified with the existence of long hours at work which prevent the performance of duties in the home, or by a child's illness which prevents a parent from attending work. The second factor concerns the effects of the ***quality of experience*** in one role (such as marital satisfaction) and its relationship to the quality of experience in another role (such as one's job satisfaction) (Barnett & Baruch, 1987b).

Another factor found to play an important role in determining the kind of outcomes resulting from role conflicts concerns individuals' ***cognitive perceptions***. Studies by Gutek et al. (1991) and Duxbury and Higgins (1991) provide evidence demonstrating that cognitive perceptual processes may play a key role in understanding work-family conflicts. For example, a growing percentage of work-family research indicates that juggling multiple roles has a differential impact on women and men (Gutek et al., 1991; Duxbury & Higgins, 1991; & DiBenedetto & Kehr Tittle, 1990). As noted by DiBenedetto and Kehr Tittle (1990), for example, women tend to expect more conflicts,



and in fact reported experiencing more conflicts, when balancing the demands of work and career roles relative to men, even when reporting similar levels of involvement in work and family roles.

Whether or not individuals experience positive or negative consequences from conflicting role demands appears to be a function of their cognitive perceptions. These perceptions, in turn, may or may not directly reflect objective reality. Gutek et al. (1991), for example, cite studies in which there is often reported a lack of major sex differences in reported work-family conflict, despite substantial differences in men's and women's situations. This highlights the importance of conducting more research in order to understand the factors that contribute toward perceptions of high levels of conflict between work and family roles.

Accordingly, research emphasis has shifted away from determining the effects of role structure on symptomatology and well-being and toward understanding the dynamics of work-family conflict and related determinants of role satisfaction (Baruch & Barnett, 1986). In support of this shift, some researchers examining the consequences of holding multiple roles find that it is the *subjective quality* of one's roles (i.e., the perceptions one has about his/her roles), not role occupancy per se, that is the critical determinant of well-being (Greenhaus, Parasuraman, Granrose, Rabinowitz, & Beutell, 1989; Kopelman, Greenhaus, & Connolly, 1983). These perceptions, in turn, have implications for how individuals attempt to actively manage their situations.

Unfortunately, there exists virtually no research directly examining factors that influence (e.g., highlight or negate) perceptions of work-family

conflict, with exception of Duxbury & Higgins, (1991) and Gutek et al., (1991), who have examined gender as a moderating variable. Thus, more research should thus examine factors (such as individual difference variables) that may begin to explain why, under similar circumstances and antecedent conditions, some individuals will report high levels of work-family conflict while other individuals do not. For example, we may expect that individuals who place greater importance on achievement in both work and family roles will perceive greater degrees of conflict between competing role demands than individuals who clearly prioritize one role over another, and who subsequently modify their involvement in one role in order to accommodate the needs of their priority role. In-depth examinations into the meaning of work-family conflict should help in the discovery of factors that may help us find ways to alleviate or minimize the occurrence of, as well as negative consequences associated with, work-family conflict. This has particular relevance for acknowledging that work and family conflict is actually a perceived form of stress. Such an acknowledgment opens the possibility of discovering the dynamic process of coping with work and family conflict.

#### The Meaning of Work-Family Conflict

One difficulty in synthesizing the literature on work-family conflict concerns the use of differing terminology to describe the relationship between work and family domains. A variety of terms have been used to describe the work-family interface. Examples include: work-home conflict (Nelson, Quick, & Moesel, 1990); work interfering with family conflict and family interfering with work conflict (Gutek, Searle, & Klepa, 1991); work-family conflict

(Duxbury & Higgins, 1991); work and family prioritizing (Burris, 1991); interrole juggling (Williams, 1991); and work and family tradeoff (DiBenedetto & Kehr Tittle, (1990). In order to understand what we know about the construct of work-family conflict, its currently accepted definition will first be reviewed. A review of the bases of work-family conflict, along with a summary of the research findings will follow, and finally, the processes that have been identified as explaining why work-family conflict will exist.

### Role Conflict

The concept of work-family conflict has evolved from the literature on role conflict. Traditionally, whether at home or on the job, role conflict has been viewed as stemming from incompatible role pressures (Kahn et al., 1964). Indeed, Kahn et al. (1964) identified several forms of role conflict within the work domain: intersender conflict (incompatible role pressures emanating from two or more roles senders-individuals who place either role expectations or demands on others); intrasender conflict (incompatible role pressures emanating from the same role sender); and person-role conflict (incompatibility between role requirements and the person's values or talents).

In line with the Kahn et al. (1964) definition of role conflict, early definitions of work and family role conflict focused on conflict arising within separate role domains. For example, Kopelman, Greenhaus & Connolly (1983) defined work conflict as "the extent to which a person experiences incompatible role pressures within the work domain." Family conflict was defined as "the extent to which a person experiences incompatible role

pressures within the family domain." The incompatibility in both domains was said to stem from multiple role senders, one role sender, or a lack of fit between the focal person and role requirements.

### Interrole Conflict

Kahn et al. (1964) describe interrole conflict as a form of role conflict in which the sets of opposing pressures arise from participation in different roles. As such, work-family conflict was defined as a form of interrole conflict in which the pressures from the work and family domains are mutually incompatible in some respect. That is, participation in the work role is made more difficult by virtue of participation in the family role, and vice versa.

### Criticisms of the Interrole Conflict Definition

Empirical research on work-family conflict is criticized for diverging from the conceptual definition proposed by Kahn et al. (1964) (Greenhaus & Beutell, 1985). Kahn et al. (1964) indicated that it was the simultaneous presence of two strong opposing role pressures (in this case-from work and family domains) that produce interrole conflict. The following scenario presented by Greenhaus and Beutell (1985) exemplifies the importance of this distinction:

Imagine an employee who puts in long and stressful hours in his or her job. In an objective sense, the person's work activities may interfere with his or her participation in family activities. However, if there is no strong pressure to participate in family activities, the person is not likely to experience conflict between work and family roles.

Until recently, however, typical investigations (e.g., Greenhaus et al.,

1989; Bedeian, Burke & Moffett, 1988) of work-family conflict only examined the impact of either work pressures or family pressures on work conflicting with family life. Examples of these investigations include such factors as the impact of work-role conflict or family-role conflicts on the experience of work interfering with family life. Rarely, if at all, were the *joint* effects of specific work and family pressures studied, nor were there studies examining the degree to which family interfered with work. For instance, Kibria et al. (1990) note that most studies on work and family focus on the effects that variation in employment status have on the family domain, rather than focusing on the impact of homemaking experiences on various outcome measures. Most studies provide only a fairly limited understanding of the nature and effects of homemaking activities on women's lives. As posited by Kibria et al. (1990), the homemaking role will have an impact on (working) women's psychological well-being because of the continued prominence of homemaking in women's lives. There is growing evidence that, in comparison to their spouse/partner, women continue to bear primary responsibility for homemaking, regardless of their employment status or their presence in the home (Barnett & Baruch, 1987b; Betz & Fitzgerald, 1987; Gutek, Nakamura & Nieva, 1981).

Current studies have made up for prior deficiencies in the literature by examining the simultaneous influence of work interfering with family (i.e., long hours in paid work prevent the performance of duties at home) and family interfering with work (i.e., a child's illness prevents attendance at work) and have identified unique antecedent conditions that contribute to both types of work-family conflict (e.g., Frone, Russell & Cooper, 1992a; Duxbury &

Higgins, 1991). Job stressors such as high levels of work-role conflict and job involvement, for instance, have been found to predict work interfering with family conflict (Higgins, Duxbury, & Irving, 1992). In addition, family stressors such as the number, age, and presence of children in the home as well as family involvement have been found to predict family interfering with work conflict (Gutek et al., 1991).

By doing this, these studies have advanced our conception of interrole conflict (in line with Kahn et al. 1964) by acknowledging the bi-directional influences between these two domains, as well as the simultaneous interaction of conflict produced in the presence of both forms (work interfering with family, family interfering with work) of work-family conflict.

#### **Bases of Work-Family Conflict**

An examination of the literature suggests three major forms of work-family conflict: (a) time-based conflict, in which the time devoted to one role makes it difficult to participate in the other role, (b) strain-based conflict, in which strain symptoms (e.g., fatigue, irritability) within one role intrude into the other role and interfere with participation in that role, and (c) behavior-based conflict, in which specific behaviors required in one role are incompatible with behavioral expectations within another role (Greenhaus & Beutell, 1985).

While there is substantial empirical evidence indicating the prevalence of time-based conflict and to a lesser extent strain-based conflict, behavior-based conflict is less well documented (Greenhaus & Beutell, 1985).

Although these bases of conflict are conceptually distinct, many of the commonly used measures of these constructs are criticized for not making

clear distinctions between the three sources of conflict (O'Driscoll, Ilgen, & Hildreth, 1992; Frone, Russell, & Cooper, 1992a; Gutek, Searle & Klepa, 1991).

**Time-Based Conflict.** The time-based conflict viewpoint considers time as a limited resource in which the conditions of work and other contexts (such as family) may place competing demands on an individual's time. From this perspective, time spent on activities within one role generally cannot be devoted to activities within another role. Gutek et al., (1991) argue that the amount of conflict one perceives is predominantly considered to rise in proportion to the number of hours one expends in both the work and the family domains. Several studies support this contention.

Greenhaus and Beutell (1985) suggest that time-based conflict can take two forms: (1) time pressures associated with membership in one role may make it physically impossible to comply with expectations arising in another role; and (2) pressures also may produce a preoccupation with one role even when one is physically attempting to meet the demands of another role. Although conceptually distinct, actual measurement procedures have not enabled us to test these specific propositions. Instead, the most widely used measures are self-report measures of the frequency of interrole interference, or the evaluations of the existence of conflict between roles.

These two conceptual distinctions are often confused with the role expectancies individuals hold. Cook and Rousseau (1984), for example, indicate that work-family conflict can result from increases in role expectations, and/or when role demands conflict with role expectations,

(Cook & Rousseau, 1984). Role expectations are defined as the pressure an individual perceives from (presumed) increases in role responsibilities (Cook & Rousseau, 1984). High work expectations, for example, have been significantly linked to high levels of work conflict (Greenhaus & Beutell, 1985; Voydanoff, 1988). Similarly, high family expectations have been linked to greater perceptions of family conflict (Keith & Shafer, 1984; Pleck et al., 1980). There is also some support for linking role expectations to work-family conflicts. For example, Duxbury and Higgins (1991) found that the relationship between work expectations and work-family conflict were higher for men, as compared to women, but they found no gender differences for the relationship between family expectations and work-family conflict.

**Sources of Time-Based Conflict.** Sources of time-based conflicts are usually characterized by several forms of work-related and family-related role pressures. It is noted that work-family conflict can typically arise from role pressures in either the work or family domain (Greenhaus et al., 1989). Among the work-related role pressures that have been hypothesized to have an effect on work-family conflict are high levels of job involvement, lack of autonomy, job complexity, role ambiguity, role overload (Greenhaus et al., 1989), excessive work time (Keith & Schafer, 1984), hours of work (Gutek et al., 1991), schedule conflicts (Pleck et al., 1980), and a lack of supervisory support (Goff, Mount & Jamison, 1990).

Among the family-related role pressures that have been hypothesized to have an effect on work-family conflict include the number and ages of children in the home (Voydanoff, 1988), time spent in household work (Gutek



et al., 1991), and role quality (Baruch & Barnett, 1986).

**Research on Time-Based Conflict.** The findings of the empirical research are generally consistent with the notion of time-based conflict (Greenhaus & Beutell, 1985). For example, work schedules, work orientation, time devoted to spouse and children have all been associated with producing incompatible demands on individuals (O'Driscoll et al., 1992; Gutek et al., 1991; Greenhaus et al., 1989; Voydanoff, 1988; & Beutell & Greenhaus, 1982). In addition, Frone and his colleagues (1992), Higgins, Duxbury, and Irving (1992) and Duxbury and Higgins (1991) have gathered evidence that as role involvement (the psychological response to one's role reflecting the degree to which a person identifies psychologically with the role, and the importance of the role to the person's self-image and self-concept) increases, so too does perceptions of types of conflict. More specifically, within domain involvement has been found to be associated primarily with within domain conflict. For instance, Higgins et al. (1992) found that job involvement was a significant predictor of work conflict, as well as work-family conflict, but that family involvement was only a significant predictor of family conflict. Similarly, O'Driscoll et al., (1992) also found support for within domain relationships involving time-related variables. They found that time spent on-the-job was associated with job interference. However, in contrast to Higgins et al. (1992), time spent off-the-job was not linked to off-job interference. Although Gutek, Searle and Klepa (1991) also found the relationships between time constraints and outcomes to exist generally within domains, they found this to be stronger among women than for men.

Although many of the work-related and family-related role pressure variables have been found to be significantly related to reported work-family conflict, none account for more than moderate amounts of variance in work-family conflict. Gutek and her colleagues (1991), for example, find strong support for time-based conflict. However, they indicated that this perspective was not completely supported. That is, the correlations they found (e.g., .35 to .50) were a long way from 1.0, which would indicate a perfect correspondence between hours and perception of conflict. They interpreted this to indicate that findings of a less-than-perfect correspondence between an objective measure (number of hours expended in a domain) and a subjective measure (conflict originating in that domain) shows that researchers cannot assume that 'perceptions' of work-family conflict directly reflect amount of time expended. Measurement error may also account for finding less than perfect correspondence.

In order to identify the underlying assumptions behind approaches that examine time-based sources of work-family conflict, and explain the less-than perfect correspondence between objective measures and subjective measures of work-family conflict, Gutek and her colleagues (1991) argue that time-based perspectives operate from the perspective they call the rational view. In the rational view, the amount of conflict one perceives rises in proportion to the number of hours one expends in both the work and the family domains. Most often, note Gutek et al. (1991), researchers assess work-family conflict through one or more self-report questionnaire items, under the assumption that self-reports accurately reflect objective

circumstances (e.g., amount of time engaged in different roles).

The idea is that if everyone scores at a particular level of work-family conflict, they are presumed to have objectively equivalent amounts of work-family conflict. According to Gutek et al. (1991), this presumes a direct correspondence between objective conditions and self-reports of work-family conflict. Research, however, does not support this contention. For example, Gutek et al. (1991) cite studies in which there is often reported a lack of major sex differences in reported work-family conflict, despite substantial differences in men's and women's situations. This provides indirect evidence that an individual's perception of conflicting role demands and one's ability to deal effectively with such conflict that is the determining factor in the experience of work and family stress.

When Gutek et al. (1991) proposed that one's gender both directly affects perceived work-family conflict and moderates the relationship between hours spent in paid and family work and perceived work-family conflict, they received no support for the moderation hypothesis. What they found was that women report greater levels of work interfering with family than men, in spite of spending about the same number of hours in paid work as men. This is a finding consistent with some research findings (e.g., Duxbury & Higgins, 1991) but not others (e.g., Holahan & Gilbert, 1979). In addition, Frone, Russell & Cooper (1992b), for example, found a weak main effect for gender, suggesting that gender differences do not account for a substantive amount of variance in the prevalence of conflict between work and family roles. One possible explanation for the discrepant findings may be that these studies

measured the influence of gender by the sex of the individual, not gender identity (i.e., gender role expectations). Results are simply inferred to be the result of gender role expectations (Gutek et al., 1991; Duxbury & Higgins, 1991). The process by which these expectations may influence perceptions has not been explored. Each of these studies also employed different types of working respondents (e.g., managers, psychologists, and a combination of blue and white collar occupations) that may have contributed to the different findings.

Strain-based Conflict. Research examining strain-based conflict, in which strain symptoms (e.g., fatigue, irritability) within one role intrude into the other role and interfere with participation in that role, has also received some support (e.g., Williams et al., 1991; Loerch, Russell, & Rush, 1989). In the study by Loerch et al. (1989), for example, strain-based work-family conflict was best explained by family conflict. This held true for both sexes. They also found that the frequency of family intrusions into the work domain was positively related to levels of strain-based conflict.

For the most part, however, strain-based conflict doesn't appear to be measured directly as a predictor of work-family conflict as suggested by Greenhaus & Beutell (1985). Instead, strain symptoms are measured as outcome variables resulting from work-family conflict (e.g., Frone et al., 1992a; O'Driscoll et al., 1992; Kibria, Barnett, Baruch, Marshall, & Pleck, 1990; Nelson et al., 1990; & Voydanoff, 1988). For example, a more critical assessment of studies including strain-based conflicts (as described by Greenhaus & Beutell (1985) such as number of work conflicts, and ambiguity

in work roles or role overload shows that the actual strain symptoms purported to predict the likelihood of work-family conflict are merely *inferred*. That is, these measures merely reflect the number of conflicts on the job, the degree to which an individual is uncertain about the requirements of the job, and the degree to which the person has an extensive amount of work to do. Whether one experiences strain from these, and the extent to which such strain acts as a basis of work-family conflict, remains to be empirically tested. It is likely that measures such as work-conflicts, role ambiguity and role overload, are more akin to qualitative aspects of role involvement, which may, in turn, lead to strain symptoms.

Behavior-Based Conflict. Virtually no research has been conducted that tests how specific behaviors required in one role are incompatible with behavioral expectations within another role as hypothesized by Greenhaus and Beutell (1985). For the most part, these conflicting expectations are inferred (e.g., Gutek et al. (1991). Two studies have included work and family expectations (Higgins et al., 1992; Duxbury & Higgins, 1991). Unfortunately, these authors did not design their studies to test if conflicting role expectations leads to conflict. Instead, they have assessed the general link between having strong work or family role expectations and experiences of work-family conflict. Thus, they did not actually examine "behavior" expectations. As such, Higgins et al. (1992) found that work expectations, but not family expectations, were positively related to work-family conflict. Duxbury and Higgins (1991) also found work expectations to lead to work-family conflict, but they also found that this was stronger among women than

men in their sample. In addition, they found that family expectations led to conflicts at work, but only among women.

### Processes Linking Work and Family

Currently researchers rely on one of four theories to characterize the process by which work and family are linked: segmentation, compensation, spillover, and accommodation (Lambert, 1990).

#### Segmentation Process

In general, segmentation (Kahn et al., 1964) treats work and home as separate spheres of life, either because they are inherently independent or because workers actively keep them that way. This perspective has received little attention in the work and family literature.

#### Spillover Process

The most popular perspective from which the interface between work and family has been conceptualized and researched is called the spillover model (Kelly & Voydanoff, 1985). Here, it is believed that the domains of work and family spill over to one another. For example, Kelly and Voydanoff (1985) and Crouter (1984) suggest that workers carry the emotions, attitudes, skills, and behaviors that they establish at work into their family lives and vice versa. Small and Riley (1990) conducted a study to examine the nature of spillover processes (e.g., via time, energy, or psychological interference) and the domains into which work spills over. They found that subjects were not able to differentially detect work spilling over into different domains (i.e., when work spilled over into one context, it was perceived to affect the other contexts equally the same). They did find, however, that subjects could

readily differentiate unique spillover processes (e.g., time-related or energy-related).

Positive &/or Negative Outcomes of Spillover. Other studies have examined the nature of types of spillover in terms of spillover's positive or negative nature. Crouter (1984), for example, identifies an instance of positive spillover in which workers in jobs requiring their participation in decision making began to use their newly developed skills at home to deal more effectively with their children. Negative spillover is illustrated in the example of the frustrated worker who displaces his job-generated aggression on family, neighbors, and strangers. Crouter (1984) also found that some individuals experienced both positive and negative spillover simultaneously, suggesting these are potentially overlapping, rather than competing processes. A general problem with the spillover approach, though, is that it has only examined work and family conflict using a static stimulus-response framework, noting only how one domain impacts on the other. Research by Frone, Russell, and Cooper (1992a), however, shows that both work interfering with family conflict and family interfering with work conflict can exist, and that these events also affect one another. Expanding upon the definition of spillover to include notions of the process by which one domain spills over into another will improve its applicability to understanding work and family related conflicts.

#### Compensation Process

Two other theories have greater application for models of coping with work-family conflict. The first, that of compensation, has been more widely

acknowledged. The compensation perspective stems from Dubin's notion that "industrial man seems to perceive his life as having a center outside of work for his intimate human relationships and for his feelings of enjoyment, happiness and worth" (Dubin, Champoux, Porter, & Lyman, 1975).

Compensation refers to the idea that individuals may try to compensate for a lack of satisfaction in work or home by trying to find more satisfaction in the other. Although the theory of compensation has mainly been used to explain reactions to uninvolved and unsatisfying jobs, notes Lambert (1990), it also provides a plausible explanation of why some workers become more involved in their work when experiencing family problems. In general, this theory views workers as actively seeking greater satisfaction from their work or family life as a result of being dissatisfied with the other. By implication, we might expect compensation to take place when individuals view either one or both work and family domains as unchangeable or inflexible.

#### Accommodation Process

A more recent, alternative explanation for compensation has been proposed by Lambert (1990). Lambert (1990) suggests that an alternative process, that of accommodation, may also account for the phenomenon of unequal involvement in different roles. Accommodation occurs when one responds to an involving family or work situation by limiting involvement in the other. This model assumes that individuals are active agents who either expand or limit their involvement or somehow accommodate their joint involvements so as to be able to balance the two. As an example, Lambert (1990) suggests that jobs which provide meaningful work and offer



opportunities for promotion and financial reward usually require extraordinary devotion, which often forces workers to give their families less attention than is required for building a satisfying and involving home life. In addition, he notes, this may be more problematic for women, who are often recognized as having to put more effort into their work, often to the detriment of their personal lives, in order to get promotions.

Some support appears to exist for the accommodation perspective. In their research on role commitment of women and men (DiBenedetto & Kehr Tittle, 1990), it was found that both women and men perceive women as describing their preferences for commitments to jobs and desire for children in terms of a trade-off. That is, women see their options in these two role areas in terms of a preference for greater or lesser involvement in both areas simultaneously. Thus, when confronted with parenting and work-role choices, these women indicated that they would make choices based on their preference for one role relative to the other and would consider how much general responsibility (or involvement) they desire in their lives relative to both roles.

In contrast, both men and women in this study did not view men as having to make such a trade-off. Instead, they perceived men as viewing their desires for (or commitment to) work and parenting roles as independent of each other. They do not view themselves as having to make a choice between the two. This research also found that trade-off and involvement distinctions were not made apparent until the assessment of simultaneous role involvement was considered. When this occurred, women reported as

having to make a trade-off, men did not.

### **Evaluation of Work-Family Conflict Research**

**Variables Studied.** Although it's not intended to be an exhaustive review, Table 1 (see Appendix A) summarizes the characteristics of major studies examining the interface of work and family.

To begin with, all of the studies cited in Table 1 are field studies that used survey research methodology to examine the antecedents and consequences of work-family conflict. For the most part, this research has studied structural antecedents to work-family conflict, such as the amount of time involved in roles (O'Driscoll, Ilgen, & Hildreth, 1992; Gutek, Searle & Klepa, 1991; Voydanoff, 1988), the number of roles one is involved in (Helson, Elliott, & Leigh, 1990; Baruch & Barnett, 1986; Beutell & Greenhaus, 1982), and role demands/extent of involvement and role constraints, (Frone, Russell, & Cooper, 1992a; O'Driscoll, Ilgen, & Hildreth, 1992; Bacharach, Bamberger, & Conley, 1991; Duxbury & Higgins, 1991; Greenhaus, Parasuraman, Granrose, Rabinowitz, & Beutell, 1989; & Voydanoff, 1988). Only recently have cultural factors been explored, such as the influence of religion (Jones & McNamara, 1991). In addition, only a few psychological determinants of work-family conflict have been examined at all, such as negative affectivity (Williams, Suls, Alliger, Learner & Wan, 1991; Farmer, 1984), achievement motivation (Rooney, 1983) and job involvement (Frone et al., 1992a; Duxbury & Higgins, 1991).

**Samples Employed.** To their credit, most of the studies examining conflicts between work and family use samples of male and female employed

adults with children, while studies conducting general explorations of the interface between work and families (e.g., studies examining salience of life domains, career aspirations, and plans for having a family) are more likely to use college student samples (e.g., Gilbert, Dancer, Rossman & Thorn, 1991; Jones & McNamara, 1991; Spade & Reese, 1991; O'Connell, Betz, & Kurth, 1989; Amatea, Cross, Clark & Bobby, 1986). Thus, the results of studies exploring conflicts between work and family (rather than general relationships between work and family involvement) can be expected to generalize to intended populations. The generalizability may be limited, however, in that most of these studies are limited to examining married professional/managerial type men and women to the exclusion of married blue collar workers, or single parents of blue or white collar occupations.

**Research Design.** For the most part, research conducted in the work and family literature has been cross-sectional in nature, as opposed to longitudinal. Most studies have also relied solely on correlational data. Most of the studies listed in Table 1 also relied on taking all of their measures from the same questionnaires, which raises concerns about the existence of potential method variance. Although one might expect work-family conflict to change with different career and life stages, only a few studies attempted to examine and control for such effects (e.g., Frone et al., 1992a, 1991; Duxbury & Higgins, 1991; Olson, Frieze, & Detlefsen, 1990; Baruch & Barnett, 1986; Bedeian et al., 1988; & Crouter, 1984).

While a number of antecedents have been positively related to work-family conflict, the process by which these antecedents cause perceptions of

work-family conflict are not clearly understood. Practically none of the research designs actually test for processes. At best, many researchers have used post hoc explanations to account for work-family conflict findings (Lambert, 1990). Only recently have models begun to assess the nature of causal paths leading to work-family conflict (Frone, Russell & Cooper, 1992a; O'Driscoll, Ilgen & Hildreth, 1992; Duxbury & Higgins, 1991). A major finding from these studies, for instance, is that work interfering with family conflict and family interfering with work conflict are separate, but interrelated components of conflict, and that each form of conflict is best predicted by within domain types of stressors, and similarly, within domain related outcomes.

#### Summary of WFC Antecedents

In light of current definitions that acknowledge the interactional nature of work and family roles in contributing to work-family conflict, a brief summary of some of the major antecedents that have been identified in contributing to work interfering with family and family interfering with work conflict will follow.

Prevalence of Work Interfering With Family Conflict. To begin with, work interfering with family is reported more frequently than is family interfering with work conflict. In studies by Frone et al., (1992a), Duxbury and Higgins (1991) and Gutek et al., (1991), both men and women report more work interfering with family than family interfering with work conflict. It may be that both sexes view the domain of work as relatively inflexible compared to that of the family domain. It is also likely that employees are reluctant to

admit that their personal life sometimes interferes with their work. While both men and women report equal levels of family interfering with work, work interfering with family has been found to be greater for women than for men (Gutek et al., 1991).

Prevalence of Within Domain Relationships. Several studies have found that within domain stressors are most likely to be related to within domain conflicts (e.g., Frone et al., 1992a; Higgins et al., 1992; & Gutek et al., 1991). Higgins et al. (1992), for example, found that both work interfering with family (W->F) conflict and family interfering with work (F->W) conflict were associated with unique antecedent conditions. In their study, antecedents of (W->F) conflict were job stressors and job involvement. The antecedents of (F->W) conflict were family stressors and family involvement. Similarly, Gutek et al. (1991) found that within domain hours were associated with within domain conflicts. They also found that this was stronger for women, despite the fact that women in their sample reported spending equal amounts of time in roles, compared to their counterpart males.

Antecedents Associated With Work Interfering With Family (W->F) Conflict. The major antecedents found to be significantly and positively related to work interfering with family conflict include job stressors (e.g., work role conflict, role overload, role ambiguity, and job involvement) (Frone et al., 1992a; Higgins et al., 1992; Duxbury & Higgins, 1991; Bacharach et al., 1991; Gutek et al., 1991) and the amount of time spent at work and working (Gutek et al., 1991). Of the antecedents of (W->F) conflict tested, job involvement,

work role conflict, and time spent at work or working have consistently been found to be strong predictors of (W->F) conflict (Frone et al., 1992a; Higgins et al., 1992; O'Driscoll et al., 1992; Duxbury & Higgins, 1991).

Job involvement, for instance, has been found to be a significant predictor of both work conflict and work-family conflict (Frone et al., 1992a; Duxbury & Higgins, 1991). There is also some evidence that the relationship between work involvement and work-family conflict is stronger among women. Work role conflict has also been found to be a significant predictor of work-family conflict (Higgins et al., 1992; Bacharach et al., 1991). In addition, the relationship between work-role conflict and work-family conflict has been found to be stronger among dual-career men than among traditional career men (Higgins & Duxbury, 1992).

Antecedents Associated With Family Interfering With Work (F->W) Conflict. The major antecedents of family interfering with work conflict are family stressors, such as family involvement (Frone et al., 1992a; Higgins et al., 1992; Duxbury & Higgins, 1991), the time spent in family roles, and the presence, number, and age of children in the home (Frone et al., 1992a; Voydanoff, 1988). Among these, findings concerning the relationship between family involvement and work-family conflict have been mixed. In one study, Higgins et al. (1992) found that family involvement was not predictive of work-family conflict, but was predictive of family conflict. In contrast, Frone et al. (1992a) found that family involvement was a significant predictor of family interfering with work (F->W) conflict. In another study (Duxbury & Higgins, 1992), it was found that the relationship between family

involvement and work-family conflict was stronger among men than women. Because this study was only testing for gender differences, however, the strength of the this relationship cannot be determined. Such conflicting findings are most likely due to different measurement operationalizations of work-family conflict in these studies.

Other studies have shown that the presence of preschool children in the home significantly predicts (F->W) conflict (Voydanoff & Kelly, 1984; Erickson & Klein, 1981) although the presence of children does not necessarily lead to negative work outcomes (e.g., Toren, 1991).

Interaction Between (W->F) and (F->W) Conflict. Toward evidence of the interaction (or reciprocal influence) between work interfering with family conflict and family interfering with work conflict, Frone et al. (1992a) find that any relationship between either family stressors and homemaking commitment and job-related affect is not direct but mediated by the frequency of family interfering with work conflict.

#### Summary of WFC Consequences

Work-family conflict has been linked to several outcome variables, including, but not limited to: job satisfaction, family satisfaction, overall life satisfaction, and marital satisfaction; quality of work life (QWL) and quality of family life (QFL); and several indices of well-being such as depression, life stress, burnout, self-esteem, and somatic complaints. The major findings are summarized below.

Job and Life Satisfaction. Overall, the relationships between work-family conflict and job and life satisfaction are inconclusive. The findings on

the relationship between work-family conflict and job satisfaction, for example, are mixed. On the one hand, Rice, Frone, and McFarlin (1992) found a direct relationship between work-nonwork conflict and job and nonjob satisfaction. Nelson, Quick, Hitt, and Moesell (1990), on the other hand, found that work-family conflict was unrelated to satisfaction. Similarly, some studies have found no significant relationships between work-family conflict and measures of life satisfaction (e.g., Higgins & Duxbury, 1992; Higgins et al., 1992), while others have found that work demands affected life satisfaction and adjustment only in the face of strong work orientations (Taylor & Chang, 1992).

Quality of Work Life (QWL) & Quality of Family Life (QFL). In contrast to the earlier findings on job and life satisfaction, more consistent results have been attained suggesting there is a relationship between work-family conflict and perceived quality of life domains (e.g., Higgins et al., 1992). It should be noted, however, that each of these studies measured QWL and QFL with job and family satisfaction scales, respectively. These studies have merely used different terminology. It has been found, for example, that work-family conflict is significantly and negatively related to both perceived QWL and QFL (Higgins et al., 1992). In a related, but somewhat different finding, Duxbury and Higgins (1991) found that work-family conflict was significantly more likely to have a negative effect on women's overall QWL and men's QFL. Additional findings have shown that traditional career men experienced a stronger relationship between QWL and life satisfaction than nontraditional career men (Higgins & Duxbury, 1992). These findings suggest the likelihood



that perceived quality of life roles mediates the relationship between work-family conflict and life satisfaction, and that work-family conflict directly impacts on perceived quality of life domain roles, although perhaps differently for women and men.

Indicators of Well-Being: Depression, Burnout, & Distress. Other studies have examined the impact of work-family conflict on individual's well-being. In their sample of employed white and black married adults, Frone and his colleagues (1992a) found (F->W) conflict to be both indirectly (via job distress) and directly related to depression. They did not, however, find the same relationship between (W->F) conflict and depression. In an earlier study, Frone et al. (1991) found that work-family conflict, as well as job and family stressors each made an independent contribution to the prediction of depression, even after controlling for potentially confounding sociodemographic characteristics. In another study, work-home conflict was positively related to burnout (Bacharach et al., 1991). Work family conflict has also been found related to measures of distress. In their most recent study, Frone et al. (1992a) found (W->F) conflict was positively related to family distress, and (F->W) conflict was positively related to work distress.

#### Future Work-Family Conflict Research Needs

The preceding review of the work-family conflict literature suggests several directions for future research. Clearly, research into the antecedents and consequences of work-family conflict must go beyond correlational studies (Bacharach et al., 1991). Only a few studies have sought to determine directionality of relationships among antecedents and

consequences of work-family conflict (e.g., Frone et al., 1992a; Gutek et al., 1991).

As noted by Barnett, Marshall, and Singer (1992), research also needs to focus on ways in which work and nonwork domains interact and less on determining if they are independent. Future research must also address how changes in work and family relationships occur over the course of one's career and life stages (Bacharach et al., 1991). Furthermore, the present author contends that we know little about the processes individuals actively engage in (i.e., what individuals do) to most effectively manage the interface between work and family domains in order to minimize the occurrence or negative consequences of work-family conflict. Future research must address how individuals attempt to cope with and manage experienced stress between work and family domains.

In concern of practical matters, research on the work-family interface must also identify ways organizations can minimize work and family conflicts among their employees, and more importantly, demonstrate the value that work-and family programs can add to organization's bottom line (Conference Board, 1993). Toward all of these goals, future research must include more diverse samples of respondents (e.g., single working parents) and use a variety of objective measures of performance and career success. An area of literature that suggests several ways to meet many of these research needs is the literature on stress and coping. Therefore, a review of the literature on stress and coping will follow. Included will be more specific findings concerning the major coping resources and strategies that have

been identified in stress models.

### ***Chapter 3***

## **REVIEW OF STRESS AND COPING LITERATURES**

As noted earlier, there are several similarities between the constructs of stress and work-family conflict. These parallels are illustrated in the following review of models of stress and coping and their implications for managing work-family conflict.

### **Stress**

In the field of organizational behavior, considerable attention has been devoted to the phenomenon of stress during the past three decades (Eulberg, Weekly, & Bhagat, 1988). One of the consistent criticisms to emerge from this literature concerns the need to pay more attention to stress processes. Lazarus (1991), for instance, argues that it is not enough to merely pay attention to organizational arrangements of work, for example, as being stressors. Instead, actual stressful transactions which take place between workers and their environment, including coping, as well as any changes in stress at different moments and/or across different situations--are important. This same argument is true for the work-family conflict literature.

### **Defining Stress**

There has been considerable debate about the definition of stress in general, and job stress, in particular (Eulberg, Weekly, & Bhagat, 1988). This is evidenced by both the sheer number of definitions offered in the literature as well as the number of processes used to explain it. In the most general sense, stress has been defined in terms of individual qualities (Schuler,

1980). In more specific ways, though, stress has been defined in terms of both individual and environmental qualities. For example, it has been defined as an environmental stimulus often described as a force applied to the individual; as an individual's psychological, physiological, and/or behavioral response to such an environmental force; or as the interaction between these two events (Beehr & Franz, 1987).

### Early Definitions of Stress

Initial assessments of stress in the Industrial and Organizational psychology literature defined stress as a person-environment fit (P-E fit) and viewed stress as a misfit between environmental demands and individual's capabilities to deal with those demands. Current models of stress differ, however, on whether they refer to P-E fits or to transactions between P & E (Dewe, 1989). Earliest P-E fit approaches, for example, viewed (and measured) antecedent variables as separate and static causes of behavioral, psychological, and medical states such as illness, distress, burnout, work dissatisfaction, performance, and absenteeism (Lazarus, 1991). Such definitions implied that individuals were "under" stress, particularly when the demands of the environment exceeded (or threaten to exceed) their capabilities and resources to meet them or when their needs were not being supplied by the job.

### Criticisms of Early Stress Definitions

A major problem with the notion of "fit" is that it emphasizes stable relationships between the person and the workplace rather than flux or process in which stress constantly changes over time and varies with specific

work-related contexts (Lazarus, 1991). The notion that some people usually or always function poorly or well is also simplistic. Even when there is, in general, a good stable fit between the work setting and the person, argues Lazarus, stress can still be generated in particular encounters to which we are all subjected to (e.g., a delay in supplies, or a child becomes ill overnight). Arguably, stress and its potentially damaging effects are individual matters. As such, we are limited in our understanding of individuals' efforts to ameliorate or prevent stress without examination of what is involved personally for individuals within particular collectivities and the particular contexts in which they operate.

#### Recent Definitions of Stress

Current conceptions of occupational stress have moved away from traditional stimulus-response models (e.g., environmental stressors leading to perceived stress and stress outcomes) and toward the individual-level processes of coping and adaptation in the face of stressors (Dewe, 1989). Unfortunately, the investigation into the actual coping processes that people use to change the demands of stressful events within organizations has remained limited. Also, little attention has been directed toward developing a theoretical framework or appropriate measurement models for investigating coping in occupational settings (Folkman, 1982).

In stress models, "demands" are typically called "stressors," which are environmental events or situations potentially capable of producing the state of stress. Mere exposure to stressors, however, will not necessarily lead to perceptions of stress and subsequent strains (Greenhaus & Parasuraman,

1987). Instead, as noted by Lazarus (1991) and Cox (1987), stress resides in the persons' perception of the balance or "transaction" between the demands placed on them and their ability to cope with those demands. By implication, a transaction between a person and environment is stressful only when it is evaluated by the person as harm, threat, or challenge to the person's well-being. That is, absolute levels of stressors are not the important factor in determining the experience of stress. Rather, it is the discrepancy between perceptions of the demands placed on them and the potential harm, threat, or challenge that may arise in face of their ability (or inability) to cope with those demands. Cognitive appraisal, regardless of its accuracy, as well as coping behaviors, are thus implicated for playing central roles in the stress experience.

An advantage of the transactional perspective is that stress is contextually defined (Barone, 1991). Some problems remain, however, concerning how to address such issues as defensive responding. Barone (1991) argues that research separating impression management and self-deception as sources of response bias remains to be applied to the assessment of work stress. For example, as a result of impression management, less stress would be reported. More problematic concerns arise when issues such as denial of stress acts to mask the individual's awareness of the stress they are under.

#### General Criticisms of Stress Definitions

One of the problems that receives little attention in the stress literature concerns the controversy surrounding the subjective versus objective nature

of the experience of stress (Eulberg et al., 1988). For example, most models of stress focus on the objective environment. The subjective environment, however presumes primary causal importance because the subjective perceptions of events is of crucial importance. Eulberg et al. (1988) contend that it is thus important to deal with both the objective environment and the subjective interpretations that people attach to those environments simultaneously.

An additional criticism of stress definitions concerns the failure of definitions to address the possibility that individuals may experience stress without being aware of it (Beehr & Franz, 1987). For example, one work stressor people are most likely to be aware of includes work conflict. On the other hand, work stressors such as electromagnetic radiance or asbestos insulation are unlikely to be perceived. Likewise, some strains that people are likely to be aware of include anxiety, whereas strains that people are unlikely to be aware of include hypertension. It is a debatable issue, argue Beehr and Franz, whether people need to be aware of the stress in order for it to result in strains or poor performance. Other distinctions that often go unaddressed, concern whether the nature of the stressors is chronic (i.e., they have long term existences) or acute (i.e., they occur within a short period of time). In general, all definitions, to some extent, address the general appraisal process in stress experiences.

#### Cognitive Appraisal of Stressful Events

Cognitive appraisal in general (e.g., Coyne & Lazarus, 1980) and as implicated in most stress models (e.g., Latack, 1986), appears to take into



account a person's perception of: (1) the demands placed on them; (2) the personal characteristics and coping resources they have available; (3) the constraints they are operating under while coping; and (4) the support they receive from outside sources to aid in coping. Furthermore, these cognitive appraisals are continually reevaluated (Coyne & Lazarus, 1980).

Cognitive appraisal is a process through which the person evaluates whether a particular encounter with the environment is relevant to his or her well-being, and if so, in what ways. Two forms of cognitive appraisal are believed to exist (Folkman, Lazarus, Dunkel-Schetter, DeLongis, & Gruen, 1986). The first is primary appraisal, whereby individuals evaluate whether they have anything at stake in an encounter. Secondary appraisal is believed to occur next, in which individuals evaluate what, if anything, can be done to overcome or prevent harm or to improve the prospects for benefit. It is here that various coping options are evaluated.

#### Definition of Stress for the Present Study

Given the above review of stress definitions, the perspective of stress adopted for this study is that stress occurs when individuals perceive that the simultaneous demands placed upon them from both work and family domains exceed their ability to cope with these demands (and in turn, pose potential harm or threat to their well-being), given their personal characteristics and coping resources they have available, the constraints they are operating under while coping with work-family conflict, and the support they receive from outside sources to aid in coping.

## Coping

Theoretical models of stress cast coping as a major determinant of how stressful events will be experienced (Latack, 1984). Indeed, the recent body of research on coping is indicative of a growing conviction that coping is a major factor in relation between stressful events and adaptational outcomes such as depression, psychological symptomatology, and somatic illness (Folkman et al., 1986). As argued by Lazarus (1991), coping has a profound effect on psychological stress and emotional states as a result of what it does to the appraisal process, which is considered the proximal cause of the stressful or emotional reaction. Thus, mediating the relationships between stressors and stress and strain outcomes are believed to be coping resources and/or responses that serve to prevent, avoid, or control emotional stress or manage problems causing distress (Pearlin & Schooler, 1978).

Two very different approaches to coping have been postulated: the trait-oriented approach and the process-oriented approaches to viewing coping. The primary difference between these two perspectives concerns the significance attached to the psychological and environmental context in which coping takes place (Folkman et al., 1986). In the *trait-oriented approach*, it is assumed that coping is primarily a property of the person, and that variations in the stressful situation are of little importance. In contrast, the *process-oriented approach* holds that the context is critical because coping is assessed as a response to the psychological and environmental demands of stressful encounters. The current literature on work-family conflict most closely adheres to this process-oriented approach. Investigations into

coping into the general stress literature, however, have often been conducted without regard to contextual factors (Folkman et al., 1986). As a result, despite the increased attention that has been given to the coping processes, there remains a lack of information in general stress models about the contextual variables that influence stress, and the relation between coping processes and the outcomes of specific stressful encounters in which they occur. In contrast, many contextual factors (e.g., number of children at home, marital status, work-role conflict) have been investigated in the literature on work-family conflict, at the absence of attention given to coping processes. One advantage the process approach offers for studying work-family conflict is its potential to identify factors that the organization can change to aid workers in the ways they manage the interface between work and family domains.

#### Definition of coping

In the most general sense, coping refers to efforts to master conditions that tax or exceed adaptive resources (Latack, 1986). Although stress researchers have defined coping in a variety of ways, there appears to be a general agreement that coping refers to the overt behavioral and cognitive responses made by individuals to master, reduce, manage, or tolerate stressful events and internal demands and conflicts which tax or exceed the individuals' resources (Greenhaus & Parasuraman, 1987). Note that while models of stress identify strains as the behavioral, psychological, and/or physiological reactions to stressors (Ratsoy et al., 1986), coping is suggested to refer to those attempts geared to intervene against (or manage) those

reactions. For example, coping has been described by theorists as attempts to enhance the fit between persons and their environment (French et al., 1974) or as attempts to meet environmental demands to prevent negative consequences (Lazarus & Folkman, 1984). It has also been considered to refer to the "constantly changing cognitive and behavioral efforts to manage specific external and/or internal demands that are appraised as taxing or exceeding the resources of the person" (Lazarus & Folkman, 1984). These definitions imply that coping may consist of a number of adjustments made either simultaneously or sequentially; it is restricted to instances of perceived stress, and it includes habitual or attentional adjustments to the requirements of daily functioning (Thoits, 1986).

Implicit in most discussions of coping is the notion that, in some way, and to some extent, coping is an organized activity and that one can sensibly talk of "coping strategies" (Cox, 1987). It is also acknowledged that coping responses are always, to some extent, governed by the adaptational requirement of the particular encounter (Lazarus, 1991). In general, a distinction is usually made between a person's perception of their ability to cope on the one hand, and their actual coping, on the other.

### Coping Strategies

A variety of coping strategies have been proposed. Two of the most common strategies for coping with stressors have been identified by Lazarus and Folkman (1984). They proposed that there are both problem-focused and emotion-focused strategies for coping with stress. *Problem-focused* coping, they argue, consists of direct actions on the environment or to the self

to remove or alter circumstances appraised as threatening. *Emotion-focused* coping, in contrast, consists of actions or thoughts to control the undesirable feelings that result from stressful circumstances. Pearlin and Schooler (1978) have added a third coping response: *perception-based* coping, whereby individuals undergo cognitive attempts to alter the meaning of situational difficulties so they are perceived as less threatening. In summary, these suggest that coping strategies include attempts to: (1) modify the stressful situation through direct action; (2) manage the strain symptoms, and/or (3) control the meaning of the stressful situation.

Latack (1986) further suggests that "emotion-focused" coping strategies are more precisely viewed as cognitive reappraisal because these are most immediately and directly aimed at changing thoughts about the situation. Symptom management, in contrast, suggests Latack (1986), refer to those strategies (e.g., relaxation, stress management, exercise) that are most accurately thought of as emotional-physical in focus. Unlike action and cognitive appraisal, suggests Latack (1986), symptom management strategies are those which are brought into play on a more global level, in connection with symptoms of stress in general that could be the result of a variety of situations.

Most models of coping call for a contingency approach to coping that utilizes a variety of approaches depending upon the nature of the stressor and the individual's own resources and repertoire of coping skills (Greenhaus & Parasuraman, 1987). As conceptualized by Folkman and Lazarus (1980), coping is situation-specific. That is, it comes into play in specific situations,

such as being confronted with an unreasonable deadline or a by a difficult boss. Along these lines, coping has been found to be related to cognitive appraisal, such that the forms of coping that were used varied depending on what was at stake and the options for coping (Folkman, Lazarus, Dunkel-Schetter, DeLongis, & Gruen, 1986). They found, for example, that when threat to self-esteem was high, respondents were most likely to use confrontative, self-control, or escape-avoidance styles of coping, and least likely to seek out social support. They suggested that where people sought less social support in encounters that involved self-esteem, they may have attempting to avoid embarrassment. They also found that under threats to physical health, respondents were more likely to seek social support and engage in escape-avoidance coping patterns. If problems were viewed as changeable, subjects used more confrontative, problem-solving, and self-control coping strategies. On the other hand, if problems were viewed as having to be accepted, respondents used more escape-avoidance coping strategies. Social support was sought when information was needed.

Lazarus (1991) suggests that while some patterns of coping vary from one stressful encounter to another, other coping strategies are stable (e.g., positive thinking). These more stable patterns are thus indicative of personality characteristics. Others, such as seeking social support, are quite unstable, and are heavily influenced by environmental conditions of stressful encounters.

Lazarus (1991) conceives of coping and appraisal as transforming the relationship between the person-environment fit and the subsequent

psychological, emotional, and/or behavioral response. According to James and Brett (1984), variables that change the relationship between two variables, in contrast to explaining the process through which the independent variable affects the dependent variable, are moderator variables. Thus, Lazarus proposes that coping and appraisal are moderator variables. As such, coping is believed to weaken or attenuate the negative relationship between stress and well-being, thereby protecting an individual from the negative consequences of stress.

As argued by Harris (1991), however, this fails to address coping style. Harris, for example, argues that: (1) people may have a tendency to cope in a certain way over time; (2) this may result either because the person appraises situations in a certain way or because they tend to behave in a certain way; and (3) that the pattern may be conditioned (or socialized) by particular environmental influences. If coping style is acknowledged, then coping becomes an antecedent condition. In other words, coping acts to prevent stress, by reducing the environmental pressures that produce the stress in the first place.

### Coping Resources

Strategies of coping are also dependent upon the resources one perceives to be available to aid in the coping process (Dewe, 1989). Coping resources are those personal, social, and organizational elements which the individual perceives as being present in the situation and which presumably influence whether a particular coping strategy can be implemented (Dewe, 1989). It is hypothesized that such coping responses as "there is nothing you

can do about it" may indicate a lack of resources which the individual believes are necessary to establish some control over the situation (Dewe, 1989). Thus, if the only control an individual perceives to have is over his/her own emotional discomfort, then coping energy is directed toward that end.

Harris (1991) suggests that the organizational setting may determine, to a large extent, the menu of potential coping resources and options, and therefore, the secondary coping appraisal process may also be reflecting profound situational influences. That is, respondents providing evaluation of coping options may be providing perceptions of coping strategies which are rewarded by the organization, such as acceptance, rather than those coping strategies derived from the P-E transaction. The difficulty lies in that secondary appraisals may be confounded with cultural influences such as perceptions of group norms. This also highlights the importance of examining the influence of work contexts on specific coping strategies engaged in.

Social resources have been primarily defined as different types of social support resources. There are three common views about different types of social resources (Kobassa & Puccetti, 1983). First, social resources entail having some other (e.g., friend) or some asset (e.g., a lot of money) contribute to the resolution of the stressful situation. Second, social resources consist of intergroup (family, friends, coworkers) establishments and maintenance norms about good health practices which, in turn, foster physiological resiliency in the face of stress. Third, social resources may provide the kind of recognition and interpersonal closeness that makes people feel better in any circumstance.



### **Individual Differences in Coping**

It is obvious that some people are better able to cope with their situations than others. Menagham (1982), for example, has made the distinction between coping responses that are relatively stable across problems or life domains (coping styles) and coping responses that are specific to certain problems within a given domain of life (coping behaviors). Individual differences in coping behaviors and/or styles and situational factors argue for a contingency approach to coping that utilizes a variety of approaches depending upon the nature of the stressor and the individual's own psychological resources and repertoire of coping skills (Greenhaus & Parasuraman, 1987).

### **Social Support as a Coping Resource**

One of the most important resources for coping identified in stress models is social support (Cohen & Wills, 1985). Social support is viewed as an important resource capable of alleviating the aversive effects of the stressors encountered in different domains (Parasuraman, Greenhaus, & Granrose, 1992). Several studies have documented that social support satisfies the social needs of individuals and reduces the experience of physiological and psychological stress in individuals (e.g., Parasuraman, Greenhaus, & Granrose, 1992; McIntosh, 1991; Mattimore, King & King, 1991). Social support has also been found to be positively related to life satisfaction (Lubben, 1988) and job satisfaction (Caplen, Cobb, French, Van Harrison, & Pinneau, 1975). The capability of social support to meet social needs and to enhance broadly useful coping abilities (Cohen & Wills, 1985)

strongly suggests that supportive relationships are particularly relevant to employees confronted with multiple stressors from work and nonwork domains. And, if Erera's (1992) suggestion is correct, that individuals will increasingly seek social support from the domain of work, on account of the weakening of the "traditional" sources of primary affiliations-the family, the church, neighborhood, and voluntary associations, then it is in organizations best interest to attempt to capture individual's confidence that adequate support would be available if needed. In order to identify the role of social support in coping with work-family conflict, a review of the social support literature will follow.

## ***Chapter 4***

### **REVIEW OF SOCIAL SUPPORT LITERATURE**

#### **Social Support Definitions**

Several definitions of social support have been offered in the literature. For example, one author broadly defined social support as resources (actual or perceived by focal person) available from one or more others which act to assist the focal person in the management of stress experiences and to increase the experience of well being (McIntosh, 1991). Other authors have defined social support as the degree to which the person's basic social needs are gratified through interaction with others (e.g., Thoits, 1982). Most definitions, however, have failed to operationalize how support meets these needs or acts to prevent stress. A major point of dissension on how to define social support exists in the issue of whether support should be conceptualized as a perception of hypothetical resource availability or as the actual transfer of advice, aid, and affect through interpersonal networks (Wethington & Kessler, 1986).

#### **Findings on Perceived vs. Received Support**

In their exploration of this issue, Sarason, Sarason and Shearin (1986) examined the nature of several social support measures and concluded that measures of social support assess the extent to which an individual is accepted, loved, and involved in relationships in which communication is open. They viewed social support as an individual engaging in a number of relationships, each differing in quality and depth of caring. A supportive

relationship, they suggested, involves the communication of acceptance and love. It is this feeling, they argued—that we are loved and valued, that our well-being is the concern of significant others—that is protective. As such, they indicated that communication of acceptance and love is not to protect the individuals from harm per se, but to foster in supported individuals the feeling that they are worthwhile, capable, and valued members of a group of individuals and that the resources necessary for the pursuit and achievement of their goals are available to them. Sarason et al. (1986) noted that social support may be communicated through such supportive behaviors as loans of money, advice, and shoulders to cry on. Yet the offer and receipt of these provisions, they argued, does not constitute social support. Instead, "knowing" that others love us and would willingly do for us what they can is the essence of social support.

As evidence of this viewpoint, several empirical studies have found that "perceived" support is more critical than "received" support in the stress-strain relationship. For example, the perception of support has been found to be associated with reduced stress symptoms (Jayaratne, Himle, & Chess, 1988; Sarason, Shearin, Pierce, & Sarason, 1987; & Wethington & Kessler, 1986), while the receipt of support has been found to be related to an increase in stress symptoms experienced (e.g., Sarason, Pierce, Shearin, Sarason, Waltz, & Poppe, 1990; Jayaratne, Himle, & Chess, 1988).

Additional findings have shown "perceived" social support has been found to be negatively related to negative life events but "received" social support has been found to be positively associated with these (Cohen &

Wills, 1985). One explanation for this finding has been provided by Hobfoll, Nadler & Leiberian (1986). They suggested the possibility that actual receipt of support may provide the individual with negative self-information (i.e., they are weak and dependent upon others) or that the support received consisted of inappropriate or unnecessary forms of assistance. The receipt of support in itself may serve to magnify the stressfulness of the situation.

Some findings, however, have shown no relationship between "perceived" and "received" forms of support and stress related outcomes. For example, Sarason et al. (1987) found that measures of received support and support networks were not strongly related to most of the perceived available support measures in their assessment of the interrelationships among several social support measures. This suggests that even when individuals actually receive support, they do not necessarily perceive support as being available.

There have been mixed findings concerning the nature of the relationship between perceived and received forms of support. On the one hand, several studies have found that received support does not appear to explain perceived support (Sarason et al., 1987; Cutrona, 1986; Wethington & Kessler, 1986). On the other hand, Jayaratne, Himle, and Chess (1988) found a strong positive relationship between perceptions of support and use of support. In their study, however, Jayaratne et al. (1988) found that there was a cognitive mediation whereby the perception of support mediated the use of support. In other words, they found that individuals were more likely to use sources of (organizational) support the more they perceived their

environment as being supportive. From an impression management standpoint, it may be very likely that individuals weigh the costs of acknowledging the need for or asking for support and the acceptance or willingness of others to provide such support. Cutrona (1986) also found a positive relationship between perceived social support and receipt of helping behaviors. Cutrona found that subjects with high levels of perceived social support were more frequently the recipients of helping behavior following stressful events than those low in perceived support. However, perceived support was only predictive of receipt of helping behaviors following events that were rated lowest in producing stress.

#### **Dimensions of Social Support**

Various definitions have outlined a variety of dimensions that represent social support, thereby acknowledging the multidimensional nature of the support construct (Jayaratne, Himle, & Chess, 1988). These definitions have acknowledged the existence of relationships, integration into a social network, density and range of network, and content and quality of support. For example, two dimensions of social support that have been consistently identified are (1) source of support (e.g., supervisor/spouse) and (2) type of support (e.g., instrumental/emotional).

**Source of Support.** In terms of source of support, three distinct, primary sources of social support identified in the literature include: supervisors, coworkers, and extra-organizational sources (e.g., friends, family, spouses). In a more detailed examination on differences between sources of support providers, Cauce and Srebnik (1990) found that separate

support systems (e.g., the nuclear family, kin, friends) could be distinguished by two factors: (1) intimacy and (2) relevance to daily life. For example, they found that subjects rated the nuclear family as high in intimacy but low in terms of relevance to daily life. In contrast, friends were rated high in both, and formal sources (e.g., supervisors/ organizations) were rated low in intimacy, yet high in relevance to daily life. This suggests that separate support systems can be readily defined by the characteristics of the providers and their relationship to the recipient. It also suggests that people subjectively organize these potential sources according to their general level of closeness and involvement in the ongoing events of daily life.

Types of Support. Four types have been identified (Nelson & Quick, 1991). These include: (1) emotional support (e.g., caregiving/ affective concern); (2) appraisal support (e.g., affirmations or evaluative feedback); (3) information support (e.g., directiveness); and (4) instrumental support (e.g., kinds of aid/environmental feedback). These may, in turn (a) reduce the stressors which the individual faces (a direct effect on stressors experienced), (b) reduce the effects of symptoms which the individual experiences (a direct effect on health and psychological outcomes), or (c) moderate the relationship between stress and health-related outcomes (a buffering effect).

Still other ways of examining social support have focused on the structure of individuals' support system, such as size and density of one's social network (Thoits, 1982) and satisfaction with social support (Hobfoll, Nadler, & Leiberan, 1986).

### **Proposed Models of How Social Support Works**

Much of the research on the role of social support has sought to determine, first, if social support is a significant determinant of self-reported levels of health status (i.e., that it has a main effect on health-related outcomes). Secondly, this research has sought to determine whether the relation of social support to health outcomes is contingent on its modification of stress events (i.e., that it "buffers" the effect of stress on stress outcomes) (Latack, 1986).

**Social Support as a Main Effect.** In the main effect model, social support is viewed as a basic human need that must be satisfied in order for an individual to enjoy a sense of well-being (Sandler & Barrera, 1984). Here, social support may have direct or main effects on indices of strain and well-being, serving to lower the level of experienced strain and other negative outcomes independently of the magnitude of stressors encountered in different domains (Greenhaus & Parasuraman, 1987). Here, some researchers suggest that the perception of support availability indirectly indicates actual network responses to stressful events that more directly promote healthy adjustments (Wethington & Kessler, 1986). As suggested by Nelson and Quick (1991), forms of support may have two kinds of main effects. In the first kind, support is hypothesized to directly reduce the stressors which the individual faces. In this situation, support acts to prevent stress. In the second kind, support is hypothesized to directly reduce the effects of symptoms/ outcomes which the individual experiences. This presumably reflects the impact of support on one's sense of stability and self-



identity, and feelings of self-worth and self-esteem (Cohen & Wills, 1985).

Social Support as a "Buffer". The second model looks at the role of social support as a moderator or "buffer" of stress. The buffering function of social support reflects a moderating effect of support on the relationship between stress and well-being in that support affects the relationship between stress and well-being. Here, the relationship between stress and maladjustment is thought to be greater for those who lack support than for those who are adequately supported (Sandler & Barrera, 1984). According to Cohen and Wills (1985), it is believed that support acts as a buffer because it enhances an individual's cognitive and behavioral coping abilities that enable the individual to manage the stressful situation more effectively.

#### Critique of Social Support Constructs

Several criticisms have been leveled against the support construct. First, a major weakness of the construct of social support is its lack of clarity (Latack, 1986). Eckenrode (1983) argues that any attempts to clarify the role played by social support will require an investigation of those variables which may determine which set of potential supports in fact become mobilized when particular stressful events are encountered. In the absence of this distinction, states Eckenrode, researchers often implicitly assume that the amount and quality of actual support which is mobilized following exposure to stressors will directly reflect the amount or quality of potential support available. Indeed, research today emphasizes the importance of viewing social support as a resource to fit with situational demands. As such, social support will be effective to the extent that the type of support offered meets specific needs

(Cohen & Wills, 1985). Hobfoll and his colleagues (1986), for example, posit that what is supportive depends on the circumstances, the individual's other resources, the time in the individual's life and the individual's values and perceptions. They call this an ecological congruence perspective, which emphasizes the interrelationships between factors involved in stress resistance.

Another problem with social support construct concerns the nature of its definitions. Most definitions imply or assume that the receiver of support is a passive agent. For instance, most of the empirical literature assumes that social support is an environmental provision—i.e., how much support one has depends on what the social environment provides. Of interest, however, is the contribution people make to their own social support levels.

Parasuraman, Greenhaus, and Granrose (1992) argue that social support often involves both giving and receiving and must therefore be seen in terms of an interactional exchange between givers and receivers. The cost of giving and/or receiving support and the perceptions of these costs can be critical determinants, they contend, in determining whether support is sought or given. Thus, they argue that it is necessary to focus not only on the consequences of support, but also to investigate the determinants of the provision of support.

Sarason et al. (1986) also argue that how an individual views and deals with his or her own social environment appears to have a great deal to do with what it provides. In their review of social support studies, they found that social support correlated positively with extroversion and negatively with

neuroticism. This suggests the relevance of examining individual difference variables in social support research.

Most studies on social support have failed to test for effects of situational contexts on the use and/or receipt of support. Evidence of the importance of this comes from the few studies that have focused on identifying when it is likely that one will receive/perceive support assistance. One study, for example, found that behavioral manifestations of support which were reflective of emotional and informational forms of support were most likely to occur as a response to stressful life events (Cutrona, 1986). In other words, people were more likely to report receiving supportive actions when experiencing stressful events. That same study found that individuals were more likely to use sources of organizational support if they first perceived their organization to be supportive (Cutrona, 1986). Together, these findings suggests that we perhaps reconsider when it is important to use different measures of support. In examining reactions to particular life events, it may be more useful to rely on measures of 'received' support. The likelihood of individuals using that support, in turn, may depend on the perceived supportiveness of the context in which support is offered. On the other hand, when studying stress events in general, it may be more fruitful to rely on 'perceived' measures of support.

Lastly, it has been noted that alternative explanations have remained virtually unexplored. It is plausible, for example, that apparent social support effects may be due to methodological artifacts such as self-report bias, unmeasured third variables such as competence or dysfunctional social ties,

measurement error, impaired psychological functioning, and differences in intimacy of relationships (Sarason, Shearin, Pierce & Sarason, 1987).

### **Social Support and Stress-Related Outcomes: A Summary and Critique of Research Findings**

For the sake of simplicity, only the findings concerning the relationship between social support and stress-related outcomes in general are reviewed here. Subsequently, the relationship between support and specific work-related outcomes will be reviewed.

**Variables Examined.** Table 2 summarizes the nature of research studies on social support (see Appendix A).

From Table 2's comprehensive, though not exhaustive review, we can see that the majority of studies on stress incorporating measures of social support consider such support an antecedent variable in relation to several physiological and psychological symptoms, such as depression, epinephrine level, loneliness, shyness, anxiety, heart rate and blood pressure. Support was also examined as a precursor to life satisfaction, job satisfaction, role stress, role conflict, career mobility, performance level, and absenteeism.

**Samples Employed.** Depending upon the outcome measures assessed, these studies varied in types of samples used. For example, many of the studies assessing the effects of support on physiological and psychological symptomatology relied heavily on student samples. In contrast, studies examining various behavioral manifestations of social support used working populations such as social service workers, nurses, and civil service employees. Professional/managerial samples are clearly underrepresented

in the literature on social support, while they are clearly over-represented in the work-family conflict literature.

**Research Designs.** Nearly all of the studies reviewed were cross-sectional in design and relied primarily on self-report measures of stress, perceived social support, received forms of support, as well as measures concerning job and life satisfaction, depression, loneliness, and performance. The danger with relying on such measures rests primarily on the accuracy of such measures. For example, there is the possibility that subjects' responses measured, in part, self-serving biases (i.e., their attempts to present themselves in a positive manner). Except for the study by Mattimore, King & King (1991), none of the studies reviewed made attempts to measure and partial out potential effects of such social desirability biases. In Mattimore et al.'s (1991) study, however, no significant relationships among subscale scores on the social support measures and scores of social desirability were found.

**Research Findings for Social Support Models.** Research has focused on gathering evidence for the two models outlined earlier: the "main effect" model and the "buffering effect" model. Overall, both models have received mixed results. One explanation for these mixed findings is that the construct of social support has been assessed with a variety of conceptually different instruments. As noted by Cohen and Wills (1985), the relation between social support and outcome variables depends on the operationalization of the support construct. For example, Cohen and Wills (1985) noted that a buffering model has been obtained when social support measures specific

interpersonal resources that directly match the needs elicited by stressful events. Support for main effect model, however, has been found when support measures of a person's embeddedness in a social network have general effects on dependent variables. Another explanation for these mixed results concerns the lack of consensus on the definition of social support. For example, most authors have failed to validate whether people see social support as a set of discrete events that have occurred (i.e., the receipt or use of support) or as a perception that social support exists. Failure to gain consensus on the true essence of social support is likely to contribute to inconsistent findings. A summary of the evidence for these models follows.

**Findings For Main Effect.** Many of the studies found that support had positive effects on individuals' well-being, and suggest that different forms of support are related to different outcomes. McIntosh (1991), for example, found that the amount and adequacy of support appeared to directly reduce the number of physiological symptoms and degree of emotional exhaustion in a sample of nurses. When McIntosh controlled for the amount of support subjects received and the rated adequacy of that support, he found that as the number of providers increased, so too did emotional exhaustion. He also found that perceptions of support adequacy was significantly related to perceptions of lower work load. Due to the cross-sectional nature of the study, however, it isn't clear whether work load contributed to feeling greater support or vice versa.

In a second study on the perceived family support among workers, Mattimore, King and King (1991) found that emotional and instrumental

assistance scores were each significantly correlated with life and job satisfaction scores. In addition, they found differences among men and women. For instance, they found that males, in comparison to females, reported a greater amount of perceived instrumental assistance. Both males and females with employed spouses, however, reported significantly greater perceived emotional sustenance than those with unemployed spouses.

Findings For Buffering Effect. Three studies have found buffering effects for social support on stress-related outcomes, although the nature of those findings differed. To begin with, Schmieder and Smith (1991) investigated a variety of employees in various shiftworking and nonshiftworking populations. They found that perceived support moderated the relationship between job stress and job satisfaction. In this study, people under high stress with high total support were more satisfied than those with low levels of perceived social support. More specifically, however, they found that perceived supervisory support moderated the stress/satisfaction relationship only for individuals who were under high levels of stress. Supervisory support was not related to increased job satisfaction for individuals under low levels of stress.

In a second study, Ganster, Fusilier, & Mayes (1986) found an interaction between perceived supervisory support and skill underutilization, such that workers who reported high levels of perceived supervisory support and whose skills were underutilized were more dissatisfied with their jobs than were individuals low in support but who were also underutilized.

Fusilier, Ganster, and Mayes (1987) also found support for a buffering

effect. They found that social support buffered the relationship between reported conflicts and somatic complaints among a sample of police and firefighters. More specifically, they found that reported conflict and strain were positively related for those with low levels of perceived social support, but that reported conflict and strain were unrelated for those with high levels of social support.

Findings For a "Negative" Buffering Effect. A few studies have found a "negative" buffering effect, whereby measures of support were found to exacerbate the relationship between stressors and strains (e.g., Kaufman & Beehr, 1986; Sandler & Barrera, 1984). Sandler and Barrera (1984), for instance, found that conflicted network size (i.e., those who were rated as supportive and upsetting) was positively related to symptomatology and increased the relationship between stress and symptomatology in a sample of college students. They did not find a relationship, however, between individuals' overall network size and symptomatology, suggesting that the sheer quantity is not the critical feature of social support. Instead, it is the nature (e.g., conflicting/non-conflicting) of those sources of support that appears important.

In a study of hospital workers, Kaufman and Beehr (1986) examined the relationship between several measures of job stressors, social support, and psychological and physiological strains. They found that, contrary to their expectations, "received" forms of emotional and tangible social support strengthened the relationship between stressors and strains. In other words, they found that social support made the relationship between stressors and



strains stronger. This may have occurred because their measures of support relied on measures of received support, as opposed to perceived support.

Mixed Findings/No Findings for Models. Several studies have found either no relationships between measures of perceived/received support, or mixed results. Among a sample of contracting employees, Ganster, Fusilier and Mayes (1986), for instance, found small, significant relationships between stressors and outcome variables, but no support for any main or buffering effect of support on stress. They also did not find support for the existence of higher order interactions (e.g., between support measures and demographic characteristics and stress experience). One explanation they offered was that stressors are first likely to lead to strains which in turn leads one to seek support.

McIntosh's (1991) findings, on the other hand, were mixed. McIntosh found that the amount and adequacy of social support in a sample of nurses was related to reduced reports of physical symptoms and emotional exhaustion. After controlling for the amount and adequacy of support, however, as the number of support providers increased, so too did emotional exhaustion.

Studies examining the relationship of "satisfaction" with social support and stress-related outcomes have also yielded mixed results. In one study, for example, Felsten and Wilcox (1992) examined the influence of situation-specific mastery beliefs and satisfaction with social support on well-being. In this study, Felsten and Wilcox found that satisfaction with social support was related to anxiety through an interaction with mastery, but that neither

mastery nor satisfaction with social support alone appeared to act as a stress buffer through a statistical interaction with stress to moderate the effects of stress. Instead, total stress was reduced by a combination of strong situation-specific mastery beliefs and high satisfaction with support for subjects who faced many stressors.

Some gender differences have been found by Sarason et al. (1987). In their study on the interrelations of social support measures, Sarason et al. found that women low in social support satisfaction were more distressed with the support they received than men who reported low levels of satisfaction. They also found that women who reported low levels of satisfaction with the support they received also perceived far less family support in their social environment than did similar males. This suggests that the receipt of support from the family may be more important for women than for men.

On the relationship of different social support indices, Sarason et al. (1987) found that received support and structural characteristics of social network were not highly related to each other. Received support and network measures tended to have quite small correlations with individual difference measures for attachment, social anxiety, social density, shyness, and loneliness (compared to perceived support, which was moderately related to these variables). Furthermore, social network size and satisfaction with social support were more strongly related to individual difference measures and were stronger for women than for men.

**Social Support & Work-Related Outcomes: A Review of Empirical Findings**

Since the relationship between social support and stress in general has already been reviewed, a succinct review of the relationship between social support and work-related outcomes will now follow.

**Variables Examined.** Table 2 also summarizes studies that have examined the role of social support in general, and perceived supervisory/ organizational support, in specific, to various work-related and health-related outcome variables.

As can be seen in Table 2, measures of support, and perceived supervisory/ organizational support, in particular, were examined primarily as antecedents to several job-related outcome measures. These included: absenteeism, occupational commitment, job satisfaction, performance, job innovation, depression, burnout, fatigue, physical exhaustion, illness, family and life satisfaction, and turnover intentions (Parasuraman, Greenhaus, & Granrose, 1992; Scandura, 1992; Beehr, King, & King, 1990; Eisenberger, Fasolo, Davis-LaMastro, 1990; Moen & Forest, 1990; Jayaratne, Himle, & Chess, 1988; Eisenberger, Huntington, Hutchinson, & Sowa, 1986; Fisher, 1985; Kobassa & Puccetti, 1983).

**Samples Employed.** Most of the work-related studies in Table 2 used samples of working adults. These studies were most likely to have used respondents from health-related professions such as nursing or social work or from city or manufacturing-type employers.

**Research Designs.** All of the work-related studies outlined in Table 2 were cross-sectional in nature.

**Summary of Research Findings.** The major findings on the relationship between social support and work outcomes are summarized below according to the type of effect they have on work-related outcomes.

**Support For "Main" Effect.** Many of the studies examining the main effects of support included outcome measures other than stress-related outcomes such as organizational commitment, innovation, conscientiousness, and job satisfaction (e.g., Eisenberger, Fasolo, & Davis-LaMaestro, 1990). One study found that measures of support were found to be related to improved problem solving when coworkers offered advice and advice-free support (Jayaratne, Himle, & Chess, 1988). This finding by Jayaratne et al. suggests that support will positively affect desired work outcomes if the type of support (e.g., advice) matches the need for support (e.g., problem solving). The literature on mentoring is also suggestive of this contention. For example, Noe, Noe and Bachhuber (1991) suggested that specific forms of support, such as providing inside information, or introducing a protégé to important people, are related to greater organizational mobility, status, and pay.

Parasuraman, Greenhaus, and Granrose (1992) studied the relationship between role stressors, social support, and measures of well-being among dual career couples. They found that within domain relationships of stressors with well-being were stronger than between-domain relationships of stressors with well-being. Furthermore, they found a main effect for perceived support within domains. For example, they found that perceived work support was associated with increased job satisfaction for

both men and women, while perceived family support was associated with greater family satisfaction, but for women only. Support was not found in their study to moderate the stressor-strain relationships.

Felsten and Wilcox (1992) found in a sample of college students that higher satisfaction with support was related to more positive appraisals of stressfulness by subjects with high mastery, but with more negative stress appraisals by those with low mastery. Their findings pointed out the significance of including factors such as ability in the study of perceived stress. Nelson and Quick (1991) also found an influence of ability on the relationship between support and distress and satisfaction. They found that lower performing newcomers rated several forms of social support as helpful but higher performing newcomers didn't (suggesting that lower performing newcomers probably recognize a need for help). Nelson and Quick also found that perceived availability of organizational support activities such as offsite business trips and training sessions was negatively related to psychological symptoms. Another study found that measures of support had direct and positive relationships to measures of life and job satisfaction (e.g., Parasuraman et al., 1992).

With a sample of telephone and credit bureau employees, Eisenberger, Huntington, Hutchinson, and Sowa's (1986) findings suggested that employees' commitment to the organization was influenced by their perception of the organization's commitment to them. In their study, they found that employees formed global beliefs concerning the extent to which their organization was perceived to value their contribution and care about

their well-being. Among their sample, perceived organizational support was negatively related to reported number of absences. In addition, this relationship was stronger for employees who held strong exchange ideologies (i.e., those who viewed work within an interactional framework, such that greater commitment and investment on their behalf was contingent on perceived commitment and investment of the organizations on the behalf of employees).

In a sample of various employed adults, Eisenberger, Fasolo, and Davis-LaMaestro (1990) found that perceived organizational support was positively related to (a) conscientiousness in carrying out conventional job responsibilities, (b) expressed affective and calculative involvement in the organization, and (c) innovation on behalf of the organization in absence of any direct anticipated reward or personal recognition.

Moen and Forest (1990) conducted a study on three cohorts of employed men and women over a 13 year period of time. First, they found that while employed mothers still reported higher levels of distress than fathers at the end of the study compared to the beginning, the gap between the two had narrowed. Second, they found that workplace supports (e.g., reduced work hours, being on leave of absence, having absence autonomy) reduced the likelihood of psychological strain and physical exhaustion for working mothers more than for fathers, however, they were not found to account for shifts in well-being that were found over time. More specific findings suggested that permitted absence autonomy reduced the likelihood of psychological strain and physical exhaustion for working mothers and

mental exhaustion and fatigue for working fathers. Part-time work and leave of absence also reduced psychological strain, but only for employed working mothers.

In another study using a sample of nursing professionals, Fisher (1985) found that social support had important main effects in reducing the level of unmet expectation stress among nurses. Social support was also found to facilitate positive adjustment among newcomers. Overall, social support was found to be positively related to job satisfaction, performance, and commitment, and negatively related to turnover and intentions to leave the organization or profession. Fisher found no evidence that social support served a moderating role between unmet expectation stress and employees' subsequent adjustment.

Support For "Buffering" Effect. Schneider and Smith (1991) found that measures of perceived support moderated the relationship between job stress and job satisfaction. People under high stress with high total support were more satisfied with their jobs than those low in total reported stress. Supervisory support moderated the stress/job satisfaction relationship only for those under high levels of stress. More specifically, they found that those under high levels of stress (but not those under low levels of stress) appeared to benefit from perceiving high levels of supervisory support.

For a sample of middle- and upper-level executives, Kobasa and Puccetti (1983) found support for a buffering relationship between perceived boss support and reported illness. They found, for example, that executives under high stress who perceived high levels of support from their supervisors

had lower illness scores than those without this perceived support.

Support For "Negative Buffering" Effect. In another study, Kaufman and Beehr (1986) found that social support strengthened the relationship between stressors and strains in a sample of hospital workers. Kaufman and Beehr found that where tangible and emotional forms of support were reported received, there was an increase in the relationship between stressors and strains.

Mixed or No Effects. One study found that measures of support were not found to be related to work aspirations (Thomas, 1986).

General Findings. Beehr, King, and King (1990) examined the nature of communication interactions and perceived supervisory support among a sample of nurses. They found that nurses' perceptions of social support from their supervisors were more closely related to positively evaluated communications about work and non-job-related communications than to negatively rated communications pertaining to the job.

Erera (1992) examined the perceived amount of social support from supervisors and co-workers under conditions of organizational ambiguity. Erera found that only subordinates were perceived as supportive, and that they provided emotional and approval forms of support. Supervisors, in contrast, were criticized for providing inconsistent and insufficient information and for withholding emotional, approval, and tangible forms of support.

Kottke and Sharafinski (1988) attempted to determine if employees could meaningfully distinguish between perceived organizational support and perceived supervisory support. Both measures of perceived organizational



and supervisory support were found to be reliable, and employees were found to report more support from their supervisors, than from the organization as a whole.

Another study was conducted by McFarlane Shore and Tetrick (1991) in order to assess the construct validity of the survey of perceived organizational support (SPOS). The results support the SPOS as a unidimensional scale that is distinguishable from affective and continuance commitment. In addition, the findings indicated that employees were able to distinguish their own commitment levels to the organization from the organization's commitment to them. One finding of concern, however, was the empirical distinction between the SPOS and satisfaction. It was found that satisfaction with supervision correlated more strongly with perceived organizational support than with commitment.

#### Summary of Social Support Findings

A common theme appearing to connect many of these findings is that the effectiveness of measuring social support as a resource (e.g., to alleviate stress or to increase job satisfaction) depends on the degree to which the form of support meets the specific needs of the individual. As noted by Hobfoll et al. (1986), what is supportive depends on the circumstances, the individual's other resources, the time in the individual's life, and the individual's values and perceptions. Indeed, a growing number of researchers are postulating a moderator/stressor specificity hypothesis (e.g., Frone, 1990; Swindle, Heller & Lakey, 1988). The specificity hypothesis posits that many resources/vulnerabilities may not have generic power to

moderate *any* stressor-strain relationship in general. Instead, a conceptual fit may be necessary between a stressor and a moderator before any person-environment interaction is observed (Frone, Russell, & Cooper, 1991). In the case of work and family conflict, it is likely, therefore, that only when specific sources of support hypothesized to impact on work-family conflict (e.g., perceived acceptance by the organization for accommodating family demands) are present, will negative work-family-related outcomes be reduced.

For the most part, it appears that the perception of support is more important than the actual receipt of support and that the receipt of support, when its form is inappropriate or unwanted, will actually increase the relationship between support and experienced stress (Hobfoll et al., 1986). It also appears that actual use or receipt of support may not account for perceived support. Instead, the use of support may depend on other factors. These factors may include, for example, first perceiving that a supportive environment exists (Jayaratne et al., 1988), or actually experiencing a stressful episode (Cutrona, 1986), which would demonstrate to others the need for offering support as well as making the person experiencing the stress aware of the need to seek support. Other factors, such as individual difference factors, may also play an important role in determining whether or not one seeks out support, or whether others feel comfortable in offering support.

The finding that supportive behaviors are reported more often when individuals experience stressful events, and that behaviors are experienced

as helpful under certain conditions indicates that only if one is undergoing negative life events, for example, will the actual receipt of supportive behaviors be relevant. Otherwise, it appears that perceived support acts as a general cognitive resource variable which gives individuals added comfort and/or confidence to face their challenges.

It appears that the "level" or "nature" of stress experienced also plays a key role in the utility of support. Schneider and Smith (1991), for example, found that perceived supervisory support moderated the stress/satisfaction relationship only for those under high levels of stress. Ganster, Fusilier, and Mayes (1986), in turn, found that the nature of stress (e.g., being underutilized on the job) interacted with perceived supervisory support such that workers who reported high levels of perceived supervisory support and whose skills were underutilized were more dissatisfied with their jobs than were individuals low in perceived support.

The relationship between social support and a variety of work-related outcomes (e.g., job satisfaction, promotion rate, performance) was found to be positive. This relationship, however, appears to interact with individual factors such as ability (or mastery) or values and to the extent that the form of the support matches the need of the recipient.

Measures of support have also been found to be negatively related to scores on depression and loneliness (e.g., Sarason et al., 1986). This finding suggests that perceived support may act to increase one's sense of self-worth. There is some support for this finding. Sarason et al. (1987), for example, found that self-esteem was significantly and positively related to

social support measures of social support network, satisfaction with social support, and degree of family support in women, but only satisfaction with support for men. Self-esteem, in turn, has been considered in the motivation literature as an individual difference factor that will influence task performance. Because of this, organizations can attempt to increase their use of support and encouragement because they can expect it will not only make their employees feel better about themselves, but also help to improve their overall performance.

## **Chapter 5**

### **THE PRESENT STUDY**

The present study was based on the premise that work and family conflict is a perceived form of stress. As implicated in stress models, (e.g., Lazarus, 1991), perceived stress depends on individuals' *cognitive appraisal* of stressors and available supports as well as their *coping responses*. Building from Latack's (1986) work, cognitive appraisal of work and family conflict would be expected to take into account individuals' perceptions of: (1) work and family role demands placed on them; (2) personal characteristics and work- and family-related coping resources they have available; (3) organizational and familial constraints they are operating under while coping; and (4) work and family forms of support received from outside sources such as the organization to aid in coping. It is expected that actual perceptions of work and family conflict stress will be akin to notions of *primary appraisal*. That is, the perception of work and family conflict is the initial awareness that individuals have something at stake in the process of managing work and family role demands. For example, not being able to take care of family responsibilities because of tenuous work role demands will be evaluated as relevant to the individual's well-being and their ability to fulfill role demands. Coping responses, in turn, would be expected to depend on *secondary cognitive appraisals*, such as the perceived availability of and support for using work- and family- related forms of support.

The stress perspective of work and family conflict proposed in this

study was inherently more complex than earlier stimulus-response frameworks for studying work and family dynamics. The value of this approach, however, was that it allowed us to begin to identify the work-related coping resources most useful for managing work-family conflict, while at the same time it allowed us to examine which resources might prevent or reduce the negative effects of work and family role demands, and subsequently, the process through which such resources impacted work-family conflict and stress-related outcomes.

The above reviews of stress and coping literatures, for example, suggest that moderating the relationships between work and family stressors and work and family stress and strain outcomes will be coping resources and/or responses that serve to prevent, avoid, or control the experience of work and family conflict and stress or the management of work and family stress-related outcomes. The recent body of research on coping highlights the important roles that coping and coping resources play in relation to stressful work and family conflict events and adaptational outcomes such as depression, psychological symptomatology, and somatic illness. This research also shows that social support is one of, if not the, most important resources for coping (Cohen & Wills, 1985). As such, social support is considered an important resource capable of alleviating the aversive effects of work and family stressors. Unfortunately, we still know very little about which types of support and/or organizational resources are most useful or most important to individuals experiencing work-family conflict.

With the increased research and legislative attention in recent years to

work and family issues, organizations have been feeling pressured to provide work-family benefits such as child and elder care support and alternative work arrangements such as flexible scheduling or work-at-home arrangements. In addition, although it has been argued that forms of stress and their related outcomes are individual matters (Lazarus, 1991), there appears to be growing acknowledgment, at least in the work-family conflict literature, that organizations need to understand their role in alleviating conflicts that arise between work and nonwork domains (Conference Board, 1993). Many employers, however, remain unclear about what role they must take. More often, they question why they should provide these resources, how they can afford to provide such resources to their employees, and what value, if any, such programs and benefits can add to their organizations. Clearly, organizations need guidance as to which forms of support are most important.

By studying the impact of organizational coping resources and support, this study represents an initial attempt to identify which forms of support are most important and helpful in meeting the needs of individuals who are attempting to juggle multiple role demands. Findings from the stress and social support literature offer exciting insights to potentially positive and cost-effective ways organizations can help their employees cope with conflicts between work and nonwork domains by providing work-family support and resources to their employees. This study therefore expects to help organizations begin to identify which resources will have the greatest impact and utility for their employees.

### **Study Goals**

The main goal of this study was to assess the impact of organizational support and resources for managing work-family conflicts. As such, this study attempted to examine which types of organizational support (e.g. managerial/organizational) and/or support resources (e.g., flexible work arrangements, time-off policies, alternative work schedules, etc.) were most effective at reducing both work-interfering with family (W->F) and family interfering with work (F->W) conflict and negative job outcomes. Subsequently, it was the goal of this research to identify the process through which support impacts work-family conflict and important job outcomes (i.e., to identify whether support has a main or buffering effect).

While various sources of support (e.g., family, friends, and organization) have been identified in the literature, for the sake of parsimony, only organizational sources of support were examined in this study. Subsequently, a major goal of this study was to identify tools that organizations may use to help their employees actively cope with managing the interface between work and family in order to minimize the occurrence of conflict between these domains and/or the negative outcomes linked to such conflict. This study recognized that both work may interfere (or conflict) with family/personal life (W->F) and vice versa (F->W). As such, both directions of work-family conflict were included in the study. However, because we know so little about the role of organizational support and resources in relation to work-family conflict, their impact on each direction of work-family conflict were explored separately in this study in order to systematically



assess the relationship of support to each measure of conflict. It was assumed that both perceived and received forms of organizational support would be the primary coping resources that would enable individuals to effectively cope with both work interfering with family (W->F) and family interfering with work (F->W) conflict.

Prior social support research findings (e.g., Thoits, 1986), suggested that work and family related forms of social support may impact the relationship between work and family role stressors and work and family conflict and its related outcomes in a variety of ways. First, instrumental forms of work-family support such as child care support, family planning and/or time management are expected to be directed at changing or managing the stressful situation. Second, emotional forms of work and family support such as acceptance of and/or sympathy toward work-family situations are expected to ameliorate the negative feelings that typically accompany work and family stress experiences. And third, perception-focused and informational gathering forms of work and family support are expected to alter meaningful aspects of stressful work and family situations. This study examined both tangible (e.g., time-off policies, flexible work arrangements, alternative work arrangements, etc.) and emotional (e.g., perceived organizational and managerial support) forms of work-family resources. It was expected that such forms of social support would either prevent work-family conflict and stress and negative job outcomes, or moderate the relationship between work-family conflict and job outcomes.

### **Models For Coping With Work-Family Conflict**

The present study represents one of the initial attempts to move beyond simplistic stimulus-response views of work/personal life balance: to provide an understanding of the meaning and nature of work-family conflict, and to examine the role that organizational resources and support play in employees' coping response. Based upon the literatures of role theory, work-family conflict, stress, coping, and social support, two models of work-family conflict are presented below: work interfering with family (W->F) conflict, and family interfering with work (F->W) conflict. This presentation is designed to simplify the complex relationship these forms of conflict have with work and family role demands, forms of support, and organizational outcomes. Both models will be presented in several stages. Initially, hypotheses will be presented for each form of work-family conflict, along with a figure illustrating the proposed relationships. This will be followed by a model integrating each of the study's hypotheses as they pertain to each form of work-family conflict.

#### **The Antecedents and Consequences of WFC**

The basic model of work-family conflict is based on the antecedents and consequences most consistently found in the work-family research to be related to conflicts between work and family. In order to minimize the number of variables included in the study, only organizationally related outcomes will be assessed. It is acknowledged that personal measures of well-being and family and marital satisfaction are also important factors that remain to be addressed in subsequent research.

**Antecedents of Work-Family Conflict.** As outlined previously, the antecedents (or work and family related role demands/stressors) found to predict perceived work-family conflict most consistently include: work role and family role involvement, work-role conflict, role ambiguity and role overload, time spent in work and family roles, and the number, age, and presence of children in the home.

**Hypothesis 1a:** There will be a positive relationship between work role and family role stressors and perceptions of work interfering with family (W->F) conflict.

**Hypothesis 1b:** There will be a positive relationship between work role and family role stressors and perceptions of family interfering with work (F->W) conflict.

As depicted in Figures 1 and 2 (see Appendix B), hypotheses 1a and 1b predict that individuals who experience work role demands such as work role overload, work role ambiguity, high levels of job involvement and time spent at work and/or working will experience greater work-family conflict than individuals who do not experience these demands. Also, individuals who experience high levels of family role demands such as high levels of family involvement and time spent in the family role, and/or who have young children living at home will experience greater work-family conflict than individuals who do not experience these same family role stressors. Furthermore, as noted above, several studies have found that within domain stressors/demands are most likely to be related to within domain conflicts (e.g., Frone et al., 1992; Higgins et al., 1992; & Gutek et al., 1991).

**Corollary to Hypotheses 1a & 1b:** Within domain stressors will be related more strongly to within domain conflicts than to outside domain conflicts. More specifically, high levels of work role demands will be more strongly related to work-interfering with family (W->F) conflict than to family interfering with work (F->W) conflict, presumably because highly demanding work roles will limit the availability for the family. Similarly, high levels of family-role demands will be more strongly related to family interfering with work (F->W) conflict than to work interfering with family (W->F) conflict.

**Consequences of Work-Family Conflict.** Research has shown that individuals who experience work-family conflict often experience certain negative consequences. Based upon prior findings outlined previously, the work-related outcome most strongly related with work-family conflict is job satisfaction (also operationalized as quality of work life (QWL)). Because of the need to more systematically identify how work-family conflict impacts the organizational "bottom line," three additional work-related outcomes are hypothesized to be affected by work-family conflict. These include withdrawal behaviors such as turnover intentions, absenteeism, and lateness. It may be expected, for example, that individuals who experience high levels of work-family conflict would be more likely to be dissatisfied with the quality of their work and family lives than individuals who do not experience high levels of work-family conflict. These individuals, in turn, are likely to desire to find work that will accommodate their work and family needs. Likewise, conflicts between work and family are likely to cause individuals to experience a greater degree of absence from or lateness to work in order to take care of

conflicting role demands than those who do not experience such conflict. Since turnover, absenteeism, and lateness represent salient costs to organizations, these are important outcomes to consider.

**Hypothesis 2a:** Individuals experiencing high levels of work interfering with family (W->F) conflict will report experiencing lower levels of job satisfaction and greater degrees of withdrawal behaviors, such as higher turnover intentions and higher rates of absenteeism from and lateness to work than individuals who experience low levels of W->F conflict.

**Hypothesis 2b:** Individuals experiencing high levels of family interfering with work (F->W) conflict will report experiencing lower levels of job satisfaction and greater degrees of withdrawal behaviors, such as higher turnover intentions and higher rates of absenteeism from and lateness to work than individuals who experience low levels of F->W conflict.

Figures 3 and 4 present the graphic representations of hypotheses 2a and 2b (see Appendix B).

### **The Role of Organizational Support in Coping with Work-Family Conflict**

Reviews of the stress and coping literatures have implicated coping resources and/or responses as moderating the relationships between stressors and stress and strain outcomes (Pearlin & Schooler, 1978). Based on this earlier research, work and family related coping resources or responses are expected to affect perceptions of work and family stress and/or its stress-related outcomes by preventing, avoiding, or controlling the perception and/or experience of work and family conflict. Because social support has been found to be one of the most important forms of coping resources (Cohen & Wills, 1985) in stress models, it is believed that social

support will also be an important coping resource in work and family conflict models. Furthermore, it is expected that specific work and family related forms of support will be most effective in meeting the needs of individuals managing work and family role demands. The most relevant sources of these work and family related forms of support are expected to be the organizations that people work for, and their families. For the sake of parsimony, however, only sources of organizationally-provided work and family resources and support will be examined in this study. That is, support from one's organization, manager, and perceived resource availability will be examined in this study.

Specific hypotheses about the role of organizational forms of support as having main or buffering effects on perceptions of work and family conflict and its stress related outcomes will build upon earlier findings on the differences between "perceived" and "received" forms of social support.

"Perceived" vs. "Received" Support. For the most part, the role of support as a mediating or "buffering" effect on stress-related outcomes has received mixed results. In large part, it appears this is because measures of received support, rather than perceived support, have been used. Indeed, the importance of perceiving support over actually receiving support has been noted by several researchers (e.g., Jayaratne et al., 1988; Hobfoll et al., 1986; Cutrona, 1986). The specificity of fit between the type of work and family stressor and type of organizational support also appears to play a role in whether one finds a buffering or main effect. Thus, it is important to include more than one form of support (i.e., organizational or managerial

support, perceived resource availability) in this study, in order to evaluate which level of specificity is most important. While earlier models of social support have argued for the existence of having *either* main *or* buffering effects, it appears that *both* may exist in stress models. This seems particularly plausible when we recognize that individuals undergo "secondary appraisals" of their situations for clues about what can be done in order to overcome or prevent harm or to improve their prospects for positive outcomes (Lazarus, 1991). In terms of work and family conflict, this secondary appraisal of work and family stress will focus on the availability of and/or support for balancing conflicts between work and family. The implications of these findings are considered in hypotheses three and four.

#### Support as a "Buffering Effect"

As suggested by Cohen and Wills (1985), a buffering model in the work and family interface can be expected to be found when social support measures specific forms of support (e.g., perceived organizational and/or managerial support and/or availability of resources for balancing work and personal life such as flexible work schedules) that are perceived to directly match the needs elicited by stressful work and family events (such as having to bring an ill child to the doctor while managing a taxing work load). That is, perceived forms of organizational support will moderate the relationship between work-family conflict and negative outcomes related to work-family conflict under conditions of high levels of perceived support (e.g., that the organization is perceived to really care about the consequences of managing multiple role demands, or that it provides work-family balancing resources

such as alternative work arrangements, flextime, family care leave, etc.). By implication, general perceived support by the organization (i.e., that the organization cares, in general, about the well-being of its employees) will not effectively mediate the relationship between work-family conflict and related outcomes. Furthermore, as implicated by Schneider and Smith (1991), it can be expected that perceived forms of organizational support may only act to buffer the relationship between work-family conflict and job outcomes when that stress is perceived to be particularly high.

**Hypothesis 3a:** Individuals experiencing high levels of work interfering with family (W->F) conflict and who perceive high levels of organizational support, managerial support, or resource availability for balancing work-life issues to be available will be less likely to report job dissatisfaction, and will report lower levels of turnover intentions, absenteeism and lateness than individuals who experience low levels of W->F conflict and who perceive low levels of organizational forms of support to be available.

**Hypothesis 3b:** Individuals experiencing high levels of family interfering with work (F->W) conflict and who perceive high levels of organizational support, managerial support, or resource availability for balancing work-life issues to be available will be less likely to report job dissatisfaction, and will report lower levels of turnover intentions, absenteeism and lateness than individuals who experience low levels of F->W conflict and who perceive low levels of organizational forms of support to be available.

Figures 5 and 6 provide graphic representations of hypotheses 3a and 3b (see Appendix B).

For example, in order for perceived organizational supportiveness of work-family issues to moderate the relationship between work-family conflict



and related outcomes, perceived work-family conflict must be particularly intense. In other words, it is expected that perceived forms of organizational supportiveness for work-family conflict will moderate the relationship between work-family conflict and related outcomes only for individuals experiencing high levels of work-family conflict. According to definitions of primary appraisal, the stakes are likely to be higher for individuals experiencing intense work-family conflict than individuals experiencing only moderate or low levels of work-family conflict. Under such an appraisal, individuals would be expected to look for availability of coping resources and options for coping. For individuals experiencing only low levels of work-family conflict, perceiving the organization as particularly supportive (or unsupportive) of work-family issues may not be appraised as important, because the stakes are presumably not as high.

#### Support as a "Main Effect"

Support for a main effect model, however, has been found when support measures a person's general embeddedness in a socially supportive network or environment. Unlike the buffering effect model, however, both received (e.g., Eisenberger et al., 1990; Jayaratne et al., 1988) and perceived (e.g., Parasuraman, Greenhaus, & Granrose, 1992) forms of support have been associated with having direct effects on work-related outcomes. In addition, Nelson and Quick (1991) have indicated that support as a main effect may either (1) directly reduce the effects of the stressors an individual experiences or (2) directly reduce the effects of symptoms or outcomes the individual experiences.

In the case of the first type of main effect, it is most probable that actual use of work family resources (i.e., one's coping response) such as flex time or child care support will reduce the conflict and stress experienced. From what we know about coping models, it is expected that individuals will first appraise the availability of and support for using work and family related supports and then choose which available support will most likely be effective. The actual coping response, however, such as using flexible work arrangements, is expected to provide the direct effect on stressors experienced. For example, if an employee has a chronically ill child, use of flexible work arrangements is expected to decrease the perceived stressfulness and conflict of having a sick child that needs attention. However, it is also probable that when individuals perceive their manager (or organization) to be supportive of work-life balance, the expectation of potential forthcoming support/understanding may also prevent the resultant feelings of conflict and overload.

**Hypothesis 4a:** The availability of organizational and managerial support and resources for balancing work-life conflicts (and/or the use of such supports) will be negatively related to reported experiences of work interfering with family (W->F) conflict.

**Hypothesis 4b:** The availability of organizational and managerial support and resources for balancing work-life conflicts (and/or the use of such supports) will be negatively related to reported experiences of family interfering with work (F->W) conflict.

Figures 7 and 8 provide graphic representations of hypotheses 4a and 4b

(see Appendix B).

In terms of support having the second type of main effect (i.e., a main effect on the effects of symptoms or job outcomes the individual experiences) it is expected that perceived availability of support for balancing work and family related conflicts will have a positive impact on important job-related outcomes such as job satisfaction, turnover, absenteeism and lateness. In addition, the use of such supports is also expected to have similar direct effects on these same outcome measures. Such positive main effects of support on job outcomes presumably reflects the impact of support on individuals' sense of satisfaction and stability, and efficacy beliefs toward their ability to handle conflicting role demands. For example, the perceived availability of and/or use of work-life resources such as flexible work arrangements for taking care of family responsibilities would be expected to cut down on the number of employee absences because the employee won't have to "miss" work in order to fulfill a family obligation. Thus, a "main effect" model will be supported when individuals either use work-family related supports (i.e., engage in a coping response) or "perceive" support for work-family issues to be available.

**Hypothesis 5:** The availability of organizational and managerial support and resources for balancing work-life conflicts (and/or the use of such supports) will be positively related to job satisfaction and negatively related to turnover intentions, absenteeism, and lateness to work.

As shown in Figure 9 in Appendix B, hypothesis 5 posits that having

high levels of work-family support at one's disposal and/or taking advantage of work-family resources will positively influence one's job satisfaction and negatively influence one's turnover intentions, absenteeism, and/or lateness. In addition, perceiving an organization to be supportive of work-family issues as well as seeking out support for coping with work-family conflicts, is expected to have direct, positive influences on work-family related outcomes. It may be expected, for example, that individuals who perceive the organization to be supportive of work-family issues, in general, are more likely to report higher quality of work and family lives, for example, than individuals who report their organization as unsupportive of managing work and family demands—irrespective of the level or presence of conflicts they may be experiencing between work and family domains.

#### Use of Support

Although previous research has examined the difference between perceived and received support, it has not examined support from a dynamic perspective. The likelihood of one using or seeking out support for managing the interface between work and family is therefore considered important to understand in the process of coping with work and family conflict. In terms of using or seeking out support (i.e., the coping response), what appears probable is that individuals will both appraise their situations for availability of work and family related supports, and appraise the likelihood for experiencing certain consequences for using those supports. Such appraisals are likely to be considered in decisions about how to cope with work and family conflicts, and subsequently, in actual coping responses.

Some research appears to support these contentions. Lazarus (1991), for example, indicates that forms of coping depend on what is at stake and the perceived options for coping. Along these lines, Harris (1991) has argued that the organizational setting may determine, to a large extent, the menu of potential coping options working individuals may have at their disposal. Therefore, the secondary coping appraisal process may also be reflecting profound situational influences. That is, respondents providing evaluation of coping options may be providing perceptions of coping strategies which are rewarded by the organization, such as approval, rather than those coping strategies derived from the person-environment transaction in itself.

Empirical evidence supporting this contention is provided by Jayaratne et al. (1988). In their study, Jayaratne et al. found that individuals were most likely to use sources of organizational support the more they perceived the organizational environment as being supportive. From an impression management viewpoint, it may be very likely that individuals weigh the costs of acknowledging the need for or asking for support and acceptance or willingness of others to provide such support. In light of the emphasis on the moderator/stressor specificity hypothesis (Frone et al., 1991; Frone, 1990; Hobfoll et al., 1986) in the stress and coping literature, it is thus likely that individuals would be most likely to use organizational resources (such as flexible work time, or parental aid) for coping with work-family conflict, only if they perceived the organization as supportive and encouraging of them to do so. Mere perceptions of support, in addition, may be independently important in how one experiences work-family conflict and its stress-related outcomes,

regardless of whether one seeks out or uses actual forms of support.

If an individual worked in an organization which frowned upon those who wanted to fluctuate their work hours, or if they believe that their career will be impacted upon negatively if they take advantage of that work and family policy, then that individual would probably not consider opting for flexible work hours—even though the company may offer such a benefit. It may well be that within organizations perceived as unsupportive of balancing nonjob role demands, for example, workers may feel that their attempts to juggle such demands would be punished or looked down upon by the organization. In such cases, individuals may also suspect the organization to view their behavior as being less committed to the company, or as indicative of trying to slack-off.

The implication from this is that organizations may be able to help their employees avoid or minimize their experience of work-family conflict and its associated negative consequences by merely fostering (or communicating) a climate which is supportive of individuals managing the interface between work and nonwork domains. To the extent this occurs, organizations may have at their disposal a very cost effective tool to avoid potentially negative consequences related to work-family outcomes such as turnover, absenteeism, and poor performance. It is unlikely, however, that organizations will be able to convince employees that they are committed to helping them manage the interface between work and family if they do not invest in real programs (such as leave policies, flexible work schedules, alternative work schedules, parental support, child care, etc.) designed to

alleviate or manage the difficulties incurred in coping with multiple role demands.

**Hypothesis 6a:** Perceived support for and/or perceived resources for balancing work and family role demands will moderate the relationship between W->F conflict and the use of support resources. That is, individuals who experience high levels of W->F conflict and who perceive high levels of organizational/managerial support (or high levels of resource availability) will be more likely to use work-family resources than individuals who perceive low levels of W->F conflict and who perceive low levels of support and resources to be available.

**Hypothesis 6b:** Perceived support for and/or perceived resources for balancing work and family role demands will moderate the relationship between F->W conflict and the use of support resources. That is, individuals who experience high levels of F->W conflict and who perceive high levels of organizational/managerial support (or high levels of resource availability) will be more likely to use work-family resources than individuals who perceive low levels of F->W conflict and who perceive low levels of support and resources to be available.

As shown in Figures 10 and 11 (see Appendix B), hypotheses 6a and 6b predict that individuals experiencing forms of work-family conflict will be more likely to use forms of organizational work and family resources (e.g., time off from work, family planning, child care) when they perceive the corporate environment as being supportive of managing work and family demands than individuals who do not perceive their work environment as supportive.

#### **Receipt of Support**

Further extrapolations from what we know about the effectiveness of

received vs. perceived support are helpful in understanding the process of coping with work-family conflict. The findings that "received/used" support often exacerbates the stress-strain relationships, for example, is likely to be the result of those most likely to seek out the supports (i.e., the most stressed). If availing oneself of these supports jeopardizes one's career, then one doesn't utilize them unless desperate. On the other hand, the positive relationship between stress and received support may also be due to operationalizing the individual as a passive agent in the stress experience. If the form of support offered to an individual is inappropriate or unwanted, then it will likely be perceived as negative. In contrast, if a person actively seeks out the receipt of support, then that same support would not be experienced as threatening or inappropriate. We do know that when individuals experience particularly stressful work-family conflicts (e.g., a child has to be taken to the doctor at the same time an important business meeting is scheduled), we would expect that individuals would most likely seek out 'received' forms of support (e.g., rearrange the business meeting). In contrast, when dealing with ongoing work-family conflict in general (e.g., family problems are intruding upon concentration at work), merely perceiving the organization as supportive and caring of one's well-being may be more important. In fact, it may be uncomfortable to be offered support such as counseling advice, or time-off to deal with family matters. Depending upon the nature of the conflict between work and family domains, the effectiveness or appropriateness for various types of support (i.e., received/perceived) will vary.



**Hypothesis 7a:** Receipt (or use) of organizational forms of support for balancing work-family conflict from others at work will exacerbate the negative relationship between perceived work interfering with family (W->F) conflict and job-related outcomes for individuals experiencing lower rather than higher levels of W->F conflict.

**Hypothesis 7b:** Receipt (or use) of organizational forms of support for balancing work-family conflict from others at work will exacerbate the negative relationship between perceived family interfering with work (F->W) conflict and job-related outcomes for individuals experiencing lower rather than higher levels of F->W conflict.

Figures 12 and 13 offer graphic illustrations of hypotheses 7a and 7b (see Appendix B).

#### **Proposed Models of Coping With W->F and F->W Conflict**

Figure 14 integrates each of the study's hypotheses pertaining to the W->F conflict construct, and thus presents the overall model showing the role of organizational support in coping with work interfering with family conflict (see Appendix B). Figure 15 similarly integrates each of the study's hypotheses pertaining to the F->W conflict construct, and thus presents the overall model showing the role of organizational support in coping with family interfering with work conflict (see Appendix B). Included in both Figures 14 and 15 are the major antecedents and consequences expected to be related to each form of work-family conflict, and the coping resources of "perceived" and "received/used" sources of organizational support for work-family issues. Note: both main effects (hypotheses 1a, 1b, 2a, 2b, 4a, 4b, and 5) and

buffering effects (hypotheses 3a, 3b, 6a, 6b, 7a, and 7b) are included in the models. Each hypothesis is highlighted in the model (e.g., hypothesis 1a shows up in the model as H1a).

## **Chapter 6**

### **METHOD**

#### **Sample**

Data for this study were gathered from five separate research sites by administering to all respondents the "Balancing Work and Personal Life Questionnaire" (the "Questionnaire") which was comprised of items designed to measure the aforementioned constructs, and a "Request for Results" slip, which enabled subjects to request a copy of the survey outcomes. In total, 2,780 Questionnaires were distributed, and 799 subjects returned usable Questionnaires, giving a 28.7% overall response rate. Respondents came from 13 U.S. states and Canada, with the majority coming from New York (38%), Wisconsin (38%), California (9%), Canada (6%), and Connecticut (4%). Given the fact that the Questionnaire contained numerous questions in a survey that was 10 pages long and contained small print, it is expected that this is a reasonable response rate. An examination of the distribution of respondents by function and level at each site revealed that respondents were well distributed across numerous types of jobs, levels, and employment statuses, as well as marital and parental statuses, suggesting that the samples are representative of their overall populations. An overall description of sample respondents will be presented first, followed by summaries of each sample separately.

**Overall Sample.** Tables 3 and 4 summarize the personal and employment demographics for subjects at all sites (see Appendix A).

In general, each site had comparable ratios of respondents (with some variations), in terms of sex, age, education, race and ethnicity, marital and parental statuses, and living arrangements. Each sample was also generally comparable in terms of employment status, exempt status, supervisory status, level, and function. Organizations were contacted to determine if respondents were comparable to overall organizational demographics. However, the participating companies would not disclose this information. Therefore, we cannot be sure that the sample is truly representative of the organizations surveyed. Nevertheless, the overall sample was very diverse in terms of both personal and employment-related demographics.

Of the 799 respondents, 40.4% ( $N=322$ ) were male, and 59.6% ( $N=476$ ) were female. The average age of respondents was 39.1 years, with 16.5% under age 30, 37.0% between 30 and 39 years of age, and 46.5% 40 years or older. In terms of race, nearly all subjects were white (93.7%). Educationally, 12.6% held high school diplomas, 36.5% had attended some college or had some technical school training, 25.4% were college graduates, and 25.4% had some graduate experience or held a graduate degree.

Nearly three-fourths (71.4%) of the sample were married. Only 15.3% were single or never married, and the remaining 13.3% were either divorced, separated, or widowed. In terms of living arrangements, over 80% of the sample lived with another adult, either with dependents (50.1%) or without (34.0%). Individuals living alone without dependents comprised 5.6% of the sample, and those who lived alone with dependents comprised 10.3% of the sample population. Forty-three percent of the respondents reporting having

no dependent children living with them at home, while 26.7% reported having one or more dependent child under 6 years living with them at home. In addition, 24.1% reported having one or more dependent child between the ages of 6-12 years living with them at home and 22.8% indicated they had at least one dependent who was 13 years or older living with them at home.

In terms of employment statuses, 94.7% of all respondents worked full-time, 53.3% were exempt (i.e., salaried), and 39.8% had supervisory responsibilities. Overall, respondents were evenly distributed in terms of their company tenure. While the average number of years employed at their present jobs was 9.2 years, 33.1% of all respondents worked at their respective companies less than 5 years, 35.2% were employed with their respective companies between 5-10 years, and 31.7% had tenure of 10 years or more. Just over 40% of all respondents were hourly employees (40.8%), followed by 32.8% who were officials and managers, and 26.4% who were professionals. The average salary was \$39,968, and varied by research site. However, consistent across sites, was that approximately 70% of all respondents lived in households with 2 or more incomes, the average household income being \$61,415. As can be seen in Table 4, employees at each site were widely distributed in terms of the functions they performed.

Company A Sample. 250 employees from 2 nearby wholesale/retail food distribution stores (the same food store chain, the same owner) in California were surveyed (hereinafter "Company A"). Company A had lowest response rate of all samples in the survey. Only 39 employees returned usable surveys, producing a response rate of 15.6%. Unlike the other

participating sites in the survey, Company A did not distribute follow-up letters, as recommended, to encourage respondents to complete and return their questionnaires.

Of the 39 respondents, 38.5% were male, and 61.5% were female. Company A respondents were somewhat younger than the other company respondents, having an average age of 32.5 years. Of these, 46.2% were under age 30, 33.3% were between 30 and 39 years of age, and 20.5% were 40 years or older. Like the other samples, nearly all subjects from Company A were white (92.3%), followed by 2.6% who were of Asian descent, 2.6% who were Hispanic, and 2.6% who were "other." Educationally, 23.1% held high school diplomas, 46.2% had attended some college or had some technical school training, and 28.2% were college graduates. Company A respondents were the least likely of all samples to have an advanced degree. Only 2.6% had some graduate experience or held a graduate degree.

Just under two-thirds (64.1%) of the Company A subjects were married. Of these, 17.9% were single or never married, 12.8% were divorced, and the remaining 5.1% were separated. In terms of living arrangements, over 80% of the sample lived with another adult, either with dependents (57.9%) or without (23.7%). Individuals living alone without dependents comprised 5.3% of the sample, and those who lived alone with dependents comprised 13.2% of the sample population. In contrast to the other samples, Company A respondents were most likely to report having one or more dependent children living with them at home (73.7%). Only 26.3% of Company A respondents reporting having no dependent children

living with them at home. In terms of their dependents' ages, 47.4% reported having one or more dependent child under 6 years living with them at home, 23.7% reported having one or more dependent child between the ages of 6-12 years living with them at home and 21.1% indicated they had at least one dependent who was 13 years or older living with them at home.

In terms of employment statuses, respondents from Company A were most likely to report working part-time (28.2%) or schedules other than full or part-time (5.1%). Two-thirds of the sample (66.7%) reported working full-time. In addition, these respondents were least likely to hold exempt level positions (only 28.2% were exempt), although a comparable proportion (33.3%) had supervisory responsibilities. Overall, Company A respondents had the lowest tenure, whereby the average number of years worked for their company was 4.4 years. The majority, 64.1%, reported working at Company A less than 5 years, with the remaining 35.9% indicating a tenure between 5-10 years. As may be expected in the food retail business, the majority of respondents were hourly employees (63.2%), followed by 31.5% who were officials and managers, and 5.3% who were professionals. The average salary and household incomes for Company A respondents were \$25,362, and \$45,486, respectively. 64.1% lived in households with 2 or more incomes. The most frequently cited functions of respondents included: customer service (25.0%), sales (19.4%), marketing (11.1%), and materials management (11.1%).

Company B Sample. 250 employees from an East-Coast based management consulting firm were surveyed. Questionnaires, cover letters,

and follow-up letters were distributed to all Company B employees in each of its 6 regional divisions, including the Northern, Southern, Midwest, and Canadian divisions, and its East Coast headquarters location, where the majority of incumbents were employed (n=150). Surveys were returned by respondents in each division in roughly equal proportions. Overall, 59 usable Questionnaires were returned, providing a 23.6% overall response rate.

Of the 59 respondents, 23.7% were male, and 76.3% were female. The average age of Company B respondents was 38.3 years, with nearly half (49.8%) falling between the ages of 30-39 years of age. Of the remaining sample, 10.2% were under age 30, and 39.0% were 40 years or older. Like the other samples, nearly all subjects from Company B were white (94.9%), followed by 1.7% who were Black, 1.7% who were Asian, and 1.7% who were Hispanic. Company B respondents were the most highly educated, with over 70% holding a college (33.9%) or advanced degree (40.7%). In addition, over 20% had at least some college education or technical training, and less than 2% held only a high school diploma.

Just over two-thirds (67.2%) of the Company B subjects were married. Among the others, 17.2% were single or never married, 12.1% were divorced, and the remaining 3.4% were widowed. In terms of living arrangements, just over three-fourths of the sample lived with another adult, either with dependents (46.6%) or without (31.0%) dependents. Individuals living alone without dependents comprised 13.8% of the sample, and those who lived alone with dependents comprised 8.6% of the sample population. While 59% of Company B respondents reported having one or more dependent children



living with them at home, 41% reported having none. Of those having dependents, 39.3% reported having one or more dependent child under 6 years living with them at home, 17.9% reported having one or more dependent child between the ages of 6-12 years living with them at home and 17.9% indicated they had at least one dependent who was 13 years or older living with them at home.

In terms of employment statuses, 98.3% of Company B respondents reported working full-time. In addition, these respondents were most likely to hold exempt level positions (72.4% were exempt), although they were among the least likely to have supervisory responsibilities (32.2%). The average tenure among Company B respondents was 6.5 years. A further examination revealed that 39.0% were employed at Company B less than 5 years, while the majority (42.4%) worked there between 5-10 years, and 18.6% had a tenure of more than 10 years. As may be expected in a management consulting firm, the majority of respondents (48.3%) classified themselves as professionals, followed by 25.9% who were hourlies, and 25.8% who were officials and/or managers. Compared to the total sample, Company B respondents reported the highest earned income, with average salary and household incomes were \$53,377 and \$91,035, respectively. They were comparable to other samples, however, in that 67.8% lived in households with 2 or more incomes. The most frequently cited functions of Company B respondents included: sales (28.1%), administration (22.8%), human resources/training (12.3%) and marketing (8.8%)

**Company C Sample.** A stratified, random sample of 850 employees

was surveyed from a large East Coast University having a staff of approximately 12,000 employees. This sample selection method was used to ensure that surveys would be sent to representative departments in roughly equal proportions, and hence, be representative of the overall University employee population. Questionnaires, cover letters, and follow-up letters were distributed via interoffice mail, and 310 usable Questionnaires were returned, producing a 36.5% overall response rate.

Of the 310 respondents, 37.6% were male, and 62.4% were female. Company C respondents were slightly older than other sample respondents, with the mean age being 41.6 years, and the majority, 64.5%, reporting their age as 40 years or older. Of those indicating they were younger, 35.5% said they were between 30-39 years old, and 12.2% said they were under 30 years of age. Like the other samples, most subjects from Company C were white (95.5%), followed by 1.6% who were Asian, 1.3% who were Black, and 1.0% who were Hispanic. The remaining 0.6% indicated they were either Native American or "Other". In terms of educational background, just over half of Company C respondents held either college (17.7%) or advanced degrees/some graduate work (38.6%). 29.9% reported having at least some college education or technical training, and 13.8% cited having only a high school diploma.

The majority of Company C subjects were married (70.7%). Among those who weren't, 13.5% were single or never married, 12.9% were divorced, 2.6% were separated, and 0.3% were widowed. In terms of living arrangements, over 80% reported living with another adult, either with

dependents (47.9%) or without (34.4%) dependents. Individuals living alone without dependents comprised 10.9% of the sample, and those who lived alone with dependents comprised 6.8% of the sample population. While 55.6% of Company C respondents reported having one or more dependent children living with them at home, 44.4% reported having none. Of those having dependents, 21.6% reported having one or more dependent child under 6 years living with them at home, 24.5% reported having one or more dependent child between the ages of 6-12 years living with them at home and 24.8% indicated they had at least one dependent who was 13 years or older living with them at home.

In terms of employment statuses, 96.8% of Company C respondents reported working full-time. In addition, these respondents were nearly split among those who held exempt level positions (53.4%) and those who were non-exempt (46.6%). Compared to other samples, more respondents from Company C (50.6%) had supervisory responsibilities in their jobs, and they were also among the longest tenured. The average tenure among Company C respondents, for instance, was 11.2 years. More specifically, 45.0% worked at Company C longer than 10 years, while 28.5% worked there between 5-10 years, and 26.5% worked there less than 5 years.

Respondents reported their levels as follows: 40.7% were hourly employees, 22.0% were professionals, and 37.3% were officials/managers. The average salary and household incomes were \$32,800 and \$53,923, respectively.

Comparable to other samples, 68.7% indicated they lived in households with 2 or more incomes. The most frequently cited functions of Company C

respondents included: administration (22.9%), education (17.4%), research (15.5%) and customer service (8.4%).

**Company D Sample.** Questionnaires, cover letters, and follow-up letters were distributed via interoffice mail to all individuals (n=1,400) employed in a manufacturing firm based in the Mid-West, and having small regional facilities located on the East and West Coasts, the South, and in Canada. Three hundred sixty-four (364) usable surveys were returned, producing an overall response rate of 26%.

Of the 364 respondents, 46.6% were male, and 53.4% were female. The average age of Company D respondents was 37.8 years. More specifically, 42.8% reported being between 30-39 years old, 39.2% were 40 years old or older, and only 18.0% said they were under 30 years of age. Like the other samples, most subjects from Company C were white (92.0%), followed by 4.1% who were Black, 1.4% who were Asian, 1.1% who were Native American, 0.5% who were Hispanic and 0.8% who were "other." In terms of educational background, just under half of all respondents from Company D held college (31.6%) or graduate work/graduate degrees (15.3%). While 11.3 said they had only a high school diploma, the majority (41.8%), indicated having some college or technical training in their background.

Approximately three-fourths of Company D respondents said they were married (73.9%). Among those who weren't, 16.5% said they were single or never married, 6.9% said they were divorced, and the remaining 2.8% were split between those who were either separated or widowed. In

terms of living arrangements, over 80% reported living with another adult, either with dependents (52.2%) or without (35.4%) dependents. Among those living alone, 9.6% said they had no dependent children living at home with them, and even fewer, 2.7% said they did have dependent children living with them. While 55.8% of Company D respondents reported having one or more dependent children living with them at home, 44.2% reported having none. Of those having dependents, 27.8% reported having one or more dependent child under 6 years living with them at home, 24.8% reported having one or more dependent child between the ages of 6-12 years living with them at home and 21.2% indicated they had at least one dependent who was 13 years or older living with them at home.

In terms of employment statuses, 97% of Company D respondents reported working full-time. In addition, these respondents were somewhat more likely to hold exempt level positions (53.7%) than non-exempt level positions (46.3%). Compared to other samples, respondents from Company D (32.1%) were least likely to report having supervisory responsibilities in their jobs. In terms of company tenure, Company D respondents were fairly evenly distributed, with 33.6% reporting tenures of less than years, 38.6% reporting tenures between 5-10 years, and 27.8% reporting tenures of greater than 10 years. The average tenure was 8.7 years. Respondents reported their level as follows: 40.9% were hourly employees, followed by nearly equal proportions of professionals (29.9%) and officials/managers (29.2%). The average salary and household incomes were \$39,491 and \$65,050, respectively. A slightly higher than average 73.6% indicated they lived in

households with 2 or more incomes. The most frequently cited functions of Company D respondents included: sales (13.9%), customer service (13.1%), operations (9.9%), and administration (9.7%).

**Company E Sample.** Questionnaires and cover letters were by distributed by hand to a convenience sample of employed adults who worked on the West Coast in various occupations (hereinafter, "Company E" for the purpose of this study). Of 30 questionnaires distributed, 27 usable surveys were returned, producing a response rate of 90%.

Of the 27 respondents, 25.9% were male, and 74.1% were female. The average age of Company E respondents was 41.3 years. More specifically, 55.6% reported being 40 years old or older, while 29.6% indicated being between 30-39 years old, and 14.8%, under age 30. Like the other samples, most subjects from Company E were white (96.3%). 3.7% said they were Asian. In terms of educational background, respondents from Company E held the fewest college and/or advanced degrees. Just 7.4% said they held a college degree, while slightly more indicated they had some graduate work/held an advanced degree (11.1%). Overall, the majority (55.6%) said they had taken some college courses or had some technical training, while 25.9% responded that a high school diploma was their highest educational achievement.

Just under two-thirds of Company E respondents said they were married (63.0%). Among those who weren't, 14.8% said they were single or never married, and 22.2% said they were divorced. In terms of living arrangements, approximately 70% reported living with another adult, either

with dependents (40.7%) or without (29.7%) dependents. Among those living alone, respondents were equally likely to either have dependents (14.8%) or not have dependents (14.8%). While 55.6% of Company E respondents reported having one or more dependent children living with them at home, 44.4% reported having none. Of those having dependents, 14.8% reported having one or more dependent child under 6 years living with them at home, 22.2% reported having one or more dependent child between the ages of 6-12 years living with them at home and 33.3% indicated they had at least one dependent who was 13 years or older living with them at home.

In terms of employment statuses, 74.1% of Company E respondents reported working full-time, and 22.2% worked part-time schedules. Somewhat fewer were in exempt (44.4%) than non-exempt (55.6%) positions. 44.4% of Company E subjects reported having supervisory responsibilities in their jobs. Compared to other samples, Company D respondents were least likely to have worked in their respective companies more than 10 years. Instead, 44.4% had company tenures of less than 5 years, while the majority had company tenures between 5-10 years. The average company tenure was 6.5 years. Respondents reported their levels as follows: 44% were hourly employees, 44% were officials/managers, and 12% were professionals. The average salary and household incomes were \$31,899 and \$55,781, respectively. Two-thirds said they lived in households with 2 or more incomes. The most frequently cited functions of Company E respondents included: customer service (20.0%), marketing (16.0%), administration (12.0%), and finance/accounting (12.0%).

### Procedure

During the Summer of 1994, data were analyzed from a previous unpublished study (Thompson & O'Neill, 1994) on work-life balance to gather evidence for construct reliability and validity of the organizational and managerial work-family support constructs that were used in this study. The resulting scales culled from these analyses are described below in the measures section. Once reliability and validity evidence were established for these scales, these scales were integrated into the "*Balancing Work and Personal Life*" Questionnaire, which included all measures, as discussed below in the 'Measures' section. See Appendix I for the full questionnaire.

Potential study participants were contacted via cover letter and marketing flier in both the fall of 1994 and spring of 1995. (Copies of the cover letter and flier can be found in Appendix C.) In the early fall of 1994, 62 companies were solicited to participate in the "Balancing Work and Personal Life" survey. Companies that were contacted were identified through the following means: an applied psychologists (METRO) membership directory; a list of companies that participated in a nation-wide survey on work-family issues conducted by the Families and Work Institute; an ad placed in the METROnews newsletter; and through networking. This resulted in serious interest from approximately 6 companies, of which two eventually participated in the survey (one came from networking, the second from the ad--See "Companies A & B," respectively, described above). Both distributed their surveys between October and November, 1994.

In the early spring of 1995, an additional 65 companies were solicited



to participate in the study. These companies were identified from an attendance list from the Stein Conference on Work-Family Issues held the previous year. From this effort, approximately 8 companies responded with serious interest, and 2 committed to participate in the survey (See "Companies C & D" described above). Company C distributed its Questionnaires during March, 1995, and Company D distributed questionnaires during April, 1995. Also during the spring of 1995, a convenience sample of employed adults working in various occupations on the West Coast were solicited over the phone or in person by friends of the researcher to participate in the study (See "Company E" described above).

Surveys, self-addressed stamped envelopes, and 'request for results' slips were provided by the researcher, and mailed in bulk to contact people at each of the above mentioned samples. In order to participate, each company was required to distribute the surveys, postage-paid return envelopes, and 'request for results' slips, along with a cover letter endorsing the survey and outlining the goals and risks of the study, via their respective interoffice mailing systems. A sample cover letter was provided to each company, which outlined the nature and purpose of the study, and explained that the survey was voluntary and anonymous. It also explained that for their participation, participants could request a free copy of the results when the survey was completed, by completing the 'request for results' slip and returning it with their surveys. All participating companies used the same cover letter (substituting their company name, where appropriate). A copy of the sample cover letter is included in Appendix C. In addition, each site was

encouraged to distribute follow-up reminder letters two weeks after the distribution of the surveys. As with the cover letter, a sample follow-up letter was sent for the companies to model their own after. With the exception of Company A, each Company sent follow-up letters as requested, and used the same follow-up letter provided to them by the researcher, substituting their own company name, where appropriate. (See Appendix D for a copy of the follow-up letter.) As noted above, Company A had the lowest response rate, so it was assumed that the follow-up letters had a positive impact on the overall response rate. Both cover letters and follow-up letters were signed by either the company president (Company A) or highest ranking human resource official (all other companies). Contact persons at each site reported that the surveys took approximately 25-30 minutes to complete, on average.

For their participation, companies were promised a report detailing the specific findings for their company, along with benchmarking comparisons to the overall sample. To do this, surveys from each company were coded with discreet codes obvious only to the researcher (e.g., a period '.' was added to the end of certain words on the survey, as a marker of which company that survey belonged to.) There was no cost to the research sites for their participation in the survey or for their receipt of the report on the survey results. Discussions were held with each company to determine how they wanted their results fed back in their respective reports (e.g., executive summaries, order of findings, etc.).

## **Measures**

Virtually all of the constructs in this study were operationalized using standard scales from the literature (when they existed) for which adequate construct reliability and validity have been previously demonstrated.

Descriptions of each measure are presented in the following sections. For measures developed for this study (i.e., organizational and managerial support for work-life balance constructs, perceived impact of taking a child care leave and for balancing work-life demands, work-family stress, and satisfaction with work-personal life balance), data demonstrating construct reliability and validities will be presented.

**"Balancing Work and Personal Life" Questionnaire.** All items included in the measures used in the study are shown in Appendix E, and they are listed as they appear in the Questionnaire. Overall, the study measures were divided into 6 sections. These included: Work-Family Benefits, Work-Family Balance, Job and Work Environment, Work Attendance, Family/Personal Life, Involvement in Work and Family/Personal Life. Two additional sections included the study's demographic questions and a write-in comment section.

The specific measures of work-family support included: perceived organizational and managerial support for balancing work and personal life, and perceived availability of work-family resources. The work-family interface measures included: work interfering with family (W->F) and family interfering with work (F->W) conflict, satisfaction/ease of balancing work and personal life, perceived impact of balancing work and personal life, perceived impact of taking a child care leave, and stress attributed to balancing work and

personal life demands. Measures of work role demands included: job involvement, work role ambiguity, and work-role overload. Time spent at paid work/working was also included. In terms of family role demands, measures of family involvement, time spent doing family work/household responsibilities, and the number/age of children were included. In total, there were 104 questions for the study's measures, plus an additional 20 demographic items.

A full description of each measure follows, including their psychometric properties, and they are presented within the context of the research design (i.e., independent, moderating, and dependent variables).

#### Independent Variables

The independent variables included (a) measures of work and family role demands (or stressors) most commonly cited in the work-family conflict literature as related to work-family conflict, and (b) measures of work-interfering with family (W->F) conflict and family-interfering with work (F->W) conflict.

Work and Family Role Demands. For the sake of parsimony, only the work-related and family-related role demands most significantly related to forms of work-family conflict were used in this study. Therefore, the work-role demands included in this study were: time spent in work role, work-role overload, work-role ambiguity, and job involvement. Similarly, the family role demands used in this study included: hours spent in family-work roles, the number, age, and presence of children in the home, and family involvement. The following discussion more thoroughly reviews these measures.

**Time Spent in Work and Family Roles.** As consistent with prior research and theoretical work (e.g., Greenhaus & Beutell, 1985), subjects were asked to state the amount of time spent in work and family roles by listing the number of hours spent each week engaged in paid work and household-related work activities. In addition, respondents were asked to indicate the amount of time they spend preoccupied by work and family roles when not physically engaged in those roles. Together, the amount of time spent in or thinking about work and family roles, was summed to achieve the overall amount of time involved in work and family roles, respectively. Questions tapping time involvement are located in Section F of the Questionnaire (See Appendix E).

**Job Involvement.** Job involvement, as best distinguished from other forms of work-related commitment (e.g., organizational, career), is best defined as the degree to which the job situation is central to the individual and his/her identity (Blau, 1985). As such, Job involvement is assumed to measure one's psychological identification with his/her job, or the degree to which one's actual job or work is involving and serves as an important source of self-esteem. As noted by Thompson and Blau (1993), previous research has found different relationships between job involvement and the direction of work-family conflict. In their review of the research, Thompson and Blau found both positive (e.g., Greenhaus and Kopelman, 1981) and negative (e.g., Jones and Butler, 1980) relationships between work-family conflict and job involvement, depending on the operationalization of the work-family conflict construct used in each study (i.e., the effect of work on the family vs.

a general construct of work-family compatibility, respectively). Furthermore, in their investigation of the relationship between work-family conflicts and job involvement, Thompson and Blau (1993) examined the extent to which different forms of work-family conflict accounted for unique amounts of variance in their measure of job involvement, after accounting for job-related and personal variables. They found that work interfering with family conflict and work-parent conflict accounted for additional involvement variance. Clearly, previous research does suggest there to be a relationship between job involvement and work-family conflict, although additional research is needed to clarify the direction of the relationship between measures of work-family conflict and job involvement.

The job involvement scale that was used in this study was Kanungo's 9 item scale which was modified by Blau (1985) for operational clarity. Sample items included: "The most important things that happen to me involve my present job," "To me, my job is only a small part of who I am," and "I have very strong ties with my present job which would be very difficult to break." The reliability and validity of this job involvement measure has been established in earlier studies (e.g., Blau, 1985; Kanungo, 1982). For example, Blau (1988) used 6 of the nine items in a later study, and reported a reliability of .80. In another study using 7 of the 9 items, he reported a reliability of .79 (Blau, Paul, & St. John, 1993). Alpha reliability for this study using the nine-item scale was slightly higher than the reliabilities reported for the shortened scales: (alpha = .81,  $N = 797$ ). A full list of the items can be found in Section C of the Questionnaire (questions 2, 4, 6, 10, 18, 21, 27, 30,

& 34) (See Appendix E).

Family Involvement was operationalized from the framework used to operationalize job involvement. As such, family involvement was defined as representing the degree to which one's family is central to one's self-concept or sense of identity. Family involvement, like job involvement, was assumed to measure the degree to which one's family is involving and serves as an important source of self-esteem. The scale that was used in this study included 10 items. Eight of these items were adapted from Blau's (1985) modified Kanungo scale, which was used in the study by Frone and Rice (1987). More specifically, Frone and Rice (1987) reworded four of Blau's items by substituting the both the words "spouse" or "child(ren)" for "job". Examples included: "Most of my interests are centered around my role as a spouse/partner (or child(ren))," and "I am very much involved in my role as a spouse/partner (or parent)." For the spouse involvement measure, Frone and Rice reported an alpha reliability of .76. For the child involvement scale, they reported a reliability of .83. Two additional items that reflected overall family involvement were modified from Duxbury and Higgins' (1991) study. These included: "I spend most of my free time with my family," and "The most important things that happen to me involve my family." In this study, responses were scored on a five-point Likert type of scale ranging from 1 = (strongly disagree) to 5 = (strongly agree), and a mean was calculated, such that a high score indicated high family involvement. (Note, for individuals who were not married and who did not have children, family involvement included only the last two items mentioned above, reflecting overall family involvement.

For individuals who did not have children but were married/had a life partner, family involvement include these same items, plus the relevant items for involvement with spouse/partner. The same strategy was applied for individuals who had children but were not married, or those who were married and had children.) Alpha reliability in this study for this scale was acceptable ( $\alpha = .86$ ,  $N = 747$ ). A full list of the items can be found in Section E of the Questionnaire (See Appendix E).

**Role Ambiguity.** Role ambiguity is defined in terms of the predictability of the outcomes of one's behavior and the existence of environmental guidelines to provide knowledge that one is behaving appropriately (Rizzo, House, & Lirtzman, 1970). The role ambiguity scale developed by Rizzo et al. (1970) is the most commonly used instrument for measuring role ambiguity (Tracy & Johnson, 1981). A vast amount of psychometric information demonstrating reliability of this scale is available (for a review, see Cook, Hepworth, Wall & Warr, 1981). Although concern has been voiced about the construct validity of the scale (e.g., its distinction from role conflict and that the factor loadings confound with the wording of the scale items), recent sophisticated psychometric tests for this possibility are not finding this to be the case (Smith, Tisak, & Schneider, 1992; Kelloway & Barling, 1990). Typical scale reliabilities reported for role ambiguity range from .76 to .90. Sample items include: "I feel certain about how much authority I have," and "Clear, planned goals and objectives exist for my job." Responses were scored on a five-point Likert type of scale ranging from 1 = (strongly disagree) to 5 = (strongly agree), and a mean was calculated, such that a high score



indicated high role ambiguity. An initial assessment of this scale revealed that one item ("I know that I have divided my work time properly") had a low item-total correlation. Removal of this item resulted in the 5 item scale that was used in all subsequent analyses in this study. This scaled had an alpha reliability of .81 (N = 798). All role ambiguity items are located in Section C of the Questionnaire (questions 12, 20, 22, 31, 35, & 36) (See Appendix E).

**Role Overload.** Role overload is viewed as having too much work to do in the time available. Role overload was measured using the 3-item scale from the Michigan Organizational Assessment Questionnaire that was developed by Ivancevich and McMahon (Schaubroeck, Cotton, & Jennings, 1989.) Sample items included: "I have too much work to do to do everything well," and "The amount of work I am asked to do is fair." In the literature, reported reliability for this scale ranges from .69 to .75 (Schaubroeck et al., 1989). In this study, alpha reliability was found to be slightly higher (alpha = .76, N = 798). Responses were measured on a 5-point Likert-scale ranging from 1 = (strongly disagree) to 5 = (strongly agree), and a mean was calculated, such that a high score indicated high role overload. All role overload items are located in Section C of the Questionnaire (questions 8, 26, & 33) (See Appendix E).

**Parental Status.** Parental status was measured by asking respondents the number and age of dependent children they had living at home in each of three age ranges, including 0-6 years, 7-12 years, and 13 years or older. These questions are located in Section G of the Questionnaire (See Appendix E).

(W->F) and (F->W) Conflict. In order to assess bi-directional and interactive relationships between work and family domains, the measures of work-family conflict studied by Frone et al. (1992a) and Gutek et al. (1991) were used in this study, because they measure both (W->F) and (F->W) forms of Work-Family Conflict. With the intention to gather evidence for convergent validity for the construct of work-family conflict, both scales were included in this study, as they were potentially different measures of the same construct. In general, the Frone et al. (1992a) measure appears to be a more general measure, one that assesses the frequency of conflicts between work and family domains, whereas the Gutek et al. (1991) measure assesses a more specific measure of respondents' perceived agreement about the existence of and nature of interference between work and family roles. Their measure assesses the degree to which work interferes with family using items developed by Kopelman et al. (1983) and the degree to which family interferes with work, by 4 parallel items (which substitute the work "family" for the word "work") developed by Burley (1989). Sample items reflecting work interfering with family include: "After work, I come home too tired to do some of the things I'd like to do," and "On the job I have so much work to do that it takes away from my personal interests." The response items for both sets of questions were 5-point Likert scales ranging from 1 = (strongly disagree) to 5 = (strongly agree). Gutek et al. (1991) reported correlations between the two scales was .26, and found that the items for the scales loaded on separate factors after they conducted a factor analysis using varimax rotation. They reported coefficients alphas for two samples for work interfering with family as

.81 and .83, respectively, and for family interfering with work, .79 and .83, respectively. A full list of above mentioned work interfering with family conflict (W->F) items and family interfering with work conflict (F->W) items can be found in Section B of the Questionnaire (questions 1, 2, 3, 5; and questions 6, 8, 9, 10, respectively) (See Appendix E). In this study, alpha reliability for the W->F scale was .77 ( $N = 799$ ), and for the F->W scale, .69 ( $N = 798$ ).

Frone and his colleagues (1992a) used different items to measure the degree of perceived frequency of work-family conflict: two items each assessed the degree to which a respondent's job interferes with his or her home-life and the degree to which a respondent's homelife interferes with his or her job. A sample item assessing work interfering with family includes: "How often does your job or career interfere with your responsibilities at home, such as yard work, cooking, cleaning, repairs, shopping, paying the bills, or child care?" Similar items assessed the degree that family interferes with work. A principal components analysis conducted by Frone et al. (1992a) found that the 4 items loaded highly on hypothesized factors (.87 and .92, and .82 and .85, respectively), and that the cross factor loadings were very small (ranging from -.05 to .06). Thus, they found support for conceptual distinction between the scales. However, to minimize the number of items in this study, only one question from each of these scales was used in this study, in order to provide additional evidence for convergent validity of the Gutek et al. (1991) scale. The questions (17 & 18) can be found in Section B of the Questionnaire (See Appendix E).

### **Moderating Variables**

Measures of both "perceived" and "received" forms of organizationally-related work-family support, as well as coping responses (the use of support resources), were examined in relation to work-family conflict and its related outcomes. These are elaborated upon below.

**Work-Family Coping Resources.** As noted earlier, coping resources are those personal, social, and organizational elements which the individual perceives as being present in the situation and which presumably influence whether a particular coping strategy can be implemented (Dewe, 1989). In order to pinpoint resources that organizations can provide to help individuals cope with work and family conflict, a brief review of work-family resources most commonly implicated in the literature on work-family conflict will first be presented.

The most common resources implicated for managing work and family conflict mentioned in the literature, include: on site day care, emergency day care, child and elder care, alternative work arrangements such as flex time, job sharing, part-time work, and work-at-home/telecommuting, family and medical leave policies, health benefits, adoption aid, emergency child care services, tuition aid for dependents, relocation benefits, stress management programs, parent education, career planning and training, retraining for reentry workers, and absence autonomy (Conference Board, 1993; Galinski, Bond, & Friedman, 1993; Thompson, Thomas, & Maier, 1992; Mikalachki & Mikalachki, 1991; Collins & Magid, 1990; Ransom, Aschbacher, & Burud, 1989). For this study, it was expected that such factors represent the most

logical forms of support that working individuals are expected to perceive and/or desire present in their organizations to facilitate successful management of work and nonwork role demands.

Interestingly, with the exception of Galinski and her colleagues (1993) at the Families and Work Institute, and Ransom et al. (1989), none of these resources have been studied in the literature examining the interface between work and family domains. These studies, however, provide initial evidence for the importance of examining such factors. Ransom et al. (1989), for example, examined the impact of implementing a child care center in a bank by measuring several outcome variables pre- and post-implementation of the child care center. Their findings suggested that the center had positive effects on several outcome measures, including: retaining employees, reducing absenteeism, decreasing tardiness and maternity leave time, helping to recruit new employees, improving morale and work performance, and providing a significant amount of favorable publicity for the bank.

In their national study examining the concerns of today's workers, Galinski et al. (1993) found that workers place a high value on initiatives developed by corporations to help employees with their personal/family lives. They found that both traditional fringe benefits (e.g., health insurance) and more contemporary forms of employer assistance like flexible scheduling and leave policies were valued by both men and women. In support of the growing concern for managing work and family needs, they also found that a large proportion of the workers they studied who did not have access to

flexible scheduling and leave programs reported that they would or might switch employers, trade salary or other benefits, or trade-off job advancement in order to obtain them. Both men and women in their national sample equally valued having dependent care benefits.

In order to assess the impact that work and family-related resources have on experienced work-family conflict in this study, seventeen (17) work-life resources, policies and/or programs that may be provided by organizations were examined. Sample resources included: "Family Care Leave," "Emergency Child Care Services," and "Alternative Work Schedules." Subjects were asked to state (a) whether their organization provided these benefits, and (b) whether they had used each of these benefits within the past 6 months. This scale is located in full in Section A of the Questionnaire (See Appendix I).

"Perceived" General and Work-Family Specific Measures of Organizational and Managerial Support. With the exception of the study conducted by Galinsky et al. (1993) at the Family and Work Institute, no measures of perceived organizational support related to work and family issues has been developed or tested in published research. In their study, Galinsky and her colleagues (1993) found that workers who reported having workplace cultures that are more accommodating of personal and family needs felt less burnt out by their work, were more loyal to their employers, were more willing to work hard to help their companies succeed, and were more satisfied with their jobs. When they asked workers which factors were "very" important in their decision to take employment at their current jobs,

60% cited their companies' "effect on personal/family life" and 46% cited "family supportive policies." Together, these findings suggest that support for personal and family needs is not only valued by employees, but also appears to have a positive impact on important organizational outcomes.

General Perceived Organizational/Managerial Support. Although additional research developing and assessing measures of support for work-family issues has not yet taken place in the work and family literature, some research examining general measures of perceived organizational and/or supervisory support and related outcomes has been conducted, providing initial evidence that employees do distinguish whether or not their companies and/or supervisors are supportive of them. Eisenberger et al. (1986) presented evidence, for example, that employees in an organization do form global beliefs concerning the extent to which the organization values their contributions and cares about their well-being. The measure of perceived organizational support developed by Eisenberger et al. has generated further research that attests to its construct reliability and validity (e.g., Shore & Tetrick, 1991; Kottke & Sharafinski, 1988)

To illustrate, Shore and Tetrick (1991) conducted a confirmatory factor analysis and found that Eisenberger et al.'s (1986) measure of perceived organizational support was a unidimensional scale that was distinguished from affective and continuance commitment. Eisenberger et al. (1986) found that this perceived organizational support measure was related to reduced absenteeism and that the relation between perceived organizational support and absenteeism was found to be greater for employees with a strong exchange

ideology than those with a weak exchange ideology. In general, they suggested that perceived organizational support acts to increase employees' affective attachment to the organization, as well as increase their expectancy that greater effort toward meeting organizational goals will be rewarded. Using this same scale, Kottke and Sharafinski (1988) translated it to measure perceived supervisory support, substituting the word supervisor for organization. Both forms were found reliable, with internal coefficient alpha for perceived organizational support being .96 and .98 for perceived supervisory support. On the whole, employees reported more support from supervisors than from the organization. The mean scores on each scale were 50.8 (supervisors) and 66.04 (organization), with a lower mean representing higher perceived support.

**Perceived Organizational and Managerial Support For Work-Family Issues.** In light of the specificity hypothesis proposed by Frone et al. (1992), Frone (1990), and Jayaratne et al. (1988), concerning the effectiveness of perceived support as a moderating construct, there remained a need for measures of organizational and managerial support which represents more specific constructs of perceived organizational/managerial support for work-family issues. Thus, scales of perceived work-family organizational and managerial supportiveness were developed for this study.

The scales used in this study were adapted from scales used in an unpublished study on work-life balance (Thompson & O'Neill, 1994) that measured these same constructs. Using maximum likelihood factor analysis with varimax rotation on the Thompson and O'Neill (1994) data, evidence was



found for distinct constructs of organizational and managerial support for work-life balance. More specifically, Thompson and O'Neill's items loaded strongly on separate factors, with 8 items loading highest on items reflecting managerial support and 11 items loading highest on items reflecting organizational support. Alpha reliabilities for these scales were high (.90 and .85, respectively).

For this study, shortened versions of these scales were used, in order to keep the number of items in the survey to a minimum. The following criteria for item selection were used. First, items that loaded highest on the relevant factors identified in the Thompson and O'Neill study were selected. As suggested in the literature, a minimum of three items was determined to be necessary for construct measurement, and it was decided that this would be sufficient for this study if the coefficient alpha reliabilities of the resulting subscales were at least .80. This tested out for the managerial support scale, but for the organizational support scale, two additional items with the next highest factor loadings were selected in order to achieve the desired alpha reliability minimum of .80. The resulting 3 item scale for managerial support and 5 item scale for organizational support had acceptable reliabilities: (.85 and .82, respectively).

These scales were adapted for the present study by slightly rewording the questions without changing the meaning of the items. Responses were scored on a scale from one to five, whereby (1) = strongly disagree and (5) = strongly agree. Sample managerial support items included: "My manager is supportive and cooperative when I have to miss work for a routine personal

or family obligation," and "When I change my work schedule or take time off from work (other than vacation) because of a personal or family obligation, my manager is understanding." Sample organizational support items included: "Top management at my company is sensitive to employees' needs to balance work and personal life," and "I feel that my company's past efforts to establish programs and initiatives that help employees balance work and personal needs has been effective." As assessed in this study, alpha reliabilities for both scales were found to be acceptable. For the organizational support measure, alpha was found to be .85 ( $N = 797$ ). The managerial support measure had an alpha reliability of .86 ( $N = 797$ ). A full list of these work-life support items can be found in Section C of the Questionnaire (questions 1, 3, 23, 25, & 32 for organizational support; questions 7, 9, & 19 for managerial support) (See Appendix E).

**Coping Responses.** Respondents were asked to state whether or not they used certain types of organizationally-provided work and family resources and support they perceived to be available at work, such as child care, alternative work arrangements and family care leave. These are listed in Section A of the survey (See Appendix E).

### **Dependent Variables**

The job-related outcome variable most consistently identified in relation to work-family conflict, job satisfaction, was assessed in this study. Three additional outcome variables frequently implicated as potential negative outcomes of work-family conflict (but rarely tested empirically) were also assessed, in order to gather evidence for organizations concerning their

potential impact on the bottom line. These included measures of absenteeism, lateness, and turnover intentions.

**Job Satisfaction.** In keeping with prior studies, a global measure of job satisfaction was used as an indicator of the overall quality of individuals' jobs. Although the evidence for the relationship between work-family conflict and measures of satisfaction has not been consistent, there has been some evidence that the presence of work and family conflict is negatively related to job satisfaction. Rice, Frone, and McFarlin (1992) for example, found a direct, negative relationship between work-nonwork conflict and job satisfaction.

Job satisfaction was measured in this study using the 3-item Overall Job Satisfaction scale from the Michigan Organizational Assessment Questionnaire (cited in Cook, Hepworth, Wall & Warr, (1981). This scale assesses organizational members overall affective responses to their jobs. Sample items included: "All in all, I am satisfied with my job," and "In general, I like working here." Reliability for the scale has been reported as .77 (Cook et al., 1981). For this study, coefficient alpha reliability was acceptable, ( $\alpha = .83$ ,  $N = 798$ ). The items for job satisfaction can be found in questions 5, 29, and 37 of Section C of the Questionnaire (See Appendix E).

**Turnover Intentions.** In order to further attest to the importance of work and family issues to organizations, it was necessary to identify how work and family stress impacted organizational commitment, a factor recognized by most organizations as important. As suggested in the literature, one of the

negative outcomes that organizations unsupportive of work and family issues are likely to experience is high turnover. In fact, some support appears to exist for this contention. In their national study examining the concerns of today's workers, Galinski et al. (1993) found that a large proportion of the workers they studied who did not have access to supportive organizational environments for work-family issues such as flexible scheduling and leave programs reported a greater likelihood of turning over than those who worked in environments supportive of work-family needs. For example, they found that workers in unsupportive work-family organizations would or might switch employers in order to obtain work-family supportive policies and programs.

Indeed, one of the most salient and costly issues for organizations does concern turnover of employees, due to the cost involved in replacing and training new workers. As noted by Kopelman, Rovenpor, and Millsap (1992), many variables have been identified as possible antecedents of voluntary turnover. Examples include: (1) job properties, which influence (2) affective/attitudinal reactions, which in turn influence (3) intentions to remain affiliated with or leave an organization. In their review of the literature, Kopelman et al. (1992) noted that one of the best predictors of turnover behavior has been the intention to leave/quit/resign.

Intent to turnover for this study was assessed with the 3 item scale included in the Michigan Organizational Assessment Questionnaire (cited in Cook et al., 1981). Responses were recorded on one of two five- or seven-point dimensions, and the mean value across the items constituted the scale score. Cook et al. (1981) have cited coefficient alpha for this measure to be

0.83 ( $N > 400$ ). Sample items includes: "I often think about quitting," and "I will probably look for a new job in the next year." The alpha reliability for this scale in this study was the same as that reported in the literature ( $\alpha = .83$ ,  $N = 798$ ). These items (questions 11, 24, 38), are located in Section C of the Questionnaire (See Appendix E).

**Absenteeism and Lateness.** Another potential negative outcome expected to result from conflicts between work and family domains concerns absenteeism and lateness. When workers miss work due to having to take care of family or personal demands on company time, such absence is expected to be associated with lower productivity and perhaps poorer performance. Working in an environment that provides work and family accommodations is expected to reduce the number of absenteeisms and/or lateness reported by employees. Some evidence appears to support this belief. Ransom et al. (1989), for example, examined the impact of implementing a child care center in a bank by measuring several outcome variables, absenteeism being one of them, pre- and post-implementation of the child care center. They found, among other things, that having the child care center installed was associated with reduced absenteeism among their workers.

In this study, absenteeism was assessed by 5 items. Respondents were first asked to report the overall number of days they were absent from work during the past 6 months (excluding time off for vacation and holidays). They were then asked to indicate the number of days absent they attributed to an ill child/elder, problems with child/elder care, or other family related

issues. Lateness was similarly measured in 4 questions, whereby respondents were asked to indicate the number of days they were late to work over the past 6 months due to family-related reasons. A full list of absenteeism and lateness questions can be found in Section D of the Questionnaire (See Appendix E).

#### Additional Measures Included for Construct Validation Purposes

In order to validate whether or not work-family conflict is a perceived form of stress, four additional constructs were included in this study in order to establish convergent and divergent evidence that work-family conflict is a perceived form of stress. These measures included: (1) ease of and satisfaction with work-life balance, (2) stress attributed to balancing work and personal life role demands, (3) the extent to which balancing work and personal life has negative consequences for individuals' career growth and opportunities for advancement, and (4) a lack of negative consequences for taking a child care leave.

As was done for the organizational and managerial support scales, the scales used in this study representing the aforementioned constructs were adapted from scales used in an unpublished study on work-life balance (Thompson and O'Neill, 1994) that measured these same constructs. Using maximum likelihood factor analysis with varimax rotation on the Thompson and O'Neill (1994) data, evidence was found that these were distinct constructs and that they had acceptable reliabilities.

More specifically, in Thompson and O'Neill's study, 3 items loaded highest on the ease/satisfaction with balance factor (coefficient alpha = .84);

4 items loaded highest on the work-life stress factor (coefficient alpha = .72); 8 items loaded highest on the balancing has a negative impact factor (coefficient alpha = .83); and 2 items loaded highest on the impact of taking a child care leave factor (coefficient alpha = .80).

For this study, shortened versions of these scales were used, in order to keep the number of items in the survey to a minimum. The following criteria for item selection were used. First, items that loaded highest on the relevant factors identified in the Thompson and O'Neill study were selected. As suggested in the literature, a minimum of three items was determined to be necessary for construct measurement, and it was decided that this would be sufficient for this study if the coefficient alpha reliabilities of the resulting subscales were at least .80. This tested out for the ease of/satisfaction with balance and child care leave scales, but for the negative impact of balancing work-life scale, additional items with the next highest factor loadings were selected in order to achieve the desired alpha reliability minimum of .80. The reliabilities for the resulting scales were as follows: for the 3 item scale for ease/satisfaction (alpha = .84); for the 4 item negative impact scale (alpha = .81); and for the 2 item scale representing the impact of taking a child care leave (alpha = .80). A further review of the stress scale revealed that the construct did not clearly reflect stress attributed to balancing work-life issues. Therefore, one item was dropped and 2 additional items were created for this study, in order to tap into the work-life stress construct.

These scales were adapted for the present study by slightly rewording the questions without changing the meaning of the items. Responses were

scored on a scale from one to five, whereby (1) = strongly disagree and (5) = strongly agree. In this study, for the satisfaction/ease of balance measure, alpha was found to be .80 ( $N = 799$ ). The work-life stress measure had an alpha reliability of .82 ( $N = 799$ ). The negative impact of balancing work-life demands scale had an alpha reliability of .81 ( $N = 798$ ). And finally, the impact of taking a child care leave measure had an alpha reliability of .53 ( $N = 797$ ), which was lower than the reliability reported in the Thompson and O'Neil (1994) study. A full list of these items can be found in Section B of the Questionnaire (See Appendix E).



## ***Chapter 7***

### **OVERALL DESCRIPTIVE RESULTS**

#### **Overview of the Analyses**

Descriptive statistics and group-level differences were calculated. Following this, correlations between all measures were computed, as were internal consistency measures of reliability. Factor analyses were conducted to determine if survey items loaded on hypothesized factors. In addition, data were analyzed to provide validation evidence for the construct validity of work-family conflict as a perceived form of stress. The proposed models of measures of support having a "Buffering Effect" and having a "Main Effect" were tested separately. First, the "Buffering" models (hypotheses 3a, 3b, 6a, 6b, 7a, and 7b) were tested with hierarchical multiple regression analyses (Cohen & Cohen, 1983). Finally, the "Main Effect" models (hypotheses 1a, 1b, 2a, 2b, 4a, 4b, and 5) was tested by evaluating correlation matrices using LISREL VII (Joreskog & Sorbom, 1978). For LISREL tests, all parameters in the path model were estimated with parameters in the measurement model as specified in study hypotheses.

#### **Overview of the Results**

Results will be presented in Chapters 7, 8, and 9. In Chapter 7, overall results will be presented in several sections, beginning with descriptive statistics (overall, and by research site). A discussion on the validation of work-family conflict as a perceived form of stress will then be presented, along with a series of factor analyses demonstrating evidence for the

meaning of work-family conflict. This will be followed by a presentation of the correlations between all measures. Correlations pertaining to W->F conflict will be presented first, followed by a discussion of the correlates of F->W conflict. In both discussions, correlations will be organized within the context of hypothesized relationships (e.g., the antecedents and consequences of work-family conflict measure). These results will then be followed by findings describing the relationships between measures of support and the other measures included in the study.

Due to the complexity of the models of W->F and F->W conflict, findings for the test of each work-family conflict model will be presented separately in Chapters 8 and 9, respectively, in order to provide a parsimonious review of the results as they pertain to each form of work-family conflict. The rationale for doing this, in addition to simplifying the complexity of the multiple relationships being tested in each model, is that the correlation between both forms of conflict was only .14 ( $p < .001$ ) and that only 10.3% of all respondents reported experiencing F->W conflict, compared to nearly half of all respondents (47.7%) who reported experiencing W->F conflict. Therefore, for Chapters 8 and 9, results will first be presented for the "buffering effects" of support in the work-family conflict models, followed by results for the "main effects" of support.

#### Restatement of Study Hypotheses

The following hypotheses were tested, and are restated below. These hypotheses reflected the most current reviews of the work and family and stress and coping literatures. As such, they acknowledged that certain

antecedents and consequences would be associated with the experience of work-family conflict and that the receipt or perception of organizationally-related work-family sources of support would play a key role in determining how individuals perceived and coped with conflicts between work and family domains. To summarize, the following hypotheses were tested:

**Hypothesis 1a:** There will be a positive relationship between work role and family role stressors and perceptions of work interfering with family (W->F) conflict.

**Hypothesis 1b:** There will be a positive relationship between work role and family role stressors and perceptions of family interfering with work (F->W) conflict.

**Corollary to Hypotheses 1a & 1b:** Within domain stressors will be related more strongly to within domain conflicts than to outside domain conflicts. More specifically, high levels of work role demands will be more strongly related to work-interfering with family (W->F) conflict than to family interfering with work (F->W) conflict, presumably because highly demanding work roles will limit the availability for the family. Similarly, high levels of family-role demands will be more strongly related to family interfering with work (F->W) conflict than to work interfering with family (W->F) conflict.

**Hypothesis 2a:** Individuals experiencing high levels of work interfering with family (W->F) conflict will report experiencing lower levels of job satisfaction and greater degrees of withdrawal behaviors, such as higher turnover intentions and higher rates of absenteeism from and lateness to work than individuals who experience low levels of W->F conflict.

**Hypothesis 2b:** Individuals experiencing high levels of family interfering with work (F->W) conflict will report experiencing lower levels of job satisfaction and greater degrees of withdrawal behaviors, such as higher turnover intentions and higher rates of absenteeism from and lateness to work than individuals who experience low levels of F->W conflict.

**Hypothesis 3a:** Individuals experiencing high levels of work interfering with family (W->F) conflict and who perceive high levels of organizational support, managerial support, or resource availability for balancing work-life issues to be available will be less likely to report job dissatisfaction, and will report lower levels of turnover intentions, absenteeism and lateness than individuals who experience low levels of W->F conflict and who perceive low levels of organizational forms of support to be available.

**Hypothesis 3b:** Individuals experiencing high levels of family interfering with work (F->W) conflict and who perceive high levels of organizational support, managerial support, or resource availability for balancing work-life issues to be available will be less likely to report job dissatisfaction, and will report lower levels of turnover intentions, absenteeism and lateness than individuals who experience low levels of F->W conflict and who perceive low levels of organizational forms of support to be available.

**Hypothesis 4a:** The availability of organizational and managerial support and resources for balancing work-life conflicts (and/or the use of such supports) will be negatively related to reported experiences of work interfering with family (W->F) conflict.

**Hypothesis 4b:** The availability of organizational and managerial support and resources for balancing work-life conflicts (and/or the use of such supports) will be negatively related to reported experiences of family interfering with work (F->W) conflict.

**Hypothesis 5:** The availability of organizational and managerial support and resources for balancing work-life conflicts (and/or the use of such supports) will be positively related to job satisfaction and negatively related to turnover intentions, absenteeism, and lateness to work.

**Hypothesis 6a:** Perceived support for and/or perceived resources for balancing work and family role demands will moderate the relationship between W->F conflict and the use of support resources. That is, individuals who experience high levels of W->F conflict and who perceive high levels of organizational/managerial support (or high levels of resource

availability) will be more likely to use work-family resources than individuals who perceive low levels of W->F conflict and who perceive low levels of support and resources to be available.

**Hypothesis 6b:** Perceived support for and/or perceived resources for balancing work and family role demands will moderate the relationship between F->W conflict and the use of support resources. That is, individuals who experience high levels of F->W conflict and who perceive high levels of organizational/managerial support (or high levels of resource availability) will be more likely to use work-family resources than individuals who perceive low levels of F->W conflict and who perceive low levels of support and resources to be available.

**Hypothesis 7a:** Receipt (or use) of organizational forms of support for balancing work-family conflict from others at work will exacerbate the negative relationship between perceived work interfering with family (W->F) conflict and job-related outcomes for individuals experiencing lower rather than higher levels of W->F conflict.

**Hypothesis 7b:** Receipt (or use) of organizational forms of support for balancing work-family conflict from others at work will exacerbate the negative relationship between perceived family interfering with work (F->W) conflict and job-related outcomes for individuals experiencing lower rather than higher levels of F->W conflict.

### **Descriptive Statistics**

Table 5 reports, for the overall sample, the means, standard deviations, coefficient alphas, and sample sizes for all independent, moderating, and dependent variables (See Appendix A). Table 6 reports, by sample site, the means and standard deviations for all measures, and the percent who 'agree'/'strongly agree' with all measures (See Appendix A).

### Overview of Work-Family Conflict Findings.

Consistent with findings from the literature, work-interfering with family (W->F) conflict was more prevalent than family-interfering with work (F->W) conflict (the means were 3.21 and 1.97, respectively). More specifically, nearly half of all survey participants (47.7%) reported experiencing that their work demands interfered/conflicted with their family life, compared to only 10.3% who believed their family life interfered/conflicted with their work life. Respondents from Company B, the management consulting firm, reported the highest levels of W->F conflict (55.1%) and also the lowest levels of F->W conflict (7.2%).

Contrary to prior research, there were no overall gender differences in reports of either W->F or F->W conflict. Therefore, men and women reported equivalent levels of work and family conflicts. However, individuals with children reported greater levels of both W->F and F->W conflict than individuals without children, regardless of marital status. In this study, there were significant gender differences in whether or not respondents had children. More specifically, male respondents were significantly more likely than female respondents to report having children. That is, 62% of the males compared to 53% of the females reported having one or more children ( $p < .05$ ). An examination by level revealed no sex differences in having children at the hourly or professional level, but there were gender differences at the official/managerial level. Here, it was found that males (75%) were significantly more likely than females (56%) to have children ( $p < .01$ ). Overall, having children and a professional/managerial type career also lead to higher

levels of both forms of conflict. Respondents with children, for example, were more likely than respondents without children to report both W->F and F->W conflict at the professional level (a mean of 3.46 vs. a mean of 3.03 for W->F conflict,  $p < .01$ ; a mean of 2.11 vs. 1.88 for F->W conflict,  $p < .05$ ) and at the official/managerial level (a mean of 3.62 vs. a mean of 3.37,  $p < .05$  for W->F conflict; a mean of 1.97 vs. a mean of 1.73 for F->W conflict,  $p < .01$ ), but not at the hourly level. This appears to provide further evidence that it is the simultaneous level of role demands/stressors from both the work and the family life that contributes to work-family conflicts.

There were also significant overall level differences in reported W->F conflict but not F->W conflict. Exempt level employees, including professionals, officials and managers and individuals with supervisory responsibilities reported significantly higher levels of W->F conflict than hourly, non-exempt level employees. Because many of the gender differences in prior research were found among professional and/or managerial samples, gender differences were tested by level. Again, there were no significant gender differences among professional or official/managerial level respondents, but there were significant gender differences among hourly employees. More specifically, female hourly respondents were more likely to report experiencing W->F conflict (mean of 3.02,  $p < .05$ ) than male hourly respondents (mean of 2.78). There were no gender differences in F->W conflict found among hourly, professional, or official/managerial respondents.

Conflicting work and personal life role demands was found to be

stressful for employees. Over fifty percent of all respondents indicated that balancing work and personal life demands was stressful. That is, 52.2% of all respondents either agreed or strongly agreed that they often worried or felt anxious about their ability to satisfy their work and personal life demands or found themselves becoming upset when trying to balance multiple role demands. Consistent with the lack of gender differences in measures of work-family conflict, there were no gender differences in reports of work-family stress. There were also no gender differences in work-family stress by level, including hourly, professional, and/or official/managerial levels. This is interesting because there *were* overall level differences found in work-family stress. That is, exempt level employees, including professional, official/managerial and individuals with supervisory responsibilities reported experiencing significantly greater amounts of work-family stress than non-exempt, hourly level respondents. Respondents with children, and those who were under 40 years of age also reported significantly greater work-family stress than respondents without children, and those who were 40 or older. In all, only 36.8% of all respondents reported being satisfied with their work-life balance or that balancing role demands from these domains was easy. Consistent with the work-family conflict and work-family stress findings, there were no gender differences in satisfaction with work-life balance. However, respondents with children, those under 40 years of age, and those who were exempt level, professional and/or official/managerial reported being the least satisfied.



### **Overview of Work and Family Role Involvement**

An examination of the time spent in work and family roles revealed that respondents, as a whole, reported putting in more hours in paid work/working, on average (51.8 hours/week), than they did on family-related work, chores and/or responsibilities (37.2 hours/week, on average). Together, these findings suggest that respondents were "working" approximately 90 hours per week! Consistent with reports in the literature, males were more likely than females to report spending long hours at work/working (an average of 55.5 hours/week compared to 49.4 hours/week). Not surprisingly, officials and managers and professional level respondents spent significantly greater amounts of time at work than hourly respondents. Contrary to findings in the literature, women did not spend significantly greater amounts of time taking care of family responsibilities than men, although they tended, on average, to spend somewhat more time doing so. This might be attributable to the fact that 70.7% of all respondents reported living in a household with 2 or more incomes, suggesting that when both partners are working, household responsibilities become more evenly distributed. Unfortunately, this study did not allow us to assess this directly. As might be expected, however, respondents with children reported spending the greatest amount of time taking care of family/household responsibilities (47 hours/week). The average amount of time for individuals without children was 25 hours/week. Among the research sites, respondents from company B reported working at their jobs the longest (58.3 hours/week), and respondents from Company E reported working at their jobs the least (40.5 hours/week).

Participants also reported higher levels of family involvement than job involvement. That is, when asked about their jobs, only 37.7% of those who responded to the survey indicated they strongly identified with their jobs (mean for job involvement scale was 2.80), compared to 74.2% who reported high levels of family involvement (a mean of 3.84). Together, these findings suggest that for most participants, their families were central to their sense of identity and served as an important source of self-esteem. Yet, they spent most of their time at work, an activity rated by few as psychologically involving!

In spite of the general finding of low job involvement among respondents, most reported being satisfied with their jobs. To illustrate, the average job satisfaction rating was 3.91, with 77% stating they were happy with their jobs. Also, less than 25% of all respondents reported having turnover intentions. In terms of attendance, few respondents reported having missed much work or arriving to work late over the previous 6 months from the time they answered their surveys. Overall, the average number of days missed at work was 2.8 days, and the average number of days late to work was 1.3 days. As Table 6 shows, approximately half of the days respondents reported missing work or arriving late were attributed to some form of family/personal life concern, such as having an ill child or elder, having child/elder care problems, or other child/family-related problems.

#### Overview of Work-Family Support Findings

An examination of Table 5 reveals that, overall, respondents evaluated their managers as more supportive than their organizations for balancing

work and personal life role demands (means of 3.86 and 3.06, respectively). More specifically, 74.4% of all respondents either 'agreed'/'strongly agreed' that their managers were supportive, compared to only 37.2% who felt their organizations were supportive. From Table 6, we see that respondents from companies B (78.5%) and C (80.1%) rated their managers as slightly more supportive, on average, than did respondents from Companies A (74.4%) or D (69.5%). Compared to the other research sites, respondents from Company B were least likely to rate their organization as supportive of work-life balance, whereas respondents from Company E were most likely to believe their companies were supportive. That is, only 26.8% of Company B respondents, and 55.6% of Company E respondents rated their organizations as supportive. There were no group-level differences in perceived organizational or managerial support. That is, factors such as sex, age, level, having children, etc. were not found to influence perceptions of organizational and/or managerial support.

Predictors of Organizational and Managerial Support. To fully understand the role of support in coping with work-family conflict, additional analyses were conducted to determine what was predictive of organizational and managerial support. Stepwise regression analyses were performed to identify predictors. In summary, all of the work-family benefits and resources that subjects perceived their organization as providing, including their compensation, as well as whether or not they used these resources were regressed separately on measures of perceived organizational and managerial support. Results showed that 6 factors predicted organizational

support. That is, respondents perceived their organizations to be supportive of work-life balance when their organizations offered alternative work schedules, after school programs for children of employees, and flex time/flexible work schedules, and when respondents reported using the flex time/flexible work schedules, personal leave days, and alternative work schedules.

In terms of one's manager, 8 factors were found to predict perceived managerial support for work-life balance. That is, managers were perceived as supportive when the following resources were perceived to be available: flex time/flexible work schedules, family planning and/or resources, employment sponsored child care centers at or near work, stress management programs, and personal leave days; and when respondents reported using the following resources: flexible work schedules, personal leave days, care of dependents (i.e., time off for child or elder care).

It should be noted, however, that these factors accounted for only small amounts of variance in perceived organizational and managerial support (9.3% and 11.6%, respectively). These results are therefore consistent with findings from the social support literature: that actual, tangible, forms of support do not necessarily predict whether or not support is perceived to exist. Although perceived organizational and managerial support have in common several predictors, it is clear that they do not contribute equally to perceive organizational or managerial support, respectively, and that respondents do appear to differentiate between the two forms of support. Other factors thus remain to be identified that account for

the remaining variance in these measures of support.

#### **Perceived Availability of Work-Family-Related Resources**

In terms of perceived availability of work-family related resources (such as child care leave, alternative work arrangements, and flexible schedules), the average number of work-life resources perceived to be available was 8.0 (or 47% of the number of resources they had to choose from). Overall, in this study, the most commonly perceived resources perceived to be available, in terms of the percent of respondents who believed these resources were provided or available to them, were: sick leave days (93.6%); family care leave (82.5%); personal leave days (71.8%); employee assistance programs (67.6%); and family planning/resources (62.1%). A full list is included in Table 6. As shown in Table 6, there appears to be a fair amount of variance among research sites concerning the types of work-family resources most likely to be available. Of these, sick leave days and personal leave days were among the top 5 available resources at each research site. When asked to reveal which resources they had used over the 6 months prior to the time of the survey, respondents were remarkably similar. The most common resources used were: sick leave days (used by 45.2% of respondents); absence autonomy (used by 39.8% of respondents); flexible work schedules/flex time (used by 35.1% of respondents); personal leave days (used by 32.2% of respondents); and alternative work schedules (used by 11.4% of respondents).

To evaluate the extent to which companies are providing the types of resources employees find most helpful to them in balancing their work and

personal life demands, respondents were asked in open-ended questions to list the top three factors they find most helpful. The factor most frequently reported as most helpful in achieving balance was 'flextime/flexible work schedule,' accounting for 37.7% of all factors listed, overall. As noted earlier, flexible work schedules was also a main predictor of whether or not an organization was viewed as supportive of work-personal life balance. However, over 40 percent of all respondents perceived that this resource was not available to them at their respective companies. The other top factors cited as most helpful were: 'personal leave days' (14.5%); 'absence autonomy' (14.4%); 'work-at-home/telecommuting' (10.5%); and 'sick-leave/sick pay' (7.9%). In light of these findings, less than 1/3 of all respondents indicated that their companies offered work-at-home, while over 60% of respondents reported having personal leave days, absence autonomy, and sick leave days at their companies. The other major factors reported as helpful included: 'vacation/time-off,' 'benefits-medical/dental/insurance,' 'alternative work schedules,' and 'supportive and understanding managers/supervisors.'

#### Potential Range Restriction

At this point, it is appropriate to discuss the potential range restriction in four of the measures used in this study, including the managerial support, work role ambiguity, family involvement, and job satisfaction measures.

Overall, scores on the aforementioned measures were reported across the full range of the scale (i.e., from 1 to 5). However, 74.4% of subjects scored between 4 and 5 on the managerial support scale, 64.3% of subjects scored

between 4 and 5 on the role ambiguity, 70.9% of subjects scored between 4 and 5 on the family involvement scale, and 77.0% of subjects scored between 4 and 5 on the job satisfaction scale. These scores indicate that 74.4% of the subjects who responded to the questionnaire believed their managers to be supportive of their balancing work and family role demands, and that 64.3% believed they knew what was required of them at their jobs. They also indicate that 70.9% of the subjects who responded to the questionnaire had strong psychological identifications with their families, and that 77% were satisfied with their jobs. The variance in these measures, however, was no lower than several other measures used in the study (e.g., .51 for job involvement).

#### **Construct Validation of the Work-Family Conflict Measures as Perceived Forms of Stress**

Construct validation efforts were conducted to test the main premise of the study, that work-family conflict was a perceived form of stress. Construct validity concerns making inferences to the underlying psychological construct that a test presumably measures, and as such, construct validity is defined as the degree to which a test measures the construct it was intended to measure (Cook & Campbell, 1979). Construct validation can be classified as convergent evidence or divergent evidence. Convergent evidence establishes that the test is strongly associated the the measures of related constructs. An important piece of convergent evidence lies in demonstrating that our measures have significant positive relationships with other measures of the same construct that employ different methods of measurement.

Divergent evidence, in contrast, distinguishes the measure from measures of other constructs that provide alternative explanations for the test performance. Two primary tools for establishing convergent and discriminant evidence for construct validity are the multitrait-multimethod (MTMM) matrix (Campbell & Fiske, 1959) and factor analysis. Both tools were used and the results are presented below.

#### Multitrait-MultiMethod (MTMM) Matrix

The Multitrait-Multimethod (MTMM) Matrix is a convenient summary matrix that includes at least two constructs measured by at least two different methods for the purpose of demonstrating both convergent and divergent validity of a construct (Campbell & Fiske, 1959). Generally, in a MTMM matrix, one expects that the same construct measured by different methods (e.g., self reports vs. objective measures) will yield higher correlations than similar, but different, or conceptually opposite constructs measured by these same methods.

In this study, four methods and six traits were assessed for the purpose of validating that work-family conflict is a perceived form of stress. Each method (M) and trait (T) are described below.

The following *monomethod-monotrait (M1T1a, M1T1b)* measures were assessed: (1) Gutek et al.'s (1991) W->F (M1T1a) and F->W (M1T1b) conflict measures.

The following *heteromethod-monotrait (M2T1a, M2T1b, M3Tt1)* measures were assessed: (1) Frone et al's (1992) frequency measures of W->F (M2T1a) and F->W (M2T1b); and (2) stress attributed to balancing



work-family conflicts (M3-T1). Being similar but different measures of the same construct, it was expected that the correlations between Frone et al.'s (1992) measure of W->F and F->W conflict and Gutek et al.'s (1991) measures would be significant and positive, and among the highest in the MTMM matrix. Similarly, as a different measure of the same construct (assuming work-family conflict is a perceived form of stress), the stress scale was expected to have the highest correlation with measures of work-family conflict in the MTMM matrix. Sample items from the stress scale used in this study included: "I worry a lot about how my work and family/personal life affect one another," and "Work pressures and problems often leave me feeling drained when I go home from work." A full list of stress items can be found in Section B of the Questionnaire (items 4, 11, 12, 14, & 16) (See Appendix H). It was expected that stress and work-family conflict would be significantly and positively related to each other.

The following *monomethod-heterotrait (M1T2, M1T3, M1T4)* measures were assessed: (1) satisfaction/ease of work-life balance (M1T2); (2) perceived (negative) impact of balancing work demands with personal life demands (M1T3); and (3) perceived (lack of negative) impact for taking a child care leave (M1T4). These constructs represented forms of convergent and divergent validity evidence that work-family conflict is a perceived form of stress.

Toward providing *convergent validity*, it was expected that there would be a significant positive relationship between perceptions of "negative consequences for balancing work and personal life demands" and reported

work-family-conflict. A sample item from the "negative consequences" scale used in this study was: "My opportunities for promotion and growth at my current job would be negatively affected if I limited my business travel because of my child(ren)." A full list of "negative consequences" items can be found in Section C of the Questionnaire (items 14, 15, 16, & 17) (See Appendix H). It was also expected that there would be a significant negative relationship to a "lack of negative consequences to taking a child care leave". A sample item from this scale was "If I were to take a child care leave, I could easily continue my career where I left off, when I returned." Items 13 and 28 of Section C of the Questionnaire were the items used to assess the perceived impact of taking a child care leave (See Appendix H).

Toward providing evidence for divergent validity, it was expected that there would be a significant negative relationship between work-family conflict and a construct conceptually opposite to stress, one's "satisfaction/ease of balancing work and personal life". That is, it was expected that individuals who reported being satisfied with their work-life balance and who found balancing these role demands easy would report experiencing lower levels of work-family conflict than individuals who did not find it easy to balancing work and personal life demands.

The following *heteromethod-heterotrait (M4T5, M4T6)* measures were assessed: (1) absenteeism (M4T5); and (2) lateness (M4T6). In contrast to the likert scale used to measure work-family conflict, the open-ended questions for absenteeism and lateness provided a different method of assessment. It was expected that the relationship between work-family

conflict to absenteeism and lateness would be among the lowest in the MTMM matrix.

Because there were two measures of work-family conflict (i.e., W->F and F->W), separate MTMM matrices are presented below in order to simplify the presentation of the findings.

#### Results of MTMM Matrix for W->F Conflict

A review of the MTMM matrix, shown in Table 7, suggests that work interfering with family conflict is indeed a perceived form of stress (see Appendix A). As predicted, alternative measures of the work-family conflict construct yielded the highest positive correlations in the matrix. More specifically, the correlation between the work-family stress scale and W->F conflict scale was quite high ( $r = .726, p < .001$ ). Thus, individuals who reported higher levels of work-family conflict also reported higher levels of stress attributed to balancing work and personal life demands. The frequency measure of W->F conflict was also strongly related to the primary measure of W->F ( $r = .630, p < .001$ ).

In any construct validation, it is important to demonstrate both convergent and divergent forms of validity evidence. Toward providing convergent evidence that work-family conflict is a perceived form of stress, it was found that W->F conflict was significantly and positively related to other similar forms of stress, namely, the "perception that there were negative consequences for future career progression and development, when attempts were made to balance work demands with personal life needs". In this study, the correlation between W->F conflict and the "negative consequences"

measure was .397 ( $p < .001$ ). As expected, this correlation was lower than alternative measures of the work-family conflict measure. The expectation that W->F conflict would be negatively related to "perceptions that taking a child care leave would not negatively impact their career" was also supported. To illustrate, the correlation between W->F and taking a "child care leave" was -.265 ( $p < .001$ ).

Toward providing divergent evidence that W->F conflict was a perceived form of stress, it was expected that W->F conflict would be negatively related to the opposite of 'a stressful work-family interface'. This proposition received support. That is, the correlation between "being satisfied with work-life balance, that balancing both work and personal life demands is easy" was significantly and negatively related to W->F conflict (i.e.,  $r = -.650$ ,  $p < .001$ ).

Finally, support was found for the expectation that constructs conceptually different than W->F conflict (absenteeism and lateness) that were measured with alternative methods of measurement would have the lowest correlations with work-family conflict in the MTMM matrix. The correlation between absenteeism and W->F conflict was found to be .051 (n.s.). The correlation between lateness and W->F conflict was found to be .113 ( $p < .001$ ).

#### Results of MTMM Matix for F->W Conflict

A review of the MTMM matrix, shown in Table 8, suggests that family interfering with work conflict may also be a perceived form of stress (see Appendix A). As predicted, alternative measures of the work-family conflict

construct yielded the highest positive correlations in the matrix. More specifically, F->W conflict was significantly and positively related to the frequency measure of family interfering with work conflict ( $r = .499, p < .001$ ). In addition, the correlation between the work-family stress scale and F->W conflict scale was .352 ( $p < .001$ ). These correlations, however, were not as strong in magnitude as were the correlations between work-family stress, work interfering with family frequency measures, and the W->F conflict measures reviewed above.

Toward providing convergent evidence that family interfering with work conflict is a perceived form of stress, it was found that F->W conflict was significantly and positively related to other similar forms of stress, namely, the "perception that there were negative consequences for future career progression and development for balancing work demands with personal life needs". In this study, the correlation between F->W conflict and the "negative consequences" measure was .082 ( $p < .05$ ). As expected, this correlation was lower than alternative measures of the work-family conflict measure. The expectation that F->W conflict would be negatively related to "perceptions that taking a child care leave would not negatively impact their career" was not supported. In this study, the correlation between F->W and "taking a child care leave" was -.047 (n.s.).

Toward providing divergent evidence that work-family conflict was a perceived form of stress, it was expected that F->W conflict would be negatively related to the opposite of 'a stressful work-family interface'. This proposition received support. That is, the correlation between "being

satisfied with work-life balance, that balancing both work and personal life demands is easy" was significantly and negatively related to F->W conflict: ( $r = -.232, p < .001$ ).

Finally, partial support was found for the expectation that constructs conceptually different than F->W conflict (absenteeism and lateness) that were measured with alternative methods of measurement would have the lowest correlations with work-family conflict in the MTMM matrix. That is, variables conceptually opposite were expected to have stronger relationships with F->W conflict, when they did not (e.g., "satisfaction/ease of balance", and "taking a child care leave" had weaker relationships with F->W conflict). Instead, the correlation between absenteeism and F->W conflict was found to be .130 ( $p < .001$ ) and the correlation between lateness and F->W conflict was found to be .328 ( $p < .001$ ).

In summary, results from the two MTMM matrices provide initial evidence toward validating that work-family conflict is in fact a perceived form of stress. First, work-family conflict and stress received the highest positive correlations in the MTMM matrix. Second, measures of work-family conflict were negatively related to measures that were conceptually opposite to work-family conflict (e.g., satisfaction/ease of balancing work and personal life, and a lack of negative consequences for taking a child care leave) and positively related to measures expected to be stressful (e.g., there are negative consequences for balancing work role and family role demands). Although the forms of methods used to assess the above mentioned constructs may not be truly different (e.g., all self-report items), the direction of the

relationships were as expected.

The above analyses also reveal that W->F conflict is more stressful than F->W conflict. Several factors may account for this finding. To begin with, respondents may have been reluctant to report F->W conflict in the first place. People also have more control and autonomy to cope with F->W conflict than with W->F conflict. That is, individuals' work environments are less likely to be flexible in accommodating changes compared to one's family/personal life. In addition, perhaps the finding reported earlier that respondents reported higher levels of family involvement than work involvement may explain this difference. If most respondents perceived their families as central to their sense of identity, but did not feel the same about their work, one may expect that respondents would report more stress and conflict when role demands from work interfered with their family life, compared to when role demands from their family life interfered with their work.

#### Factor Analytic Evidence for Construct Validity of Work-Family Conflict as a Perceived Form of Stress

Both exploratory and confirmatory factor analyses were performed to examine and to verify the factor structure of the work-family conflict and stress measures utilized in this study, including the Work Interfering with Family (W->F) conflict scale, the Family Interfering with Work (F->W) conflict scale, and the work-family stress scale. While exploratory factor analysis is appropriate for testing the factor structure of scales, it does not provide any

index of the "fit" between a proposed factor structure and the true factor structure; it is useful to explore factor structure when we are unsure as to how many factors exist. In contrast, confirmatory factor analysis provides fit indices comparing our model of the covariance between items or the factor structure, and the true covariance between items. Consistent with the study's premise, it was expected that both stress and work-family conflict scale items would load on only one factor. Therefore, it was deemed necessary to confirm this structure.

In the exploratory analysis, each set of items was subjected to Principal Axis factoring with a Varimax rotation. Only factors with eigenvalues greater than 1 were retained. For the W->F and F->W conflict and Work-Family Stress items, 2 factors were revealed, accounting for 44.7% of the total item variance. That is, the W->F conflict and stress items loaded highly on one factor and the F->W conflict items loaded highest on a second factor. These same items were subjected to a Maximum Likelihood factor analysis with a Varimax rotation, specifying a 3 factor model, to assess if items measuring W->F and work-family stress, like the F->W conflict items, would load on separate factors. The resulting 3 factor model accounted for 48.6% of the total item variance when forcing the items to a 3 factor model. More specifically, the F->W conflict items again loaded highly on a single factor. In addition, three of the W->F conflict items and four of the work-family stress items loaded highly on a single factor. The items on this factor measure appear to measure "work-interfering-with-family-stress." In other words, this factor had items which reflected the extent to which work interferes with their



personal life and the anxiety, worry, and upset feelings subjects report when trying to meet the simultaneous demands from their work and personal life. On the other hand, the remaining 2 items (1 work-family stress item, 1 W->F conflict item) loaded highly on a single factor. These two items appear to measure the extent to which work role demands leave employees tired and drained when they go home. Thus, exploratory factor analyses appear to suggest that work interfering with family conflict is a perceived form of stress, but that family interfering with work conflict is not. Therefore, confirmatory factor analysis was carried out to evaluate the fit of one, two, and three factor models.

Confirmator factor analysis was performed using the LISREL Computer program, version 7.20. Four models were compared, and evaluated for fit.

1. Null Model. A null model was created as a baseline against which other models could be evaluated. In this model, Sigma, or the 13x13 covariance matrix among the items, was constrained to be a diagonal matrix. Thus, this model evaluated the fit of a 13-factor model, as if all the items were mutually uncorrelated and there were no common factors.

2. 1-Factor Model. This model tested the fit of a one-factor model.

3. 2-Factor Model. This model tested the fit of a two-factor model.

4. 3-Factor Model. This model tested the fit of a three-factor model.

Table 9 provides the fit statistics for all four models (see Appendix A).

Based on the above fit indices, a 3-factor model seemed to provide the best fit. Table 10 presents the completely standardized factor loadings for all thirteen items on the three factors for the confirmatory analysis (see Appendix A).

As revealed in Table 10, the first work-family conflict factor is composed of one of the original stress items and two of the original W->F conflict items, which together appear to reflect the degree to which work takes away from one's family life. Therefore, this factor was termed "Work interferes with family (W->F) conflict." The second factor was composed of the items previously hypothesized to represent "family interfering with work (F->W) conflict." The third factor was composed of four of the original stress items and two of the original work-interfering with family conflict items. This was labeled "work interfering with family conflict/stress" (W->Fstr). One difference that may account for the two W->F factors, both of which have stress items, may be the wording of the items themselves. Items on the first factor seem to expressly refer to one's personal life in terms of "family/friends," whereas items on the third factor appear to reflect a broader "personal life" meaning.

Overall, these factors suggest that the construct of work interfering with family conflict, (but not family interfering with work conflict) is confounded with stress, or, alternatively, that it is a perceived form of stress. Had the stress measure loaded strongly on a separate factor, that might suggest that the experience of work-family conflict leads to stress (which in turn, may lead to negative consequences). However, these findings suggest that the

experience of work interfering with family conflict (as opposed to family interfering with work conflict) is really a perceived form of stress. Therefore, the stress measure, in itself, would not be an alternative influence in the model, per se. In fact, the evidence presented above in the MTMM matrices provide convergent and divergent evidence that work-family conflict is related to other measures as would be expected if work-family conflict was an alternative measure for stress. Given that there were no gender differences in either measure of work-family conflict or in the measure of work-family stress, it was assumed that the experience of work-family conflict/stress relationship did not operate differentially for males and females in this study. Therefore, all subsequent analyses are built upon the premise that work family conflict is in fact a perceived form of stress, and that forms of support for coping with this perceived form of stress would act in predicted ways.

#### Correlations Between Study's Measures

Table 11 presents the correlations between all major variables assessed in this study (see Appendix A).

Overall, the correlations presented in Table 11 support most of the hypothesized (main effect) relationships between the study's variables (i.e., hypotheses 1a, 1b, corollary to H1; and hypotheses 2a, 2b, 4a, 4b and 5). These findings are presented below. First, correlations pertaining to W->F conflict will be discussed, followed by a review of the correlates of F->W conflict. In both discussions, correlations will be organized within the context of hypothesized relationships (e.g., the antecedents and consequences of each work-family conflict measure). These results will then be followed by

findings describing the relationships between measures of support and the other measures included in the study.

### Correlates of W->F Conflict

Antecedents of W->F Conflict. **Hypothesis 1a** posited that work and family-role stressors would be positively related to perceptions of work interfering with family (W->F) conflict. Furthermore, the **corollary to Hypothesis 1a** predicted that within domain stressors (i.e., work-role stressors) would be more strongly related to within domain (W->F) conflicts than would outside domain stressors (i.e., family role stressors). Overall, the pattern of correlations support hypothesis 1a, and its corollary, with the exception that family involvement was not significantly related to either form of work-family conflict. In general, it was found that as reports of work-role stressors increased, so did reports of W->F conflict. More specifically, a review of the correlations between work and family-role stressors and W->F conflict revealed the following relationships: job involvement was positively correlated with W->F conflict ( $r = .27$ ;  $p < .001$ ); role overload was positively related to W->F conflict ( $r = .64$ ;  $p < .001$ ); and time spent at work/working was positively correlated with W->F conflict ( $r = .39$ ;  $p < .001$ ). Contrary to expectation, role ambiguity was *negatively* related to W->F conflict ( $r = -.16$ ;  $p < .001$ ).

A review of the correlations between family-role stressors and the measure of W->F conflict supported the corollary to hypothesis 1a. That is, family-role stressors were not as strongly related to W->F conflict as were

work-role stressors. The following relationships illustrate this finding: family involvement was positively related to W->F conflict, although this relationship was not significant; time spent on family work and responsibilities was not significantly related to W->F conflict; and the number of children was significantly and positively related to W->F conflict ( $r = .13$ ;  $p < .001$ ), although this was not as strongly related to W->F conflict as were the work-role stressors.

**Consequences of W->F Conflict.** The pattern of correlations support all but one of the predicted relationships stated in Hypothesis 2a.

***Hypothesis 2a*** posited that individuals experiencing work interfering with family (W->F) conflict will report experiencing lower levels of job satisfaction and greater degrees of withdrawal behaviors, such as higher turnover intentions, and higher rates of absenteeism from and lateness to work than individuals who do not experience W->F conflict. The one relationship that was not supported was the relationship between W->F conflict and absenteeism ( $r = .05$ ; n.s.). On the other hand, the following correlations support Hypothesis 2a: job satisfaction was negatively related to W->F conflict ( $r = -.19$ ;  $p < .001$ ); turnover was positively related to W->F conflict ( $r = .21$ ;  $p < .01$ ); and lateness was positively related to W->F conflict ( $r = .11$ ;  $p < .001$ ).

**Measures of Support and W->F Conflict.** ***Hypothesis 4a*** predicted that the perception of organizational and managerial work-family support and/or the availability of organizational resources for balancing work-life conflicts will be negatively related to reported experiences of W->F conflict. A

review of Table 11 shows that each measure of support was negatively related to W->F conflict, as predicted, with organizational support having the most significant relationship with W->F conflict. The following correlations were discovered: organizational support was negatively related to W->F conflict ( $r = -.39$ ;  $p < .001$ ); managerial support was negatively related to W->F conflict ( $r = -.19$ ;  $p < .001$ ); and organizational resource availability was also negatively related to W->F conflict ( $r = -.08$ ;  $p < .05$ ).

#### Correlates of F->W Conflict

Antecedents of F->W Conflict. **Hypothesis 1b** posited that work and family-role stressors would be positively related to perceptions of family interfering with work conflict. Furthermore, the **corollary to Hypothesis 1b** predicted that within domain stressors (i.e., family role stressors) would be more strongly related to within domain conflicts than would outside domain stressors (i.e., work-role stressors). Overall, the pattern of correlations support hypothesis 1b, and its corollary, with the exception that family involvement was not significantly related to F->W conflict. In general, it was found that as reports of family-role stressors increased, so did reports of F->W conflict. More specifically, a review of the correlations between work and family-role stressors and F->W conflict revealed the following relationships: family involvement was positively related to F->W conflict, although this relationship was not significant; time spent on family work and responsibilities was significantly and positively related to F->W conflict ( $r = .17$ ;  $p < .001$ ); and the number of children was also significantly and positively related to F->W conflict ( $r = .15$ ;  $p < .001$ ).

A review of the correlations between work-role stressors and the measure of F->W conflict supported the corollary to hypothesis 1b. That is, work-role stressors were not as strongly related to F->W conflict as were family-role stressors. It was also found that, with the exception of work-role overload, work-role stressors were *negatively* related to F->W conflict. First, work-role overload was found to be positively related to F->W conflict ( $r = .09$ ;  $p < .01$ ). In contrast, job involvement was negatively related to F->W conflict ( $r = -.14$ ;  $p < .001$ ); role ambiguity was negatively related to F->W conflict ( $r = -.16$ ;  $p < .001$ ); and time spent at work/working was also negatively correlated to F->W conflict ( $r = -.08$ ;  $p < .05$ ).

Consequences of F->W Conflict. The pattern of correlations support all of the predicted relationships stated in Hypothesis 2b. ***Hypothesis 2b*** posited that individuals experiencing F->W conflict will report experiencing lower levels of job satisfaction and greater degrees of withdrawal behaviors, such as higher turnover intentions, and higher rates of absenteeism from and lateness to work than individuals who do not experience F->W conflict. The following correlations support Hypothesis 2b: job satisfaction was negatively related to F->W conflict ( $r = -.26$ ;  $p < .001$ ); turnover was positively related to F->W conflict ( $r = .21$ ;  $p < .01$ ); absenteeism was positively related to F->W conflict ( $r = .13$ ;  $p < .001$ ); and lateness was also positively related to F->W conflict ( $r = .33$ ;  $p < .001$ ).

Measures of Support and F->W Conflict. ***Hypothesis 4b*** predicted that the perception of organizational and managerial work-family support and/or the availability of organizational resources for balancing work-life

conflicts will be negatively related to reported experiences of family interfering with work (F->W) conflict. A review of Table 11 shows that, with the exception of one relationship, each measure of support was negatively related to F->W conflict, as predicted. That is, organizational support was negatively related to F->W conflict ( $r = -.12$ ;  $p < .001$ ) and managerial support was also negatively related to F->W conflict ( $r = -.15$ ;  $p < .001$ ). Contrary to expectation, organizational resource availability was not significantly correlated with F->W conflict. Overall, these correlations revealed that measures of support were more strongly correlated with work interfering with family (W->F) conflict than to family interfering with work (F->W) conflict.

#### Additional Correlates of Support Measures

**Hypothesis 5** predicted that the perception of organizational and managerial work-family support and/or the availability for organizational resources for balancing work-life conflicts will be positively related to job satisfaction and negatively related to turnover intentions, absenteeism, and lateness to work. As seen in Table 11, forms of support were positively correlated with job satisfaction, as predicted, with organizational support being the most strongly related to job satisfaction ( $r = .47$ ;  $p < .001$ ), followed by managerial support ( $r = .38$ ;  $p < .001$ ) and resource availability ( $r = .15$ ;  $p < .001$ ). Both organizational support ( $r = -.36$ ;  $p < .001$ ) and managerial support ( $r = -.29$ ;  $p < .001$ ) were significantly and negatively related to turnover intentions, as predicted; whereas resource availability was not significantly related to turnover intentions ( $r = -.06$ ; n.s.). Contrary to expectations, forms of support were not significantly related to absenteeism,



and only resource availability was significantly related to lateness ( $r = .09$ ;  $p < .01$ ).

Earlier it was shown that work-family conflict is a perceived form of stress. As such, measures of work-family conflict were found to be negatively related to satisfaction with work-life balance and a lack of negative consequences for taking a child care leave. In addition, they were found to be positively related to stress and negative consequences for balancing work and personal life demands. Being that measures of organizational support for balancing work and personal life were hypothesized to be coping resources that may alleviate, alter, or minimize the effects of conflicting demands from one's work and personal life, it was expected that measures of support would be related to these same factors in the opposite direction to measures of work-family conflict. A review of the correlational patterns support this contention.

Overall, measures of support were significantly and *positively* correlated with "satisfaction with work-personal life balance" and a "lack of negative consequences for taking a child care leave." In contrast, they were significantly and *negatively* correlated to "negative consequences for balancing work and personal life demands," and "work-family stress." Furthermore, ***organizational support*** consistently had the strongest correlations with these constructs, followed by managerial support, then perceived resource availability.

To illustrate, "satisfaction with work-personal life balance" was most strongly correlated with organizational support ( $r = .54$ ;  $p < .001$ ), followed by

managerial support ( $r = .25$ ;  $p < .001$ ) and resource availability ( $r = .11$ ;  $p < .01$ ). A "lack of negative consequences for taking a child care leave" was also most strongly correlated with organizational support ( $r = .35$   $p < .001$ ), followed by managerial support ( $r = .23$ ;  $p < .001$ ) and resource availability ( $r = .16$ ;  $p < .001$ ). In addition, "negative consequences for balancing work and personal life demands," was most strongly related to organizational support ( $r = -.44$ ;  $p < .001$ ), followed by managerial support ( $r = -.29$ ;  $p < .001$ ) and resource availability ( $r = -.14$ ;  $p < .001$ ). And finally, "work-family stress" had the most significant relationship with organizational support ( $r = -.43$ ;  $p < .001$ ), followed by managerial support ( $r = -.26$ ;  $p < .001$ ) and resource availability ( $r = -.10$ ;  $p < .001$ ).

## **Chapter 8**

### **RESULTS FOR TESTS OF HYPOTHESES:**

#### **WORK INTERFERING WITH FAMILY (W->F) CONFLICT MODEL**

##### **Test of The "Buffering Effects" of Support in the W->F Conflict Model**

Hypotheses 3a, 6a, and 7a were tested using hierarchical multiple regression analyses (Cohen & Cohen, 1983) to assess whether perceived support followed the "buffering effect" model outline above. To say that support moderates the effects of stressors on strains is to assert that there is a significant interaction between social support and stressors such that the effects of stressors are less pronounced when accompanied by high levels of support. In this study there are multiple measures of all three factors, thus somewhat complicating the analyses of interactions. Although hierarchical multiple regression using product terms to carry interactions is the appropriate analytic model (Cohen & Cohen, 1983), one has some choice in deciding how many stressors and social supports will be examined in each regression analysis. This decision involves making some trade-off between sacrificing power by putting all variables into one analysis and tolerating some amount of Type I error inflation by examining separate models. The lower power option is to regress each strain (outcome) measure on both work-family conflict measures and each form of support. An analysis that considers each stressor (form of work-family conflict) separately along with the support measures will yield higher power tests but also more Type I error inflation.

Beginning with the more rigorous approach, separate hierarchical regressions were computed in this study, each of which involved a different strain outcome (i.e., job satisfaction, turnover, absenteeism, lateness) as the dependent variable, with a measure of work-family conflict (e.g., either W->F or F->W), and forms of support (organizational & managerial support; perceived availability of support resources, i.e., benefits) entered separately. For each outcome, the main effects for potentially influential job and sociodemographic variables were entered in the first and second steps. In this section, the results for W->F are discussed within the context of each hypothesis.

Hypothesis 3a posited that individuals experiencing high levels of work interfering with family (W->F) conflict and who perceive high levels of support for balancing work-life issues to be available will be less likely to report job dissatisfaction, and will report lower levels of turnover intentions, absenteeism and lateness than individuals who experience low levels of W->F conflict and who perceive low levels of support to be available. Hypothesis 3a received partial support. The four hierarchical multiple regression analyses tested yielded two significant interactions between measures of work-family support and W->F conflict (See Table 12). As seen in Table 12 located in Appendix A, perceived forms of support (from one's manager and of resource availability) were found to moderate the relationship between work interfering with family (W->F) conflict and job satisfaction, even after controlling for the potentially confounding influences of job level, age, sex, education, and number of children. This was evidenced by significant

incremental changes in  $R^2$  when the interactions between work-family conflict and managerial support (and the interaction between work-family conflict and resource availability) were entered into the equation, after the main effects for job level, sociodemographic influences, work-family conflict and support were entered. Contrary to hypothesis 3a, measures of support did not moderate the relationships between W->F conflict and turnover, absenteeism, or lateness.

In terms of having a main effect, the hierarchical multiple regression analyses also revealed that W->F conflict and measures of support accounted for significant incremental proportions of variance in the strain-related outcome measures of job satisfaction and turnover intentions, but not for lateness or for absenteeism. This may have resulted, in part, to respondents being reluctant (or unable) to reveal their actual degree of lateness and absenteeism. In terms of support, organizational support was found to be the best predictor of job satisfaction and turnover. Compared to managerial support and perceived resource availability, organizational support accounted for the largest amount of unique variance in these outcome measures.

In the job satisfaction model, as indicated in Table 12, organizational support and resource availability had significant beta weights (see Appendix A). Each interaction term also had significant beta weights. Overall, a total of 27% of the variance in job satisfaction was accounted for. In terms of turnover intentions, level, age, and education each had significant beta weights. Work interfering with family (W->F) conflict also had a significant

beta weight. Overall, 23% of the variance in turnover intentions was accounted for. In contrast, less than ten percent of the total variance was accounted for in absenteeism (4%) or lateness (8%).

Further (graphic) analyses were performed in this study to determine the nature of the roles managerial support and resource availability play as moderators of the W->F conflict and job satisfaction relationship. Thus, the nature of the significant incremental change in  $R^2$  for the interaction term was plotted for this purpose. That is, where the significant moderating effects of managerial support and resource availability were found, groups were split into subgroups of high and low support (whichever source of support was being considered). Groups considered "low" in support were those who were more than one standard deviation *below* the mean for the support measure. Groups considered "high" in support were those who were more than one standard deviation *above* the mean for the support measure. Graphic representations of these analyses are seen in Figures 16 and 17 (see Appendix B).

Graphic Representations for Support Moderating the W->F Conflict - Job Satisfaction Relationship. Overall, Figures 16 and 17 clearly illustrate the beneficial effect that perceiving high levels of support has on job satisfaction. As seen in these figures, individuals who perceived higher levels of managerial support reported being more satisfied with their jobs than individuals who perceived low levels of managerial support, whether they experienced lower or higher levels of conflict. While this appears to contradict the expectation that in order for there to be an interaction, the level

of conflict must be sufficiently high, the trend of the data suggest this may be occurring (that is, given even lower levels of conflict, the beneficial effect of support will not impact job satisfaction). It was found, however, that individuals who perceived higher levels of resource availability reported being more satisfied with their jobs only under conditions of high W->F conflict. Furthermore, individuals who experienced high levels of W->F conflict tended to report being less satisfied with their jobs than individuals with low levels of W->F conflict. These findings suggest that individuals who experience high levels of W->F conflict will be less satisfied with their jobs than individuals who experience low levels of W->F conflict, and that high levels of perceived managerial support and resource availability act to increase reported job satisfaction, both for individuals reporting high levels of work interfering with family conflict.

Hypothesis 6a predicted that perceived support for and/or perceived resources for balancing work and family role demands will moderate the relationship between work interfering with family (W->F) conflict and the use of support resources. This hypothesis was not supported. The hierarchical multiple regression analysis shown in Table 13 did not contain a significant incremental change in  $R^2$  for the interaction terms, and thus, there were no significant interactions between measures of support and W->F conflict (see Appendix A).

As indicated in Table 13, each of the sociodemographic variables had significant beta weights. Resource availability also had a significant beta weight. Overall, a total of 23% of the variance in the use of support

resources was accounted for.

In terms of having a main effect, being young, female, having an advanced degree, and having children predicted the use of support resources. After controlling for these sociodemographic influences, perceived resource availability was found to be a significant predictor of the use of support resources. Thus, utilization of support resources was found to be largely contingent upon the number of resources perceived to be available. As the number of perceived resources increased, so too did the use of those resources. Contrary to expectation, having one's work interfere with one's family life did not account for any unique variance in the use of support resources. These findings reveal that the actual experience of W->F conflict did not predict an increased use of support resources, but that the environmental context did. That is, respondents were not likely to use support resources, even when experiencing high levels of W->F conflict, unless they perceived those resources to be available.

Hypothesis 7a predicted that the receipt or use of organizational support for balancing work-family conflict would exacerbate the relationship between work interfering with family (W->F) conflict and related outcomes for individuals experiencing lower rather than higher levels of work-family conflict. This hypothesis was not supported. Contrary to expectation, received/used support was not found to moderate the relationship between work-family conflict and the outcome measures of job satisfaction, turnover, absenteeism, or lateness. Table 14 shows the results of these analyses (see Appendix A).

In terms of having a main effect, the hierarchical multiple regression



analyses shown in Table 14 reveal that both the receipt of and the use of support as well as W->F conflict accounted for unique and significant proportions of variance in job satisfaction, turnover, and lateness. However, only the use of support resources was found to be a significant predictor of absenteeism. In terms of outcome measures, received support was a slightly better predictor of job satisfaction and turnover than was the use of support resources, whereas, the use of support resources was a slightly better predictor of absenteeism and lateness. It should be noted, however, that the receipt of and/or use of support resources accounted for only minor amounts of variance in the outcome measures.

#### **LISREL Test of the "Main Effects" of Support in the W->F Conflict Model**

**Overview of LISREL.** The relationships among the variables describing the process of coping with W->F conflict were tested using the LISREL 7.20 computer program (Joreskog & Sorbom, 1989). The LISREL method estimates the unknown coefficients in a set of linear structural equations. Variables in the equation may either be directly observed or unmeasured (theoretical) variables that are not observed but relate to the observed variables. The model assumes that there is a 'causal' structure among a set of latent variables and that the observed variables are indicators or symptoms of the latent variables. There are several advantages to using LISREL. First, it's theory-driven, we take a model and evaluate whether it fits the data. Second, LISREL gives us more power than traditional statistical analyses to simultaneously consider many variables at once and helps us to look at latent variables. Third LISREL allows us to automatically correct for unreliability

(which tends to tennuate the correlation among variables) by the paths allowed in the model. By these paths, LISREL allows us to take into account measurement errors in both dependent and independent variables, as well as reciprocal causation, simultaneity, and interdependence.

In general, the LISREL model testing this study's hypotheses was evaluated on two levels. First, the 'goodness of fit' for the model was estimated using a number of criteria (i.e., chi-square, Joreskog and Sorbom's Goodness of Fit Index (GFI), the relative homocentrality index (RNI), and root mean square error of approximation (RMSEA). Second, the validity of the hypothesized relations specified by the best-fitting model was assessed. That is, the model was tested to determine whether or not the paths specified were significant (Hayduk, 1987).

The LISREL model presented in Figure 22 tested the hypotheses that organizational forms of support (both perceived or received) would directly impact one's experience of W->F conflict and work-related outcomes of job satisfaction, turnover, absenteeism, and lateness (see Appendix B). Also included are the major antecedents and consequences of work interfering with family conflict. Together, these hypotheses expand the traditional stimulus-response models of work-family conflict to include important coping resources and responses that may serve to prevent, avoid, or minimize the experience of conflict and related outcomes.

#### Results for Hypothesized LISREL Model of W->F Conflict

To begin with, a null model was created as a baseline against which the hypothesized model could be evaluated. In this model, all of the parameters

were constrained as if all the items were mutually uncorrelated and there were no common factors. The hypothesized model was then tested for goodness of fit and for significance of the hypothesized relations. Table 15 outlines the fit statistics for the W->F conflict models tested (see Appendix A).

Based on the fit indices, the hypothesized model of W->F conflict was a definite improvement from the null model. However, the RNI (relative homocentrality index), which provides an index of the relative fit as compared to the null model, was .731, which fell below the acceptable value of .90 or above. Also, several fit indicators for the hypothesized model suggested that, while the model approached a good fit of the data, in general, there was some misfit. For example, the coefficient of determination for the Hypothesized model was .705. The coefficient of determination is an indication of the reliability of each observed measure with respect to its underlying latent construct. Values close to 1.00 represent a good fit. Also, it is now known that a  $\chi^2/\text{d.f.}$  ratio  $>2.00$  represents an inadequate fit (Byrne, 1993?). The  $\chi^2/\text{d.f.}$  ratio for the hypothesized model in this study is shown to be  $358.19/50 = 7.2$ . This value represents an unacceptable fit to the observed data. Also, the standardized residuals and modification indices suggested that, in addition to the parameters specified by the model, additional parameters should be freed-up. In general, these fit indicators suggested that several of the role stressors were directly influencing the work-related outcome measures.

Furthermore, a review of the T-Values suggested that several of the hypothesized relationships in the model were insignificant. That is, one of the

work-role stressors and each of the family-role stressors were not significant predictors of W->F conflict. In addition, W->F conflict was not a significant predictor of job satisfaction or absenteeism. Measures of support, however, were significantly related to many of the variables, as hypothesized.

At this point, it was considered reasonable to take an exploratory approach in establishing a well-fitting model, since many of the original hypothesized relationships were significant. Therefore, the model parameters were further explored to discover the source of the misfit until the best fitting model was obtained. In order to minimize the risk of capitalizing on chance factors, constrained parameters were only relaxed when it made sense substantively to do so. Toward this goal, the correlations among the study's variables were again reviewed. The resulting model was then evaluated for significant parameters. Nonsignificant parameters were considered unimportant to the model and were thereby deleted from the model.

#### Results for the Best-Fitting W->F Conflict Model

The results of the LISREL fit statistics for the resulting best-fitting work interfering with family (W->F) conflict model are also presented in Table 15 (see Appendix A). More specifically, compared to the Null model, the best-fitting W->F model had a relative homocentrality index (RNI) of .926 (where values of .90 and above indicate good fit). The Chi Square/degree of freedom ratio was less than the recommended value of 2.0 (it was 1.8). Both goodness of fit indicators, the GFI and the AGFI, were well above .90, (.988 and .956, respectively), indicating a good fit. And finally, the coefficient of

determination, which provides an indication of how well the observed variables, in combination, serve as measuring instruments for all the latent variables jointly, and thus, as a generalized indicator of reliability for the entire measurement model, was .79. Values close to 1.00 represent a good fit. Based on these fit indices, it appears that the resulting W->F conflict model provided a very good fit to the data, had significant parameters, and made substantial sense, given the nature of the variables in the model. The significant parameters in the best-fitting model are described below.

Given the complexity of the model, the significant model parameters will be presented in stages, beginning with the antecedents and consequences of W->F conflict, and followed by the significant predictors of each of the outcome measures. The full model will then be presented, in its entirety. The partial and full best fitting W->F conflict models are presented in Figures 23 (a-g) (see Appendix B).

The Antecedents and Consequences of W->F Conflict. Figure 23 (a) illustrates the significant antecedents and consequences of W->F conflict.

Antecedents of W->F Conflict. Hypothesis 1a (H1a) predicted that there will be a positive relationship between work-role and family-role stressors and perceptions of W->F conflict. This received partial support. Results from the best-fitting W->F conflict model revealed that three of the four hypothesized work-role stressors and one of the four hypothesized family-role stressors were significant predictors of W->F conflict, as evidenced by significant path coefficients. These included: job involvement (.130), role overload (.475), time spent at paid work/working (.136), and having dependent children under

6 years of age living at home (.127). These path coefficients reveal that work-role overload was the strongest predictor of W->F conflict, and that within domain stressors (i.e., work-role stressors) were more strongly related to within domain conflicts than were external domain stressors (i.e., family-role stressors), as predicted in the corollary to H1a.

It was also found that organizational support was significantly and negatively related to W->F conflict, as predicted in Hypothesis 4a (H4a), but that managerial support, resource availability, and resource utilization were not. The path coefficient between organizational support and W->F conflict was -.231. This finding indicates that high levels of perceived organizational support is predictive of lower levels of reported W->F conflict.

Consequences of W->F Conflict. In terms of consequences, Hypothesis 2a (H2a) was partially supported. H2a predicted that individuals experiencing W->F conflict will report experiencing lower levels of job satisfaction and greater degrees of withdrawal behaviors, including turnover intentions, absenteeism, and lateness. In this study, W->F conflict was found to be a significant predictor of only one outcome measure, lateness (path coefficient = .096).

Predictors of Job Satisfaction. Hypothesis 5 (H5) predicted that the availability of organizational support and resources for balancing work-life conflicts (and/or the use of such supports) would be positively related to job satisfaction. Figure 23 (b) shows that H5 was partially supported. Contrary to expectation, resource availability was not a significant predictor of job satisfaction. Although use of support resources was found to be a significant

predictor of job satisfaction, it was negatively, and not positively, related to job satisfaction (i.e., path coefficient =  $-.074$ ). The measure of support with the most significant path coefficient was organizational support ( $.341$ ), followed by managerial support ( $.178$ ). These findings indicate that individuals who perceive organizational and managerial support are more satisfied with their jobs than individuals who perceive low levels of support from their respective companies and managers. In addition, individuals who report using available support resources are more likely to report lower levels of job satisfaction than individuals who do not use such resources.

Three role stressors were also found to be significant predictors of job satisfaction. These were: job involvement (path coefficient =  $.235$ ), role ambiguity (path coefficient =  $.166$ ) and having dependent children under 6 living at home (path coefficient =  $.089$ ).

Predictors of Turnover Intentions. **H5** also predicted that the availability of organizational support and resources for balancing work-life conflicts (and/or the use of such supports) would be negatively related to turnover intentions. Figure 23 (c) illustrates that **H5**, predicting turnover intentions, was partially supported. As with job satisfaction, the measure of support with the most significant path coefficient was organizational support ( $-.070$ ), followed by managerial support ( $-.060$ ). In contrast to the hypothesized negative relationship to turnover intentions, use of support resources was positively related to intent to leave ( $.060$ ). These findings indicate that individuals who perceive high levels of organizational and managerial support are less likely to be inclined to leave their companies than individuals who perceive low

levels of support from their respective companies and managers. However, individuals who report using available support resources are more likely to be inclined to leave their companies.

As consistent with the literature on the relationship between job satisfaction and turnover intentions, job satisfaction was also found to be a significant predictor of turnover intentions, having a path coefficient of  $-.529$ . As we consider the role of work-family support, it now becomes clear that organizational and managerial forms of support both directly and indirectly (via job satisfaction) influence individuals' intent to leave. Therefore, a lack of support appears to not only reduce job satisfaction (and subsequently increase turnover intentions), but it also appears to be indicative of the type of work climate, in general, from which individuals want to remove themselves.

Two of the role stressors identified earlier were also predictive of increased turnover intentions. 'Time spent at paid work/working' and 'having dependent children under 6 years of age living at home' were also found to have significant path coefficients ( $.128$  &  $.075$ , respectively) to turnover intentions. These findings suggest that individuals who work very long hours on the job and/or have very young dependent children living at home are more likely to think about leaving their organizations. Interestingly, having children under 6 appears to have both a both positive and negative influence on turnover intentions. On the positive side, having children under 6 is predictive of higher levels of job satisfaction, which, in turn, is predictive of lower turnover intentions. On the other hand, having very young children is predictive of higher levels of turnover intentions. Perhaps this illustrates that



the positive experience of having young children tends to globally influence perceptions of satisfaction with other aspects of one's life (i.e., work), while the difficulties of raising young children causes individuals to monitor or question their overall role involvement (i.e., whether or not to continue working at their present job).

Predictors of Absenteeism. H5 also predicted that the availability of organizational support and resources for balancing work-life conflicts and/or the use of such supports will be negatively related to absenteeism. As seen in Figure 23 (d), this was partially supported. Overall, increased availability of work-family support resources was negatively related to absenteeism (path coefficient =  $-.106$ ), while the use of those support resources was positively related to reported absenteeism (path coefficient =  $.254$ ).

Interestingly, these findings appear to contradict one another. On the one hand, respondents who indicated that their organization offered more resources reported being absent less often than respondents who indicated having fewer resources, as we might have predicted. On the other hand, respondents who used more of their available resources were more likely to be absent than respondents who did not use as many. (A look back to Table 6 shows that the average number of resources perceived to be available was 8, and that the average number of resources used was 2.2, or approximately 28%.)

Two additional predictors of absenteeism were found to be job involvement and time spent doing family work/taking care of family responsibilities. The path coefficients for these variables were  $-.096$  and

.168, respectively. Individuals who reported lower levels of job involvement and who spent greater amounts of time taking care of family responsibilities were more likely to report being absent from work than individuals who reported higher levels of job involvement and lower levels of time spent doing family work.

Predictors of Lateness. As with the other measures of withdrawal behaviors, **H5** predicted that the availability of organizational support and resources for balancing work-life conflicts and/or the use of such supports will be negatively related to lateness to work. As seen in Figure 23 (e), this was not supported. Instead, the active use of support resources was found to be *positively* related to lateness. That is, utilization of work-family support resources was predictive of increased lateness to work (path coefficient = .223). Contrary to expectation, measures of organizational and managerial support, and resource availability were not predictive of lateness.

Two family-role stressors were found to have significant, positive path coefficients predicting lateness. These were 'having dependent children under 6' and 'having dependent children 6 - 12 years' (path coefficients were .138 and .170, respectively). These findings suggest that it is much more difficult for employees to arrive to work on time when they have young children.

Given that work-family resource utilization was found to be predictive of each of the three measures of withdrawal behaviors (turnover intentions, absenteeism, and lateness), it appears that when individuals actively engage in coping responses, they are simultaneously having difficulties attending

work, arriving to work on time, and having thoughts about leaving their current employment situation.

**Predictors of Resource Utilization.** In addition to perceived resource availability, one work-role and three family-role stressors were found to predict the use of work-family support resources. Overall, the strongest predictor of resource utilization was the perception of having resources available to begin with (path coefficient = .406). In terms of family-role stressors, 'lower levels of family involvement', 'greater amounts of time spent taking care of family responsibilities', and 'having dependent children under 6 years of age' were predictive of using support resources. Path coefficients for these relationships were -.205, .139, and .135, respectively. In terms of work-role stressors, 'spending less time at paid work/working' was predictive of increased utilization of work-family support resources. These findings suggest that people who spend less time at work, have very young children, and who have responsibility for taking care of many family responsibilities - but who are less psychologically involved with their families, are most likely to use available support resources.

**Overall Best-Fitting W->F Conflict Model.** Figure 23 (g) presents the overall best-fitting W->F conflict model. Each of the significant parameters discussed above are included in the model. From a stress-coping perspective, the model appears to suggest that role stressors that impact the overall level of involvement in people's lives (including increased time doing both paid and family work, having dependent children under 6) trigger the use of support resources, provided those resources are available to employees.

The use of these resources, in turn, however, acts to *reduce* job satisfaction, and *increase* withdrawal behaviors! What appears to be happening is that individuals are less satisfied with their jobs and tend to withdraw from their jobs as they attempt to cope with high levels of time commitments from both their work and personal lives. At the same time, organizational support and managerial support are powerful coping resources that act to increase job satisfaction and decrease turnover intentions. Furthermore, while having both very young children and a demanding job increases the level of W->F conflict experienced, the effect of these stressors also appears to be reduced by high levels of organizational support. That is, Individuals who perceived higher levels of organizational support, in turn, reported lower levels of W->F conflict. This may account for why W->F was only predictive of one of the outcome measures, lateness.

Overall, the model shows that W->F conflict is not detrimental to overall job satisfaction or to individuals' commitment to stay with their organizations. Instead, W->F conflict has its greatest impact on individuals' ability to get to work on time. Therefore, organizational environments that negatively impact on people's personal lives are in turn, feeling the effects of this conflict. The model also illustrates the beneficial role organizational support plays in alleviating the negative impact of W->F conflict. First, organizational support helps to reduce experienced W->F conflict. Second, organizational support acts to increase job satisfaction, and decrease turnover intentions. Such findings imply that both organizations and their employees benefit when the organization invests in being supportive of their employees balancing work

**and personal life needs.**

## **Chapter 9**

### **RESULTS FOR TESTS OF HYPOTHESES:**

#### **FAMILY INTERFERING WITH WORK (F->W) CONFLICT MODEL**

##### Test of The "Buffering Effects" Models: (Hypotheses 3b, 6b, & 7b)

Hypotheses 3b, 6b, and 7b were tested using hierarchical multiple regression analyses (Cohen & Cohen, 1983) to assess whether perceived support followed the "buffering effect" model outline above. As noted previously, to say that support moderates the effects of stressors on strains is to assert that there is a significant interaction between social support and stressors such that the effects of stressors are less pronounced when accompanied by high levels of support. In this study there are multiple measures of all three factors, thus somewhat complicating the analyses of interactions. Although hierarchical multiple regression using product terms to carry interactions is the appropriate analytic model (Cohen & Cohen, 1983), one has some choice in deciding how many stressors and social supports will be examined in each regression analysis. This decision involves making some trade-off between sacrificing power by putting all variables into one analysis and tolerating some amount of Type I error inflation by examining separate models. The lower power option is to regress each strain (outcome) measure on both work-family conflict measures and each form of support. An analysis that considers each stressor (form of work-family conflict) separately along with the support measures will yield higher power tests but also more Type I error inflation.

This study employed the more rigorous approach, whereby separate hierarchical regressions were computed in this study, each of which involved a different strain outcome (i.e., job satisfaction, turnover, absenteeism, lateness) as the dependent variable, the F->W conflict measure, and forms of support (organizational & managerial support; perceived availability of support resources, i.e., benefits) entered separately. For each outcome, the main effects of potentially influential job and sociodemographic variables were entered in the first and second steps. The following analyses discuss the findings within the context of each F->W conflict hypothesis.

Hypothesis 3b posited that individuals experiencing high levels of family interfering with work (F->W) conflict and who perceived high levels of support for balancing work-life issues to be available would be less likely to report job dissatisfaction, and would report lower levels of turnover intentions, absenteeism and lateness than individuals who experienced low levels of F->W conflict and who perceived low levels of support to be available. Hypothesis 3b received partial support. The four hierarchical multiple regression analyses tested yielded two significant interactions between measures of work-family support and F->W conflict (See Table 16, Appendix A). As seen in Table 16, perceived forms of support (i.e., from one's organization and of resource availability) were found to moderate the relationship between family interfering with work (F->W) conflict and lateness. This was evidenced by significant incremental changes in  $R^2$  when the interactions between F->W conflict and organizational support (and the interaction between F->W conflict and resource availability) were entered into

the equation, after the main effects for job level, sociodemographic variables, F->W conflict and support were entered. Contrary to hypothesis 3b, measures of support did not moderate the relationships between F->W conflict and job satisfaction, turnover, or absenteeism.

In terms of having a main effect, the hierarchical multiple regression analyses also revealed that F->W conflict accounted for unique and significant proportions of variance in each of the strain-related outcome measures of job satisfaction, turnover intentions, and lateness, and absenteeism, even after controlling for the potentially confounding influences of job level, age, sex, education, and number of children. Compared to managerial support and perceived resource availability, organizational support accounted for the largest amount of unique incremental variance in the outcome measures of job satisfaction and turnover intentions, after entering job and person factors, and F->W conflict. On the other hand, perceived resource availability was the better predictor of lateness.

As indicated in Table 16, three variables had significant beta weights in the job satisfaction regression analysis: number of children, F->W conflict, and organizational support. Overall, a total of 29% of the variance in job satisfaction was accounted for. For both turnover intentions and absenteeism, only age and education had significant beta weights, and only 23% and 6% of the total variances, respectively, were accounted for. In terms of lateness, the number of children had a significant beta weight, as did resource availability and the interaction between F->W conflict and resource availability. Overall, 19% of the total variance in Lateness was accounted for.



Further (graphic) analyses were performed in this study to determine the nature of the roles organizational support and resource availability play as moderators of the F->W conflict and lateness relationship. Thus, the nature of the significant incremental change in  $R^2$  for the interaction terms was plotted for this purpose. That is, where the significant moderating effects of organizational support and resource availability were found, groups were split into subgroups of high and low support (whichever source of support was being considered). Groups considered "low" in support were those who were more than one standard deviation *below* the mean for the support measure. Groups considered "high" in support were those who were more than one standard deviation *above* the mean for the support measure. Graphic representations of these analyses are seen in Figures 18 and 19 (see Appendix B).

Graphic Representations for Support Moderating the F->W Conflict - Lateness Relationship. Overall, Figures 18 and 19 appear to illustrate a negative buffering effect that high levels of support have on the F->W - lateness relationship. As seen in these figures, individuals who perceived high levels of support *and* high levels of F->W conflict reported being late to work more often than individuals who perceived lower levels of support and reported low levels of F->W conflict. This effect, however, was less apparent for perceived organizational support than for resource availability. Overall, these findings indicate that individuals who experience high levels of F->W conflict are more likely to be late to work than individuals experiencing low levels of F->W conflict (as might be reasonably expected due to the direction

of the conflict), and that their lateness is exacerbated when perceived support is high.

A review of the correlates of lateness may help to further explain these findings. In this study, lateness was significantly and positively related to using the following support resources: family care leave ( $r = .15$ ;  $p < .001$ ), time off for child/elder care ( $r = .12$ ;  $p < .001$ ), sick leave days ( $r = .13$ ;  $p < .001$ ), personal leave days ( $r = .15$ ;  $p < .001$ ), working at home ( $r = .17$ ;  $p < .001$ ), absence autonomy ( $r = .12$ ;  $p < .001$ ), flexible work schedules ( $r = .15$ ;  $p < .001$ ), and family planning resources ( $r = .14$ ;  $p < .01$ ). On the other hand, lateness was significantly and negatively related to the presence of an emergency child care center at or near work ( $r = -.08$ ;  $p < .05$ ) and having emergency child care services ( $r = -.10$ ;  $p < .01$ ). Thus, using resources and benefits that foster flexibility may act to relax employee's punctuality (e.g., resulting in the knowledge that time can be made up), whereas having emergency child care back-up enables employees to come to work on time.

Hypothesis 6b predicted that perceived support for and/or perceived resources for balancing work and family role demands will moderate the relationship between F->W conflict and the use of support resources. This hypothesis was partially supported. The hierarchical multiple regression analysis shown in Table 17 reveals that there was a significant incremental change in  $R^2$  for the F->W/resource availability interaction term, and thus, that there was a significant interaction between resource availability and F->W conflict (see Appendix A).

As seen in Table 17, located in Appendix A, each of the personal demographic variables had a significant beta weight. Organizational and managerial support also had significant beta weights, as did the interaction term between resource availability and F->W conflict. Overall, 27% of the total variance in use of support resources was accounted for.

Further analysis was conducted to determine the nature of the interaction. As with the above analyses graphing moderating effects, groups were split into subgroups of high and low support. Groups considered "low" in resource availability were those who were more than one standard deviation *below* the mean for the support measure. Groups considered "high" in resource availability were those who were more than one standard deviation *above* the mean for the support measure. A Graphic representation of this analysis is presented in Figure 20 (see Appendix B).

Graphic Representation for Resource Availability Moderating the F->W - Use of Support Resources Relationship. As predicted, Figure 20 illustrates that individuals who experienced high levels of F->W conflict and high levels of resource availability were more likely to use support resources than were individuals who experienced low levels of F->W conflict and low levels of resource availability. Overall, this analysis shows that while use of support resources tends to only slightly increase as F->W conflict increases, support from one's company in terms of work-life resources that are offered significantly increases the likelihood that such resources will be utilized.

As suggested by the results in Table 17, utilization of support resources was not found to be solely contingent upon the number of

resources perceived to be available. Instead, it was based on the interaction of the number of resources available and a high level of F->W conflict. This finding demonstrates that employees do seek out available organizational work-life resources when their personal life interferes with their work life.

Hypothesis 7b predicted that the receipt or use of organizational support for balancing work-family conflict would exacerbate the relationship between family interfering with work (F->W) conflict and work-related outcomes for individuals experiencing lower rather than higher levels of work-family conflict. This hypothesis was partially supported. The hierarchical multiple regression analyses shown in Table 18 show that there was one significant incremental change in  $R^2$  for the F->W conflict/Received Support interaction term for Absenteeism (see Appendix A). There were no other significant interactions between measures of support and F->W conflict in job satisfaction, turnover intentions, or lateness.

As seen in Table 18 in Appendix A, the total amount of variance accounted for in job satisfaction was 9%, and it was 13% for turnover intentions, 18% for lateness, and 8% for absenteeism. In the Absenteeism hierarchical regression analysis, two of the personal demographic variables had significant beta weights (sex, and number of children), whereby being female and having children were predictive of higher rates of absenteeism. Received support and use of support resources also had significant beta weights. These beta weights suggest that receipt of support/aid/advice from one's manager or coworker led to decreased absenteeism, whereas the use of support resources increased absenteeism. The interaction term of F->W

conflict/Received support also had a significant beta weight.

Further analysis was conducted to determine the nature of the interaction. As with the above analyses graphing moderating effects, groups were split into subgroups of high and low support. Groups considered "low" in resource availability were those who were more than one standard deviation *below* the mean for the support measure. Groups considered "high" in resource availability were those who were more than one standard deviation *above* the mean for the support measure. A Graphic representation of this analysis is presented in Figure 21 (see Appendix B).

Graphic Representation for Received Support Moderating the F->W - Absenteeism Relationship. Contrary to expectation, Figure 21 illustrates that individuals who experienced *high* levels of F->W conflict and report receiving high levels of support/aid/advice from their supervisors and/or coworkers were more likely to be absent from work than were individuals who experienced low levels of F->W conflict and low levels of received support. Figure 21 therefore appears to illustrate that received support has a negative buffering effect in the F->W conflict - Absenteeism relationship.

#### LISREL Test of the Main Effect of Support in the F->W Conflict Model

The LISREL model testing this study's F->W conflict hypotheses was evaluated on two levels. First, the 'goodness of fit' for the model was estimated using a number of criteria (i.e., chi-square, Joreskog and Sorbom's Goodness of Fit Index (GFI), the relative homocentrality index (RNI), and root mean square error of approximation (RMSEA). Second, the validity of the

hypothesized relations specified by the best-fitting model was assessed. That is, the model was tested to determine whether or not the paths specified were significant (Hayduk, 1987).

The LISREL model presented in Figure 24 tested the hypotheses that organizational forms of support (both perceived or received) would directly impact one's experience of F->W conflict and work-related outcomes of job satisfaction, turnover, absenteeism, and lateness (see Appendix B). Also included are the major antecedents and consequences of family interfering with work (F->W) conflict. Together, these hypotheses expand the traditional stimulus-response models of work-family conflict to include important coping resources and responses that may serve to prevent, avoid, or minimize the experience of conflict and related outcomes.

#### Results for Hypothesized LISREL Model of F->W Conflict

To begin with, a null model was created as a baseline against which the hypothesized model could be evaluated. In this model, all of the parameters were constrained as if all the items were mutually uncorrelated and there were no common factors. The hypothesized model was then tested for goodness of fit and for significance of the hypothesized relations. Table 19 outlines the fit statistics for the F->W conflict models tested (see Appendix A).

Based on the fit indices, the hypothesized model of F->W conflict was a definite improvement from the null model. However, the RNI (relative homocentrality index), which provides an index of the relative fit as compared to the null model, was .608, which fell below the acceptable value of .90 or above. Also, several fit indicators for the hypothesized model suggested that,

while the model approached a good fit of the data, in general, there was a degree of misfit. For example, the coefficient of determination for the Hypothesized model was .471. The coefficient of determination is an indication of how well the observed variables, in combination, serve as measuring instruments for all the latent variables jointly; it is a generalized indicator of reliability for the entire measurement model. Values close to 1.00 represent a good fit. The root mean square error of approximation (RMSEA) was also too high. The RMSEA is an index of absolute fit of the model being tested, showing the average size of discrepancy between our models and the data. Values of .08 or below indicate acceptable fit, while values of .05 or below indicate good fit. The RMSEA for the hypothesized F->W conflict model was .531, clearly too high. Also, it is now known that a  $\chi^2/d.f.$  ratio >2.00 represents an inadequate fit (Byrne, 1993?). The  $\chi^2/d.f.$  ratio for the hypothesized model in this study is shown to be  $328.16/50 = 6.6$ . This value represents an unacceptable fit to the observed data. Also, the standardized residuals and modification indices suggested that, in addition to the parameters specified by the model, additional parameters should be freed-up. In general, these fit indicators suggested that several of the role stressors were directly influencing the work-related outcome measures.

Furthermore, a review of the T-Values suggested that several of the hypothesized relationships in the model were insignificant. That is, one of the work-role stressors and several family-role stressors did not have significant path coefficients with F->W conflict. While the path coefficients between F->W conflict and job outcomes were significant, not all of the path coefficients

between the support measures and job outcome measures were significant.

At this point, it was considered reasonable to take an exploratory approach in establishing a well-fitting model, since many of the original hypothesized relationships were significant. Therefore, the model parameters were further explored to discover the source of the misfit until the best fitting model was obtained. In order to minimize the risk of capitalizing on chance factors, constrained parameters were only relaxed when it made sense substantively to do so. Toward this goal, the correlations among the study's variables were again reviewed. The resulting model was then evaluated for significant parameters. Nonsignificant parameters were considered unimportant to the model and were thereby deleted from the model.

#### Results for the Best-Fitting F->W Conflict Model

The results of the LISREL fit statistics for the resulting best-fitting family interfering with work (F->W) conflict model are also presented in Table 19. More specifically, compared to the Null model, the best-fitting F->W model had a relative homocentrality index (RNI) of .867 (where values of .90 and above indicate good fit). The Chi Square/degree of freedom ratio was at parity with the recommended value of 2.0 (it was 2.1). Both goodness of fit indicators, the GFI and the AGFI, were well above .90, (.986 and .949, respectively), indicating a good fit. And finally, the coefficient of determination, which provides an indication of how well the observed variables, in combination, serve as measuring instruments for all the latent variables jointly, and thus, as a generalized indicator of reliability for the entire



measurement model, was .600 (an improvement over the hypothesized model). Values close to 1.00 represent a good fit. Based on these fit indices, it appears that the resulting W->F conflict model provided a fairly good fit to the data, had significant parameters, and made substantial sense, given the nature of the variables in the model. It should be noted, however, that several of the fit indicators indicate that the model could still be improved. However, as discovered earlier, very few respondents reported experiencing F->W conflict (only 10.3%, overall). Also, compared to W->F conflict, F->W conflict was not as strongly correlated, in general, to most of the study's variables, including role stressors, work outcomes, or measures of support. Given the variables included in the study, within the context of these findings, the best-fitting F->W model does appear to have been captured, and the significant parameters for this model are described below.

As was done for the W->F conflict model, due to the complexity of the model, the significant model parameters will be presented in stages, beginning with the antecedents and consequences of family interfering with work (F->W) conflict, and followed by the significant predictors of each of the outcome measures. The full model will then be presented, in its entirety. The partial and full best fitting F->W conflict models are presented in Figures 25 (a-f) (see Appendix B).

The Antecedents and Consequences of F->W Conflict. Figure 25 (a) illustrates the significant antecedents and consequences of F->W conflict.

Antecedents of F->W Conflict. Hypothesis 1b (**H1b**) predicted that there will be a positive relationship between work-role and family-role stressors and

perceptions of F->W conflict. Results from the best-fitting F->W conflict model revealed that three of the four hypothesized work-role stressors and three of the four hypothesized family-role stressors were significant predictors of F->W conflict, as evidenced by significant path coefficients. The significant path coefficients for work-role stressors included: 'job involvement' (-.135), 'role ambiguity' (-.075), and 'role overload' (.069). The significant path coefficients for family-role stressors included: 'the time spent doing family work/taking care of family responsibilities' (.103), 'having dependent children under 6 years of age living at home' (.093), and 'having dependent children between the ages of 6 and 12 years living at home'. These path coefficients reveal that low levels of job involvement and work-role ambiguity and high levels of work-role overload were significant predictors of F->W conflict, as were having dependent children ages 12 or younger, and spending a lot of time taking care of family/household responsibilities. In support of the corollary to H1a, these family- (within domain) role stressors, in general, were stronger predictors of F->W conflict than were the external domain (work-role) stressors. The path coefficient for job involvement, however, was slightly higher in magnitude. However, this path coefficient suggested that it was lower levels of job involvement that was predictive of family interfering with work.

In terms of support, it was also found that managerial support was significantly and negatively related to F->W conflict, as predicted in Hypothesis 4b (H4b), but that resource availability was significantly and positively related to F->W conflict, while organizational support was not

significantly related. The path coefficients between managerial support and use of support resources and W->F conflict were  $-.153$  and  $.217$ , respectively. These findings show that high levels of perceived managerial support was predictive of lower levels of reported F->W conflict, whereas high utilization of work-family support resources was predictive of higher levels of F->W conflict.

Consequences of W->F Conflict. In terms of consequences, Hypothesis 2b (**H2b**) was partially supported. **H2b** predicted that individuals experiencing F->W conflict will report experiencing lower levels of job satisfaction and greater degrees of withdrawal behaviors, including turnover intentions, absenteeism, and lateness. In this study, F->W conflict was found to be a significant predictor of two of the four work-related outcome measures: absenteeism and lateness (path coefficients =  $.146$  and  $.306$ , respectively). That is, increased levels of F->W conflict were predictive of higher rates of absenteeism and lateness to work.

Predictors of Job Satisfaction. Hypothesis 5 (**H5**) predicted that the availability of organizational support and resources for balancing work-life conflicts (and/or the use of such supports) would be positively related to job satisfaction. Figure 25 (b) shows that H5 was partially supported. Contrary to expectation, resource availability and resource utilization were not significant predictors of job satisfaction. Measures of organizational and managerial support, on the other hand, were significant predictors of job satisfaction. Of these two measures of support, organizational support had the highest path coefficient ( $.335$ ), followed by  $.178$  for managerial support.

These findings indicate that individuals who perceive organizational and managerial support are more satisfied with their jobs than individuals who perceive low levels of support from their respective companies and managers.

Three role stressors were also found to be significant predictors of job satisfaction. These were: 'job involvement' (path coefficient = .243), 'role ambiguity' (path coefficient = .143) and 'having dependent children under 6 living at home' (path coefficient = .098).

Predictors of Turnover Intentions. **H5** also predicted that the availability of organizational support and resources for balancing work-life conflicts (and/or the use of such supports) would be negatively related to turnover intentions. Figure 25 (c) illustrates that with the exception of resource utilization, **H5** was supported (i.e., organizational and managerial support, and perceived resource availability were significant predictors of turnover intentions). In this F->W model, organizational support had the highest path coefficient (-.265). This was followed by -.173 for managerial support, and .067 for resource availability. In contrast to the hypothesized negative relationship to turnover intentions, perceived availability of support resources was positively related to intent to leave (.067). Together, these findings showed that individuals who perceived high levels of organizational and managerial support were less likely to be inclined to leave their companies than individuals who perceived low levels of support from their respective companies and managers. Thus, high levels of support appear to offer employees a work climate they are reluctant to leave. In contrast, individuals who reported having available to

them organizationally-provided work-family support resources were found to be more likely to be inclined to leave their companies than individuals belonging to companies offering fewer resources. It should be noted, however, that this relationship was only marginally significant.

Two of the role stressors identified earlier were also predictive of increased turnover intentions. 'Job Involvement' and 'Time spent at paid work/working' were also found to have significant path coefficients ( $-.207$  and  $.161$ , respectively) to turnover intentions. These findings illustrate that individuals with low levels of job involvement and/or who work very long hours on the job are more likely to think about leaving their organizations.

Predictors of Lateness. As with the other measures of withdrawal behaviors, **H5** predicted that the availability of organizational support and resources for balancing work-life conflicts and/or the use of such supports will be negatively related to lateness to work. As seen in Figure 25 (d), this was not supported. Contrary to expectation, measures of organizational and managerial support, as well as measures of resource availability and utilization, were not predictive of lateness.

Two family-role stressors, however, were found to have significant, positive path coefficients predicting lateness. These were 'having dependent children under 6' and 'having dependent children 6 - 12 years' (path coefficients were  $.131$  and  $.136$ , respectively). These findings suggest that the additional effort of getting young children prepared for the day will increase the number of days one arrives late to work.

Predictors of Resource Utilization. In addition to perceived resource

availability and perceived managerial support, one work-role and three family-role stressors were found to predict the use of work-family support resources. Overall, the strongest predictor of resource utilization was the perception of having resources available to begin with (path coefficient = .382). The path coefficient between managerial support and resource utilization was .070. Thus, it appears that both the perception of having resources available, and the perception of having a supportive manager are important in predicting whether or not people will use support resources for coping with F->W conflict.

In terms of family-role stressors, 'lower levels of family involvement', 'greater amounts of time spent taking care of family responsibilities', and 'having dependent children under 6 years of age' were predictive of using support resources. Path coefficients for these relationships were -.204, .111, and .119, respectively. In terms of work-role stressors, 'spending less time at paid work/working' was predictive of increased utilization of work-family support resources. These findings suggest that people who spend less time at work, have preschool-aged children, and who spend a great deal of time taking care of many family responsibilities - but who are less psychologically involved with their families, are most likely to use available support resources.

Overall Best-Fitting W->F Conflict Model. Figure 25 (f) presents the overall best-fitting F->W conflict model. Each of the significant parameters discussed above are included in the model. From a stress-coping perspective, the model appears to suggest that role stressors that impact the overall level of involvement in people's lives (including increased time doing

both paid and family work, having dependent children under 6) trigger the use of support resources. Resource utilization, however, is largely determined by having those resources available to begin with, and also by having supportive managers. The use of these resources, in turn, acts to *increase* the experience of family interfering with work (F->W) conflict. These relationships suggest that high levels of time commitments from both work and personal life, in combination, both directly and indirectly (via resource utilization) increase experienced F->W conflict, which, in turn, contributes to increased rates of absenteeism and lateness. The model therefore shows that F->W conflict impacts the work place primarily in terms of poor attendance and tardiness. It should be noted, however, that managerial support helps to reduce the extent to which F->W conflict is experienced. The good news is that F->W conflict does not act to decrease job satisfaction or increase turnover intentions. In addition, higher levels of both organizational and managerial support contribute to increased job satisfaction, and, along with higher levels of resource availability, contribute toward reduced turnover intentions.

## **Chapter 10**

### **DISCUSSION**

#### **The Meaning of Work-Family Conflict**

Until now, most studies have focused on assessing the extent to which work and personal lives conflict with one another, and subsequently, identifying the antecedent conditions and resulting consequences for such conflict. This study represents one of the initial attempts to move beyond this simplistic stimulus-response view of work-life balance: to provide an understanding of the meaning and nature of work-family conflict, and to examine the role that organizational resources and support play in employees' coping response.

Based upon the literatures of role theory, stress, and coping, it was hypothesized that work-family conflict is a perceived form of stress. A construct validation of the work-family conflict measures demonstrated both convergent and divergent evidence as well as factor analytic evidence that supports this premise. First, both W->F and F->W conflict and stress were significantly and positively correlated. Second, both measures of work-family conflict were negatively related to measures that were conceptually opposite to work-family conflict (e.g., satisfaction/ease of balancing work and personal life, and a lack of negative consequences for taking a child care leave) and positively related to measures expected to be stressful (e.g., there are negative consequences for balancing work role and family role demands).

The findings also appear to suggest that W->F conflict is more



stressful than F->W conflict. First, compared to W->F conflict, F->W conflict consistently showed lower correlations to measures of stress and the variables used to assess convergent and divergent validity. Second, results from the confirmatory factor analyses also suggested that the construct of work interfering with family conflict, (but not family interfering with work conflict) was confounded with stress, or, alternatively, that it was a perceived form of stress. That is, the W->F conflict items loaded highly on the same factor as did the stress items. Several factors may account for this finding. As discussed earlier, the nature of the wording of the items may have led to this difference. Also, respondents may have been reluctant to report F->W conflict in the first place (e.g., impression management, fear of negative repercussions, etc.), which, in turn, may have attenuated the correlations between measures of stress and F->W conflict. As consistent with the work-family conflict literature, W->F conflict was more prevalent than F->W conflict. Only 10.3% of all respondents reported experiencing F->W conflict, compared to 47.7% who reported experiencing W->F conflict. Work interfering with family (W->F) conflict may also be more stressful because people typically have more control and autonomy to cope with F->W conflict than with W->F conflict. For example, most people are expected to work between specific start and end times that are set by their companies. Thus, individuals' work environments are less likely to be flexible in accommodating changes to those schedules compared to one's family/personal life. In addition, people tend to attach less psychological significance to their jobs as they do to their families and personal lives. In this study, respondents

reported higher levels of family involvement than work involvement. If most respondents perceived their families as central to their sense of identity, but did not feel the same about their work, one may expect that respondents would report more stress and conflict when role demands from work interfered with their family life, compared to when role demands from their family life interfered with their work. Additional construct validation research is needed to partial out these relationships.

That the stress items did not load strongly on a factor separate from the work-family conflict items suggests that the experience of work-family conflict is stressful (rather than leads to stress). Stress, in itself, would therefore not be an additional influence or outcome of work-family conflict, per se. In fact, the MTMM evidence discussed earlier provides convergent and divergent evidence that work-family conflict is related to other measures as would be expected if work-family conflict was an alternative measure for stress. Therefore, with evidence that work-family conflict is a perceived form of stress, we can begin to borrow from the large body of research on stress and coping to further understand the process of coping with work-family conflict.

#### The Role of Support in Coping With Work-Family Conflict

With evidence that work-family conflict is a perceived form of stress, it was expected that moderating the relationships between work and family stress and strain outcomes would be coping resources and/or responses that serve to prevent, avoid, or control the experience of work and family conflict or the management of stress-related outcomes. Such forms of resources

were expected to be perceived organizational and managerial support for coping with work-family conflict, and actual forms of resources, such as organizational benefits and flexible work arrangements.

Support Plays Both Main And Buffering Role. Consistent with the social support literature, it was attempted in this study to clarify whether measures of support had main or buffering effects on indices of work-family conflict and work-related outcomes. Results from this study clearly illustrated that measures of support have a main effect, and, in some instances, a buffering effect (depending upon the form of conflict and outcome variable). These findings indicate that support, therefore, has a much more complex relationship to measures of work-family conflict and work-related outcomes. It is therefore inappropriate to implicate a "main" or "buffering" effect model, exclusively, because, as seen in this study, they may operate simultaneously, and in different ways, depending on the direction of conflict. That there appears to be greater support, overall, for a main versus a buffering effect may be due to measurement error or it may also be a result of the level of analyses conducted. For example, perhaps tests of specific forms of support resources and/or the use of specific resources may moderate the relationships between specific types of work-family conflict incidents and job outcomes (in contrast to the more global measures of support and work-family conflict assessed in this study).

The "Main Effects" of Support Depend on What Gets Included in the Model and the Type of Analysis. Results from the LISREL analyses demonstrated the importance of studying more complex models of support.

Although the hierarchical multiple regression analyses showed that certain support measures accounted for unique and significant portions of variance in some of the job outcome measures, when considered simultaneously with work and family role demands, and the use of support resources in the LISREL analyses, some different relationships were found. To illustrate, organizational support and resource availability were significant predictors of job satisfaction in the work interfering with family (W->F) conflict model, but when analyzed with LISREL to include work and family role demands and the use of support resources, it was organizational and managerial support (and not resource availability) that were predictive of job satisfaction (and also turnover intentions). In the F->W conflict model, organizational support was found to be a significant predictor of job satisfaction and resource availability was found to be a significant predictor of lateness. However, both organizational and managerial support were predictive of job satisfaction and turnover intentions in the LISREL model of F->W conflict, and no measure of support was predictive of lateness. The discrepancies between the hierarchical regression analyses and LISREL analyses were, first of all, produced by different factors that were included into these analyses. Also, they were likely due to the greater power that LISREL affords in considering many variables at once, and by LISREL's ability to account for measurement error in its models.

The "Buffering" Effects of Support Depend on the Direction of Conflict and Type of Support. In the work interfering with family (W->F) conflict model, perceived forms of support (from one's manager and of resource

availability) were found to moderate the relationship between work interfering with family (W->F) conflict and job satisfaction, even after controlling for the potentially confounding influences of job level, age, sex, education, and number of children. This was evidenced by significant incremental changes in  $R^2$  when the interactions between work-family conflict and managerial support (and the interaction between work-family conflict and resource availability) were entered into the equation, after the main effects for job level, sociodemographic influences, work-family conflict and support were entered. Measures of support did not, however, moderate the relationships between W->F conflict and turnover, absenteeism, or lateness. Graphic analyses of the interaction between W->F conflict and job satisfaction illustrated that individuals who perceived higher levels of managerial support reported being more satisfied with their jobs than individuals who perceived low levels of managerial support, whether they experienced lower or higher levels of conflict. While this appears to contradict the expectation that in order for there to be an interaction, the level of conflict must be sufficiently high, the trend of the data suggest this may be occurring (that is, given even lower levels of conflict, the beneficial effect of support will not impact job satisfaction). It was found, however, that individuals who perceived higher levels of resource availability reported being more satisfied with their jobs only under conditions of high W->F conflict. Furthermore, individuals who experienced high levels of W->F conflict tended to report being less satisfied with their jobs than individuals with low levels of W->F conflict. These findings suggest that individuals who experience high levels of W->F conflict

will be less satisfied with their jobs than individuals who experience low levels of W->F conflict, and that high levels of perceived managerial support and resource availability act to increase reported job satisfaction, both for individuals reporting high levels of work interfering with family conflict.

In the family interfering with work (F->W) conflict model, perceived forms of support (i.e., from one's organization and of resource availability) were found to moderate the relationship between family interfering with work (F->W) conflict and lateness. This was evidenced by significant incremental changes in  $R^2$  when the interactions between F->W conflict and organizational support (and the interaction between F->W conflict and resource availability) were entered into the equation, after the main effects for job level, sociodemographic variables, F->W conflict and support were entered. Contrary to expectation, measures of support did not moderate the relationships between F->W conflict and job satisfaction, turnover, or absenteeism. Graphic analyses of the interaction between F->W conflict and lateness revealed a negative buffering effect that high levels of support have on the F->W/lateness relationship. These showed that individuals who perceived high levels of support *and* high levels of F->W conflict reported being late to work more often than individuals who perceived lower levels of support and reported low levels of F->W conflict. This effect, however, was less apparent for perceived organizational support than for managerial support and resource availability. Overall, these findings indicate that individuals who experience high levels of F->W conflict are more likely to be late to work than individuals experiencing low levels of F->W conflict (as

might be reasonably expected due to the direction of the conflict), and that their lateness is exacerbated when perceived support is high. As discussed earlier, using resources and benefits that foster flexibility may act to relax employee's punctuality (e.g., resulting in the knowledge that time can be made up), whereas having resources that help employees deal with unforeseen circumstances (e.g., emergency child care back-up) enables employees to come to work on time.

#### The Importance of Organizational Support

Given that nearly half of all respondents either 'agreed' or 'strongly agreed' that their work interfered with their family life, the finding that organizational support was the only form of support that reduced W->F conflict demonstrates its significance. The importance of organizational support (as opposed to other forms of support) also became apparent when it was shown to be the strongest predictor of increased job satisfaction and decreased turnover intentions in both models of work-family conflict. For example, LISREL analyses revealed that, in the W->F conflict model, organizational support was found to increase job satisfaction, decrease turnover intentions, and act as the main factor contributing to lower levels of W->F conflict. In the F->W conflict model, organizational support was also found to be the most significant predictor of increased job satisfaction and decreased turnover intentions, whereas managerial support acted as the main factor contributing to lower levels of F->W conflict experienced. From a stress perspective, these findings appear to indicate that "perceived" organizational support thus acts as a specific type of cognitive resource that

enables individuals to alter the meaning of the work-family stress experience (e.g., that their ability to cope with work-family conflicts is less taxing because there are larger, institutionalized resources available, if needed).

### Perceived Support is More than Tangible Support Resources

Compared to the finding that most respondents perceived high levels of managerial support, only 37.2% of all respondents perceived their organizations as being supportive of them balancing their work and personal lives. Given the significant role organizational support was found to play in the coping process, some attention should be given to understanding the factors that contribute toward perceiving one's organization as supportive of work-life balance. Analyses were conducted to determine if perceptions of organizational support were based upon providing or making available actual support resources, such as child care leave, flexible work schedules, absence autonomy, alternative work schedules, etc. Stepwise regression analyses were performed, by regressing each of the support resource variables, and whether or not respondents used each of those resources, on measures of support. While six factors were found to be significant predictors of organizational support (i.e., alternative work schedules, after school programs for children of employees, flex time/flexible work schedules and the use of alternative work schedules, the use of flex time, and the use of personal leave days), these factors only explained 9.3% of the variance in the organizational support measure. Interestingly, these factors were not among the resources most commonly perceived to be available. Instead, the most commonly perceived resources perceived to be available were: sick leave



days (93.6%); family care leave (82.5%); personal leave days (71.8%); employee assistance programs (67.6%); and family planning/resources (62.1%).

When asked in an open-ended question to indicate what factors were most helpful to them in balancing their work and personal life demands, one factor stood out: having "flextime/flexible work schedule." This factor was cited by 37.7% of all respondents. As noted earlier, flexible work schedules was also a main predictor of whether or not an organization was viewed as supportive of work-personal life balance. However, over 40 percent of all respondents perceived that this resource was *not* available to them at their respective companies. The other top factors cited as most helpful were: 'personal leave days' (14.5%); 'absence autonomy' (14.4%); 'work-at-home/telecommuting' (10.5%); and 'sick-leave/sick pay' (7.9%). In light of these findings, less than 1/3 of all respondents indicated that their companies offered work-at-home, while over 60% of respondents reported having personal leave days, absence autonomy, and sick leave days at their companies.

Clearly, what constitutes support from one's organization goes beyond simply providing work-family benefits and resources. Factors such as "the values that get conveyed" and "the cultural norms that get reinforced" are likely to be key contributors to the perception of support. For example, if the expectation is established that the only way to get ahead in the company is to put in long, arduous hours, and if employees perceive they are looked down upon or not taken seriously if they engage in an alternative work schedules,

they are then more likely to perceive their company as not supportive of work-personal balance, even if their company offers many types of work-life balance programs and benefits. This may then, in turn, contribute toward lower levels of job satisfaction and increased levels of turnover intentions. Future research must therefore explore how and what forms of cultural norms and practices contribute toward perceived organizational support for work-life issues (i.e., what is the 'work-life culture').

#### The Impact of Using Support Resources

In both models, the strongest predictor of using support resources was the knowledge that those resources were available to begin with. In addition, there was a high degree of consistency in the other factors that were found to prompt the use of support resources. In terms of family-role demands/stressors, 'lower levels of family involvement,' 'greater amounts of time spent taking care of family responsibilities,' and 'having dependent children under 6 years of age living at home,' were predictive of resource utilization. The one work-role factor that led to increased use support resources was 'spending less time at paid work/working.' Managerial support was also found to predict the use of support resources, but only in the F->W conflict model.

At first glance, the results from this study may appear to suggest that utilization of support resources has a negative impact on both organizational and personal outcomes. In the W->F conflict model, resource utilization was a significant predictor of decreased job satisfaction, and increased withdrawal behaviors, including turnover intentions, absenteeism, and lateness. In the

F->W conflict model, resource utilization was a significant predictor of increased levels of F->W conflict. Companies may thus question the utility of providing such support resources. However, we must keep in mind that several of the resources offered and used were predictive of perceived organizational support, which, in turn, acted to increase job satisfaction and decrease turnover intentions. On the other hand, several factors reported as most helpful in the balancing process (e.g., work-at-home) were not perceived to be available to most respondents.

What appears to be happening is that individuals are less satisfied with their jobs and tend to withdraw from their jobs as they actively seek out resources to help them cope with work-family conflict. This is further evidence that experience of role conflicts is stressful to employees, and thus, also impacts the organization. The evidence from the work-family conflict models also suggests, however, that as long as one's organization and manager are perceived to be supportive, in the long run, use of support resources will not result in the loss of employees. Without such perceived support, it is likely that employees will seek employment elsewhere. We already know from the study conducted by Galinski et al. (1993) that workers who do not have access to flexible scheduling and leave programs, for example, are likely to indicate that they would or might switch employers, trade salary or other benefits, or trade-off job advancement in order to obtain them. This study clearly shows, however, that even when such resources are available and used, they may not be enough. It appears that it is the larger, organizational culture, or environment, that signals to employees whether or

not withdrawal from the company will be a loss or a gain.

#### Common and Unique Parameters in the W->F and F->W Conflict Models

Results of the best fitting W->F Conflict and F->W Conflict LISREL models provide support for testing separate models of conflict in future research. In this study, separate models were tested in order to systematically assess the impact of different forms of support on separate measures of work-family conflict and job outcomes. This decision was also based on the finding that the correlation between the two forms of conflict was only .14 ( $p < .001$ ), and also because so few respondents revealed that their personal lives interfered with their work. Furthermore, it was believed that separate models would greatly simplify the complexity of the findings, given that this study was an initial empirical attempt at clarifying the role of support in the work-family conflict coping process.

Table 20 summarizes the common and unique parameters found in the best-fitting LISREL models of W->F and F->W conflict (see Appendix A). In general, Table 20 helps to show that there are unique antecedents conditions that predict each form of conflict, and that role stressors are much more likely to also directly affect outcome measures in the W->F conflict model, than in the F->W conflict model. For example, as the time spent within one's work domain or family domain increased, so too did W->F conflict and F->W conflict, respectively. As for measures of support, increased levels of organizational support were predictive of decreased levels of W->F conflict, whereas increased levels of managerial support were predictive of decreased levels of F->W conflict.

Use of support resources was found to be predictive of increased F->W conflict, but it was not found to be a predictor of W->F conflict. This suggests that when people use work-life support resources, their family life is probably having a negative impact on their jobs. A review of the factors contributing to resource utilization support this contention. That is, most of the role stressors predicting resource utilization came from the family domain, as opposed to the work domain. Given the increased number of working mothers, and dual income/career families in general, it may be expected that this problem will grow.

The finding that role stressors also had a direct impact on job outcomes tells us that neither form of work-family conflict completely or partially mediated all role-stressor/job outcome relationships. Instead, in the W->F conflict model, it was found that W->F conflict fully mediated the impact of job involvement, role overload, and time spent working on lateness, and that it partially mediated the impact of having children under 6 on lateness. These findings indicate that high levels of job involvement, work-role overload, and time spent at work/working will increase W->F conflict, which in turn, will increase the number of days employees are unable to get to work on time. These findings also reveal that having dependent children under 6 both will both directly and indirectly (via W->F conflict) increase lateness to work. On the other hand, several of the role stressors had a direct impact on job satisfaction, turnover, and absenteeism in the W->F conflict model. To the extent that organizations are attempting to improve these outcome measures, they should focus on the role stressors themselves. However, in terms of

lateness, organizations should focus on identifying ways to reduce the extent to which work interferes with family life.

Similar to the W->F conflict model findings, results from the F->W conflict model also demonstrated that F->W conflict played both full and partial mediation roles for certain role stressors. In the F->W conflict model, F->W conflict fully mediated the impact of job involvement, work-role ambiguity, work-role overload, and time spent taking care of family responsibilities and partially mediated the impact of having dependent under 6 years of age or between the ages of 6 and 12 on the outcome measures of absenteeism and lateness. These findings tell us that lower levels of job involvement and work role ambiguity, and higher levels of work-role overload and family responsibilities lead to increased F->W conflict, which, in turn, leads to increased rates of absenteeism and lateness. They also indicate that the presence of pre-teenagers in the home both directly and indirectly (via F->W conflict) increase absenteeism and lateness.

Overall, each of the best-fitting models revealed that both forms of work-family conflict were not detrimental to overall job satisfaction or to individuals' commitment to remain with their organizations. Instead, each form of conflict had its primary impact on respondents' ability to get to work on time, and, in the case of F->W conflict, also on absenteeism.

In terms of support, both models revealed that organizational and managerial support had their greatest impact on the outcome measures of job satisfaction and turnover intentions. That is, perceived support from one's organization and/or manager was predictive of greater job satisfaction and

lower turnover intentions in both models. Consistent with the findings from the job satisfaction - turnover literature, job satisfaction was also found to be a significant predictor of turnover intentions in the W->F conflict model, but not the F->W conflict model. Therefore, in the W->F model, organizational and managerial support acted to reduce turnover intentions both directly, and indirectly, via job satisfaction. The relationships between forms of support and forms of conflict differed. On the one hand, organizational support acted to decrease W->F conflict. On the other hand, it was managerial support that acted to reduce F->W conflict whereas utilization of support resources acted to increase reported F->W conflict. Future research needs to examine how perceived organizational and managerial support act to decrease W->F and F->W conflict, respectively.

#### Study Contributions and Directions for Future Research

The stress perspective of work and family conflict proposed in this study was inherently more complex than earlier stimulus-response frameworks for studying work and family dynamics. However, with evidence that work-family conflict is a perceived form of stress, we can begin to apply many of the learnings from the large body of research that has been conducted in the stress and coping arena. To begin with, we can create better models of the process for coping with work-family conflict, because it is now clear that the experience of work-family conflict is the product of complex interactions between individuals' needs and resources and the various demands, constraints, and/or facilitators within their environment. Toward this goal, this study offers initial evidence attesting to the benefit of testing

more complex causal models.

As implicated in stress models, perceptions of work-family conflict reside in the person's perception of the balance or "transaction" between the demands placed on them and their ability to cope with those demands. Therefore, absolute levels of stressors (such as the time spent in work and/or family roles), while important, may not be the primary determinants of the experience of work-family conflict. Rather, it can be expected that the discrepancy between the perceptions of the demands place on them and their ability to cope with those demands will be the key determinants. Thus, future models of work-family conflict must focus on identifying how cognitive perceptions contribute to increased/decreased reports of work-family conflict and related work-outcomes.

This study clearly demonstrated that the primary coping resource that reduced W->F conflict was organizational support, and that the main coping resource that decreased F->W conflict was managerial support. It was also found that neither organizational or managerial support were fully predicted by tangible forms of support resources provided (or used) by respondents. Future research needs to identify specific factors that predict perceived support, in order to identify tools organizations can use to improve organizational perceptions. What is evident from this study, however, is that organizations will benefit from initiatives designed to communicate organizational awareness of and support of work-life balance. This study found that both job satisfaction was increased and turnover intentions were decreased for individuals who perceived high levels of organizational and



managerial support. Organizations with cultures that reinforce an optimal balance between work and personal life are the organizations that will be perceived as employers of choice.

Research from the stress literature suggest that cognitive appraisal in work-family conflict models will encompass people's perceptions of: (1) the demands placed on them; (2) the personal characteristics and coping resources they have available; (3) the constraints they are operating under while coping, and (4) the support they receive from outside sources to aid in coping. This study offers initial evidence linking the demands placed on individuals, the coping resources they have available, and the support they receive from the outside to aid in coping. Unfortunately, this study did not include measures of support from ones families and/or friends, which are also expected to play an important role in helping them cope with work-family conflict. Future research should expand the model to identify the relative importance of outside sources of support, compared to organizational forms of support. Future research also should identify individual characteristics that may also impact on one's ability to cope effectively with work-family conflict, such as locus of control.

The coping resources examined in this study (i.e., perceived and received forms of organization support for work-family issues) also contribute to the literature by addressing earlier calls for the need to clarify which forms of support will be most appropriate under which contextual demands, and whether we will have a stronger test for the hypothesized buffering effect if the perceived forms of support in stressor-strain relationships are

situationally-specific. The use of perceived and received forms of organizational support for work-family issues showed that both play an important role in the coping process. It is also now known that these models are not necessarily exclusive. While the majority of the evidence supports a "main effect" model of support, there was also evidence for a "buffering effect" model of support.

#### **Study Limitations**

**Sample.** The overall sample assessed in this study was skewed toward women. Unfortunately, because participating organizations would not share actual demographic statistics, we are not able to identify whether more women responded than men, or if there were more females in these companies. That so few of the companies solicited actually agreed to participate in this study (approximately 3%) raises additional concerns about the range of work-life climates included in this study. It is likely, for example, that most of the participating organizations were already supportive of work-life issues (as opposed from organizations that have not yet begun to formally/informally address work-life concerns). Unfortunately, we cannot make these assessments. That 6 percent of respondents were from Canada raises additional questions about the societal/cultural influences on work and family balance uniquely felt by respondents from that country as opposed to U.S. respondents.

**Research Design.** Because this study, like prior work-family studies, relied on a cross-sectional sample of respondents of employed adults, causality could not be assessed. What remains to be assessed is the impact

that work-family conflict has on individual and organizational outcomes over time, and also whether different models of the coping process exist at different career and life stages. Because this study was an initial empirical attempt at examining the role of organizational support in coping with work-family conflict, attempts were not made to test different LISREL models where group level differences were found (e.g., for level and whether respondents had children). Future research should therefore explore these issues. Future research must also examine the impact that work-family conflict has on other important organizational factors, such as performance and productivity, and teamwork.

As with any questionnaire survey, the potential for low response rates raises additional concerns for the generalizability of results. Overall, this study had a 28.7% response rate, which seems acceptable for a number of reasons. First, response rates over 30% are rarely found with mail surveys (Alreck & Settle, 1985, cited in Thompson et al, 1992). Instead, response rates are typically only about 5 or 10 percent. Second, the questionnaires were quite lengthy (10 pages) and time consuming. And third, an examination of respondents' demographics revealed a wide range of personal and employment demographics, which suggests that responses did not come from only certain types of employees (e.g., from only married individuals with children; or only from individuals in professional or managerial positions). In fact, there was a great deal of variance in the functions performed by respondents, as a whole, suggesting that the results will indeed generalize to workers, in general. Future research should attempt to control

for differences in job duties and business type, as well as for individual demographic variables.

Another problem with the research design concerned the omission of alternative sources of support and/or demands and stressors that may have demonstrated potentially powerful effects on each measure of work-family conflict and job outcomes. Alternative sources of support that might should be assessed in future research include, but are not limited to, sources of support from one's family, spouses/partners, friends, community, faith/religion, etc. In light of the finding that the majority of respondents lived with another adult, this study did not assess the impact of the simultaneous demands placed on their spouses/domestic partners. If one's partner is unable to take care of family and household responsibilities because of high levels of her/his own work demands, then those dynamics become important role stressors that must be accounted for in the model.

**Measures.** That this study relied solely on questionnaire data also poses problems worth considering. The use of self-report data, for example, poses concerns about potential multicollinearity as well as potential method variance. Results from the reliability analyses and factor analyses, however, suggest that these were not a problem in this study. Furthermore, the use of LISREL allowed us to account for measurement error into the model, and subsequently, yield a more powerful test of the relationship among study variables. A measurement problem that did occur, however, involved the four measures that appeared to have range restriction (family involvement, managerial support, job satisfaction, and work role ambiguity). As such, this

may have attenuated the correlations between these variables and the remaining variables in the study. Contrary to expectation, for example, family involvement was not a significant predictor of either W->F or F->W conflict. Each of these measures were found to have acceptable reliability, and responses spanned the full range of the scales used to measure these constructs.

Because participating companies would not share the actual support resources used in their respective organizations, we do not know how consistent respondents' perceptions of available resources were, compared to what was actually offered. That a fair number of respondents answered 'don't know' to a number of resources offered suggests that employees are not fully aware of the types of resources they have available to them (which, in turn, may have influenced how supportive they perceived their organization to be).

#### Implications For Organizations

Whether work conflicts with family life or vice versa, organizations can expect to feel the impact of conflicting work and personal life role demands. Their impact will be most noticeable in terms of attendance, and over the long term, in terms of retention. Efforts that merely sensitize managers to work-life issues will not be enough. Instead, organizations will need to examine their work-life cultures to identify factors that contribute to increased or decreased perceptions of organizational support. Factors such as career development systems and the "real" behaviors that get rewarded (e.g., putting in long hours, not taking needed time-off) must be re-examined. Strategic initiatives

will need to be implemented to foster a climate and culture that supports work and personal life balance.

There are several steps that organizations can take to ensure they are perceived as accommodating of work and family issues. To begin with, organizations must communicate better about their current work and family policies and practices that already exist. Communication vehicles that highlight which work-life resources are available and those that communicate the progress of work-life initiatives should be created. Companies may leverage off of existing in-house vehicles (e.g., company newsletters), or they may create special fliers or brochures, videos, etc. that help to communicate the company policies, along with vision and values of a healthy work-life balance.

Organizations must also make efforts to sensitize managers and supervisors to work and personal life issues. This might be accomplished by incorporating work-family topics into management training courses to make sure that all managers understand the company policies relating to work-life issues and their implications for managing others. Toward this goal, organizations must shift their mindset from viewing work-life benefits (e.g., flexible work schedules and alternative work arrangements) from being "accommodations" of employee needs, to being "business tools" that enable them to attract and retain highly talented employees. Including work-life accountabilities in performance appraisals will send a clear message to managers that it is their responsibility to promote an environment supportive of work-life balance.

It also appears that organizations will be required to provide employees the flex-time they need for managing their personal responsibilities (e.g., by using scheduling innovations such as part-time work, flex time, and work performed at home). Many companies are already providing such resources. Such innovations will require assessment of their feasibility and how to hold workers accountable for achieving organizational objectives. Many best practice companies establish formal policies, as well as guidelines (e.g., written contracts) for creating and maintaining alternative work arrangements. The bottom line consideration, however, is that if these arrangements do not fulfill a business need, the costs incurred may outweigh the benefits.

Additional steps toward accommodating work-family issues will necessitate an examination of current organizational policies and practices, such as benefits, career planning programs and succession planning processes, to ensure that they reflect sensitivity to work and family needs. Organizations must realize the most important elements to designing jobs in the future will not necessarily concern "where work gets done" or "during what schedules," rather, that jobs should be designed in such a way that enable performance objectives to be met and deliverables received in a timely fashion.

Advancements in computing and communication capabilities are now widely available and cost-effective tools that may support improved work-life balance. For example, employees may "link-up" with their organization's computer network while working at home. Teleconferencing and electronic

mail also allow for virtually instantaneous contact with the company when at remote locations.

As organizations visibly strive to become employers of choice, they must also be sensitive that their work-life initiatives are not perceived as favoring only working parents. Many individuals either cannot or choose not to have families of their own. Time-off practices that target time-off for sick children, for example, may cause back-lash. A more sensitive approach, on the other hand, might include offering buckets of time, such a personal leave days that employees may use regardless of reason (e.g., taking care of sick child, sick pet, attending classes, etc.). Such considerations will require organizations to conduct needs assessments and benchmark best practices to identify the approach that best supports the needs of employees and core values of the organization.

Organizations will also need to help their employees define necessary boundaries between work and home, accepting that these boundaries should be more flexible than they currently are. For the employee, this may entail building in greater amounts of transition time between work and family, so that attendance and tardiness will not be affected. For the organization, this may include integrating "family" more consciously into overall strategic human resource planning (e.g., transfers).

To be leaders in their chosen fields, organizations must not merely implement programs or policies in reaction to work-family needs without a consideration as to how they make good business sense, and without understanding how such practices are part of the overall corporate objective



**to provide equal access and opportunities for *all* workers.**

## **APPENDIX A**

### **Tables 1-20**

**Table 1**  
**EMPIRICAL STUDIES INVOLVING WORK-FAMILY CONFLICT**

| <i>Author(s)</i>                   | <i>Sample</i>                            | <i>Independent Variables</i>                                                                                                                     | <i>Dependent Variables</i>                                                                     | <i>Findings</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|------------------------------------|------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Aryee (1992)                       | Married Women From Singapore             | -Life Role Saliency<br>-Family & Work Role Stressors<br>-Work-Family Conflict                                                                    | -Marital, Job, Life Satisfaction<br>-Intention to withdraw labor force<br>-Work Quality        | -3 Types of Work-Family Conflict explained only moderate amounts of variance in well-being & outcome measures<br>-Parental Demands-signif. & Positively related to job-parent conflict<br>-Number of hours but not inflexible schedule was sig. & positively related to work-family conflict<br>-Spouse support was sig. & negatively related to job-spouse conflict                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Barnett, Marshall, & Singer (1992) | Employed Women in Various Occupations    | -Job role Quality<br>-Parental Role Status<br>-Initial level of Psychological stress<br>-Change in Job Role quality<br>-Partner Role Status, SES | -Change in Psychological Distress                                                              | -Change in job role quality was sig. associated with a change in distress<br>-Improvements in job role quality sig. related to decreased anxiety and depression<br>-Women w/family role (e.g., parent/partner/both) were not affected by neg. change in job role quality but women w/o family role (e.g., single/no child) showed decreased mental health when job role worsened                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Frone, Russell, & Cooper (1992)    | Employed & Married Blacks and Non Blacks | -Job Involvement<br>-Family Involvement<br>-Job Stressors<br>-Family Stressors                                                                   | -Work->Family Conflict<br>-Family->Work Conflict<br>-Job & Family Distress<br>-Depression      | -Sociodemographic covariates had virtually no impact on the magnitude or signif. of the parameter estimates<br>-The conflict relationship between work & family was found to be bi-directional<br>-Both work->family and family->work conflict were associated w/unique antecedent & distress conditions: (a) Antecedents of W->F conflict were job stressors & job involvement; (b) Antecedents of F->W conflict were family stressors & family involvement; (c) For Distress outcomes, W->F conflict was positively related to family distress; (d) F->W conflict was positively related to work distress<br>-F->W conflict was both indirectly (via job distress) and directly related to depression<br>-The relationship between both work & fam stressors to depression was fully mediated by job and family distress, respectively |
| Higgins & Duxbury (1992)           | Dual Career Men                          | -Work Conflict<br>-Family Conflict<br>-Work-Family Conflict                                                                                      | -Quality of Work Life (QWL)<br>-Quality of Family Life (QFL)<br>-Life Satisfaction             | -Maternal career employment had a sig. effect on antecedents of W-F Conflict.<br>-Dual career men appear to experience a sig. negative spillover from work domain and a lack of social support<br>-The relationships between work & family conflict, and work conflict and work-family conflict was stronger for dual career men;<br>-The family conflict & work-family conflict relationship was stronger for traditional career men<br>-Traditional career men had sig. stronger relation between QWL & life satisfaction                                                                                                                                                                                                                                                                                                              |
| Higgins, Duxbury, & Irving (1992)  | Dual Career Individuals With Families    | -Work & Family Expectations<br>-Job & Family Involvements<br>-Work & Family Conflicts<br>-Work-Family Conflict                                   | Work-Family Conflict<br>-Quality of Work Life<br>-Quality of Family Life<br>-Life Satisfaction | -Work Conflict was most sig. predictor of family conflict and of work-family conflict<br>-Work-Fam Conflict sig. negatively related to both quality of work and family lives<br>-Job Involvement sig. predictor of wk & wk-fam conflict.<br>-Fam. Involvement sig. predictor of only fam. conflict<br>-Wk but not fam expectations predicted wk-fam conflict.                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |

**Table 1**  
**(Continued)**  
**EMPIRICAL STUDIES INVOLVING WORK-FAMILY CONFLICT**

| <i>Author(s)</i>                          | <i>Sample</i>                                        | <i>Independent Variables</i>                                                                                   | <i>Dependent Variables</i>                                                                                            | <i>Findings</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|-------------------------------------------|------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Lobel & Clair (1992)                      | Male & Female Executive Education Program Attendees  | -Gender<br>-Career Identity Salience<br>-Degree of Family Responsibility<br>-Family Identity Salience          | -Work Effort Level<br>-Size of Last Merit Increase                                                                    | -Those with salient career identities were (1) more willing to expend extra effort (2) received higher merit increases than those w/salient family identities<br>-When controlled for identity salience, neither extensive family resp. nor gender adversely affected merits<br>-Family oriented women received higher merit increases than family oriented men<br>-Career oriented men w/children received higher merit increases than similar females                                                                                       |
| O'Driscoll, Ilgen, & Hildreth (1992)      | Blue & White Collar Workers                          | -Job Time Demands<br>-Off-Job Time Demands<br>-Job Interference                                                | -Psychological Strain<br>-Job Satisfaction<br>-Organizational Commitment<br>-Off-Job Satisfaction                     | -Job interfering w/off-job activities (& vice versa) were separate but interrelated components of conflict<br>-On job time was associated w/job interference but off-job time was not linked w/off-job interference<br>-Job interference mediated the effect of time demands on satisfaction, organization commitment, & psychological strain; whereas satisfaction linked interrole conflict with affective experiences<br>-Job satisfaction was single most sig. contributor to heightened org. commitment and reduced psychological strain |
| Parasuraman, Greenhaus, & Granrose (1992) | Dual Career Couples                                  | -Social Support<br>-Work Role Stressors<br>-Family Role Stressors<br>-Time & Strain Based Work-Family conflict | -Well Being:<br>-Job Satisfaction<br>-Family Satisfaction<br>-Life Stress                                             | -Work & Family stressors were primarily related to job and family satisfaction, respectively; whereas work and family stressors & work-fam conflict were related to overall life stress<br>-Work Support was associated w/increased Job sat.<br>-Spouse/Fam Support was associated w/increased Family satisfaction<br>-No Moderating effect found for social support on stressor-strain relationships                                                                                                                                         |
| Rice, Frone, & McFarlin (1992)            | National Probability Sample of U.S. Workers          | -Work-Family Conflict<br>-Work-leisure Conflict                                                                | -Family satisfaction<br>-Job satisfaction<br>-Leisure satisfaction<br>-Global life satisfaction                       | -The direct paths between work & non-work conflict & global life sat. : non-sig.<br>-The indirect paths between work-nonwork conflict & global life sat, which are mediated by job satisfaction & non-work satisfaction, were all significant.<br>-In general, the magnitude of these paths coefficients were not significantly moderated by sociodemographic variables                                                                                                                                                                       |
| Taylor & Chang (1992)                     | Business School Graduates 3-20 years post graduation | -Sociodemographic Variables<br>-Various Life Role Demands<br>-Central Life Interest                            | -Life & Job Satisfaction<br>-Self-Esteem<br>-Symptomatology<br>-Psychological Maladjustment<br>-Sense of Life Balance | -Spouse role demands were consistently associated w/greater life satisfaction and better adjustment, while similar, but weaker findings were found for family role demands<br>-Leisure demands were positively related to subjects' sense of life balance<br>-Work-role demands were unrelated (directly) to any of the dependent variables<br>-Work demands affected life satisfaction & adjustment only in the face of a strong work orientation                                                                                            |

**Table 1**  
**(Continued)**  
**EMPIRICAL STUDIES INVOLVING WORK-FAMILY CONFLICT**

| <i>Author(s)</i>                      | <i>Sample</i>                                     | <i>Independent Variables</i>                                                                                      | <i>Dependent Variables</i>                                                                      | <i>Findings</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|---------------------------------------|---------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Anderson & Leslie (1992)              | Dual Career Couples                               | -Employment Arrangements                                                                                          | -Stress<br>-Coping Strategies                                                                   | -Women reported more job & family stress than men<br>-Employment arrangements did not have an effect<br>-All couples appeared to benefit from reframing their problems to make them more manageable<br>-None of the coping strategies mediated stress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Bacharach, Bamberger, & Conley (1991) | Nurses & Engineers                                | -Role Conflict<br>-Role Overload<br>-Work-Family Conflict                                                         | -Job Satisfaction<br>-Job Burnout                                                               | -A model in which role conflict & overload have both direct & indirect effects via work-family conflict on job sat. & burnout was supported<br>-For Both nurses & engineers, Work based role conflict is an important antecedent of work-home conflict<br>-Work-home conflict directly assoc. w/burnout                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Burris (1991)                         | Professional and Working Class Women              | -Class and Marital Status                                                                                         | -Work-Family Prioritizing                                                                       | -Professional/Managerial mothers were found to give work a higher priority in their lives & to allow work to intrude upon their family lives<br>-Working Class women tended to give families their highest priorities, and family concerns were most likely to intrude upon work than vice versa, largely due to structural disadvantages such as inadequate child care & inflexible work schedules                                                                                                                                                                                                                                                                                                                                                                                          |
| Duxbury & Higgins (1991)              | Male & Female Managerial Professionals W/Children | -Work/Family Expectations<br>-Work/Family Conflicts<br>-Work/Family Involvements                                  | -Work-Family Conflict<br>-Quality of Work Life<br>-Quality of Family Life<br>-Life Satisfaction | -No gender differences were found between work involvement and family conflict or vice versa.<br>-Relationship between work involvement & work family conflict was strongest for women, whereas relationship between family involvement & work-family conflict was stronger among men<br>-There were no gender differences between work expectations leading to work conflict, however, family expectations leading to work conflict was significant among women<br>-The relationship between work expectations to work-fam conflict was stronger for men, also, work conflict was a stronger predictor of family conflict for men<br>-Work-family conflict was significantly more likely to have a negative effect on women's overall quality of work life and men's quality of family life |
| Frone, Russell, & Cooper (1991)       | Employed Adults                                   | -Social Support<br>-Active coping<br>-Self-Focused Attention<br>-Work & Family Stressors<br>-Work-Family Conflict | -Depression<br>-Somatic Symptoms                                                                | -Job & Family Stressors & Work-family conflict each made indep. contribution to prediction of distress-even after adjusting for potentially confounding sociodemographic characteristics<br>-The only consistent moderator between stressors & distress was self-focused attention (i.e., soc. support did not) High levels of self-foc. attention exacerbated negative outcomes                                                                                                                                                                                                                                                                                                                                                                                                             |

**Table 1**  
**(Continued)**  
**EMPIRICAL STUDIES INVOLVING WORK-FAMILY CONFLICT**

| <i>Author(s)</i>                         | <i>Sample</i>                                                | <i>Independent Variables</i>                                                                                                                                                  | <i>Dependent Variables</i>                                                                  | <i>Findings</i>                                                                                                                                                                                                                                                                                                                                                                                                                    |
|------------------------------------------|--------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Gilbert, Dancer, Rossmann, & Thom (1991) | College Students                                             | -Occupational Type<br>-Sex-Role Attitude<br>-Career Success Traits<br>-Emotional/Relational Traits                                                                            | -Orientation to Work<br>-Orientation to Family                                              | -Found evidence for reliability and construct validity in two studies for a self-report measure assessing the perceptions of involvement in occupational and family roles                                                                                                                                                                                                                                                          |
| Gutek, Searle & Klepa (1991)             | Employed People With Families                                | -Hours in Family Work<br>-Hours in Paid Work<br>-Gender                                                                                                                       | -Work Interfering w/Family<br>-Family Interfering w/Work                                    | -Respondents scored substantially higher on W->F conflict than F->W conflict.<br>-Two domains of work & family appear to operate independently-to a large extent<br>-Relationships were generally within domains: (i.e., within domain hours were associated with w/in domain conflicts, and this was stronger for women than men, despite the fact that women spent about same number of hours as men in paid work)               |
| Lambert (1991)                           | Male & Female Workers from 1977 Quality of Employment Survey | -Intrinsic/Extrinsic rewards<br>-Parental status<br>-Work stressors/comforts<br>-Spouse's job characteristics<br>-Quality of coworkers & supervisor<br>-Time required for job | -Job Satisfaction<br>-Job Involvement<br>-Intrinsic Motivation                              | -After controlling for job conditions, men & women were comparable in reported job sat. & involvement<br>-Women perceived jobs as less stressful & as more socially rewarding, in general, than men<br>-Women were more intrinsically motivated than men in jobs comparable in rewards & stressors<br>-Both sexes placed great importance on having "meaningful" job characteristics                                               |
| Rosin & Korabik (1991)                   | Female Managers                                              | -Age, Tenure, Experience, Organization Size, Management Level<br>-Job Involvement                                                                                             | -Job Satisfaction<br>-Organizational Commitment<br>-Perceived Stress<br>-Intention to Leave | -Women who felt their expectations had not been met, who described their jobs as limited in leadership, responsibility, flexibility, autonomy, and who cited office politics to be male-dominated as potential factors in leave decisions, expressed low job satisfaction and org. commitment and greater intention to leave                                                                                                       |
| Steil & Weltman (1991)                   | Dual Career Couples                                          | -Work Related Resources<br>-Personal Attributes<br>-Social Norms of Career Values                                                                                             | -Perceived level of influence at home                                                       | -Spouses who earned more viewed their careers as more important and had more say at home than those who earned less<br>-men overall had more say in financial matters, less responsibility for child rearing & saw their careers as more important than their wives                                                                                                                                                                |
| Toren (1991)                             | Israel Women Faculty                                         | -Number of Children                                                                                                                                                           | -Rate of Publication                                                                        | -The presence of children does not reduce research productivity<br>-Respondents accept their family obligations as matter of fact<br>-Women w/children publish somewhat more than women w/no or only one child                                                                                                                                                                                                                     |
| Williams (1991)                          | Employed Mothers                                             | -Intra-role Juggling<br>-Inter-role Juggling<br>-Subjective Work Conditions<br>-Subjective Family Conditions                                                                  | -Affect<br>-Work-Family Conflict (W->F and F->W conflict)<br>-Role Satisfaction             | -Role juggling, Psychological work load, goal progress, & perceived control were found to have independent effects on affect<br>-Spillover of negative affect occurred within and across roles, but spillover of positive affect was mainly within roles<br>-Work was perceived to intrude into family roles on days when subjects were highly involved in jobs, felt rushed at work, and experienced low positive affect at work. |

**Table 1**  
(Continued)  
**EMPIRICAL STUDIES INVOLVING WORK-FAMILY CONFLICT**

| <i>Author(s)</i>                              | <i>Sample</i>                                                | <i>Independent Variables</i>                                                                                                        | <i>Dependent Variables</i>                                                                                 | <i>Findings</i>                                                                                                                                                                                                                                                                                                                |
|-----------------------------------------------|--------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Williams, Suls, Alliger, Learner & Wan (1991) | Employed Mothers                                             | -Inter-Role Juggling<br>-Introversion/Extroversion<br>-Negative Affectivity                                                         | -Task Enjoyment<br>-End-of-the-day Satisfaction<br>-Mood Disturbances                                      | -Multiple role juggling had immediate negative effects on task enjoyment and mood<br>-Contrast effects and habituation to role juggling occurred when mood and satisfaction were examined over time<br>-Mood states tended to spill over from one episode to another within a day, but contrast effects were found across days |
| DiBenedetto & Kehr Tittle (1990)              | Male & Female Employees                                      | -Commitment to Job<br>-Commitment to Child Care Roles                                                                               | -Preference for Combined Degrees of Job and Child Care Involvement                                         | -Both women & men perceived a job-child tradeoff dimension and a total involvement (% of time devoted to both job and number of children desired) dimension for women<br>-Results differed for males: Both sexes perceived male roles to be independent, rather than contingent, choices.                                      |
| Misra, Ghosh, & Kanungo (1990)                | Indian & Canadian Management Personnel                       | -Need Satisfaction Potentials for Work and Family Domains<br>-Protestant Work Ethic                                                 | -Work Involvement<br>-Family Involvement                                                                   | -Found that an 8-item family involvement scale had satisfactory psychometric properties                                                                                                                                                                                                                                        |
| Moen & Forest (1990)                          | Cohorts of Swedish Employed Males & Females at 3 time points | -Gender Work Place Supports:<br>-Reduced Wk Hrs/ PT work, Being on LOA & Scheduling Autonomy                                        | -Psychological Strain<br>-Fatigue<br>-Physical Exhaustion                                                  | -Work-place supports benefited mothers more than fathers<br>-Permitted absence autonomy reduced the likelihood of psych. strain & phys. exhaustion in working mothers and mental exhaustion & fatigue for working fathers<br>-PT work and being on LOA reduced employed mothers psychological strain-but not employed fathers  |
| Nelson, Quick, Hitt, & Moesel (1990)          | Female Personnel Professionals                               | -Politics<br>-Lack of Career Progress<br>-Work-Home Conflict<br>-Organizational Resources                                           | -Social Dysfunction<br>-Sleep Dysfunction<br>-Job Satisfaction<br>-Somatic Symptoms                        | -Politics & Lack of career progress were associated with greater strain symptoms & reduced satisfaction<br>-Org. resources were associated w/lower levels of these strain symptoms<br>-Work-Family Conflict was associated with increased strain symptoms, but were unrelated to satisfaction & organizational resources       |
| Olsen, Frieze & Detlefsen (1990)              | Female Librarian and MBA's                                   | -Family characteristics (e.g., marital & parental status, timing of marriage, etc.)                                                 | -Experiences at work<br>-Salary Level                                                                      | -Over half of both groups were married; no differences in # of children<br>-Many women w/out children reported wanting them (this was more common for MBAs)<br>-Both were equally likely to have job interruptions, but librarians were more likely to work part-time and have lower salaries                                  |
| Small & Riley (1990)                          | Male executives and their spouses                            | -Spillover Processes (e.g., time,energy,psych. interference)<br>-Role context spillovers (e.g.,wk spills into marital/child/chores) | -Physiological symptoms<br>-anxiety<br>-spouse perceptions & satisfaction<br>-marital /child satisfactions | -Subjects were not able to detect work spillover to different domains (when work spilled over to one context, it was perceived to affect others equally same)<br>-Subjects could reliably differentiate unique spillover processes—but not into diff. role contexts                                                            |

**Table 1**  
(Continued)  
**EMPIRICAL STUDIES INVOLVING WORK-FAMILY CONFLICT**

| Author(s)                                                      | Sample                                                  | Independent Variables                                                                                                                                                                                                                                                           | Dependent Variables                                                                                                                      | Findings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|----------------------------------------------------------------|---------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Tiedje, Wortman, Downey, Emmons, Biernat, & Lang (1990)        | Married women college professors and mid-level managers | -Perceived role conflict/enhancement<br>-Income<br>-Spouse Support<br>-Child Care Arrangements<br>-Time at work/child care                                                                                                                                                      | -Role Satisfaction<br>-Mental health depression<br>-Well-Being<br>-Satisfaction in life domains & overall<br>-Effective role functioning | -Perceptions of conflict & enhancement were weakly associated (i.e., can occur simultaneously)<br>-Women experiencing high enhancement & low conflict scored highest on mental health & satisfaction whereas those w/low enhancement & high conflict—opposite                                                                                                                                                                                                                                                                                       |
| Wheeler & Miller (1990)                                        | Various Employed Men & Women                            | -Job Satisfaction<br>-Job Tenure, -Age, - Education; Salary, -Primary Wage Earner; Marital & Parental Status; House Ownership                                                                                                                                                   | -Willingness To Relocate                                                                                                                 | -Found that gender was not a significant contributor to the explanation of variance in the percentage pay increase required to relocate when career & family variables were controlled for<br>-% pay increase required to relocated to another city/state significantly increased with higher job satisfaction, increasing age, & increasing company tenure                                                                                                                                                                                         |
| Wiersma (1990)                                                 | Married & Employed parents                              | -Gender<br>-Role Conflict<br>-Level                                                                                                                                                                                                                                             | -Parental Support<br>-Work Conditions<br>-Career Orientation<br>-Intrinsic Orientation                                                   | -Males & Females differed on reported career orientation, work conditions and parental support<br>-Females experienced more role conflict and work-family conflict than males<br>-Job level mediated between gender & job attribute preference (women expressed more desire for personnel policies to ease conflicts between work & family) (lower levels had greater need for conflict resolution programs)                                                                                                                                        |
| Loerch, Russell & Rush (1989)                                  | Male & Female Administrative employees                  | -Time-Based Antecedents: (parental & employment status, number & age of children, career-vs.-job orientation)<br>-Strain-Based Antecedents: (spouse support, family conflict, quality of family roles)<br>-Behavior-Based Antecedents: (Role congruity, total life involvement) | -Work-Family Conflict                                                                                                                    | -Family variables were able to explain some of the variance in work-family conflict for both sexes<br>-Time-based work-family conflict best predicted frequency of family intrusions & total role involvement for men, and by family conflict for women<br>-Strain-Based conflict best was best explained by level of family conflict for both sexes<br>-For women, frequency of family intrusions was pos. related to levels of strain-based work-fam conflict                                                                                     |
| Greenhaus, Parasuraman, Granrose, Rabinowitz, & Beutell (1989) | Dual Career Couples                                     | -Work Role Stressors<br>-Task Characteristics<br>-Work Salience<br>-Work Schedule Characteristics<br>-Demographic Variables                                                                                                                                                     | -Work-Family Conflict (Time & Strain Based)                                                                                              | -The impact of task characteristics and work salience on work-family conflict was somewhat stronger for women than men.<br>-Signif. interactions found between partners job involvement on men's level of time based conflict & between partners' career priority on strain-based conflict<br>-Role overload was most consistent predictor of both forms of conflict<br>-Task Complexity related to work-fam conflict but for women only<br>-Autonomy was negatively related to time-based work family conflict for women, but strain-based for men |



**Table 1**  
**(Continued)**  
**EMPIRICAL STUDIES INVOLVING WORK-FAMILY CONFLICT**

| <i>Author(s)</i>                     | <i>Sample</i>                                              | <i>Independent Variables</i>                                                                                       | <i>Dependent Variables</i>                                               | <i>Findings</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|--------------------------------------|------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| O'Connell, Betz, & Kurth (1989)      | Female College Students                                    | -Type of Major<br>-Gender Role Beliefs                                                                             | -Plans for Having a Family<br>-Plans for Employment                      | -Work plans for women pursuing traditional and nontraditional occupations were similar<br>-A small percent expected to work full time when their children were of preschool age<br>-Plans to pursue nontraditional professions were not associated with plans for nontraditional family lives                                                                                                                                                                                                                                                                                                    |
| Bedeian, Burke, & Moffett (1988)     | Male & Female Accounting Professionals                     | -Work-Related Role Stress<br>-Parental Demands<br>-Work-Family Conflict                                            | -Job Satisfaction<br>-Marital Satisfaction<br>-Overall Life Satisfaction | -The relationship between parental demands & Life satisfaction was mediated by satisfaction with child care arrangements for women but not for men with young children in the home<br>-Within domain stress (job stressors) was related to within domain outcomes (job satisfaction)<br>-Work-family conflict served as a link between work-related role stress & marital satisfaction and this was stronger than the direct relationship between parental demands and marital satisfaction. Thus, work exerts a powerful influence on the quality of marital life when it conflicts with family |
| Kanungo & Misra (1988)               | Canadian & Indian Management Professionals                 | -Need Satisfaction Potentials for Work & Family Domains                                                            | -Work Involvement<br>-Family Involvement                                 | -In the work context, growth needs are more important, followed by affective and sustenance needs<br>-In the family context, affiliative needs are most important, followed by sustenance and growth needs<br>-Involvement in either work or family contexts was found to be influenced by the need satisfaction potential to the respective contexts                                                                                                                                                                                                                                            |
| Voydanoff (1988)                     | Married Men & Women From 1977 Quality of Employment Survey | -# of Work Hours (Self & Spouse)<br>-Shift Type<br>-Work Pressures<br>-Chores<br>-Child Care<br>-Perceived Control | Work-Family Conflict                                                     | -The amount & scheduling of work time, job demands, & the presence of children in the home are related to work-family conflict among women & men<br>-Perceived control over the work situation buffers the relationships between work role characteristics and work-family conflict<br>-Work-role characteristics and family structure demands contribute additively to work-family conflict: Family structure demands do not exacerbate the relationships between work role characteristics and work-family conflict                                                                            |
| Amatea, Cross, Clark, & Bobby (1986) | College Students                                           | -Gender                                                                                                            | -Salience of Several Life Roles (in terms of value and commitment)       | -Life role salience scale was found to have 8 clearly defined scales that were distinguished in terms of value for and commitment to parental, marital, occupational, and domestic roles. Scales held up similarly for both sexes.                                                                                                                                                                                                                                                                                                                                                               |
| Baruch & Barnett (1986)              | Caucasian Women                                            | -Number of Roles<br>-Type of Roles<br>-Quality of Role Experience                                                  | -Well-Being (Self-Esteem, Depression, Pleasure)                          | -Role occupancy per se was unrelated to well-being with one exception: occupying the role of paid worker significantly predicted self-esteem<br>-The role quality variables were significant predictors of well-being with one exception: quality of experience in the mother role did not predict pleasure<br>-Qualitative, rather than quantitative aspects of role involvements are more imp.                                                                                                                                                                                                 |

**Table 1**  
**(Continued)**  
**EMPIRICAL STUDIES INVOLVING WORK-FAMILY CONFLICT**

| <i>Author(s)</i>         | <i>Sample</i>                                   | <i>Independent Variables</i>                                                                                             | <i>Dependent Variables</i>                                                             | <i>Findings</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|--------------------------|-------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Yogev & Brett (1985)     | Dual and Single Earner Couples                  | -Single vs. Dual Career Status                                                                                           | -Patterns of work and family involvement<br>-Role Behaviors<br>-Role Attitudes         | -The most frequent pattern among sample: Symmetric all roles.<br>-Second most frequent pattern: Symmetric family/Asymmetric Work roles<br>-Among couples with involved working wives, she is working long hours, traveling, and is more frequently late coming home from work<br>-Husbands of highly involved wives were neither particularly (un)involved with the family, but do appear to be more involved with housework                                                                            |
| Crouter (1984)           | Male & Female United Machine Workers            | -Personal Background<br>-Work Life Characteristics<br>-Family Life Characteristics                                       | -Positive Spillover<br>-Negative Spillover                                             | -Semistructured interviews showed that most employees recognized that their family lives influenced them at work<br>-Women with young children at home were most likely to report high levels of spillover, in contrast to mothers of older children & to fathers (regardless to fathers' position in the family life cycle)                                                                                                                                                                            |
| Davidson & Cooper (1984) | Male & Female Managers                          | Self-Reported:<br>-Work Conditions<br>-Relationships at Work<br>-Marital & Parental Status<br>-Coping                    | -Psychological Symptoms<br>-Work Performance                                           | -Assessed cumulatively, women in this sample were being subjected to far more pressures at work & at home compared to their male counterparts<br>-A proportion of female managers reported relationship & marital problems due to inadequate support from their partners<br>-The majority of pressures at work reported by women managers were stressors beyond their control & were based, largely, on prejudice and discrimination from both organizational policy & by others at work and/or at home |
| Farmer (1984)            | Midwest College Women                           | -Type of Major<br>-Negative Affectivity                                                                                  | -Perception of Home and Career Involvement Consequences                                | -High negative affect scores on home-career conflict measures were significantly related to low career motivation<br>-Traditional college majors wrote more stories depicting their mothers as primarily homemakers and they described more negative affectivity in their stories than did non-traditional college majors                                                                                                                                                                               |
| Voydanoff & Kelly (1984) | Working Parents of Midsized Metropolitan County | -Personal Demographics<br>-Family & Employment Status<br>-Dual Career Status<br>-Income<br>-Work Environment/Job Demands | -Work Involvement<br>-Family Involvement<br>-Work Satisfaction<br>-Family Satisfaction | -Factors important in relation to time shortages suggest a pattern of role strain in which time-related demands exceed time-management resources<br>-Time-related demands found important: being a female working parent, the presence of preschool children in the home, experiencing 3 or more important family changes, having a wife with more occupational status than husband<br>-Resources for coping: High income, job satisfaction, marrying later in life, and time management skills         |

**Table 1**  
**(Continued)**  
**EMPIRICAL STUDIES INVOLVING WORK-FAMILY CONFLICT**

| <i>Author(s)</i>           | <i>Sample</i>                            | <i>Independent Variables</i>                                                                                                   | <i>Dependent Variables</i>                                                                        | <i>Findings</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|----------------------------|------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Rooney (1983)              | High School Graduates -3 years out       | -Socioeconomic Status<br>-Parents' Education<br>-Self-Concept<br>-Amount & Type of Support<br>-Career & Achievement Motivation | -Role Involvement<br>-Emotional/Temporal Characteristics                                          | -Students, in general, were distinguished from homemakers and workers on functions characterized by higher education & career aspirations, higher perceived support from parents for their achievements, & lower attributions of cooperation for their achievements<br>-Homemakers were distinguished from students and workers by having higher social approval values for success, low career commitment, & lower perceived support from teachers for their achievements<br>-Workers varied in that distinguished them from either students or homemakers |
| Beutell & Greenhaus (1982) | Married College Women With Children      | -Number and Importance of Roles<br>-Work Role Salience<br>-Locus of Control                                                    | -Interrole Conflict: Type & Intensity<br>-Coping Strategy                                         | -Women who placed a similar level of importance on work as their husbands experienced less intense conflict than women who differed from their husbands in career orientation (this held true for both employed & unemployed women)<br>-The number of children at home was positively related to a woman's conflict when her husband was highly work-oriented                                                                                                                                                                                               |
| Ericksen & Klein (1981)    | Sub samples from 1960 & 1970 Census Data | -Marital Status<br>-Parental Status<br>-Race<br>-Age                                                                           | -Labor Force Participation                                                                        | -Between 1960 & 1970, the presence of young children remained a strong deterrent to women's labor force participation<br>-Race, by itself, was not a determinant, but it interacted with marital status whereby black married women were not as deterred from working as white married women                                                                                                                                                                                                                                                                |
| Rousseau (1978)            | Electronics Firm Employees               | -JDS Work Characteristics                                                                                                      | -Job & Life Satisfaction<br>-Physical Stress<br>-Absenteeism                                      | -Work and Nonwork measures were positively related-suggesting that levels of variety and challenge are similar between the two domains<br>-Stress and absenteeism were found to be more highly related to the nonwork scores than to the work scores                                                                                                                                                                                                                                                                                                        |
| Burke & Weir (1976)        | Husband & Wife Pairs                     | -Marital & Parental Status<br>-Employment Status<br>-Job pressures<br>-Life Pressures                                          | -Life Satisfaction<br>-Marital Satisfaction<br>-Job Satisfaction<br>-Mental & Physical Well-Being | -Working wives were more satisfied and performed more effectively, in general, than non-working wives<br>-Husbands of working wives were less satisfied and performed less effectively than husbands of non-working wives                                                                                                                                                                                                                                                                                                                                   |
| Hall & Gordon (1973)       | Married Women                            | -Employment Status (e.g., FT, PT, House Wife)                                                                                  | -Self-reported: Role-, Time-, Home-, NonHome-, & Self-Conflicts<br>-Satisfaction & Happiness      | -Satisfaction was found to occur when there was a fit between preferred and actual activities (but for women only who were & preferred to be non paid workers)<br>-FT female workers experienced greater satisfaction than PT female workers                                                                                                                                                                                                                                                                                                                |

**TABLE 2**  
**EMPIRICAL STUDIES INVOLVING SOCIAL SUPPORT**

| <i>Author(s)</i>                          | <i>Sample</i>                    | <i>Independent Variables</i>                                                                                       | <i>Dependent Variables</i>                                            | <i>Findings</i>                                                                                                                                                                                                                                                                                                                                                                                                             |
|-------------------------------------------|----------------------------------|--------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Erera (1992)                              | Social Service Supervisors       | Role Ambiguity                                                                                                     | Social Support (Supervisor/Coworker)                                  | -Only subordinates were perceived as supportive, providing emotional and approval support<br>-Supervisors were criticized for providing inconsistent & insufficient information & for withholding emotional, approval & tangible support                                                                                                                                                                                    |
| Felsten & Wilcox (1992)                   | -College Males                   | -College Life Adjustment Stress<br>-Mastery Beliefs<br>-Satisfaction w/social support                              | -Somatic & psychological symptoms<br>-Academic Performance (GPA)      | -Stress was directly related to increased symptomatology & decreased GPA, whereas mastery beliefs were directly associated with reduced depression & anxiety<br>-Neither mastery nor satisfaction w/social support alone buffered stress<br>-Total stress was reduced by a combination of strong situation-specific mastery beliefs & high satisfaction w/support for subjects who faced many stressors                     |
| Parasuraman, Greenhaus, & Granrose (1992) | Dual Career Couples              | -Work & Family Role Stressors<br>-Work-Family Conflict<br>-Social Support (from work & family)<br>-Gender          | -Well-Being:<br>-Job, Family, & Life Satisfaction                     | -Work & family role stressors were primarily related to job and family satisfaction, respectively, whereas these stressors plus work-family conflict were associated w/overall life stress<br>-Work support was associated w/increased job satisfaction for both sexes while family support was associated w/greater family satisfaction only for women<br>-Support was not found to moderate stressor-strain relationships |
| Scandura (1992)                           | Mid-level Manufacturing Managers | -Vocational Mentoring (Coaching)<br>-Psychosocial support                                                          | -Performance<br>-Salary<br>-Promotions                                | -Vocational mentoring was significantly and positively related to managers' promotion rate<br>-Social support was significantly & positively related to managers' salary level                                                                                                                                                                                                                                              |
| Simpson, Rholes, & Nelligan (1992)        | Dating Couples                   | -Attachment Style<br>-Emotional Support/Reassurance                                                                | -Anxiety<br>-Support Giving & Seeking                                 | -Persons with more secure attachment styles behaved differently than those with more avoidant styles in terms of physical contact, supportive comments, & efforts to seek & give emotional support                                                                                                                                                                                                                          |
| Anderson & Leslie (1991)                  | Couples                          | -Employment Arrangement (e.g., Dual Career/Single/Mixed)<br>-Coping Strategies (including support)<br>-Life Stress | -Marital Adjustment                                                   | -Women reported significantly more stressors than men although employment arrangements did not have an effect<br>-Both sexes seemed to benefit by reframing their problems to make them more manageable<br>-Women in dual job or traditional arrangements were most likely to rely on spiritual support than women from dual careers                                                                                        |
| Felsten (1991)                            | Male College Students            | -Situation-specific mastery<br>-Satisfaction with social support<br>-Social support                                | -Appraised situation stressfulness<br>-College life adjustment stress | -Mastery was positively correlated with the appraisal of desirability of the situation and accounted for 37% of its variance<br>-Greater satisfaction w/social support was related to more positive appraisals by subjects w/high mastery but with more negative appraisals by those w/low mastery<br>-Mastery & satisfaction w/social support interacted to mediate the effects of stressor-strain relationships           |

**TABLE 2**  
(Continued)  
**EMPIRICAL STUDIES INVOLVING SOCIAL SUPPORT**

| Author(s)                          | Sample                                                              | Independent Variables                                                                                                                                              | Dependent Variables                                                                                                    | Findings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|------------------------------------|---------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Frone, Russell, & Cooper (1991)    | Variously Employed Adults                                           | -Job & Family Stressors<br>-Work-Family Conflict<br>-Social Support<br>-Self-Focused Attention<br>-Mastery                                                         | -Depression<br>-Job Performance                                                                                        | -Job stressors, family stressors, & work-family conflict each made an independent contribution to prediction of psychological distress after adjusting for potentially confounding characteristics<br>-The only consistent moderator of the relationships between stressors & strains & psychological distress is self-focused attention (i.e., high levels of self-focused attention exacerbated the situation).                                                                                               |
| Guelzow, Bird & Koball (1991)      | Dual Career men & women                                             | -Number of & Flexibility of work Hours<br>-Number of children<br>-Age of youngest child                                                                            | -Role Strain<br>-Coping Resources<br>-Affective Stress<br>-Distress                                                    | -Both sexes were psychologically invested in work & family roles<br>-Full time working women reported no significant association between having younger children & role strain/parental stress/distress<br>-Use of cognitive restructuring coping strategies was related to significantly less stress/distress for both sexes                                                                                                                                                                                   |
| Mattimore, King, & King (1991)     | -Various employed males & females                                   | -Family Support                                                                                                                                                    | -Life Satisfaction<br>-Job Satisfaction                                                                                | -Emotional support & instrumental assistance scores were each signif. correlated with life & job satisfaction scores<br>-Males, compared to females, reported a greater amount of perceived instrumental assistance<br>-Respondents w/employed spouses reported significantly more perceived emotional sustenance than those w/unemployed spouses                                                                                                                                                               |
| McFarlane, Shore, & Tetrick (1991) | Employees from a large corporation                                  | ---                                                                                                                                                                | -Survey of Perceived Organizational Support (SPOS)<br>-Occupational commitment<br>-Job-Satisfaction (specific/overall) | -The SPOS found to be a unidimensional scale that is distinguishable from affective & continuance commitment scales<br>-SPOS strongly correlated, however, with satisfaction scales<br>-Employees were able to distinguish between their own commitment levels to the organization from the organization's commitment to them                                                                                                                                                                                   |
| McIntosh (1991)                    | Nurses                                                              | -Social Support:<br>-# of Confidant relationships<br>-Amount of Support Resources Avail.<br>-Perceived Adequacy of Support<br>-Stressors (Role Conflict/Work Load) | Strains:<br>-Physical symptoms<br>-Emotional Exhaustion                                                                | -Support adequacy was related to perceptions of lower work load<br>-Amount & Adequacy of support reduced physical symptoms & emotional exhaustion<br>-With amount & adequacy controlled for, as the number of providers increased, so did emotional exhaustion                                                                                                                                                                                                                                                  |
| Nelson & Quick (1991)              | New employees from a university/ oil company/ & electronics company | -Perceived availability of social support<br>-Helpfulness of social support<br>-Work Stressors                                                                     | -Psychological distress<br>-Job satisfaction<br>-Intention to leave<br>-Supervisory Performance Rating                 | -The availability of support activities (e.g., offsite training, business trips) were found to be associated w/decreased psychological distress.<br>-Helpfulness of supportive relationships was assoc. w/ positive adjustment<br>-Perceived availability of social support had little relationship to performance or intent to leave, but was moderately related to distress and satisfaction<br>-Lower performing newcomers rated several kinds of support as helpful but higher performing newcomers did not |

**TABLE 2**  
(Continued)  
**EMPIRICAL STUDIES INVOLVING SOCIAL SUPPORT**

| <i>Author(s)</i>            | <i>Sample</i>                                    | <i>Independent Variables</i>                                                                                                                                      | <i>Dependent Variables</i>                                                                      | <i>Findings</i>                                                                                                                                                                                                                                                                                                                                                                    |
|-----------------------------|--------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Parish, Hao, & Hogan (1991) | National Longitudinal Survey of Labor Force-1979 | -Sociodemographics<br>-Kin Networks                                                                                                                               | -Types of support                                                                               | -Kin networks extended beyond immediate family and were found to improve quality of life for some young mothers                                                                                                                                                                                                                                                                    |
| Schneider & Smith (1991)    | Various Workers                                  | -Social Support from different sources<br>-Type of Shift worked                                                                                                   | -Role Stress (role ambiguity)<br>-Role Strain (job satisfaction)                                | -Support moderated the relationship between job stress and job satisfaction<br>-People under high stress with high total support were more satisfied than those with low total support<br>-Supervisory support moderated stress/strain relationship only for those under high stress                                                                                               |
| Stroman & Seltzer (1991)    | Employed Blacks & Whites                         | Race                                                                                                                                                              | -Stress (individual & job related)<br>-Coping Strategy                                          | -Blacks & Whites utilize a wide variety of coping strategies and they use similar strategies to cope with somewhat different occupational stressors<br>-Approximately 2/3 used emotion-focused coping (i.e., tried to get away from the stressor or accept it)                                                                                                                     |
| Beehr, King & King (1990)   | Nurses                                           | -Affective Content of Communications<br>-Functional Supervisory Support<br>-Role Stressors                                                                        | -General Job Satisfaction<br>-Satisfaction w/supervisor<br>-Depression<br>-Burnout              | -Nurses' perceptions of social support from supervisors were more closely related to positive job-related communications & non-job-related communications than w/negative job-related communications<br>-Social support interacted w/job stressors to reduce the strength of stressor/strain relationships<br>-No evidence for mediating effect for functional supervisory support |
| Cauce & Srebnik (1990)      | College Students                                 | ---                                                                                                                                                               | -Sources of Support<br>-Type of Support                                                         | -Separate support systems can be readily defined by the characteristics of the provider and their relationship to the recipient and that subjects subjectively organize these potential sources according to their general level of closeness and involvement in the ongoing events of daily life                                                                                  |
| Dreher & Ash (1990)         | Business Graduate Students                       | -Mentoring Experience<br>-Degree<br>-Prior Experience<br>-# Years since graduated<br>-Employment interruptions<br>-Organization type/size<br>-Marital status/ SES | -Total Income<br>-Number of Promotions<br>-Satisfaction with Pay<br>-Satisfaction with Benefits | -Individuals experiencing extensive mentoring relationships reported receiving more promotions and higher incomes, and were more satisfied with their pay and benefits than individuals with less extensive mentoring experiences                                                                                                                                                  |

**TABLE 2**  
(Continued)  
**EMPIRICAL STUDIES INVOLVING SOCIAL SUPPORT**

| <i>Author(s)</i>                                         | <i>Sample</i>                      | <i>Independent Variables</i>                                                                             | <i>Dependent Variables</i>                                                                                                                      | <i>Findings</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|----------------------------------------------------------|------------------------------------|----------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Eisenberger, Fasolo, Davis-LaMastro (1990)               | Various Employed Adults            | -Perceived Organizational Support                                                                        | -Number of Days absent<br>-Number of Periods absent<br>-Performance<br>-Innovation<br>-Emotional Attachment<br>-Performance-Reward Expectancies | -Perceived organizational support was positively related to:<br>(a) conscientiousness in carrying out conventional job responsibilities<br>(b) Expressed affective & Calculative involvement in the company<br>(c) Innovation on behalf of organization in absence of directly anticipated reward or personal recognition                                                                                                                                                                                                                                                                                                 |
| Moën & Forest (1990)                                     | 3 Cohorts of Men & Women over time | -Gender, SES,<br>-Reduced Work Hours<br>-Being on Leave of Absence (LOA)<br>-Scheduling/absence Autonomy | -Psychological Strain<br>-Fatigue<br>-Physical Exhaustion                                                                                       | -Workplace supports benefited mothers more than fathers<br>-Permitted absence autonomy reduced the likelihood of psychological strain & physical exhaustion for working mothers and mental exhaustion and fatigue for working fathers<br>-Part-time work and LOA also reduced psychological strain, but for employed mothers only                                                                                                                                                                                                                                                                                         |
| Sarason, Pierce, Shearin, Sarason, Waltz, & Poppe (1990) | Undergraduate men and women        | -Perceived Social Support                                                                                | -Perceptions of Self & Others<br>-Others' Perceptions of the Self<br>-Loneliness<br>-Social Reticence<br>-Parental Bonding                      | -Perceptions of support were positively related to perceptions of others<br>-Perceived availability of social support was found conceptually distinct from other scales & that satisfaction w/available support & loneliness were similar constructs<br>-Those who perceived support to be available to them if needed & were satisfied with available support also perceived themselves to have a variety of positive and few negative characteristics<br>-Subject's who perceived higher levels of available support were more accurate in their perceptions of available support than those who perceived lower levels |
| Wiersma (1990)                                           | Male & Female adults               | -Gender<br>-Role Conflict<br>-Job Level                                                                  | -Parental Support<br>-Working Conditions<br>-Career Orientation<br>-Intrinsic Orientation                                                       | -Males & Females differed on reported career orientation, work conditions, and parental support and that females experienced more role conflict than males<br>-Role conflict explains, in part, why males & females differed on reported parental support<br>-Job level, rather than role conflict, explains gender difference on career orientation & work conditions factors                                                                                                                                                                                                                                            |
| Fagensen (1989)                                          | Health Care Workers                | -Presence of Mentoring<br>-Level in organization<br>-PAQ masculinity/femininity                          | -Career Mobility<br>-Recognition<br>-Security<br>-Satisfaction<br>-Mentor's Characteristics                                                     | -Mentors were rated as helpful and influential<br>-Individuals who had mentors rated themselves as having more career mobility, recognition, job satisfaction, and more promotions than those reporting they had no mentoring relationships                                                                                                                                                                                                                                                                                                                                                                               |

**TABLE 2**  
(Continued)  
**EMPIRICAL STUDIES INVOLVING SOCIAL SUPPORT**

| <i>Author(s)</i>                           | <i>Sample</i>                                        | <i>Independent Variables</i>                                                                | <i>Dependent Variables</i>                                                                            | <i>Findings</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|--------------------------------------------|------------------------------------------------------|---------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Jayarathne, Himle, & Chess (1988)          | Social workers                                       | -Support (from supervisors/coworkers)<br>-Stressors (role ambiguity/conflict & work load)   | -Perceived success<br>-Burnout<br>-Strain (anxiety, depression, irritability, and somatic complaints) | -Those that used existing support systems within the org. generally benefited from this, though the use of support does not necessarily lead to positive outcomes<br>-Found cognitive mediation, where perception of support mediated the use of support (i.e., One is more likely to use support if one perceives the work environment to be supportive)<br>-There is a strong positive relationship between perception & use of support: High users reported lowest levels of stress & strain; high and low support users reported success at equal rates |
| Kottke, & Sharafinski (1988)               | City Employees                                       | ---                                                                                         | -Perceived Organization & Supervisory Support                                                         | -Employees were able to distinguish between perceived organizational and perceived supervisory support<br>-Both forms were found to be reliable<br>-Employees reported more support from their supervisors than organizations as a whole                                                                                                                                                                                                                                                                                                                    |
| Lahey & Heller (1988)                      | College Freshmen Women                               | -Stressful task in presence or absence of a close friend<br>-Type of social support         | -Problem solving effectiveness<br>-Perceived Stress<br>-Depressive symptoms                           | -Participants who waited w/friends did not show superior problem-solving effectiveness unless companions provided particularly supportive behavior (i.e., advice)<br>-Participants w/high perceived support scores rated the experiment as less stressful than those with low perceived support scores<br>-Perceived support was not related to actual supportive behaviors received                                                                                                                                                                        |
| Fusilier, Ganster & Mayes (1987)           | FT Police and Firefighter officers                   | -Social Support<br>-Work Role Stressors<br>-Locus of Control                                | -Depression<br>-Somatic Complaints<br>-Epinephrine Secretion                                          | -Social support had ameliorative effects on depression & somatic complaints<br>-Role stressors appear to exacerbate these same outcomes<br>-Social support was found to buffer the effect of job stress on somatic complaints<br>-Externals responded more strongly to job stress than internals<br>-Sig. 3-way interaction showed that locus of control and social support may jointly determine how workers respond to stress                                                                                                                             |
| Sarason, Shearin, Pierce, & Sarason (1987) | Male & Female undergrad Intro to psychology students | -Social Support Scales (network list, behaviors, family environment, interpersonal support) | -Attachment<br>-Social Anxiety<br>-Shyness<br>-Loneliness<br>-Social Desirability                     | -Measures of perceived support, regardless of how measured, were found to generally assess the extent to which an individual is accepted, loved & involved in relationships in which communication is open.<br>-What is important about social support is the perception or feeling that there are individuals on whom one can rely on & to whom one may feel close to and the it is adequate to one's needs                                                                                                                                                |



**TABLE 2**  
(Continued)  
**EMPIRICAL STUDIES INVOLVING SOCIAL SUPPORT**

| <i>Author(s)</i>                                            | <i>Sample</i>                       | <i>Independent Variables</i>                                                                                               | <i>Dependent Variables</i>                                                                           | <i>Findings</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|-------------------------------------------------------------|-------------------------------------|----------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Cutrona (1986)                                              | Undergraduate students              | -Perceived Social Support<br>-Social Contact Record<br>-Number of Stressful Events                                         | -Depression Check List                                                                               | -Behaviors reflecting emotional support & information support occurred as a specific response to stressful events<br>-Although Esteem was expressed w/equal frequency in the presence or absence of stress, it was especially effective in preventing depressive reactions to stressful events<br>-Only in the presence of events that were rated least stressful, it was found that perceived support was predictive of helping behaviors received<br>-Total # of helping behaviors sig. negatively related to depressed mood |
| Eisenberger, Huntington, Hutchinson, & Sowa (1986)          | Telephone & Credit Bureau Employees | -Perceived Organizational Support<br>-Exchange Ideology                                                                    | -Absenteeism                                                                                         | -Findings support that employee commitment to the org. is influenced by the perception of the org.'s commitment to them:<br>--Employees in org. formed global beliefs concerning the extent to which the org. values their contribution and cares about their well-being<br>--Perceived org. support appears to reduce absenteeism<br>--The relation between perceived org. support and absenteeism was stronger among those with higher exchange ideologies                                                                   |
| Folkman, Lazarus, Dunkel-Schetter, DeLongis, & Gruen (1986) | Employed Adults                     | -Primary & Secondary Appraisal<br>-Ways of Coping (e.g., seek social support, confront, accept, escape, reappraisal, etc.) | -Ratings of outcomes as satisfactory or unsatisfactory                                               | -Coping was strongly related to cognitive appraisal; the forms of coping that were used varied depending on what was at stake (e.g., threats to physical health was assoc. w/ seeking social support & escape-avoidance; Threat to self-esteem was assoc. w/confrontative and escape-avoidance)                                                                                                                                                                                                                                |
| Ganster, Fusilier, & Mayes (1986)                           | Contracting Employees               | -Sex/ Social Class<br>-Social Support<br>-Job Stressors                                                                    | -Depression<br>-Job dissatisfaction<br>-Life dissatisfaction<br>-Somatic complaints                  | -No evidence for buffering effect for social support<br>-Stressor variables showed small, significant relations to outcome variables (i.e., main effect)<br>-Skill underutilization interacted with support from supervisor in affecting life dissatisfaction--where workers high in support from supervisors who reported skill underutilization reported more dissatisfaction than those low in reported support and skills underutilized.)                                                                                  |
| Hobfoll, Nadler, & Leiberman (1986)                         | Pregnant Israeli Women              | -Size of social network<br>-number of friends/family<br>-Self-Esteem                                                       | -Intimacy w/ spouse/friend/family<br>-Type of pregnancy outcome<br>-Satisfaction with social support | -Greater intimacy with spouse & with friends was found to be related to greater satisfaction with social support received during pregnancy crisis<br>-Intimacy ties contributed to satisf. with social support independent of self-esteem, social network parameters, and pregnancy outcome<br>-Among women low in self-esteem, greater intimacy w/family was found to be related to lower satisfaction w/support if the women lacked intimate ties to spouse or friends                                                       |

**TABLE 2**  
(Continued)  
**EMPIRICAL STUDIES INVOLVING SOCIAL SUPPORT**

| <i>Author(s)</i>                      | <i>Sample</i>                       | <i>Independent Variables</i>                                                                                                      | <i>Dependent Variables</i>                                                                                                    | <i>Findings</i>                                                                                                                                                                                                                                                                                                                                                                                   |
|---------------------------------------|-------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Kaufman & Beehr (1986)                | Hospital Nurses                     | -Job stressors (underutilization of skills, person-environment fit, job future uncertain)<br>-Tangible & Emotional Social Support | -Psychological & Physiological Strains: (Job & Work-load dissatisfaction; Boredom; Heart rate/blood pressure)                 | -Contrary to expectation, social support strengthened the relationship between stressors and strains                                                                                                                                                                                                                                                                                              |
| Latack (1986)                         | Manuf. professionals and management | ---                                                                                                                               | -Coping Strategies<br>-Role Stressors                                                                                         | -For situation-specific coping: control and escape were used with both actions and cognitive reappraisals consistent with these<br>-Control strategies less likely to occur under ambiguous situations, but for other job-related stressors, type of stressor or situation is unrelated to coping strategy<br>-Social support is most strongly related to control strategies                      |
| Ratsoy, Sarros, & Aidoo-Taylor (1986) | School-Based Personnel              | -Variety of stress variables, including role ambiguity & conflict<br>-Sources of Support                                          | -Work related burnout<br>-Various stress-related outcomes<br>-Degree of satisfaction w/district's support system & procedures | -Work load & interpersonal relationships were major sources of stress<br>-Frequency of stress decreased w/org. level increases, although intensity also increased for high levels<br>-Major coping strategies by administrators were seeking support from family and work colleagues                                                                                                              |
| Thomas (1986)                         | Black Female Adolescents            | -Work Values<br>-Parent's Supportiveness of Career aspirations & goals                                                            | -Work Aspirations (yes/no)<br>-Ideal aspirations for work<br>-Realistic Aspirations                                           | -Almost all planned to work after HS--most for economic & financial reasons (64% held same ideal and real aspirations)<br>-No sig. relationship between parent support and work aspiration although half the sample did cite mothers as a key influence                                                                                                                                           |
| Sarason, Sarason, & Shearin (1986)    | College Students                    | Social Support (number, satisfaction)                                                                                             | -Anxiety, -Depression<br>-Hostility, -Loneliness<br>-Leadership, -Consideration<br>-Attractiveness                            | -People high in social support reported having received more parental care than those low in support.<br>-High social support subjects were judged by observers to be more competent leaders, better problem solvers than subjects low in support<br>-Support interacted w/sex where males reporting low support were rated by others as much less interpersonally effective than similar females |
| Wethington & Kessler (1986)           | -National Survey of Adults (1976)   | -Life Events<br>-Perceived support availability<br>-Received support                                                              | -Psychological Distress                                                                                                       | -Perceived support, in general, is more important than received support in predicting adjustment to stressful life events. Perceived support was not explained by dimensions of received support<br>-The most substantial "received" support finding was that instrumental support seemed to promote emotional adjustment among respondents who had serious physical illnesses                    |

**Table 3**  
**Summary of Personal Demographics for Sample**

| Personal Demographics     |                           | Total<br>(N=799) | Comp A<br>(n=39) | Comp B<br>(n=59) | Comp C<br>(n=310) | Comp D<br>(n=364) | Comp E<br>(n=27) |
|---------------------------|---------------------------|------------------|------------------|------------------|-------------------|-------------------|------------------|
| <b>Sex</b>                | Male                      | 40.4%            | 38.5%            | 23.7%            | 37.6%             | 46.6%             | 25.9%            |
|                           | Female                    | 59.6%            | 61.5%            | 76.3%            | 62.4%             | 53.4%             | 74.1%            |
| <b>Age</b>                | Mean Age                  | 39.1 yrs         | 32.5 yrs         | 38.3 yrs         | 41.6 yrs          | 37.8 yrs          | 41.3 yrs         |
|                           | % Under 30                | 16.5%            | 46.2%            | 10.2%            | 12.2%             | 18.0%             | 14.8%            |
|                           | % 30-39                   | 37.0%            | 33.3%            | 49.8%            | 35.5%             | 42.8%             | 29.6%            |
|                           | % 40 +                    | 46.5%            | 20.5%            | 39.0%            | 64.5%             | 39.2%             | 55.6%            |
| <b>Education</b>          | HS Grads                  | 12.6%            | 23.1%            | 1.7%             | 13.8%             | 11.3%             | 25.9%            |
|                           | Some College/Tech Sch     | 36.5%            | 46.2%            | 23.7%            | 29.9%             | 41.8%             | 55.6%            |
|                           | College Grad              | 25.4%            | 28.2%            | 33.9%            | 17.7%             | 31.6%             | 7.4%             |
|                           | Some Graduate/Adv. Degree | 25.4%            | 2.6%             | 40.7%            | 38.6%             | 15.3%             | 11.1%            |
| <b>Race/Ethnicity</b>     | White                     | 93.7%            | 92.3%            | 94.9%            | 95.5%             | 92.0%             | 96.3%            |
|                           | Black/African Amer.       | 2.5%             | 0.0%             | 1.7%             | 1.3%              | 4.1%              | 0.0%             |
|                           | Asian/Pacific Isl         | 1.6%             | 2.6%             | 1.7%             | 1.6%              | 1.4%              | 3.7%             |
|                           | Hispanic/Latino           | 0.9%             | 2.6%             | 1.7%             | 1.0%              | 0.5%              | 0.0%             |
|                           | Native Amer               | 0.6%             | 0.0%             | 0.0%             | 0.3%              | 1.1%              | 0.0%             |
|                           | Other                     | 0.6%             | 2.6%             | 0.0%             | 0.3%              | 0.8%              | 0.0%             |
| <b>Marital Status</b>     | Married                   | 71.4%            | 64.1%            | 67.2%            | 70.7%             | 73.9%             | 63.0%            |
|                           | Single/Never Married      | 15.3%            | 17.9%            | 17.2%            | 13.5%             | 16.5%             | 14.8%            |
|                           | Divorced                  | 10.4%            | 12.8%            | 12.1%            | 12.9%             | 6.9%              | 22.2%            |
|                           | Separated                 | 1.9%             | 5.1%             | 0.0%             | 2.6%              | 1.4%              | 0.0%             |
|                           | Widowed                   | 1.0%             | 0.0%             | 3.4%             | 0.3%              | 1.4%              | 0.0%             |
| <b>Living Arrangement</b> | W/Adult & Dependents      | 50.1%            | 57.9%            | 46.6%            | 47.9%             | 52.2%             | 40.7%            |
|                           | W/Adult & No Dependents   | 34.0%            | 23.7%            | 31.0%            | 34.4%             | 35.4%             | 29.7%            |
|                           | Alone & Dependents        | 5.6%             | 13.2%            | 8.6%             | 6.8%              | 2.7%              | 14.8%            |
|                           | Alone & No Dependents     | 10.3%            | 5.3%             | 13.8%            | 10.9%             | 9.6%              | 14.8%            |
| <b>Number of Children</b> | None                      | 43.1%            | 26.3%            | 41.0%            | 44.4%             | 44.2%             | 44.4%            |
|                           | One                       | 23.8%            | 34.2%            | 30.4%            | 23.8%             | 21.4%             | 25.9%            |
|                           | Two                       | 24.8%            | 28.9%            | 19.6%            | 26.0%             | 24.5%             | 18.5%            |
|                           | Three                     | 6.3%             | 7.9%             | 7.1%             | 4.2%              | 7.7%              | 7.4%             |
|                           | Four                      | 1.5%             | 2.6%             | 1.8%             | 1.3%              | 1.6%              | 0.0%             |
|                           | Five                      | 0.5%             | 0.0%             | 0.0%             | 0.3%              | 0.5%              | 3.7%             |
|                           | One or More               | 56.9%            | 73.7%            | 58.9%            | 55.6%             | 55.8%             | 55.6%            |
| <b>Age of Children</b>    | % w/ 1+ Children <6 yrs   | 26.7%            | 47.4%            | 39.3%            | 21.6%             | 27.8%             | 14.8%            |
|                           | % w/1+ Children 6-12 yrs  | 24.1%            | 23.7%            | 17.9%            | 24.5%             | 24.8%             | 22.2%            |
|                           | % w/1+ Children 13+ yrs   | 22.8%            | 21.1%            | 17.9%            | 24.8%             | 21.2%             | 33.3%            |

**Table 4**  
**Summary of Employment Demographics for Sample**

| Employment Demographics         | Total<br>(N=799) | Comp A<br>(n=39) | Comp B<br>(n=59) | Comp C<br>(n=310) | Comp D<br>(n=364) | Comp E<br>(n=27) |
|---------------------------------|------------------|------------------|------------------|-------------------|-------------------|------------------|
| <b>Employment Status</b>        |                  |                  |                  |                   |                   |                  |
| Full-time                       | 94.7%            | 66.7%            | 98.3%            | 96.8%             | 97.0%             | 74.1%            |
| Part-time                       | 3.4%             | 28.2%            | 0.0%             | 1.0%              | 1.9%              | 22.2%            |
| Other                           | 1.9%             | 5.1%             | 1.7%             | 2.2%              | 1.1%              | 3.7%             |
| <b>Exempt Status</b>            |                  |                  |                  |                   |                   |                  |
| Exempt                          | 53.3%            | 28.2%            | 72.4%            | 53.4%             | 53.7%             | 44.4%            |
| Non-Exempt                      | 46.7%            | 71.8%            | 27.6%            | 46.6%             | 46.3%             | 55.6%            |
| <b>Supervisory Status</b>       |                  |                  |                  |                   |                   |                  |
| % Who Supervise Others          | 39.8%            | 33.3%            | 32.2%            | 50.6%             | 32.1%             | 44.4%            |
| <b>Company Tenure</b>           |                  |                  |                  |                   |                   |                  |
| Mean Number of Years            | 9.2 yrs          | 4.4 yrs          | 6.5 yrs          | 11.2 yrs          | 8.7 yrs           | 6.5 yrs          |
| Less than 5 yrs                 | 33.1%            | 64.1%            | 39.0%            | 26.5%             | 33.6%             | 44.4%            |
| 5 - 10 yrs                      | 35.2%            | 35.9%            | 42.4%            | 28.5%             | 38.6%             | 48.1%            |
| Over 10 yrs                     | 31.7%            | 0.0%             | 18.6%            | 45.0%             | 27.8%             | 7.4%             |
| <b>Income</b>                   |                  |                  |                  |                   |                   |                  |
| Average Salary                  | \$39,968         | \$25,362         | \$53,377         | \$32,800          | \$39,491          | \$31,899         |
| Average Household Salary        | \$61,415         | \$45,486         | \$91,035         | \$53,923          | \$65,050          | \$55,781         |
| % With 2 or More Incomes        | 70.7%            | 64.1%            | 67.8%            | 68.7%             | 73.6%             | 66.7%            |
| <b>Level</b>                    |                  |                  |                  |                   |                   |                  |
| Hourlies                        | 40.8%            | 63.2%            | 25.9%            | 40.7%             | 40.9%             | 44.0%            |
| Professionals                   | 26.4%            | 5.3%             | 48.3%            | 22.0%             | 29.9%             | 12.0%            |
| Officials & Managers            | 32.8%            | 31.5%            | 25.8%            | 37.3%             | 29.2%             | 44.0%            |
| <b>Level</b>                    |                  |                  |                  |                   |                   |                  |
| Top: Chief Exec/Oper. Officer   | 0.6%             | 0.0%             | 0.0%             | 0.3%              | 0.3%              | 12.0%            |
| Exec: SVP, Div. Hd., Unit Dir   | 1.5%             | 5.3%             | 3.4%             | 0.7%              | 1.7%              | 0.0%             |
| Upper-Mid: Dept or Reg. Mgr     | 7.4%             | 7.9%             | 6.9%             | 6.6%              | 7.5%              | 16.0%            |
| Middle: Mid-Level Mgr           | 12.4%            | 13.2%            | 10.3%            | 16.1%             | 9.7%              | 8.0%             |
| First Level Supervisor          | 10.8%            | 5.3%             | 5.2%             | 13.5%             | 10.0%             | 8.0%             |
| Professional/Sales              | 26.4%            | 5.3%             | 48.3%            | 22.0%             | 29.9%             | 12.0%            |
| Hrly: Tech, Cler, Support, etc. | 40.8%            | 63.2%            | 25.9%            | 40.7%             | 40.9%             | 44.0%            |
| <b>Function</b>                 |                  |                  |                  |                   |                   |                  |
| Administration                  | 15.8%            | 5.6%             | 22.8%            | 22.9%             | 9.7%              | 12.0%            |
| Advertising/Public Rel.         | 0.8%             | 0.0%             | 0.0%             | 1.0%              | 0.9%              | 0.0%             |
| Customer Service                | 11.6%            | 25.0%            | 7.0%             | 8.4%              | 13.1%             | 20.0%            |
| Education                       | 7.2%             | 0.0%             | 0.0%             | 17.4%             | 0.3%              | 0.0%             |
| Engineering                     | 3.5%             | 0.0%             | 0.0%             | 2.6%              | 5.1%              | 4.0%             |
| Finance/Accounting              | 5.8%             | 5.6%             | 7.0%             | 4.8%              | 6.0%              | 12.0%            |
| Human Resources/Trng            | 4.0%             | 8.3%             | 12.3%            | 3.2%              | 2.8%              | 4.0%             |
| Info Svcs/Data Proc.            | 3.5%             | 0.0%             | 1.8%             | 5.8%              | 2.3%              | 0.0%             |
| Marketing                       | 4.1%             | 11.1%            | 8.8%             | 0.6%              | 5.7%              | 16.0%            |
| Materials Mgmt                  | 3.3%             | 11.1%            | 0.0%             | 0.6%              | 5.4%              | 4.0%             |
| Operations                      | 6.5%             | 5.6%             | 0.0%             | 4.5%              | 9.9%              | 0.0%             |
| Product Dev.                    | 3.0%             | 2.8%             | 3.5%             | 0.0%              | 5.7%              | 0.0%             |
| Quality Control                 | 1.4%             | 0.0%             | 0.0%             | 0.0%              | 3.1%              | 0.0%             |
| Research                        | 8.3%             | 0.0%             | 0.0%             | 15.5%             | 4.8%              | 0.0%             |
| Sales                           | 9.5%             | 19.4%            | 28.1%            | 0.0%              | 13.9%             | 8.0%             |
| Other                           | 10.8%            | 2.8%             | 7.0%             | 11.3%             | 11.4%             | 20.0%            |
| Law                             | 0.3%             | 0.0%             | 0.0%             | 0.6%              | 0.0%              | 0.0%             |
| Security                        | 0.8%             | 0.0%             | 0.0%             | 0.6%              | 0.0%              | 0.0%             |

**Table 5**  
**Descriptive Statistics for Study Measures**

| SCALE                                                                                                                                                         | N                 | # Items     | Mean                    | Std. Dev. | Alpha |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|-------------|-------------------------|-----------|-------|
| <b>WORK-FAMILY SUPPORT</b>                                                                                                                                    |                   |             |                         |           |       |
| Perceived Organizational Support For Balancing Work & Personal Life                                                                                           | 797               | 5           | 3.06                    | .79       | .85   |
| Perceived Managerial Support for Balancing Work & Personal Life                                                                                               | 797               | 3           | 3.86                    | .83       | .86   |
| Perceived Availability of Resources<br><i>Avg # of Resources Perceived Avail.</i>                                                                             | 799               | 17          | 8.0                     | 2.89      | n/a   |
| <b>WORK-FAMILY INTERFACE</b>                                                                                                                                  |                   |             |                         |           |       |
| Work Interfering with Family Conflict                                                                                                                         | 799               | 4           | 3.21                    | .94       | .77   |
| Family Interfering with Work Conflict                                                                                                                         | 798               | 4           | 1.97                    | .70       | .69   |
| Satisfaction/Ease of Balancing Work & Personal Life                                                                                                           | 799               | 3           | 2.91                    | .97       | .80   |
| Perceived Impact of Balancing Work & Personal-Life                                                                                                            | 798               | 4           | 3.19                    | .87       | .81   |
| Perceived Impact of Taking a Child Care Leave                                                                                                                 | 797               | 2           | 2.95                    | .84       | .53   |
| Stress Attributed to Balancing Work & Personal Life                                                                                                           | 799               | 5           | 3.15                    | .94       | .82   |
| <b>WORK ROLE STRESSORS</b>                                                                                                                                    |                   |             |                         |           |       |
| Job Involvement                                                                                                                                               | 797               | 9           | 2.80                    | .71       | .81   |
| Work Role Ambiguity                                                                                                                                           | 798               | 5           | 3.56                    | .75       | .81   |
| Work Role Overload                                                                                                                                            | 798               | 3           | 3.06                    | .98       | .76   |
| Time at Paid Work/Working<br><i>Overall hours/week</i>                                                                                                        | 774               | 2           | 51.83                   | 14.38     | n/a   |
| <b>FAMILY ROLE STRESSORS</b>                                                                                                                                  |                   |             |                         |           |       |
| Family Involvement                                                                                                                                            | 747               | 10          | 3.84                    | .79       | .86   |
| Time at Family/Household Work<br><i>Overall hours/week</i>                                                                                                    | 760               | 7           | 37.23                   | 23.61     | n/a   |
| Number of Children<br><i>% of Sample Having None</i><br><i>% of Sample Having One</i><br><i>% of Sample Having Two or More</i>                                | (798)             | (3 Total)   | 43.1%<br>23.8%<br>33.1% | (n/a)     | (n/a) |
| Age of Children<br><i>% With 1 or More Child Under 6 years</i><br><i>% With 1 or More Child 6-12 years</i><br><i>% With 1 or More Child 13 years or older</i> | 797<br>797<br>797 | 1<br>1<br>1 | 26.7%<br>24.1%<br>22.8% | (n/a)     | (n/a) |
| <b>OUTCOME MEASURES</b>                                                                                                                                       |                   |             |                         |           |       |
| Job Satisfaction                                                                                                                                              | 798               | 3           | 3.91                    | .82       | .83   |
| Turnover Intentions                                                                                                                                           | 798               | 3           | 2.56                    | 1.52      | .83   |
| Absenteeism                                                                                                                                                   | 799               | 1           | 1.22                    | 4.24      | n/a   |
| Lateness                                                                                                                                                      | 798               | 4           | 1.25                    | 4.05      | n/a   |

## APPENDIX A

Table 6

*Descriptive Statistics on Study Measures for Each Sample*

|                                   |                 | Total<br>(N=799) | Comp A<br>(n=39) | Comp B<br>(n=59) | Comp C<br>(n=310) | Comp D<br>(n=364) | Comp E<br>(n=27) |
|-----------------------------------|-----------------|------------------|------------------|------------------|-------------------|-------------------|------------------|
| <b>WORK-FAMILY SUPPORT</b>        |                 |                  |                  |                  |                   |                   |                  |
| <i>Organization Support:</i>      | <i>Mean</i>     | 3.06             | 3.03             | 2.80             | 3.11              | 3.04              | 3.50             |
| Perceived Org. Support for        | <i>St.Dev.</i>  | .79              | .82              | .74              | .78               | .78               | .83              |
| Balancing Work & Personal Life    | <i>% Agree*</i> | 37.2%            | 39.0%            | 26.8%            | 38.7%             | 36.1%             | 55.6%            |
| <i>Managerial Support:</i>        | <i>Mean</i>     | 3.86             | 3.71             | 3.99             | 3.97              | 3.75              | 3.89             |
| Perceived Managerial Support for  | <i>St.Dev.</i>  | .83              | .68              | .74              | .81               | .85               | 1.03             |
| Balancing Work & Pers. Life       | <i>% Agree*</i> | 74.4%            | 70.9%            | 78.5%            | 80.1%             | 69.5%             | 70.4%            |
| <i>Resource Availability:</i>     | <i>Mean</i>     | 8.03             | 5.77             | 7.41             | 9.20              | 7.54              | 5.89             |
| Avg. # Resources Perceived Avail. | <i>St.Dev.</i>  | 2.89             | 1.87             | 2.41             | 2.77              | 2.67              | 3.78             |
| <i>Amount of Received Support</i> | <i>Mean</i>     | 1.61             | 1.90             | 1.39             | 1.72              | 1.52              | 1.59             |
|                                   | <i>St.Dev.</i>  | .86              | .97              | .70              | .95               | .77               | .80              |
| <b>WORK-FAMILY INTERFACE</b>      |                 |                  |                  |                  |                   |                   |                  |
| <i>W-&gt;F:</i>                   | <i>Mean</i>     | 3.21             | 3.17             | 3.40             | 3.18              | 3.23              | 2.86             |
| Work Interfering with Family      | <i>St.Dev.</i>  | .94              | 1.01             | .95              | .91               | .96               | .97              |
| Conflict                          | <i>% Agree*</i> | 47.7%            | 48.1%            | 55.1%            | 45.9%             | 48.3%             | 41.7%            |
| <i>F-&gt;W:</i>                   | <i>Mean</i>     | 1.97             | 2.03             | 1.90             | 2.08              | 1.86              | 2.07             |
| Family Interfering with Work      | <i>St.Dev.</i>  | .70              | .79              | .71              | .72               | .65               | .83              |
| Conflict                          | <i>% Agree*</i> | 10.3%            | 13.5%            | 7.2%             | 11.4%             | 7.6%              | 13.9%            |
| <i>Satisfaction:</i>              | <i>Mean</i>     | 2.91             | 2.79             | 2.55             | 2.91              | 2.93              | 3.62             |
| Satisfaction/Ease of Balancing    | <i>St.Dev.</i>  | .97              | .90              | .92              | .98               | .95               | .91              |
| Work/Personal Life                | <i>% Agree*</i> | 36.8%            | 35.0%            | 22.1%            | 37.8%             | 36.2%             | 66.7%            |
| <i>Negative Consequences:</i>     | <i>Mean</i>     | 3.19             | 3.07             | 3.64             | 3.01              | 3.31              | 2.88             |
| Perceived Negative Impact for     | <i>St.Dev.</i>  | .87              | .78              | .91              | .86               | .83               | .87              |
| Balancing Work & Personal Life    | <i>% Agree*</i> | 37.4%            | 37.2%            | 55.9%            | 29.1%             | 41.8%             | 34.8%            |
| <i>Child Care Leave:</i>          | <i>Mean</i>     | 2.95             | 3.04             | 2.65             | 2.92              | 2.93              | 3.17             |
| Perceived Impact of Taking Child  | <i>S.D.</i>     | .84              | .82              | 1.06             | .85               | .79               | .88              |
| Care Leave                        | <i>% Agree*</i> | 28.2%            | 38.4%            | 23.7%            | 30.7%             | 24.9%             | 39.0%            |
| <i>Stress</i>                     | <i>Mean</i>     | 3.15             | 3.30             | 3.42             | 3.04              | 3.19              | 3.02             |
| Stress Attributed to Balancing    | <i>S.D.</i>     | .94              | .93              | .97              | .93               | .92               | 1.08             |
| Work & Personal Life              | <i>% Agree*</i> | 52.2%            | 51.8%            | 52.5%            | 41.4%             | 47.1%             | 45.2%            |
| <b>WORK ROLE STRESSORS</b>        |                 |                  |                  |                  |                   |                   |                  |
| <i>Job Involvement</i>            | <i>Mean</i>     | 2.80             | 2.98             | 2.68             | 2.75              | 2.88              | 2.40             |
|                                   | <i>St.Dev.</i>  | .71              | .83              | .67              | .75               | .66               | .62              |
|                                   | <i>% Agree*</i> | 37.7%            | 43.2%            | 37.8%            | 37.1%             | 37.1%             | 22.6%            |
| <i>Work Role Ambiguity</i>        | <i>Mean</i>     | 3.56             | 3.69             | 3.61             | 3.54              | 3.52              | 4.00             |
|                                   | <i>St.Dev.</i>  | .75              | .68              | .71              | .78               | .75               | .61              |
|                                   | <i>% Agree*</i> | 64.3%            | 70.7%            | 66.8%            | 63.3%             | 63.0%             | 80.8%            |
| <i>Work Role Overload</i>         | <i>Mean</i>     | 3.06             | 2.69             | 3.41             | 3.03              | 3.09              | 2.54             |
|                                   | <i>St.Dev.</i>  | .98              | .93              | .95              | .99               | .98               | .71              |
|                                   | <i>% Agree*</i> | 51.7%            | 48.7%            | 53.4%            | 51.8%             | 51.5%             | 23.5%            |
| <i>Time At Employed Work</i>      |                 |                  |                  |                  |                   |                   |                  |
| Overall Time Spent at Work        | <i>hrs/wk</i>   | 51.8 hrs         | 45.5 hrs         | 58.3 hrs         | 51.2 hrs          | 52.9 hrs          | 40.5 hrs         |
|                                   | <i>St.Dev.</i>  | 14.38            | 14.50            | 17.47            | 13.21             | 14.17             | 12.93            |

(\* = Percent of Respondents who 'Agree/Strongly Agree')

Continued on Next Page

Table 6 (Continued)

## Descriptive Statistics on Study Measures for Each Sample

| SCALES                                             |           | Total<br>(N=799) | Comp A<br>(n=39) | Comp B<br>(n=59) | Comp C<br>(n=310) | Comp D<br>(n=364) | Comp E<br>(n=27) |
|----------------------------------------------------|-----------|------------------|------------------|------------------|-------------------|-------------------|------------------|
| <b>Family Role Stressors</b>                       |           |                  |                  |                  |                   |                   |                  |
| <b>Overall Family Involvement</b>                  | Mean      | 3.84             | 3.98             | 4.03             | 3.70              | 3.92              | 3.87             |
|                                                    | St.Dev.   | .79              | .70              | .78              | .75               | .82               | .84              |
|                                                    | % Agree*  | 74.2%            | 76.3%            | 65.4%            | 70.0%             | 77.0%             | 78.2%            |
| <b>Number of Dependent Children Living at Home</b> | None      | 43.1%            | 26.3%            | 41.0%            | 44.4%             | 44.2%             | 44.4%            |
|                                                    | 1         | 23.8%            | 34.2%            | 30.4%            | 23.8%             | 21.4%             | 25.9%            |
|                                                    | 2 or more | 33.1%            | 39.5%            | 28.6%            | 31.8%             | 34.4%             | 29.7%            |
| <b>Age of Children Living at Home</b>              |           |                  |                  |                  |                   |                   |                  |
| % w/ 1 or More Child < 6 yrs                       | Overall   | 26.7%            | 47.4%            | 39.3%            | 21.6%             | 27.8%             | 14.8%            |
| % w/ 1 or More Child 6-12 yrs                      | Overall   | 24.1%            | 23.7%            | 17.9%            | 24.5%             | 24.8%             | 22.2%            |
| % w/ 1 or More Child 13 yrs +                      | Overall   | 22.8%            | 21.1%            | 17.9%            | 24.8%             | 21.2%             | 33.3%            |
| <b>Time At Family Work</b>                         |           |                  |                  |                  |                   |                   |                  |
| Overall time doing Fam Wk                          | hrs/wk    | 37.2 hrs         | 40.2 hrs         | 36.8 hrs         | 36.8 hrs          | 37.4 hrs          | 36.0 hrs         |
| Doing HH Chores                                    | hrs/wk    | 10.8 hrs         | 10.6 hrs         | 9.8 hrs          | 11.5 hrs          | 10.2 hrs          | 13.5 hrs         |
| Doing HH maintenance                               | hrs/wk    | 4.5 hrs          | 3.8 hrs          | 3.6 hrs          | 4.9 hrs           | 4.5 hrs           | 3.3 hrs          |
| Doing Basic Child Care                             | hrs/wk    | 4.2 hrs          | 6.3 hrs          | 6.9 hrs          | 3.1 hrs           | 4.5 hrs           | 2.8 hrs          |
| Playing/Socializing w/children                     | hrs/wk    | 7.7 hrs          | 10.7 hrs         | 7.1 hrs          | 7.0 hrs           | 8.1 hrs           | 7.3 hrs          |
| Doing HH Shopping                                  | hrs/wk    | 2.9 hrs          | 2.7 hrs          | 3.0 hrs          | 3.1 hrs           | 2.8 hrs           | 2.9 hrs          |
| Paying HH/Personal Bills                           | hrs/wk    | 1.6 hrs          | 1.6 hrs          | 1.5 hrs          | 1.6 hrs           | 1.6 hrs           | 1.3 hrs          |
| Time preoccupied w/family                          | hrs/wk    | 5.7 hrs          | 6.4 hrs          | 5.8 hrs          | 5.8 hrs           | 5.7 hrs           | 4.3 hrs          |
| <b>JOB OUTCOME MEASURES</b>                        |           |                  |                  |                  |                   |                   |                  |
| <b>Job Satisfaction</b>                            | Mean      | 3.91             | 3.97             | 3.77             | 3.90              | 3.94              | 3.83             |
|                                                    | St.Dev.   | .82              | .78              | .75              | .86               | .78               | 1.10             |
|                                                    | % Agree*  | 77.0             | 79.5             | 72.3             | 77.5              | 77.6              | 72.9             |
| <b>Turnover Intentions</b>                         | Mean      | 2.56             | 2.59             | 2.97             | 2.60              | 2.47              | 2.28             |
|                                                    | St.Dev.   | 1.52             | 1.43             | 1.48             | 1.60              | 1.43              | 1.76             |
|                                                    | % Agree*  | 24.3%            | 24.8%            | 31.1%            | 24.7%             | 18.9%             | 24.7%            |
| <b>Absenteeism</b>                                 |           |                  |                  |                  |                   |                   |                  |
| Avg. missed days/last 6 mos                        | Overall   | 2.8 days         | 2.2 days         | 2.4 days         | 3.6 days          | 2.3 days          | 3.0 days         |
| due to ill child/elder                             | Overall   | 0.6 days         | 0.5 days         | 0.3 days         | 0.8 days          | 0.5 days          | 0.3 days         |
| due to child/elder care prob                       | Overall   | 0.2 days         | 0.1 days         | 0.3 days         | 0.3 days          | 0.1 days          | 0.0 days         |
| due to other child/family rsn                      | Overall   | 0.5 days         | 0.1 days         | 0.9 days         | 0.5 days          | 0.5 days          | 0.3 days         |
| due to non-family other                            | Overall   | 1.6 days         | 1.5 days         | 0.9 days         | 2.1 days          | 1.3 days          | 2.4 days         |
| <b>Lateness</b>                                    |           |                  |                  |                  |                   |                   |                  |
| Avg. days late/last 6 mos                          | Overall   | 1.3 days         | 0.4 days         | 2.0 days         | 1.6 days          | 1.0 days          | 0.5 days         |
| due to ill child/elder                             | Overall   | 0.3 days         | 0.03 days        | 0.5 days         | 0.3 days          | 0.3 days          | 0.04 days        |
| due to child/elder care prob                       | Overall   | 0.3 days         | 0.2 days         | 0.6 days         | 0.3 days          | 0.2 days          | 0.3 days         |
| due to other child/family rsn                      | Overall   | 0.7 days         | 0.2 days         | 0.9 days         | 1.1 days          | 0.5 days          | 0.2 days         |
| due to non-family other                            | Overall   | 1.1 days         | 0.5 days         | 1.6 days         | 1.6 days          | 0.6 days          | 0.8 days         |

(\* = Percent of Respondents who 'Agree/Strongly Agree')

Continued on Next Page

# APPENDIX A

**Table 6 (Continued)**  
*Descriptive Statistics on Study Measures for Each Sample*

|                                                            | Total<br>(N=799) | Comp A<br>(n=39) | Comp B<br>(n=59) | Comp C<br>(n=310) | Comp D<br>(n=364) | Comp E<br>(n=27) |
|------------------------------------------------------------|------------------|------------------|------------------|-------------------|-------------------|------------------|
| <b>Perceived Availability of Work-Family Resources</b>     |                  |                  |                  |                   |                   |                  |
| <i>Perceived Availability</i>                              |                  |                  |                  |                   |                   |                  |
| Avg # Resources Perceived Avail                            | 8.0              | 5.8              | 7.4              | 9.2               | 7.5               | 5.9              |
| Avg #/% of Resources Used                                  | 2.2 (28%)        | 1.1 (17%)        | 1.8 (27%)        | 2.9 (31%)         | 1.8 (25%)         | 2.4 (48%)        |
| <i>Most Commonly Perceived Resources to be Available**</i> |                  |                  |                  |                   |                   |                  |
| Sick Leave Days                                            | 93.6% (1)        | 92.3% (2)        | 86.4% (1)        | 96.1% (1)         | 93.7% (1)         | 81.5% (1)        |
| Family Care Leave                                          | 82.5% (2)        | 97.4% (1)        | 83.1% (3)        | 78.7% (5)         | 86.8% (2)         | 44.5%            |
| Personal Leave Days                                        | 71.8% (3)        | 43.6% (5)        | 72.8% (4)        | 89.0% (3)         | 74.7% (3)         | 59.3% (4)        |
| Employee Assistance Program                                | 67.6% (4)        | 25.6%            | 86.4% (2)        | 80.3% (4)         | 60.7%             | 33.3%            |
| Fam. Planning &/or Resources                               | 62.1% (5)        | 33.3%            | 37.3%            | 62.9%             | 70.6% (5)         | 33.3%            |
| Absence Autonomy                                           | 61.7%            | 23.1%            | 61.1% (5)        | 52.4%             | 73.6% (4)         | 63.0% (3)        |
| Flexible Work Schedules                                    | 57.9%            | 25.6%            | 61.1% (5)        | 58.1%             | 61.5%             | 48.2% (5)        |
| Alternative Work Schedules                                 | 55.7%            | 64.1% (4)        | 47.5%            | 50.3%             | 59.3%             | 74.1% (2)        |
| Care of Dependents                                         | 51.8%            | 42.6%            | 28.8%            | 63.9%             | 47.0%             | 37.1%            |
| Tuition Asst. for Dependents                               | 46.8%            | 0.0%             | 71.1%            | 92.6% (2)         | 10.7%             | 22.2%            |
| Stress Management                                          | 46.7%            | 12.8%            | 22.0%            | 70.6%             | 36.0%             | 18.5%            |
| W/F Support/Discussion Gps                                 | 39.0%            | 87.2% (3)        | 16.9%            | 56.8%             | 23.9%             | 18.5%            |
| Work-at-Home/Telecomm.                                     | 30.2%            | 0.0%             | 42.4%            | 31.0%             | 31.3%             | 22.0%            |
| <i>Most Commonly Used Resources in last 6 mos.**</i>       |                  |                  |                  |                   |                   |                  |
| Sick Leave Days                                            | 45.2% (1)        | 17.9% (3)        | 29.3% (3)        | 65.2% (1)         | 33.3% (3)         | 55.6% (1)        |
| Absence Autonomy                                           | 39.8% (2)        | 20.5% (1)        | 33.3% (2)        | 36.6% (4)         | 45.6% (1)         | 40.7% (2)        |
| Flexible Work Schedules                                    | 35.1% (3)        | 20.5% (2)        | 33.9% (1)        | 37.5% (3)         | 35.2% (2)         | 29.6% (5)        |
| Personal Leave Days                                        | 32.2% (4)        | 10.3% (5)        | 20.7% (5)        | 57.7% (2)         | 14.3% (4)         | 37.0% (4)        |
| Alternative Work Schedules                                 | 11.4% (5)        | 12.8% (4)        | 7.0%             | 11.0%             | 10.2%             | 40.7% (3)        |
| Work-at-Home/Telecomm.                                     | 10.8%            | 0.0%             | 27.6% (4)        | 14.8%             | 6.0%              | 7.4%             |
| Fam. Planning &/or Resources                               | 10.6%            | 5.1%             | 3.5%             | 10.7%             | 12.9% (5)         | 0.0%             |
| Care of Dependents                                         | 10.5%            | 5.1%             | 5.1%             | 19.7% (5)         | 4.4%              | 7.4%             |
| <i>Factors Most Helpful in Achieving Balance**</i>         |                  |                  |                  |                   |                   |                  |
| Flex Time/Flex Wk Sched                                    | 37.7% (1)        | 28.2% (1)        | 35.6% (1)        | 31.0% (1)         | 46.0% (1)         | 25.9% (1)        |
| Personal Leave Days                                        | 14.5% (2)        | 5.1%             | 6.8%             | 19.4% (2)         | 13.2% (4)         | 7.4% (2)         |
| Absence Autonomy                                           | 14.4% (3)        | 5.1%             | 22.0% (2)        | 14.8% (3)         | 14.8% (2)         | —                |
| Work-at-home/Telecomm.                                     | 10.5% (4)        | —                | 22.0% (3)        | 6.5%              | 13.4% (3)         | 7.4% (3)         |
| Sick Leave/Sick Pay                                        | 7.9% (5)         | 5.1              | 8.5%             | 7.7% (4)          | 8.2%              | 7.4% (4)         |
| Vacation/Time Off                                          | 6.9%             | 7.4% (4)         | 6.8%             | 7.1%              | 6.7%              | —                |
| Benefits (Med, Dent, Ins.)                                 | 6.1%             | 17.9% (2)        | 5.1%             | 5.8%              | 6.0%              | —                |
| Alternative Work Schedules                                 | 6.0%             | 5.1%             | 6.8%             | 3.2%              | 8.8% (5)          | —                |
| Supportive/Understand. Boss                                | 5.4%             | 10.3% (3)        | —                | 7.4%              | 3.8%              | —                |
| Family Care Leave                                          | 4.9%             | —                | 3.4%             | 7.7% (5)          | 3.3%              | —                |
| EAP                                                        | 4.1%             | —                | 13.6% (4)        | 6.1%              | —                 | —                |
| Educational Assistance                                     | 3.9%             | —                | —                | 5.2%              | 4.4%              | —                |
| Good, Dependable Child Care                                | 3.6%             | —                | 5.1%             | 3.9%              | 3.8%              | —                |
| Dependent Care Asst.                                       | 2.5%             | —                | 10.2% (5)        | 1.6%              | 2.5%              | —                |
| Stress Management                                          | 2.3%             | —                | —                | 1.3%              | 3.0%              | —                |
| Money/Salary                                               | 2.3%             | 5.1%             | 6.8%             | 1.9%              | —                 | —                |
| Supportive/Underst. Spouse                                 | 2.1%             | —                | 8.5%             | 2.3%              | —                 | —                |

(\*\* = Top five resources for each sample are noted in parentheses)



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Table 7

Multitrait-Multimethod (MTMM) Matrix with 4 methods and 6 traits, (W->F conflict)

| Measure    | Combination | M1T1     | M2T1     | M3T1     | M1T2     | M1T3     | M1T4    | M4T5    | M4T6  |
|------------|-------------|----------|----------|----------|----------|----------|---------|---------|-------|
| W->F       | M1T1        | 1.000    |          |          |          |          |         |         |       |
| W->Ffreq   | M2T1        | .630***  | 1.000    |          |          |          |         |         |       |
| WFSstress  | M3T1        | .726***  | .596***  | 1.000    |          |          |         |         |       |
| Satis/Ease | M1T2        | -.650*** | -.585*** | -.664*** | 1.000    |          |         |         |       |
| BalNeg     | M1T3        | .397***  | .378***  | .443***  | -.368*** | 1.000    |         |         |       |
| CC leave   | M1T4        | -.265*** | -.269*** | -.242*** | .268***  | -.419*** | 1.000   |         |       |
| Absence    | M4T5        | .051     | .108**   | .112***  | -.103*** | .065     | -.054   | 1.000   |       |
| Latency    | M4T6        | .113***  | .158***  | .178***  | -.170*** | .129***  | -.090** | .143*** | 1.000 |

Note: M1 = Method 1, M2 = Method 2, M3 = Method 3, T1 = Trait 1, T2 = Trait 2, T3 = Trait 3, T4 = Trait 4, T5 = Trait 5, T6 = Trait 6  
(\*\*\* =  $p < .001$ ; \*\* =  $p < .01$ ; \* =  $p < .05$ )

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Table 8

Multitrait-Multimethod (MTMM) Matrix with 4 methods and 6 traits, (F->W conflict)

| Measure    | Combination | MIT1     | M2T1     | M3T1     | MIT2     | MIT3     | MIT4    | M4T5    | M4T6  |
|------------|-------------|----------|----------|----------|----------|----------|---------|---------|-------|
| F->W       | MIT1        | 1.000    |          |          |          |          |         |         |       |
| F->Wfreq   | M2T1        | .499***  | 1.000    |          |          |          |         |         |       |
| WFSstress  | M3T1        | .352***  | .215***  | 1.000    |          |          |         |         |       |
| Satis/Ease | MIT2        | -.232*** | -.189*** | -.664*** | 1.000    |          |         |         |       |
| BalNeg     | MIT3        | .082*    | .094**   | .443***  | -.368*** | 1.000    |         |         |       |
| CC leave   | MIT4        | -.047    | -.066    | -.242*** | .268***  | -.419*** | 1.000   |         |       |
| Absence    | M4T5        | .130***  | .213***  | .112***  | -.103*** | .065     | -.054   | 1.000   |       |
| Lateness   | M4T6        | .328***  | .387***  | .178***  | -.170*** | .129***  | -.090** | .143*** | 1.000 |

Note: M1 = Method 1, M2 = Method 2, M3 = Method 3, T1 = Trait 1, T2 = Trait 2, T3 = Trait 3, T4 = Trait 4 T5 = Trait 5, T6 = Trait 6  
(\*\*\* = p < .001; \*\* = p < .01; \* = p < .05)

**Table 9**  
***Fit Statistics for Factor Analytic Models***

| Comparative Fit Indices for Alternative Work-Family Conflict/Stress Factor Models |                      |           |            |              |            |             |
|-----------------------------------------------------------------------------------|----------------------|-----------|------------|--------------|------------|-------------|
|                                                                                   | <b>X<sup>2</sup></b> | <b>df</b> | <b>RNI</b> | <b>RMSEA</b> | <b>GFI</b> | <b>AGFI</b> |
| Null Model                                                                        | 3810.80              | 78        | --         | .460         | .413       | .315        |
| 1-Factor Model                                                                    | 1058.85              | 65        | .722       | .119         | .789       | .705        |
| 2-Factor Model                                                                    | 370.73               | 53        | .903       | .057         | .928       | .877        |
| 3-Factor Model                                                                    | 223.04               | 42        | .942       | .040         | .955       | .903        |

**Note:** N=799.

**X<sup>2</sup>** = Chi Square; typically we reject X<sup>2</sup> when it is large.

**RNI** = relative homocentrality index, an index of relative fit as compared to the null model. Values of .90 and above indicate good fit.

**RMSEA** = root mean square error of approximation, an index of absolute fit of the model being tested, showing the average size of discrepancy between our models and the data. Values of .08 or below indicate acceptable fit, while values of .05 or below indicate good fit.

**GFI** = goodness-of-fit, an index of the absolute fit of the model being tested. GFI is a mathematical index of the proportion of how much variance we are fitting. Values of about .90 and higher indicate good fit.

**AGFI** = adjusted-goodness-of-fit, GFI adjusted for the number of parameters in the model. Values of about .90 and higher indicate good fit.

**Table 10**

Factor Loadings for Confirmatory Factor Analysis for the Work-Family Conflict and Stress Scales

|                                                                                                    | Factor 1<br>Loading | Factor 2<br>Loading | Factor 3<br>Loading |
|----------------------------------------------------------------------------------------------------|---------------------|---------------------|---------------------|
| My work takes up time that I'd like to spend with my family/friends.                               | .784                |                     |                     |
| I have had to sacrifice my personal life in order to advance in my career.                         | .710                |                     |                     |
| My family/friends dislike how often I am preoccupied with my work while I am at home.              | .605                |                     |                     |
| My personal demands are so great that they take time away from my work.                            |                     | .714                |                     |
| My superiors and peers dislike how often I am preoccupied with my personal life while I'm at work. |                     | .705                |                     |
| My personal life takes up time that I'd like to spend at work.                                     |                     | .583                |                     |
| I am often too tired at work because of the things I have to do at home.                           |                     | .399                |                     |
| After work, I come home too tired to do some of the things I'd like to do.                         |                     |                     | .930                |
| Work pressures and problems often leave me feeling drained when I go home from work.               |                     |                     | .743                |
| On the job, I have so much work to do that it takes away from my personal interests.               |                     |                     | .483                |
| I often feel extremely anxious about being able to satisfy both my work and personal/family life.  |                     |                     | .452                |
| I often get upset when trying to balance the demands of my work and personal/family life.          |                     |                     | .423                |
| I worry a lot about how my work and family/personal life affect one another.                       |                     |                     | .369                |

Note:      Factor 1=W->F Conflict  
               Factor 2=F->W Conflict  
               Factor 3=W->F(Str) Conflict

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Table 11: Correlations Between All Measures

|                            | 1       | 2       | 3       | 4       | 5       | 6       | 7       | 8       | 9       | 10      | 11      | 12      | 13     | 14     | 15     | 16     | 17     | 18      | 19   | 20    | 21   |
|----------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|--------|--------|--------|--------|--------|---------|------|-------|------|
| 1. Organization Support    | 1.00    |         |         |         |         |         |         |         |         |         |         |         |        |        |        |        |        |         |      |       |      |
| 2. Manager Support         | .49***  | 1.00    |         |         |         |         |         |         |         |         |         |         |        |        |        |        |        |         |      |       |      |
| 3. Resource Availability   | .29***  | .28***  | 1.00    |         |         |         |         |         |         |         |         |         |        |        |        |        |        |         |      |       |      |
| 4. W→F                     | -.39*** | -.19*** | -.08*   | 1.00    |         |         |         |         |         |         |         |         |        |        |        |        |        |         |      |       |      |
| 5. F→W                     | -.12*** | -.15*** | .00     | .14     | 1.00    |         |         |         |         |         |         |         |        |        |        |        |        |         |      |       |      |
| 6. Satisfied w/hd          | .54***  | .25***  | .11**   | -.65*** | -.23*** | 1.00    |         |         |         |         |         |         |        |        |        |        |        |         |      |       |      |
| 7. Balance has Neg. Impact | -.44*** | -.29*** | -.14*** | .40***  | .06*    | -.37*** | 1.00    |         |         |         |         |         |        |        |        |        |        |         |      |       |      |
| 8. OC Leave not negative   | .35***  | .23***  | .16***  | -.26*** | -.05    | .27***  | -.42*** | 1.00    |         |         |         |         |        |        |        |        |        |         |      |       |      |
| 9. Work-Fam Stress         | -.43*** | -.26*** | -.10*** | .73***  | .35***  | -.66*** | .44***  | -.24*** | 1.00    |         |         |         |        |        |        |        |        |         |      |       |      |
| 10. Job Involvement        | .01     | -.02    | -.07*   | .27***  | -.14*** | -.06    | .18***  | -.10**  | .17***  | 1.00    |         |         |        |        |        |        |        |         |      |       |      |
| 11. Role Ambiguity         | .32***  | .27***  | .07*    | -.16*** | -.16*** | .27***  | -.22*** | .15***  | -.22*** | .16***  | 1.00    |         |        |        |        |        |        |         |      |       |      |
| 12. Role Overload          | -.34*** | -.11**  | -.02    | .64***  | .09**   | -.49*** | .36***  | -.26*** | .52***  | .22***  | -.21*** | 1.00    |        |        |        |        |        |         |      |       |      |
| 13. Time at Work           | -.16*** | -.07    | -.07*   | .39***  | -.06*   | -.27*** | .32***  | -.21*** | .28***  | .35***  | -.12*** | .36***  | 1.00   |        |        |        |        |         |      |       |      |
| 14. Family Involvement     | -.05    | -.01    | -.01    | .06     | .02     | -.04    | .08*    | .00     | .10**   | -.11**  | -.03    | .00     | -.07   | 1.00   |        |        |        |         |      |       |      |
| 15. Time at Family Work    | -.04    | .01     | .02     | .07     | .17***  | -.07    | .05     | .03     | .21***  | -.07    | -.06    | .03     | -.01   | .28*** | 1.00   |        |        |         |      |       |      |
| 16. Number of Children     | -.03    | .02     | .05     | .13***  | .15***  | -.12*** | .12***  | -.05    | .21***  | .00     | -.09**  | .07*    | .00    | .24*** | .42*** | 1.00   |        |         |      |       |      |
| 17. Age of Children        | -.03    | .00     | .05     | .10**   | .08*    | -.08*   | .02     | .00     | .12***  | .01     | .06     | .04     | .01    | .24*** | .28*** | .75*** | 1.00   |         |      |       |      |
| 18. Job Satisfaction       | .47***  | .38***  | .15***  | -.19*** | -.26*** | .31***  | -.23*** | .12***  | -.29*** | .27***  | .36***  | -.17*** | -.01   | .02    | -.01   | .03    | .02    | 1.00    |      |       |      |
| 19. Turnover               | -.36*** | -.29*** | -.06    | .21***  | .21***  | -.25*** | .24***  | -.14*** | .28***  | -.16*** | -.24*** | .18***  | .14*** | .00    | .04    | .01    | -.04   | -.58*** | 1.00 |       |      |
| 20. Absence                | -.05    | .05     | .05     | .05     | .13***  | -.10**  | .07     | -.05    | .11***  | -.09*   | -.05    | .00     | -.02   | .08*   | .19*** | .14*** | .06    | -.01    | .03  | 1.00  |      |
| 21. Lateness               | -.01    | .02     | .09**   | .11***  | .33***  | -.17*** | .13***  | -.09**  | .18***  | -.06    | -.09**  | .07*    | .01    | .08*   | .18*** | .21*** | .13*** | -.07    | .08* | .11** | 1.00 |

(\*\*\*) =  $p < .001$ ; (\*\*) =  $p < .01$ ; (\*) =  $p < .05$

**Table 12**  
**H3a: Hierarchical Multiple Regression Analysis Predicting Support to Moderate**  
**the Work-Interfering with Family (W->F) Conflict - Job Outcome Relationships**

| Variable                                              | Job Satisfaction           |     |                |                   |                | Turnover Intentions               |     |                |                   |                | Absenteeism                    |     |                |                   |                | Lateness                      |     |                |                   |                |
|-------------------------------------------------------|----------------------------|-----|----------------|-------------------|----------------|-----------------------------------|-----|----------------|-------------------|----------------|--------------------------------|-----|----------------|-------------------|----------------|-------------------------------|-----|----------------|-------------------|----------------|
|                                                       | Beta                       | R   | R <sup>2</sup> | R <sup>2</sup> Ch | F <sup>a</sup> | Beta                              | R   | R <sup>2</sup> | R <sup>2</sup> Ch | F <sup>a</sup> | Beta                           | R   | R <sup>2</sup> | R <sup>2</sup> Ch | F <sup>a</sup> | Beta                          | R   | R <sup>2</sup> | R <sup>2</sup> Ch | F <sup>a</sup> |
| Step 1:<br>Level                                      | .06                        | .08 | .007           |                   | 5.40*          | -.10**                            | .05 | .003           |                   | 2.30           | -.004                          | .01 | .001           |                   | .11            | .01                           | .07 | .01            |                   | 3.88*          |
| Step 2:<br>Age<br>Sex<br>Education<br>No. of Children | .04<br>.004<br>-.01<br>.04 | .12 | .02            | .01               | 1.47           | -.22***<br>-.01<br>.13***<br>-.01 | .28 | .08            | .08               | 15.60***       | -.06<br>.10**<br>.02<br>.14*** | .19 | .04            | .04               | 7.29***        | -.06<br>.05<br>.08*<br>.20*** | .24 | .06            | .05               | 11.14***       |
| Step 3:<br>W->F Conflict                              | -.18                       | .25 | .06            | .05               | 39.26***       | .36*                              | .35 | .12            | .04               | 38.91***       | -.06                           | .19 | .04            | .001              | .46            | -.09                          | .25 | .06            | .004              | 3.55           |
| Step 4:<br>Organizational Support                     | .76***                     | .48 | .23            | .17               | 168.85***      | -.17                              | .45 | .20            | .08               | 75.98***       | -.15                           | .19 | .04            | .0001             | .11            | -.27                          | .26 | .07            | .002              | 1.25           |
| Step 5:<br>Managerial Support                         | -.06                       | .51 | .26            | .03               | 27.16***       | .09                               | .46 | .22            | .01               | 13.64***       | .12                            | .20 | .04            | .003              | 2.47           | .05                           | .26 | .07            | .0001             | .04            |
| Step 6:<br>Resource Availability                      | -.33*                      | .51 | .26            | .0004             | .37            | -.08                              | .47 | .22            | .01               | 6.48**         | .01                            | .21 | .04            | .001              | .94            | .17                           | .27 | .07            | .01               | 4.08*          |
| Step 7:<br>W->F*OrgSup                                | -.47**                     | .51 | .26            | .002              | 1.75           | -.13                              | .47 | .23            | .002              | 1.78           | .15                            | .21 | .04            | .001              | .83            | .35*                          | .27 | .08            | .004              | 3.57           |
| Step 8:<br>W->F*MgrSup                                | .37*                       | .52 | .27            | .01               | 6.26**         | -.35                              | .48 | .23            | .003              | 3.02           | -.09                           | .21 | .04            | .0002             | .15            | -.07                          | .27 | .08            | .0003             | .23            |
| Step 9:<br>W->F*ResAvail                              | .40*                       | .52 | .27            | .01               | 5.03*          | .21                               | .48 | .23            | .001              | 1.33           | .04                            | .21 | .04            | .00004            | .03            | -.13                          | .27 | .08            | 0.001             | .41            |

(\*p<.05; \*\*p<.01; \*\*\*p<.001)

<sup>a</sup>Significance of incremental variance accounted for by F-test

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**Table 13**

**H6a: Multiple Regression Predicting Support to Moderate the Work Interfering with Family (W->F) Conflict - Use of Benefits Relationship**

| Variable               | Use of Support Resources |     |                |                   |                |
|------------------------|--------------------------|-----|----------------|-------------------|----------------|
|                        | Beta                     | R   | R <sup>2</sup> | R <sup>2</sup> Ch | F <sup>a</sup> |
| <b>Step 1:</b>         |                          |     |                |                   |                |
| Level                  | -.05                     | .01 | .0002          |                   | .14            |
| <b>Step 2:</b>         |                          |     |                |                   |                |
| Age                    | -.09**                   |     |                |                   |                |
| Sex                    | .11***                   |     |                |                   |                |
| Education              | .09*                     |     |                |                   |                |
| No. of Children        | .11***                   | .22 | .05            | .05               | 9.66***        |
| <b>Step 3:</b>         |                          |     |                |                   |                |
| W->F Conflict          | -.16                     | .23 | .05            | .002              | 1.99           |
| <b>Step 4:</b>         |                          |     |                |                   |                |
| Organizational Support | -.02                     | .30 | .09            | .04               | 30.73***       |
| <b>Step 5:</b>         |                          |     |                |                   |                |
| Managerial Support     | .004                     | .32 | .10            | .01               | 10.56***       |
| <b>Step 6:</b>         |                          |     |                |                   |                |
| Resource Availability  | .36**                    | .48 | .23            | .13               | 127.92***      |
| <b>Step 7:</b>         |                          |     |                |                   |                |
| W->F*OrgSup            | .10                      | .48 | .23            | .001              | 1.20           |
| <b>Step 8:</b>         |                          |     |                |                   |                |
| W->F*MgrSup            | .09                      | .48 | .23            | .0003             | .29            |
| <b>Step 9:</b>         |                          |     |                |                   |                |
| W->F*ResAvail          | .03                      | .48 | .23            | .00002            | .02            |

(\*p<.05; \*\*p<.01; \*\*\*p<.001)

<sup>a</sup>Significance of incremental variance accounted for by F-test

**Table 14**  
**H7a: Hierarchical Multiple Regression Analysis Predicting Received/Used Support to Moderate the Work-Interfering with Family (W->F) Conflict - Job Outcome Relationships**

| Variable                                              | Job Satisfaction           |     |                |                   |          | Turnover Intentions               |     |                |                   |          | Absenteeism                    |     |                |                   |          | Lateness                     |     |                |                   |          |
|-------------------------------------------------------|----------------------------|-----|----------------|-------------------|----------|-----------------------------------|-----|----------------|-------------------|----------|--------------------------------|-----|----------------|-------------------|----------|------------------------------|-----|----------------|-------------------|----------|
|                                                       | Beta                       | R   | R <sup>2</sup> | R <sup>2</sup> Ch | F*       | Beta                              | R   | R <sup>2</sup> | R <sup>2</sup> Ch | F*       | Beta                           | R   | R <sup>2</sup> | R <sup>2</sup> Ch | F*       | Beta                         | R   | R <sup>2</sup> | R <sup>2</sup> Ch | F*       |
| Step 1:<br>Level                                      | .13***                     | .08 | .01            | .01               | 5.15*    | -.15***                           | .05 | .003           |                   | 2.30     | .004                           | .01 | .0001          |                   | .11      | .02                          | .07 | .01            |                   | 3.88*    |
| Step 2:<br>Age<br>Sex<br>Education<br>No. of Children | .07*<br>.01<br>-.01<br>.06 |     |                |                   |          | -.23***<br>-.01<br>.13***<br>-.02 |     |                |                   |          | -.05<br>.08*<br>.004<br>.12*** |     |                |                   |          | -.04<br>.02<br>.06<br>.18*** |     |                |                   |          |
| Step 3:<br>W->F Conflict                              | -.29***                    | .25 | .06            | .05               | 39.26*** | .30***                            | .35 | .12            | .04               | 38.91*** | .01                            | .19 | .04            | .001              | .46      | .09                          | .25 | .06            | .004              | 3.55     |
| Step 4:<br>Received Support                           | -.04                       | .26 | .07            | .01               | 3.70*    | .03                               | .37 | .14            | .01               | 13.25*** | .03                            | .20 | .04            | .002              | 1.21     | .08                          | .26 | .07            | .001              | 1.03     |
| Step 5:<br>Resources/Benefits Used                    | .01                        | .26 | .07            | .00003            | .02      | .01                               | .37 | .14            | .0003             | .22      | .08                            | .26 | .07            | .03               | 25.19*** | .13                          | .33 | .11            | .05               | 38.31*** |
| Step 6:<br>W->F*RecdSup                               | .13                        | .26 | .07            | .001              | .95      | -.18                              | .37 | .14            | .002              | 1.89     | -.01                           | .26 | .07            | .00001            | .01      | -.08                         | .33 | .11            | .0002             | .21      |
| Step 7:<br>W->F*RecdUsed                              | .003                       | .26 | .07            | .00               | .00      | .01                               | .37 | .14            | .00001            | .01      | .11                            | .27 | .07            | .001              | .61      | .09                          | .33 | .11            | .001              | .44      |

(\*p<.05; \*\*p<.01; \*\*\*p<.001)

\*Significance of incremental variance accounted for by F-test



**Table 15**  
***Fit Statistics for W->F Conflict LISREL Models***

| Comparative Fit Indices for Hypothesized W->F Conflict Model and "Best Fitting" Model |                     |          |    |             |       |      |      |      |
|---------------------------------------------------------------------------------------|---------------------|----------|----|-------------|-------|------|------|------|
|                                                                                       | Coeff. of Determin. | $\chi^2$ | df | $\chi^2/df$ | RMSEA | GFI  | AGFI | RNI  |
| Null Model                                                                            | 0                   | 1330.06  | 78 | 17.1        | 1.120 | .881 | .709 | n/a  |
| Hypothesized Model                                                                    | .705                | 358.19   | 50 | 7.2         | .986  | .958 | .839 | .731 |
| Best Fitting Model                                                                    | .790                | 98.88    | 54 | 1.8         | .097  | .988 | .956 | .926 |

**Note:** N=799; Coefficient of Determination for Hypothesized model = .705; for Best fitting model = .790.

**$\chi^2$**  = Chi Square; typically we reject  $\chi^2$  when it is large.

**RNI** = relative homocentrality index, an index of relative fit as compared to the null model. Values of .90 and above indicate good fit.

**RMSEA** = root mean square error of approximation, an index of absolute fit of the model being tested, showing the average size of discrepancy between our models and the data. Values of .08 or below indicate acceptable fit, while values of .05 or below indicate good fit.

**GFI** = goodness-of-fit, an index of the absolute fit of the model being tested. GFI is a mathematical index of the proportion of how much variance we are fitting. Values of about .90 and higher indicate good fit.

**AGFI** = adjusted-goodness-of-fit, GFI adjusted for the number of parameters in the model. Values of about .90 and higher indicate good fit.

**$\chi^2/df$**  = Values > 2.00 represent an inadequate fit.

**Table 16**

**H3b: Hierarchical Multiple Regression Analysis Predicting Support to Moderate the Family-Interfering with Work (F->W) Conflict - Job Outcome Relationships**

| Variable                                                     | Job Satisfaction          |     |                |                   |                | Turnover Intentions                |     |                |                   |                | Absenteeism                    |     |                |                   |                | Lateness                     |     |                |                   |                |
|--------------------------------------------------------------|---------------------------|-----|----------------|-------------------|----------------|------------------------------------|-----|----------------|-------------------|----------------|--------------------------------|-----|----------------|-------------------|----------------|------------------------------|-----|----------------|-------------------|----------------|
|                                                              | Beta                      | R   | R <sup>2</sup> | R <sup>2</sup> Ch | F <sup>a</sup> | Beta                               | R   | R <sup>2</sup> | R <sup>2</sup> Ch | F <sup>a</sup> | Beta                           | R   | R <sup>2</sup> | R <sup>2</sup> Ch | F <sup>a</sup> | Beta                         | R   | R <sup>2</sup> | R <sup>2</sup> Ch | F <sup>a</sup> |
| <b>Step 1:</b><br>Level                                      | .04                       | .08 | .01            |                   | 5.15*          | -.07                               | .05 | .003           |                   | 2.30           | .01                            | .01 | .0001          |                   | .11            | .06                          | .07 | .01            | .01               | 3.88*          |
| <b>Step 2:</b><br>Age<br>Sex<br>Education<br>No. of Children | .03<br>.01<br>.01<br>.07* | .12 | .01            | .01               | 1.47           | -.21***<br>-.003<br>.12***<br>-.02 | .28 | .08            | .08               | 15.60***       | -.05<br>.11**<br>.01<br>.13*** | .19 | .04            | .04               | 7.29***        | -.03<br>.04<br>.06<br>.15*** | .24 | .06            | .05               | 11.14***       |
| <b>Step 3:</b><br>F->W Conflict                              | -.32*                     | .28 | .08            | .06               | 52.48***       | .17                                | .32 | .11            | .03               | 23.34***       | -.14                           | .22 | .05            | .01               | 7.57**         | -.25                         | .38 | .15            | .09               | 77.92***       |
| <b>Step 4:</b><br>Organizational Support                     | .28**                     | .52 | .27            | .20               | 304.64***      | -.17                               | .46 | .21            | .11               | 104.18***      | -.16                           | .22 | .05            | .0001             | .11            | .05                          | .39 | .15            | .002              | 1.46           |
| <b>Step 5:</b><br>Managerial Support                         | .12                       | .54 | .29            | .02               | 21.54***       | -.18                               | .47 | .22            | .01               | 11.24***       | -.06                           | .23 | .05            | .004              | 3.53           | .01                          | .39 | .15            | .002              | 1.34           |
| <b>Step 6:</b><br>Resource Availability                      | .05                       | .54 | .29            | .0001             | .10            | .02                                | .48 | .23            | .01               | 5.85*          | .16                            | .23 | .05            | .001              | .70            | -.57***                      | .39 | .15            | .003              | 2.84           |
| <b>Step 7:</b><br>F->W *OrgSup                               | .14                       | .54 | .29            | .001              | 1.14           | -.19                               | .48 | .23            | .001              | .88            | .21                            | .23 | .05            | .003              | 2.48           | -.07                         | .40 | .16            | .01               | 5.61*          |
| <b>Step 8:</b><br>F->W *MgrSup                               | .07                       | .54 | .29            | .0002             | .18            | .06                                | .48 | .23            | .0003             | .30            | .23                            | .24 | .06            | .002              | 1.42           | .04                          | .40 | .16            | .002              | 1.60           |
| <b>Step 9:</b><br>F->W *ResAvail                             | -.09                      | .54 | .29            | .0003             | .29            | .08                                | .48 | .23            | .0003             | .25            | -.19                           | .24 | .06            | .001              | 1.05           | .88***                       | .44 | .19            | .03               | 26.98***       |

(\*p<.05; \*\*p<.01; \*\*\*p<.001)

<sup>a</sup>Significance of incremental variance accounted for by F-test

APPENDIX A

**Table 17**

**H6b: Multiple Regression Predicting Support to Moderate the Family Interfering with Work (F->W) Conflict - Use of Benefits Relationship**

| Variable               | Use of Support Resources |     |                |                   |                |
|------------------------|--------------------------|-----|----------------|-------------------|----------------|
|                        | Beta                     | R   | R <sup>2</sup> | R <sup>2</sup> Ch | F <sup>a</sup> |
| <b>Step 1:</b>         |                          |     |                |                   |                |
| Level                  | -.03                     | .01 | .0002          |                   | .14            |
| <b>Step 2:</b>         |                          |     |                |                   |                |
| Age                    | -.08*                    |     |                |                   |                |
| Sex                    | .10**                    |     |                |                   |                |
| Education              | .07*                     |     |                |                   |                |
| No. of Children        | .09**                    | .22 | .05            | .05               | 9.66***        |
| <b>Step 3:</b>         |                          |     |                |                   |                |
| F->W Conflict          | .16                      | .26 | .07            | .02               | 17.21***       |
| <b>Step 4:</b>         |                          |     |                |                   |                |
| Organizational Support | .20*                     | .34 | .11            | .04               | 38.67***       |
| <b>Step 5:</b>         |                          |     |                |                   |                |
| Managerial Support     | .19*                     | .36 | .13            | .02               | 14.87***       |
| <b>Step 6:</b>         |                          |     |                |                   |                |
| Resource Availability  | -.01                     | .50 | .25            | .12               | 126.04***      |
| <b>Step 7:</b>         |                          |     |                |                   |                |
| F->W*OrgSup            | -.24                     | .50 | .25            | .0004             | .39            |
| <b>Step 8:</b>         |                          |     |                |                   |                |
| F->W*MgrSup            | -.18                     | .51 | .26            | .0004             | .36            |
| <b>Step 9:</b>         |                          |     |                |                   |                |
| F->W*ResAvail          | .54***                   | .52 | .27            | .01               | 11.22***       |

(\*p<.05; \*\*p<.01; \*\*\*p<.001)

<sup>a</sup>Significance of incremental variance accounted for by F-test

**Table 18**

**H7b: Hierarchical Multiple Regression Analysis Predicting Received/Used Support to Moderate the Family-Interfering with Work (F->W) Conflict - Job Outcome Relationships**

| Variable                | Job Satisfaction |     |                |                   |                | Turnover Intentions |     |                |                   |                | Absenteeism |     |                |                   |                | Lateness |     |                |                   |                |
|-------------------------|------------------|-----|----------------|-------------------|----------------|---------------------|-----|----------------|-------------------|----------------|-------------|-----|----------------|-------------------|----------------|----------|-----|----------------|-------------------|----------------|
|                         | Beta             | R   | R <sup>2</sup> | R <sup>2</sup> Ch | F <sup>a</sup> | Beta                | R   | R <sup>2</sup> | R <sup>2</sup> Ch | F <sup>a</sup> | Beta        | R   | R <sup>2</sup> | R <sup>2</sup> Ch | F <sup>a</sup> | Beta     | R   | R <sup>2</sup> | R <sup>2</sup> Ch | F <sup>a</sup> |
| <b>Step 1:</b>          |                  |     |                |                   |                |                     |     |                |                   |                |             |     |                |                   |                |          |     |                |                   |                |
| Level                   | .06              | .08 | .01            |                   | 5.15*          | -.08*               | .05 | .003           |                   | 2.30           | .02         | .01 | .0001          |                   | .11            | .06      | .07 | .01            |                   | 3.88*          |
| <b>Step 2:</b>          |                  |     |                |                   |                |                     |     |                |                   |                |             |     |                |                   |                |          |     |                |                   |                |
| Age                     | .06              |     |                |                   |                | -.23***             |     |                |                   |                | -.04        |     |                |                   |                | -.01     |     |                |                   |                |
| Sex                     | .01              |     |                |                   |                | .002                |     |                |                   |                | .08*        |     |                |                   |                | .02      |     |                |                   |                |
| Education               | -.01             |     |                |                   |                | .14***              |     |                |                   |                | -.003       |     |                |                   |                | .05      |     |                |                   |                |
| No. of Children         | .07*             | .12 | .01            | .01               | 1.47           | -.02                | .28 | .08            | .08               | 15.60***       | .12***      | .19 | .04            | .04               | 7.29***        | .15***   | .24 | .06            | .05               | 11.14***       |
| <b>Step 3:</b>          |                  |     |                |                   |                |                     |     |                |                   |                |             |     |                |                   |                |          |     |                |                   |                |
| F->W Conflict           | -.37***          | .28 | .08            | .06               | 52.48***       | .20**               | .32 | .11            | .03               | 23.34***       | -.08        | .22 | .05            | .01               | 7.57**         | .24***   | .38 | .15            | .09               | 77.92***       |
| <b>Step 4:</b>          |                  |     |                |                   |                |                     |     |                |                   |                |             |     |                |                   |                |          |     |                |                   |                |
| Received Support        | -.05             | .29 | .09            | .01               | 7.18**         | -.11                | .35 | .13            | .02               | 17.32***       | -.20*       | .22 | .05            | .001              | .76            | -.05     | .38 | .15            | .0001             | .10            |
| <b>Step 5:</b>          |                  |     |                |                   |                |                     |     |                |                   |                |             |     |                |                   |                |          |     |                |                   |                |
| Resources/Benefits Used | .05              | .29 | .09            | .003              | 2.35           | -.02                | .35 | .13            | .0004             | .33            | .16***      | .27 | .07            | .03               | 21.64***       | .17***   | .42 | .18            | .03               | 26.15***       |
| <b>Step 6:</b>          |                  |     |                |                   |                |                     |     |                |                   |                |             |     |                |                   |                |          |     |                |                   |                |
| F->W*RecdSup            | .18              | .30 | .09            | .003              | 2.58           | -.04                | .35 | .13            | .0001             | .12            | .29*        | .28 | .08            | .01               | 5.89*          | .07      | .42 | .18            | .0004             | .35            |
| <b>Step 7:</b>          |                  |     |                |                   |                |                     |     |                |                   |                |             |     |                |                   |                |          |     |                |                   |                |
| F->W*ResUsed            | —                | .30 | .09            | .003              | 2.58           | —                   | .35 | .13            | .0001             | .12            | —           | .28 | .08            | .01               | 5.89*          | —        | .42 | .18            | .0004             | .35            |

(\*p<.05; \*\*p<.01; \*\*\*p<.001)

<sup>a</sup>Significance of incremental variance accounted for by F-test

**Table 19**  
***Fit Statistics for F->W Conflict LISREL Models***

| Comparative Fit Indices for Hypothesized F->W Conflict Model and "Best Fitting" Model |                   |          |    |             |       |      |      |      |
|---------------------------------------------------------------------------------------|-------------------|----------|----|-------------|-------|------|------|------|
|                                                                                       | Coeff. of Determ. | $\chi^2$ | df | $\chi^2/df$ | RMSEA | GFI  | AGFI | RNI  |
| Null Model                                                                            | 0                 | 836.09   | 78 | 10.7        | 1.115 | .916 | .795 | n/a  |
| Hypothesized Model                                                                    | .471              | 328.16   | 50 | 6.6         | .944  | .961 | .851 | .608 |
| Best Fitting Model                                                                    | .600              | 111.21   | 53 | 2.1         | .531  | .986 | .949 | .867 |

**Note:** N=799; Coefficient of Determination for Hypothesized model = .471; for Best fitting model = .600.

$\chi^2$  = Chi Square; typically we reject  $\chi^2$  when it is large.

**RNI** = relative homocentrality index, an index of relative fit as compared to the null model. Values of .90 and above indicate good fit.

**RMSEA** = root mean square error of approximation, an index of absolute fit of the model being tested, showing the average size of discrepancy between our models and the data. Values of .08 or below indicate acceptable fit, while values of .05 or below indicate good fit.

**GFI** = goodness-of-fit, an index of the absolute fit of the model being tested. GFI is a mathematical index of the proportion of how much variance we are fitting. Values of about .90 and higher indicate good fit.

**AGFI** = adjusted-goodness-of-fit, GFI adjusted for the number of parameters in the model. Values of about .90 and higher indicate good fit.

$\chi^2/df$  = Values > 2.00 represent an inadequate fit.

**Table 20****Summary of W->F and F->W Conflict LISREL Models:  
Common and Unique Model Parameters**

| <b>Model Parameters</b>                   | <b>Parameters Common to Both W-&gt;F &amp; F-&gt;W Models</b>                                                                                                                                               | <b>Parameters Unique to W-&gt;F Conflict</b>                                                                                                                                  | <b>Parameters Unique to F-&gt;W Conflict</b>                                                                                                                                                               |
|-------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Antecedents of Conflict</b>            | <ul style="list-style-type: none"> <li>• Job Involvement</li> <li>• Role Overload</li> <li>• Children Under 6</li> </ul>                                                                                    | <ul style="list-style-type: none"> <li>• Time Spent at Paid Work</li> <li>• Organizational Support</li> </ul>                                                                 | <ul style="list-style-type: none"> <li>• Role Ambiguity</li> <li>• Time Spent at Family Work</li> <li>• Children 6 - 12 years</li> <li>• Use of Support Resources</li> <li>• Managerial Support</li> </ul> |
| <b>Consequences of Conflict</b>           | <ul style="list-style-type: none"> <li>• Lateness</li> </ul>                                                                                                                                                | <ul style="list-style-type: none"> <li>• None</li> </ul>                                                                                                                      | <ul style="list-style-type: none"> <li>• Absenteeism</li> </ul>                                                                                                                                            |
| <b>Predictors of Job Satisf.</b>          | <ul style="list-style-type: none"> <li>• Job Involvement</li> <li>• Role Ambiguity</li> <li>• Children Under 6</li> <li>• Organizational Support</li> <li>• Managerial Support</li> </ul>                   | <ul style="list-style-type: none"> <li>• Use of Support Resources</li> </ul>                                                                                                  | <ul style="list-style-type: none"> <li>• None</li> </ul>                                                                                                                                                   |
| <b>Predictors of Turnover</b>             | <ul style="list-style-type: none"> <li>• Time Spent at Paid Work</li> <li>• Organizational Support</li> <li>• Managerial Support</li> </ul>                                                                 | <ul style="list-style-type: none"> <li>• Children Under 6</li> <li>• Job Satisfaction</li> <li>• Use of Support Resources</li> </ul>                                          | <ul style="list-style-type: none"> <li>• Job Involvement</li> <li>• Resource Availability</li> </ul>                                                                                                       |
| <b>Predictors of Absenteeism</b>          | <ul style="list-style-type: none"> <li>• None</li> </ul>                                                                                                                                                    | <ul style="list-style-type: none"> <li>• Job Involvement</li> <li>• Time Spent at Family Work</li> <li>• Resource Availability</li> <li>• Use of Support Resources</li> </ul> | <ul style="list-style-type: none"> <li>• None</li> </ul>                                                                                                                                                   |
| <b>Predictors of Lateness</b>             | <ul style="list-style-type: none"> <li>• Children Under 6</li> <li>• Children 6 - 12 years</li> </ul>                                                                                                       | <ul style="list-style-type: none"> <li>• Use of Support Resources</li> </ul>                                                                                                  | <ul style="list-style-type: none"> <li>• None</li> </ul>                                                                                                                                                   |
| <b>Predictors of Resource Utilization</b> | <ul style="list-style-type: none"> <li>• Time Spent at Paid Work</li> <li>• Family Involvement</li> <li>• Time Spent at Family Work</li> <li>• Children Under 6</li> <li>• Resource Availability</li> </ul> | <ul style="list-style-type: none"> <li>• None</li> </ul>                                                                                                                      | <ul style="list-style-type: none"> <li>• Managerial Support</li> </ul>                                                                                                                                     |

## **APPENDIX B**

### **Figures 1 - 25**

**Figure 1**

***GRAPHIC PRESENTATION OF HYPOTHESIS 1a***

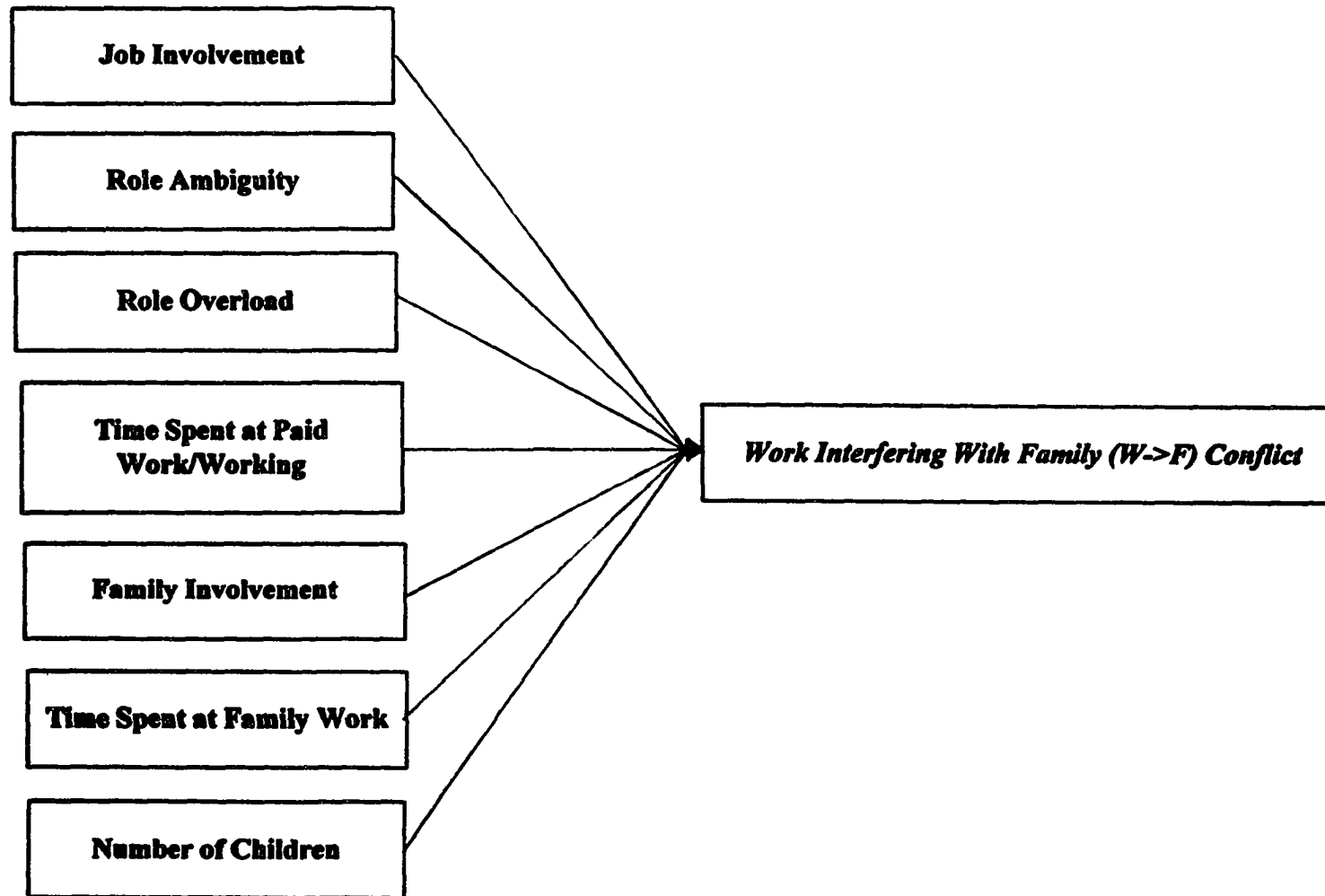




Figure 2

**GRAPHIC PRESENTATION OF HYPOTHESIS 1b**

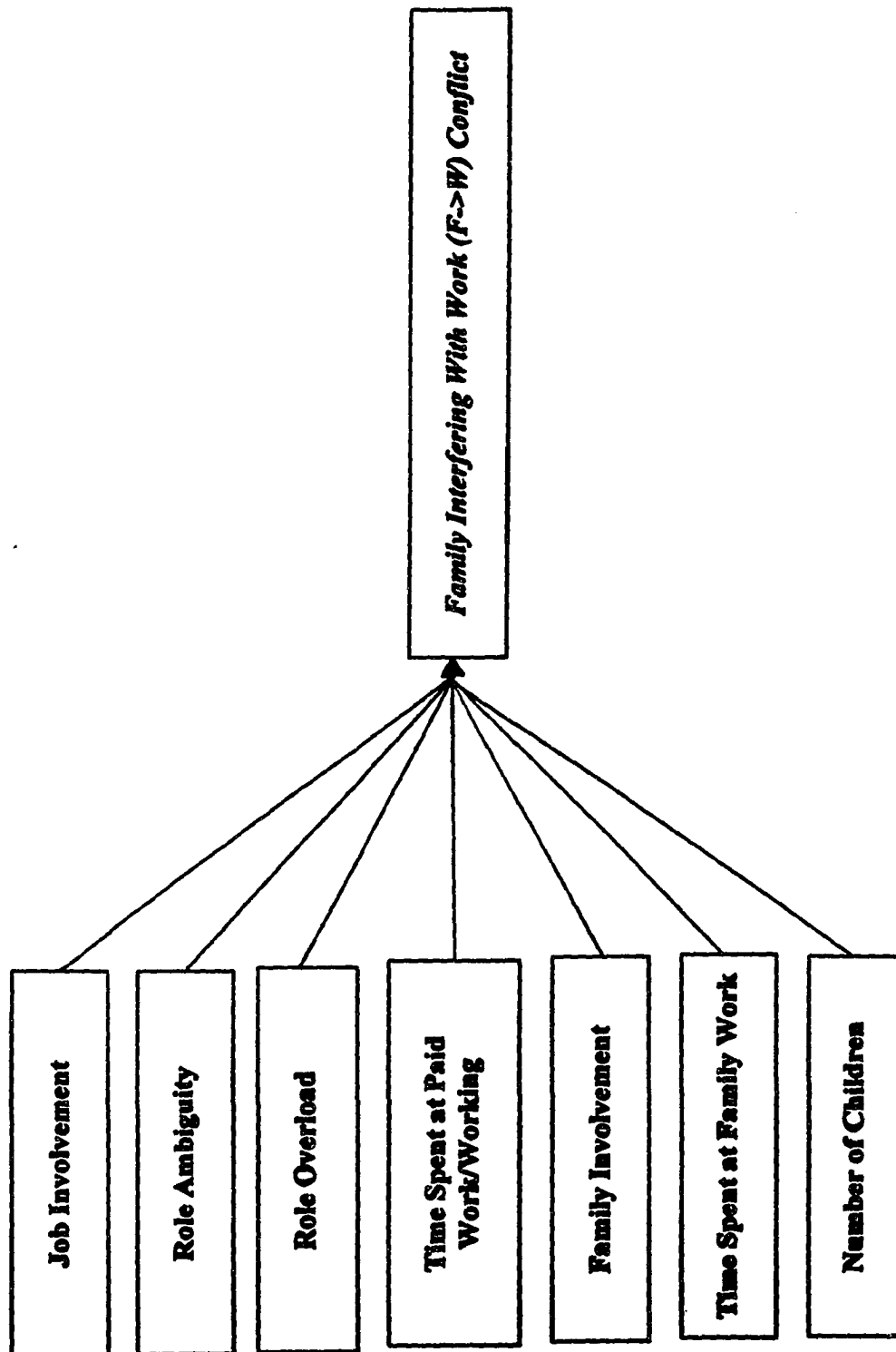


**Figure 3**  
**GRAPHIC PRESENTATION OF HYPOTHESIS 2a**

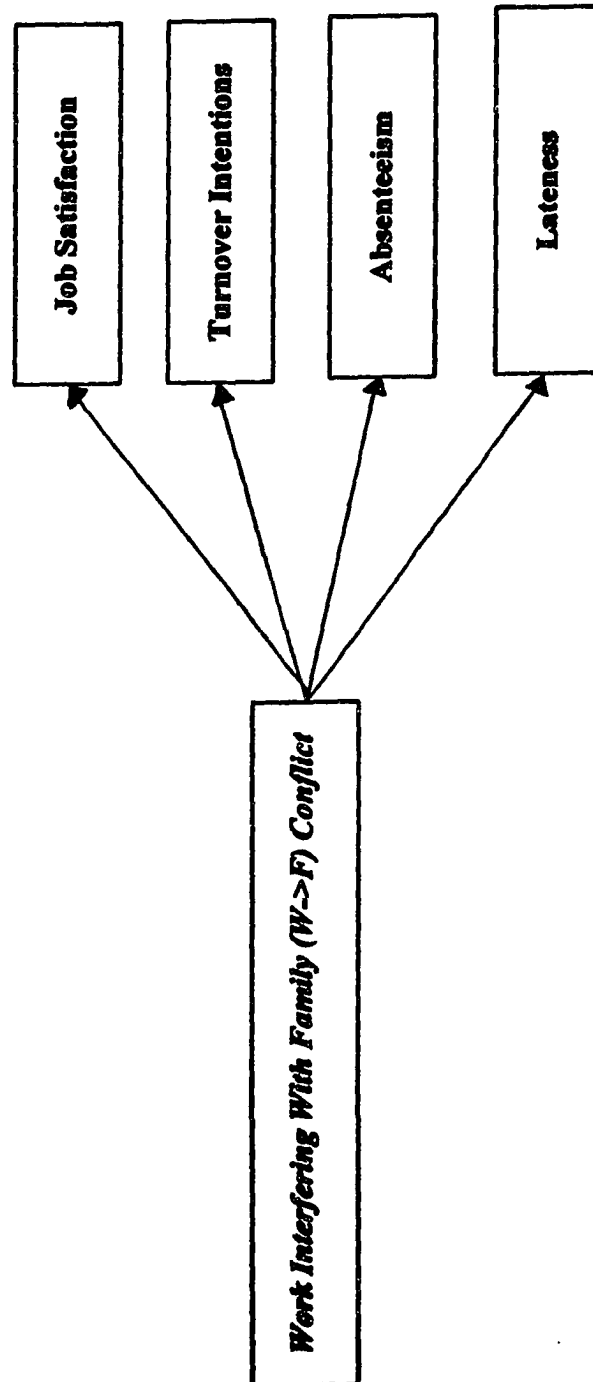


**Figure 4**  
**GRAPHIC PRESENTATION OF HYPOTHESIS 2b**

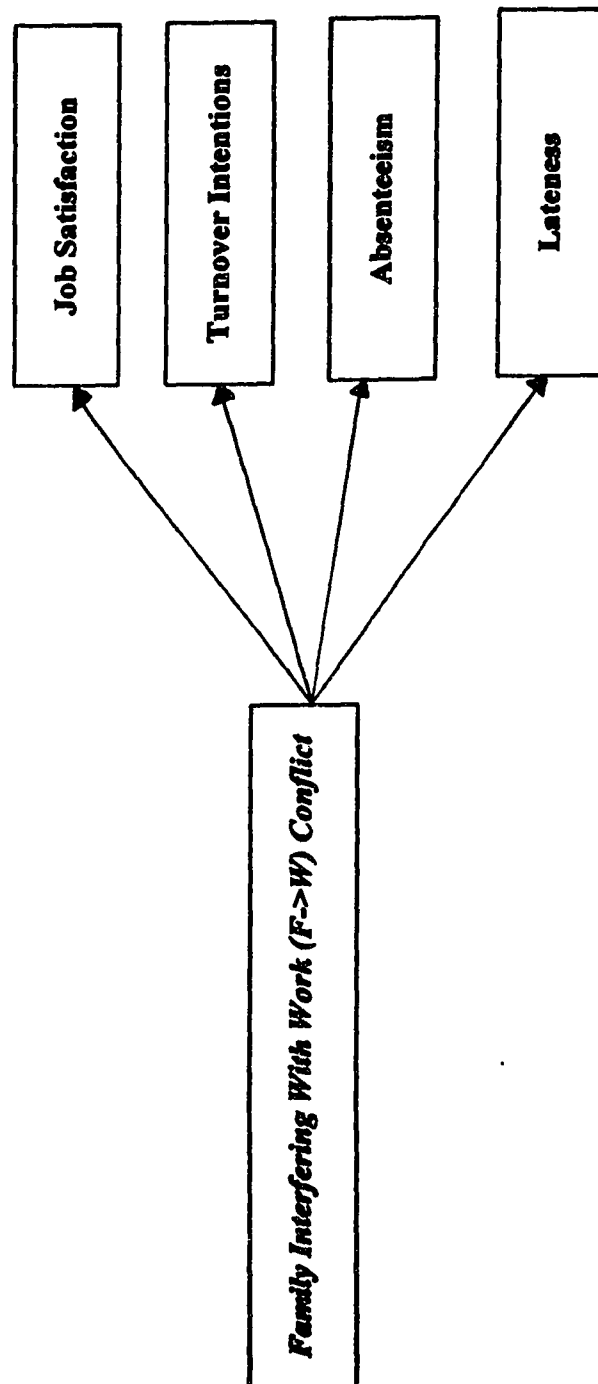


Figure 5

GRAPHIC PRESENTATION OF HYPOTHESIS 3a

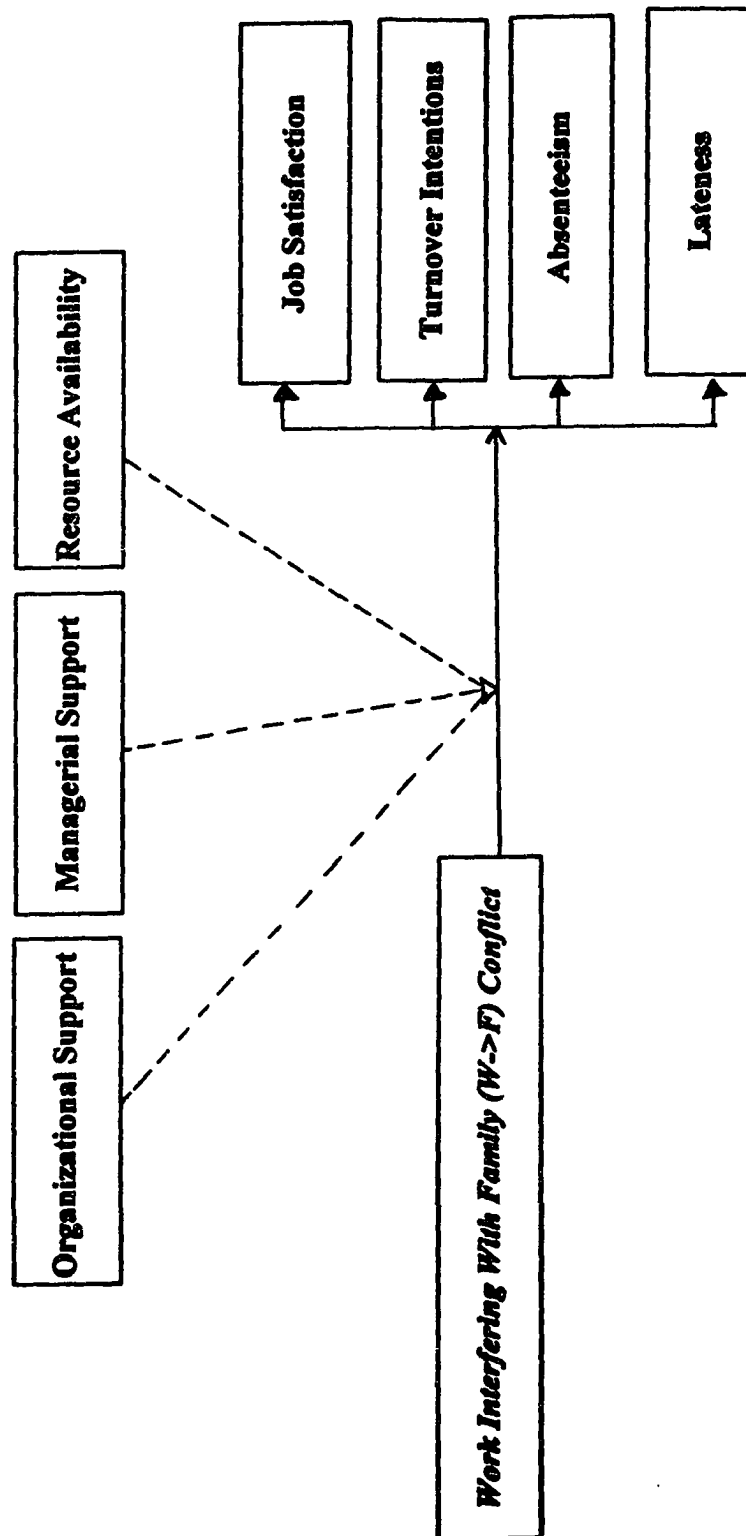


Figure 6

GRAPHIC PRESENTATION OF HYPOTHESIS 3b

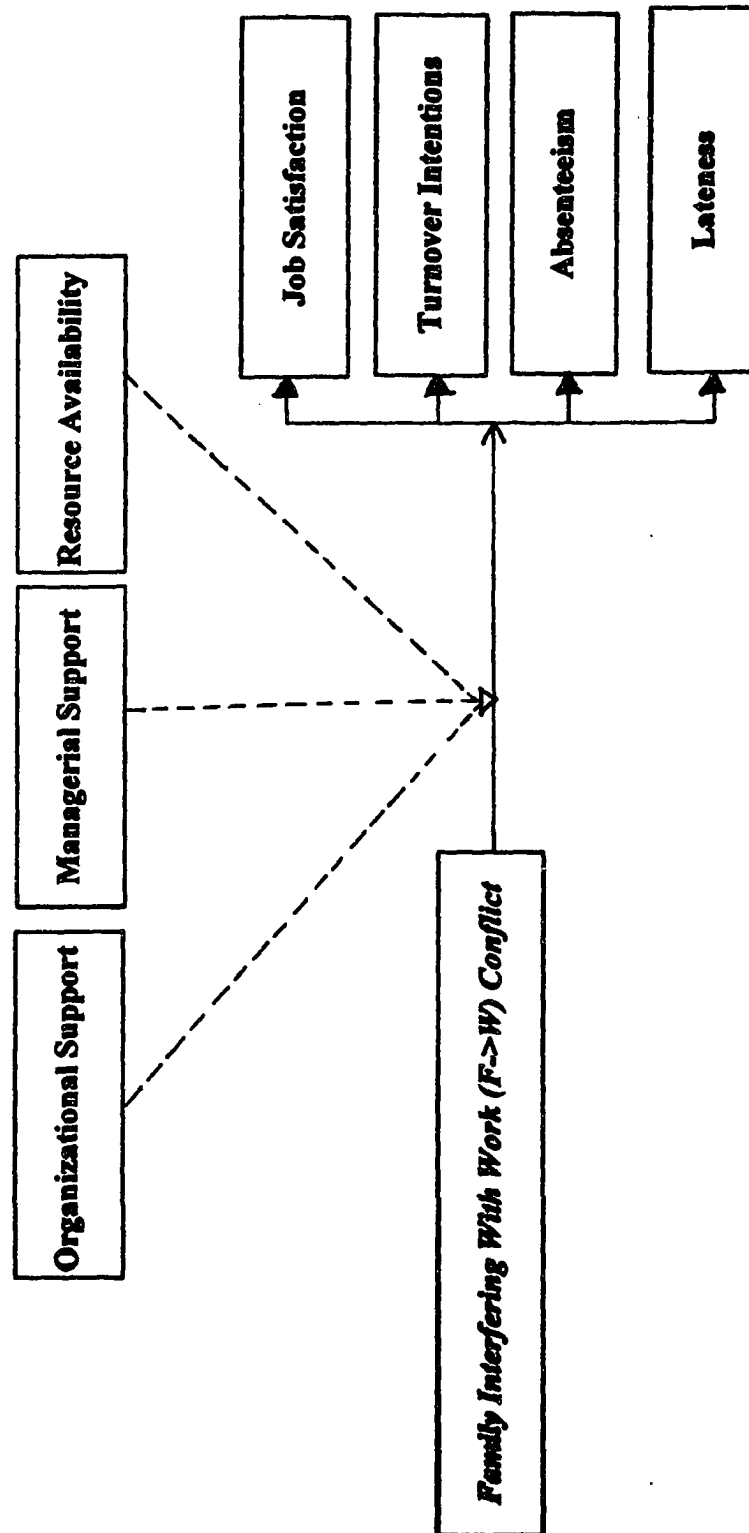


Figure 7

**GRAPHIC PRESENTATION OF HYPOTHESIS 4a**

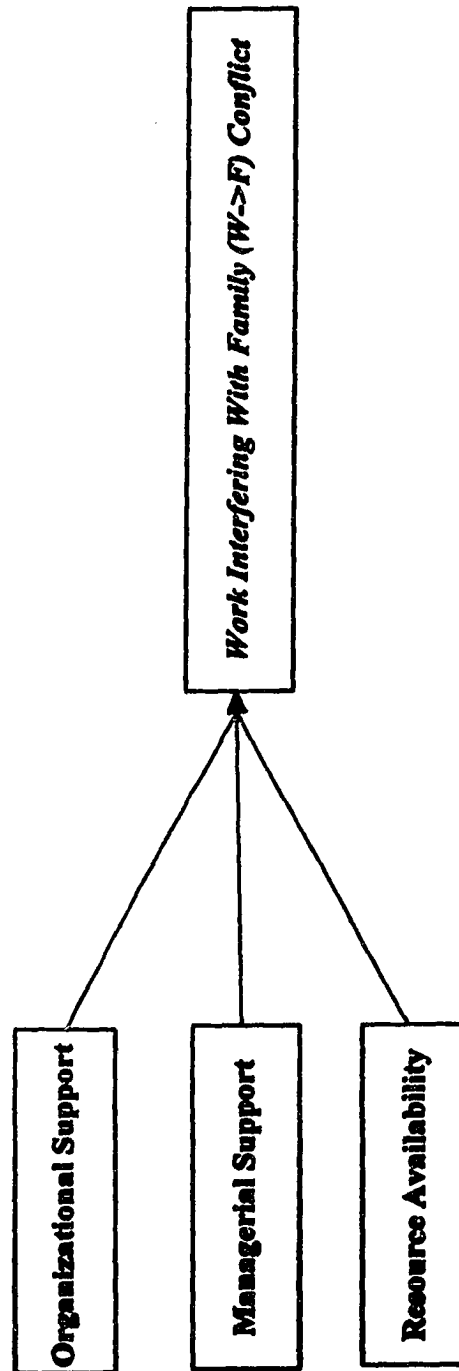


**Figure 8**  
**GRAPHIC PRESENTATION OF HYPOTHESIS 4b**

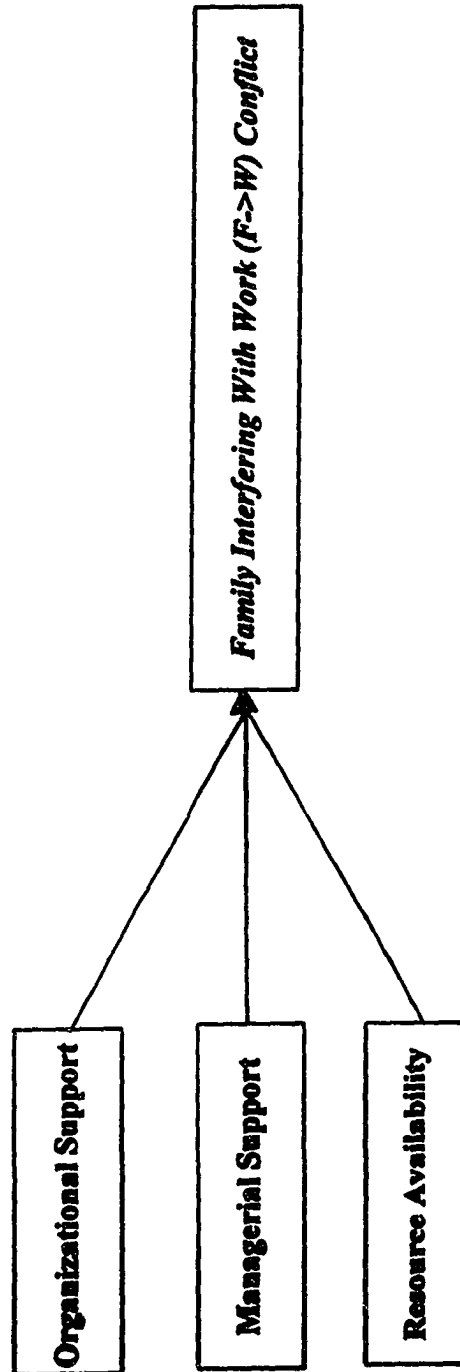


Figure 9

**GRAPHIC PRESENTATION OF HYPOTHESIS 5**

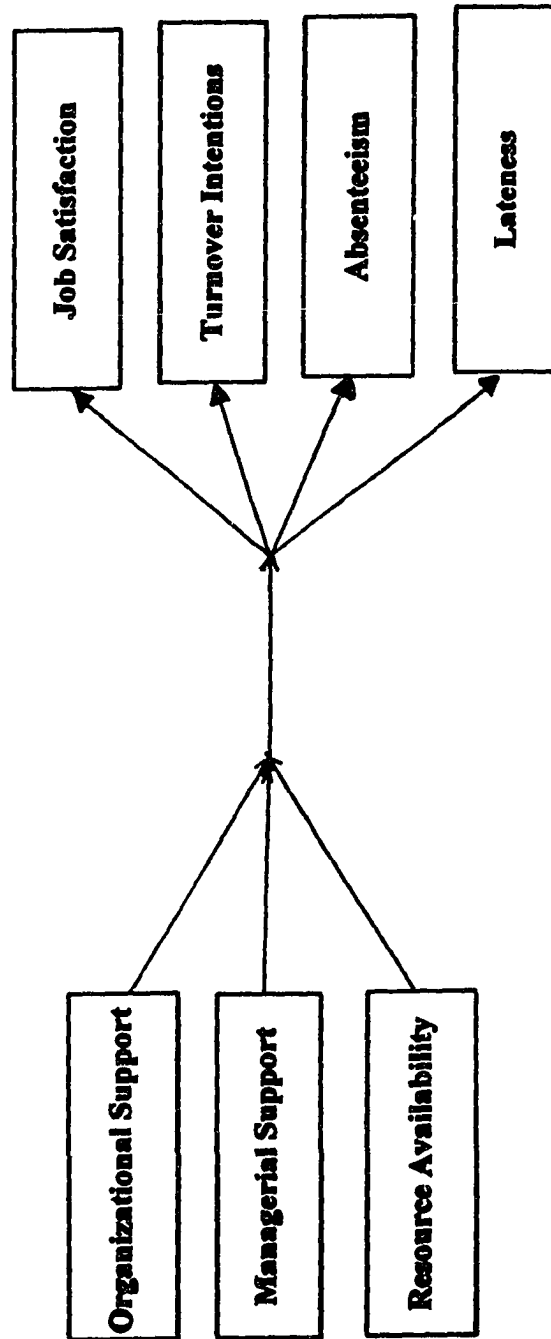




Figure 10

GRAPHIC PRESENTATION OF HYPOTHESIS 6a

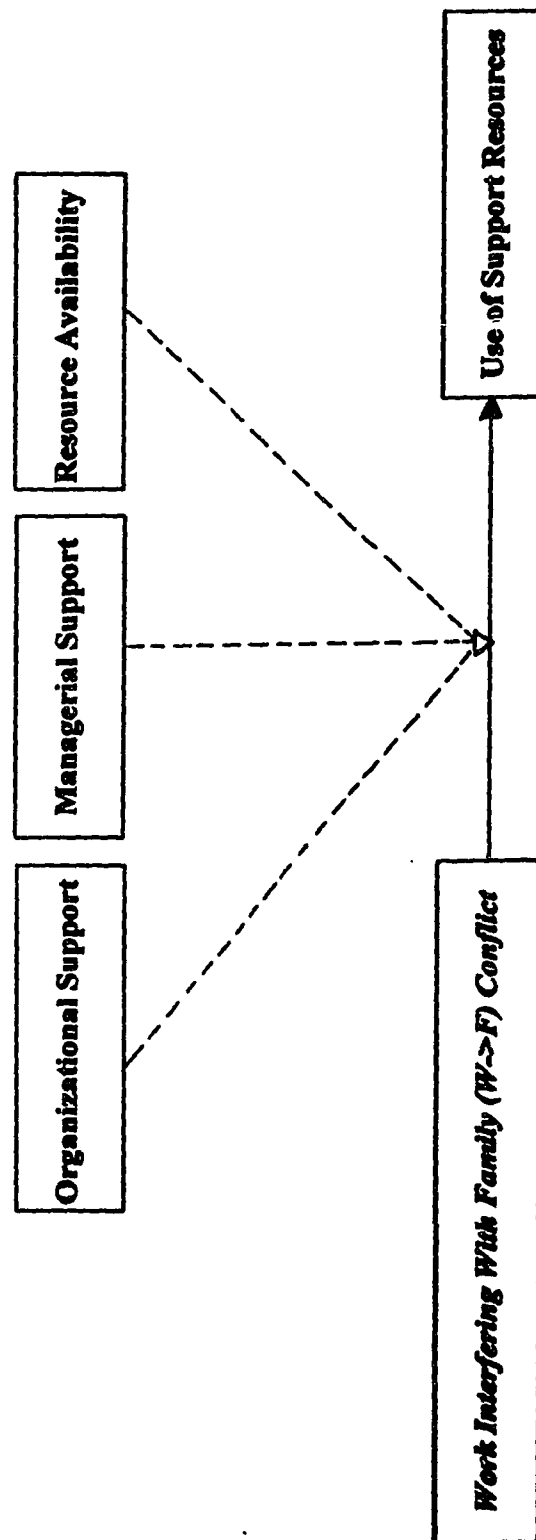


Figure 11

GRAPHIC PRESENTATION OF HYPOTHESIS 6b

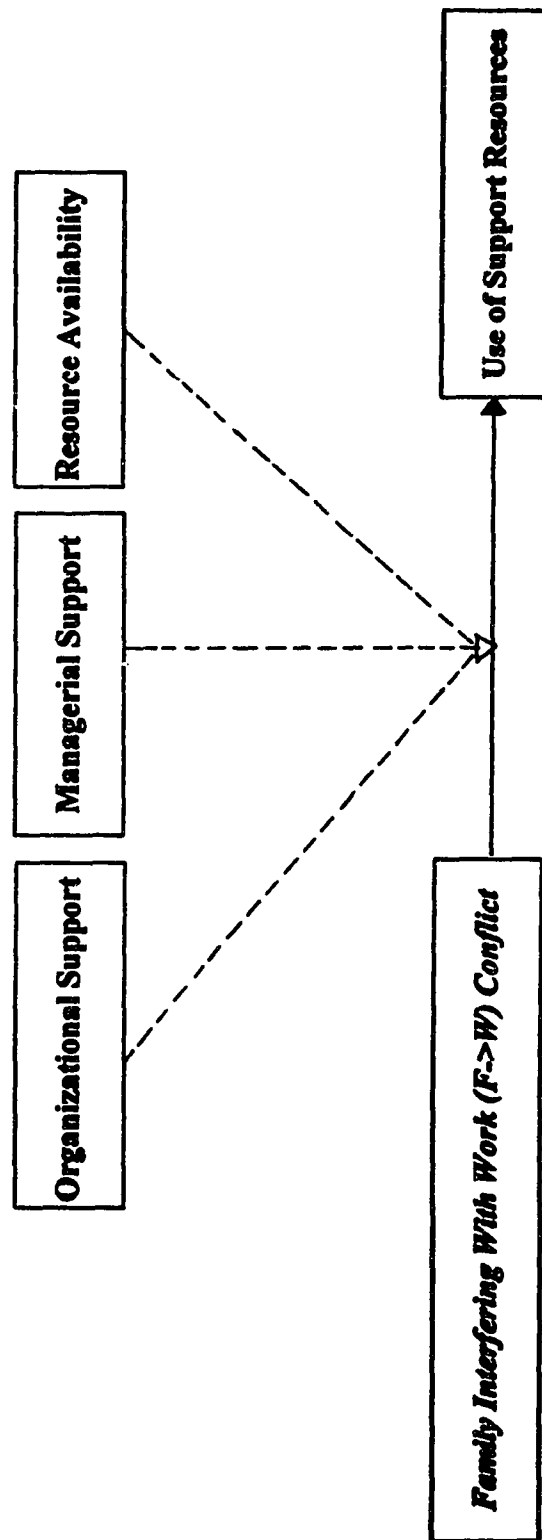


**Figure 12**  
**GRAPHIC PRESENTATION OF HYPOTHESIS 7a**

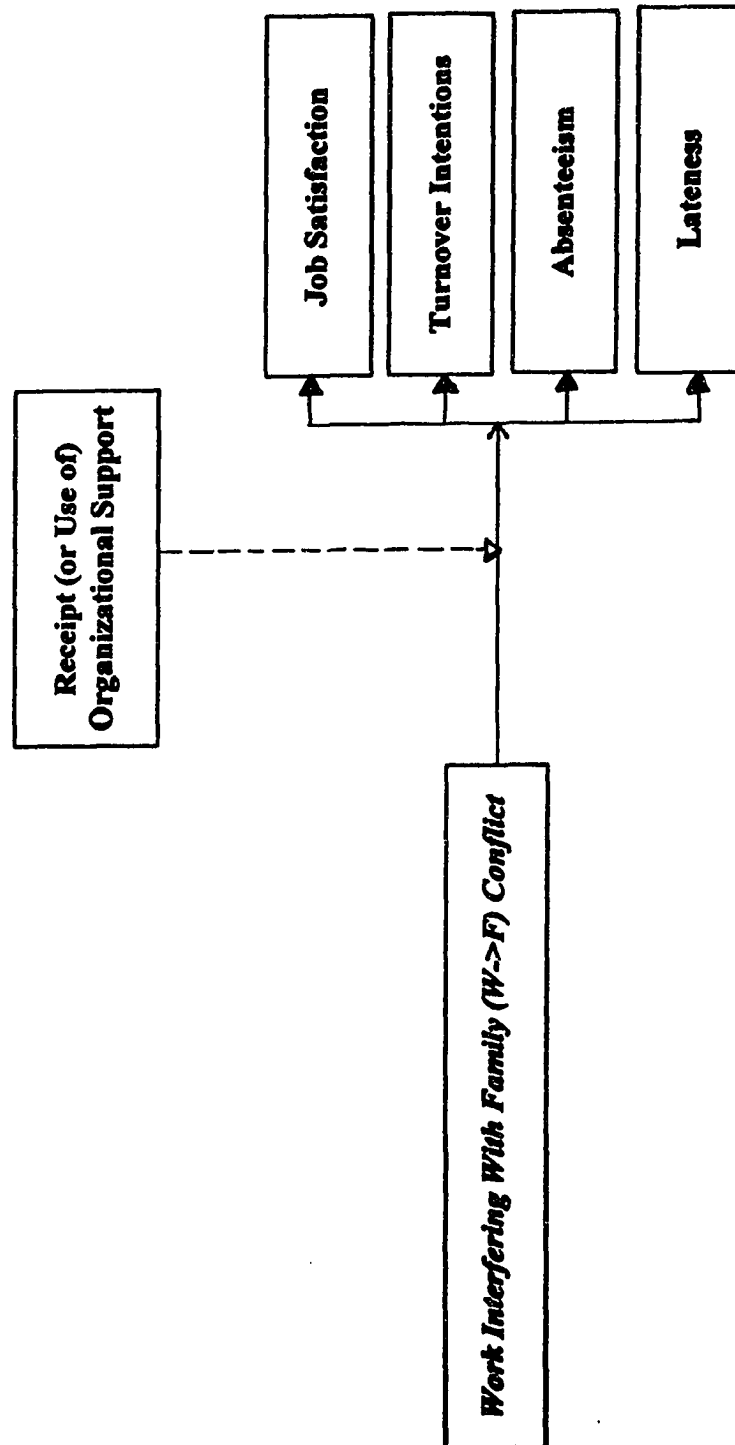


**Figure 13**  
**GRAPHIC PRESENTATION OF HYPOTHESIS 7b**

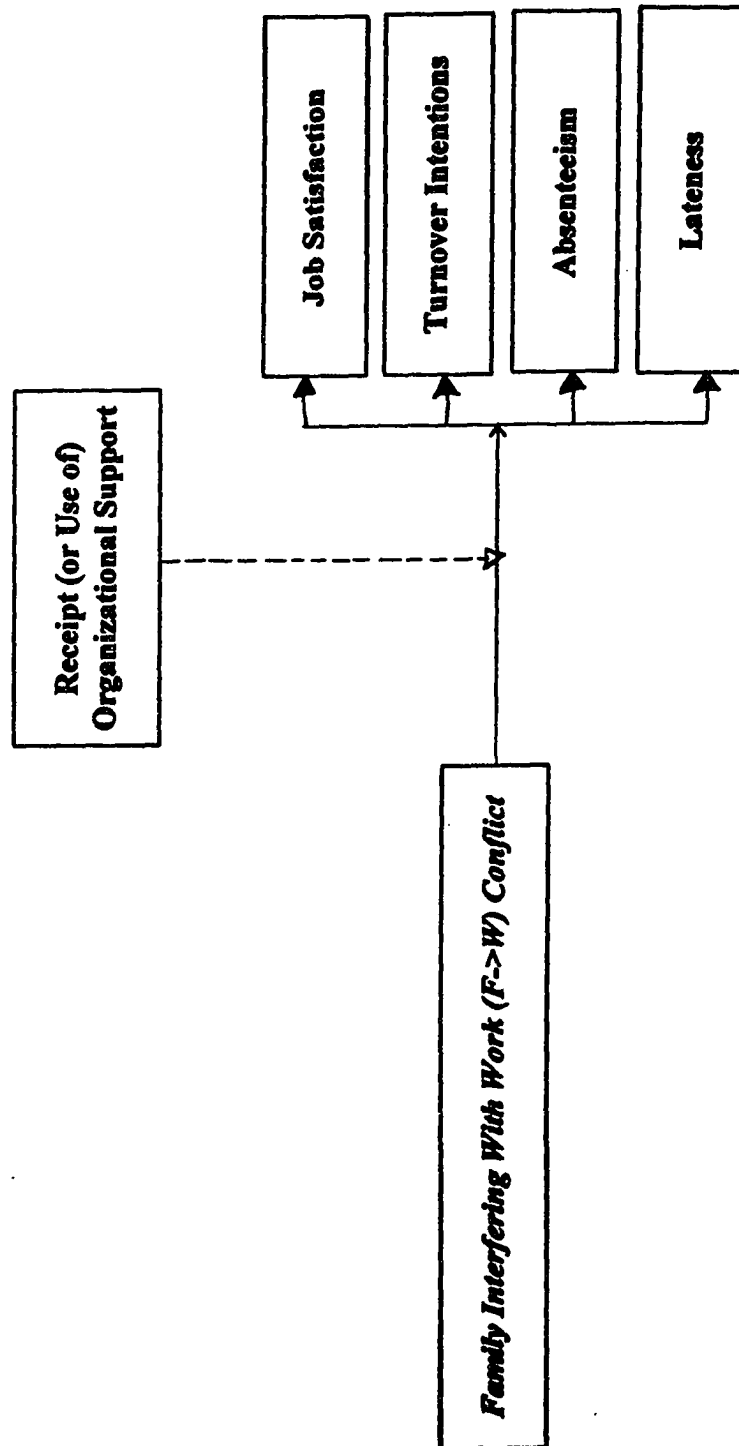


Figure 14

**Coping With W->F Conflict: The Role of Organizational Support**  
**Model Showing Both Main & Buffering Effects of Support**

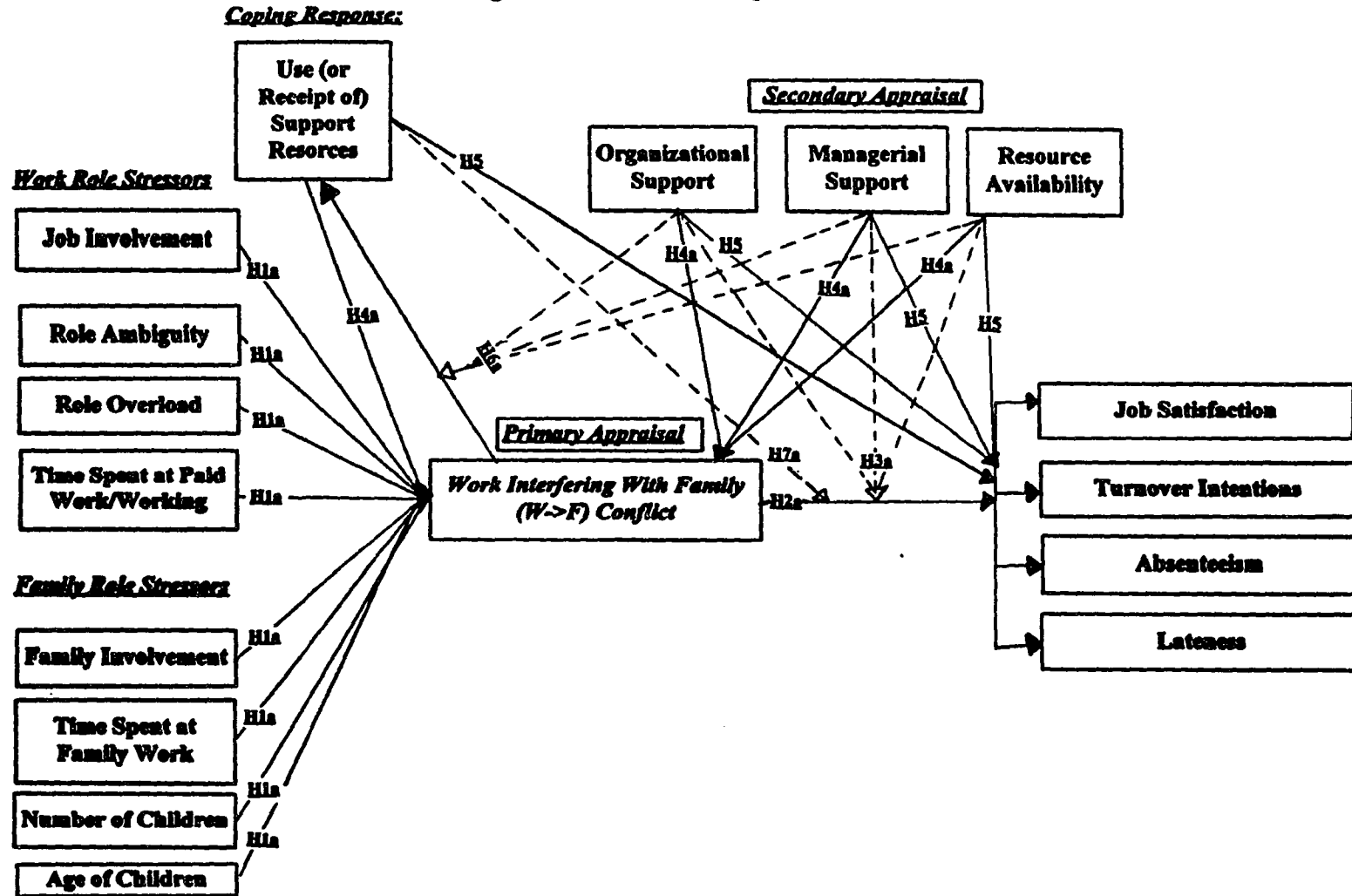


Figure 15

**Coping With F->W Conflict: The Role of Organizational Support  
Model Showing Both Main & Buffering Effects of Support**

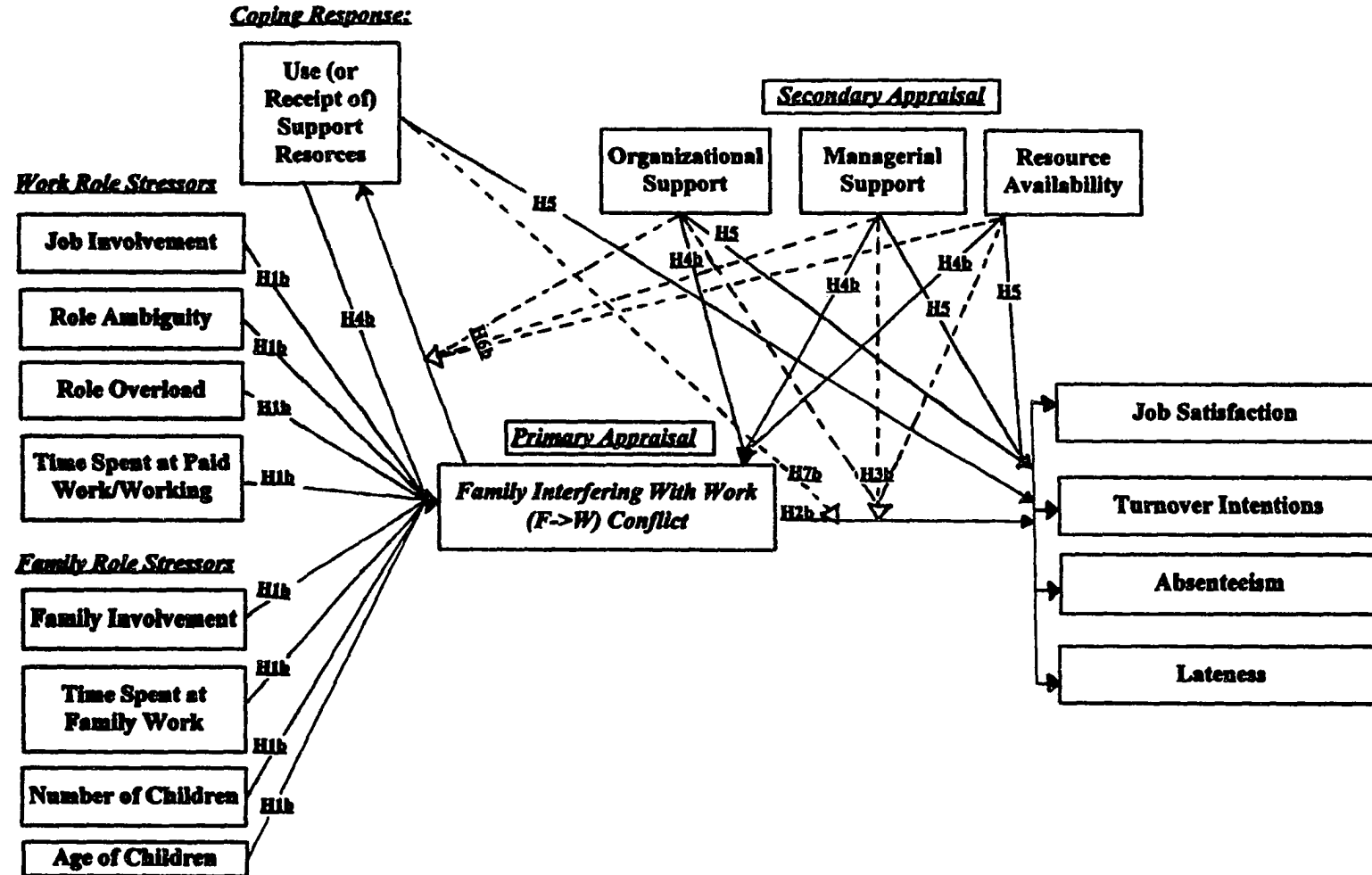


Figure 16

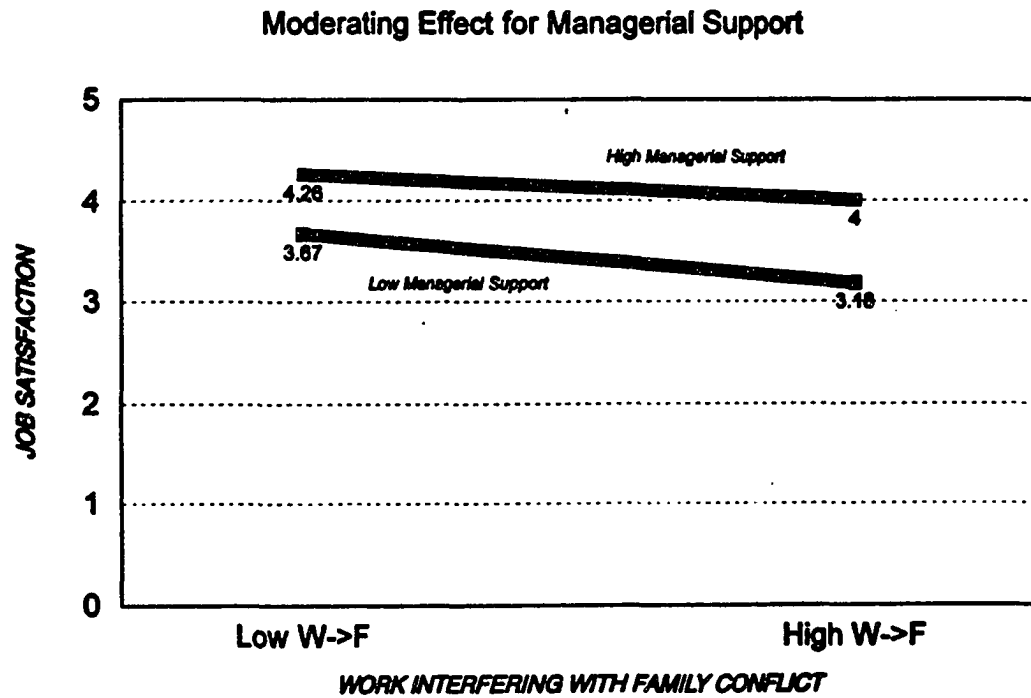


Figure 17

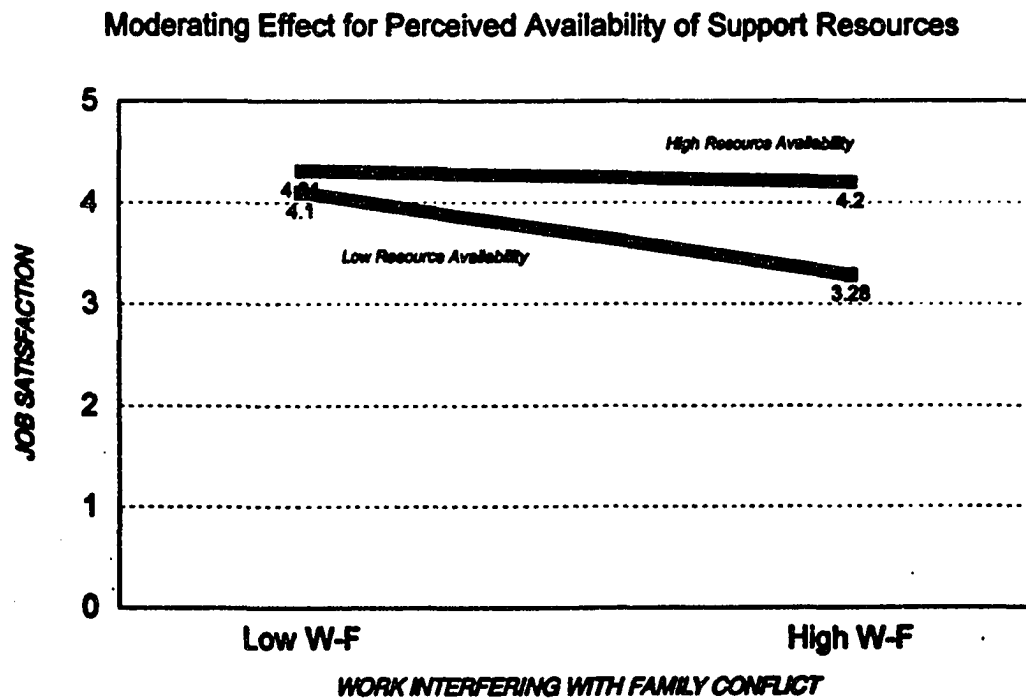


Figure 18

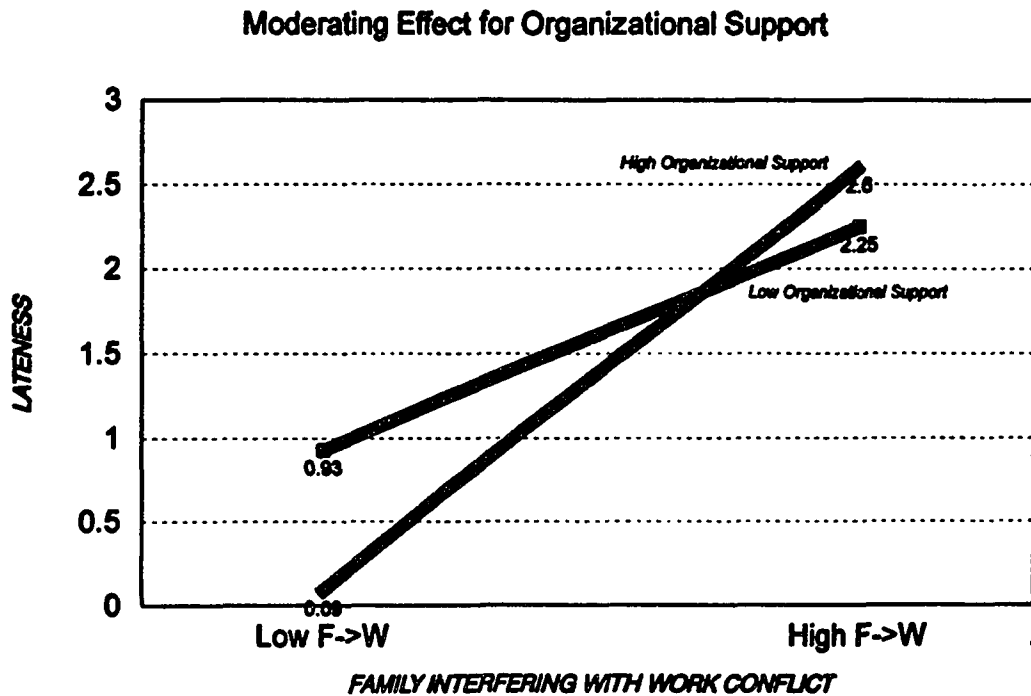


Figure 19

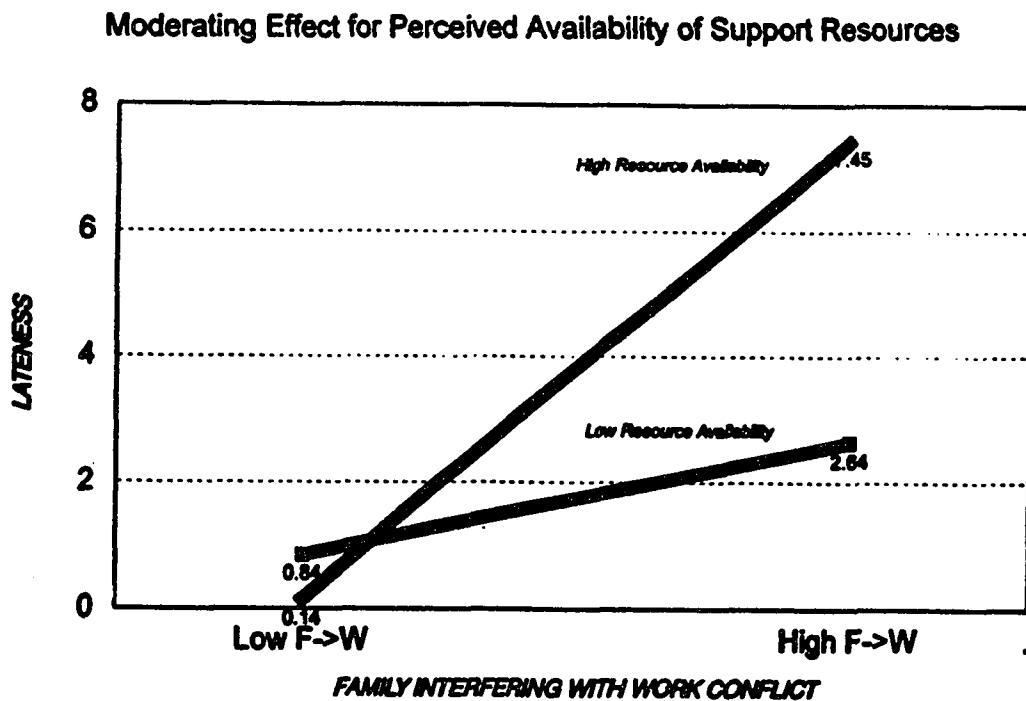




**Figure 20**  
**Moderating Effect for Perceived Availability of Support Resources**

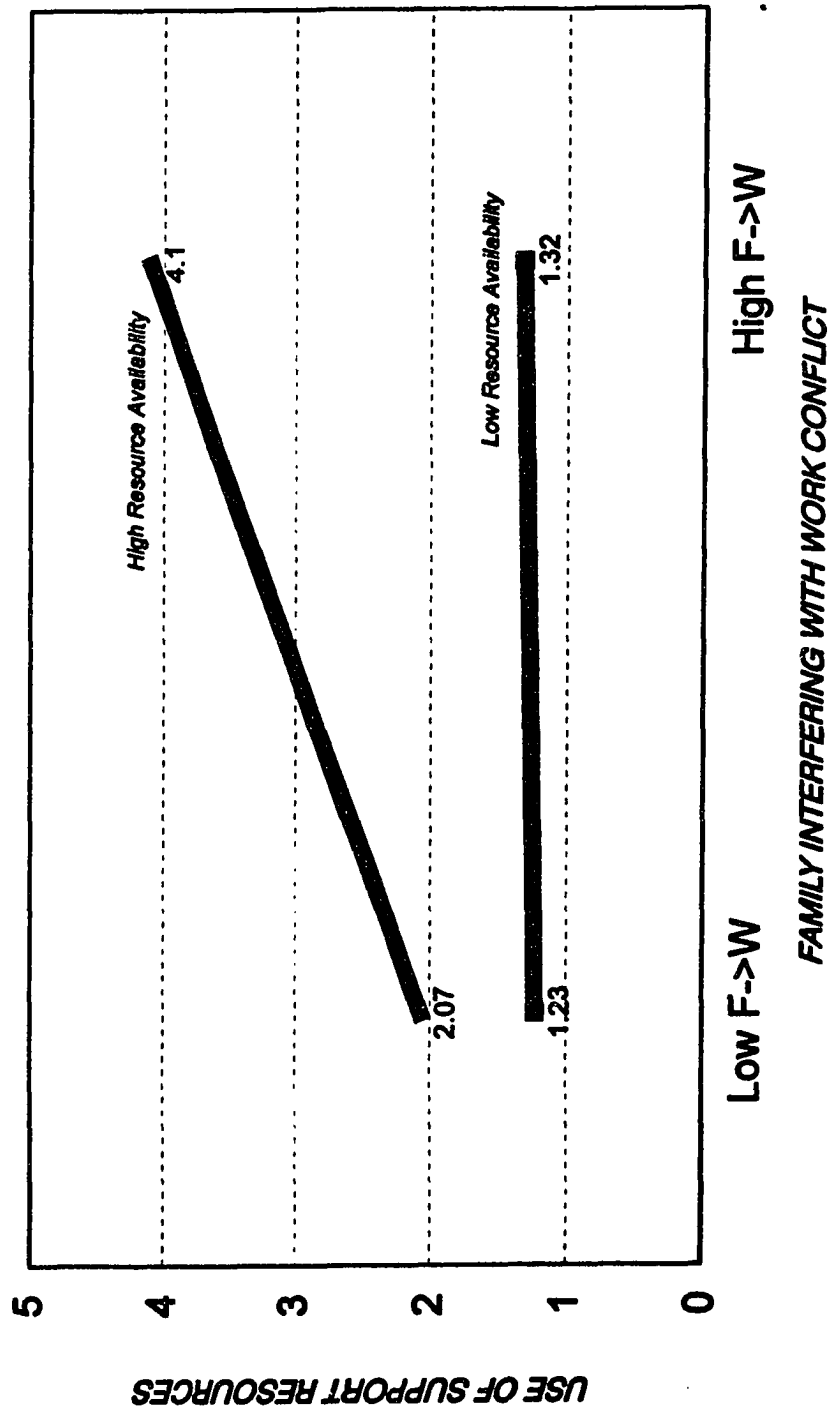


Figure 21

Moderating Effect for Received Support

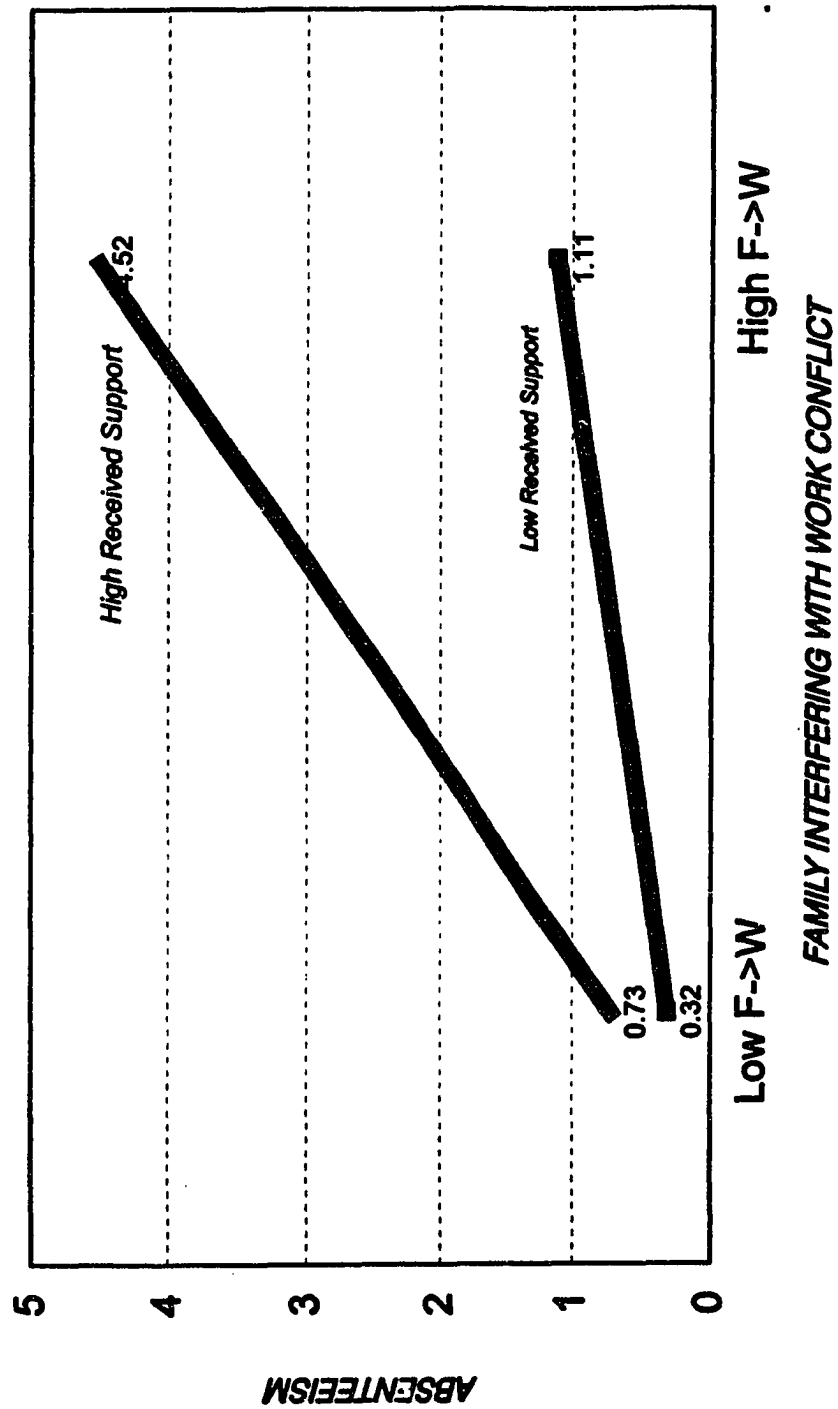


Figure 22

**Coping With W->F Conflict: The Role of Organizational Support**  
**LISREL Model of W->F Testing Main Effects of Support**

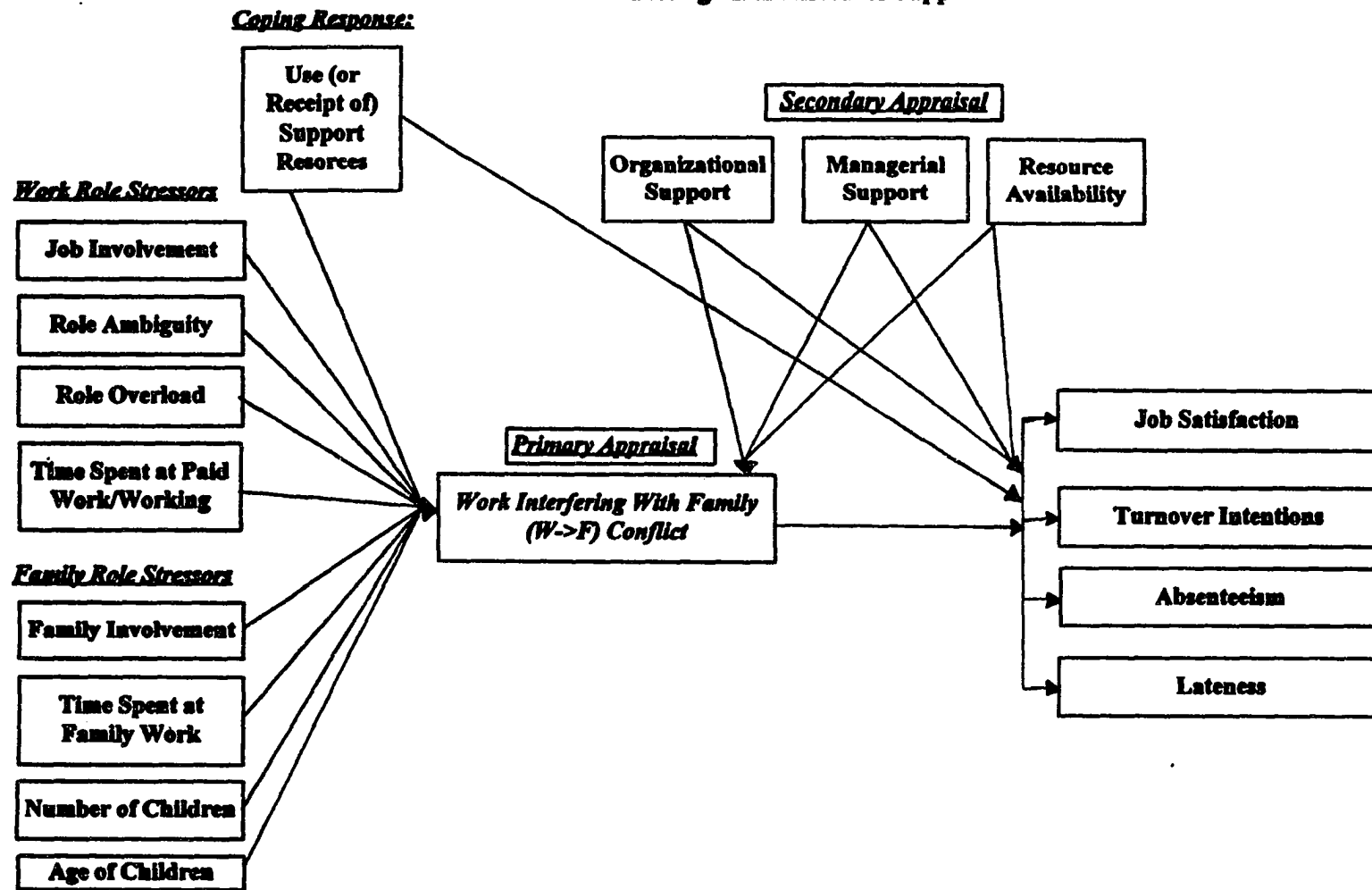


**Figure 23 (a)**  
***Coping With W->F Conflict: The Role of Organizational Support***  
**Partial Model: The Antecedents & Consequences of W->F Conflict**

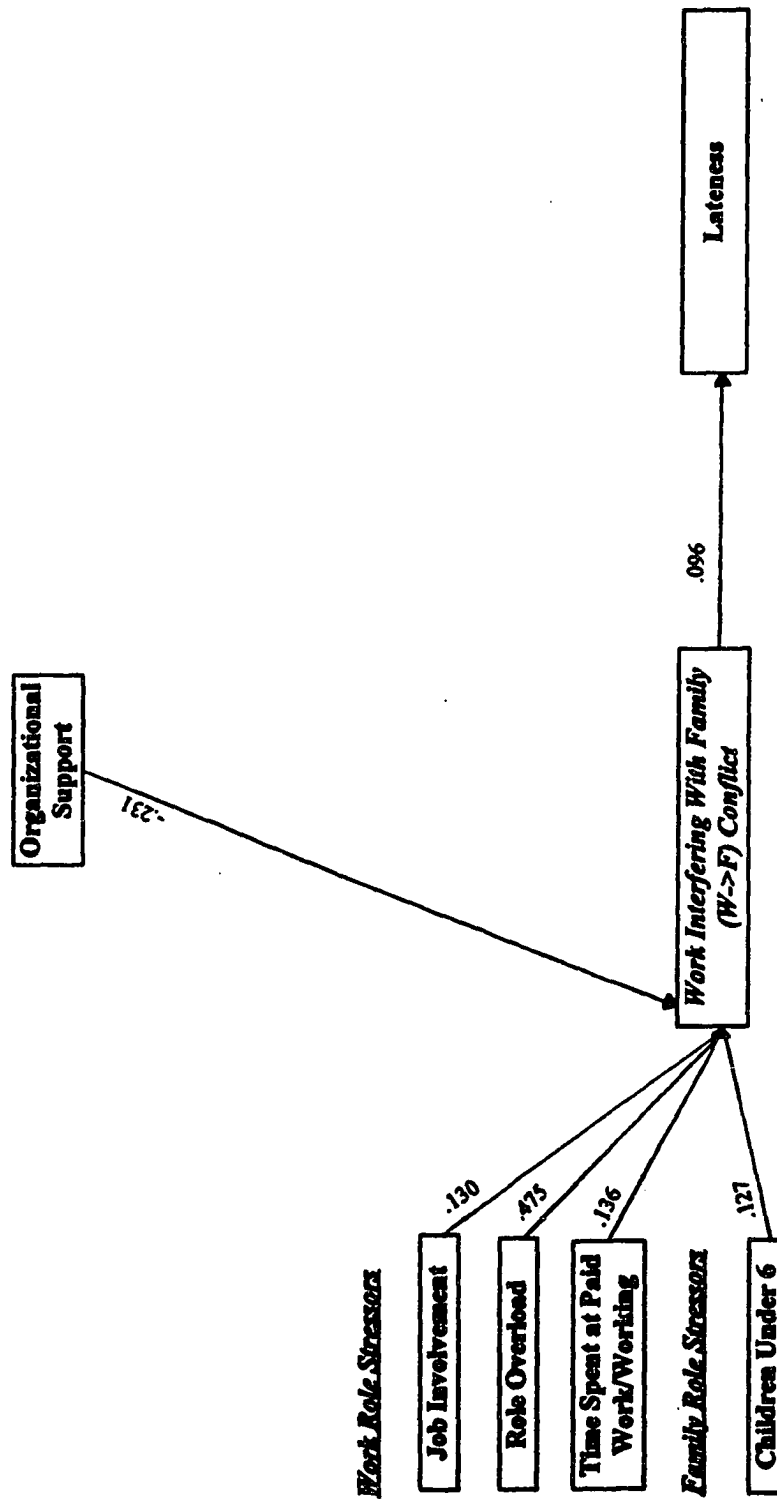
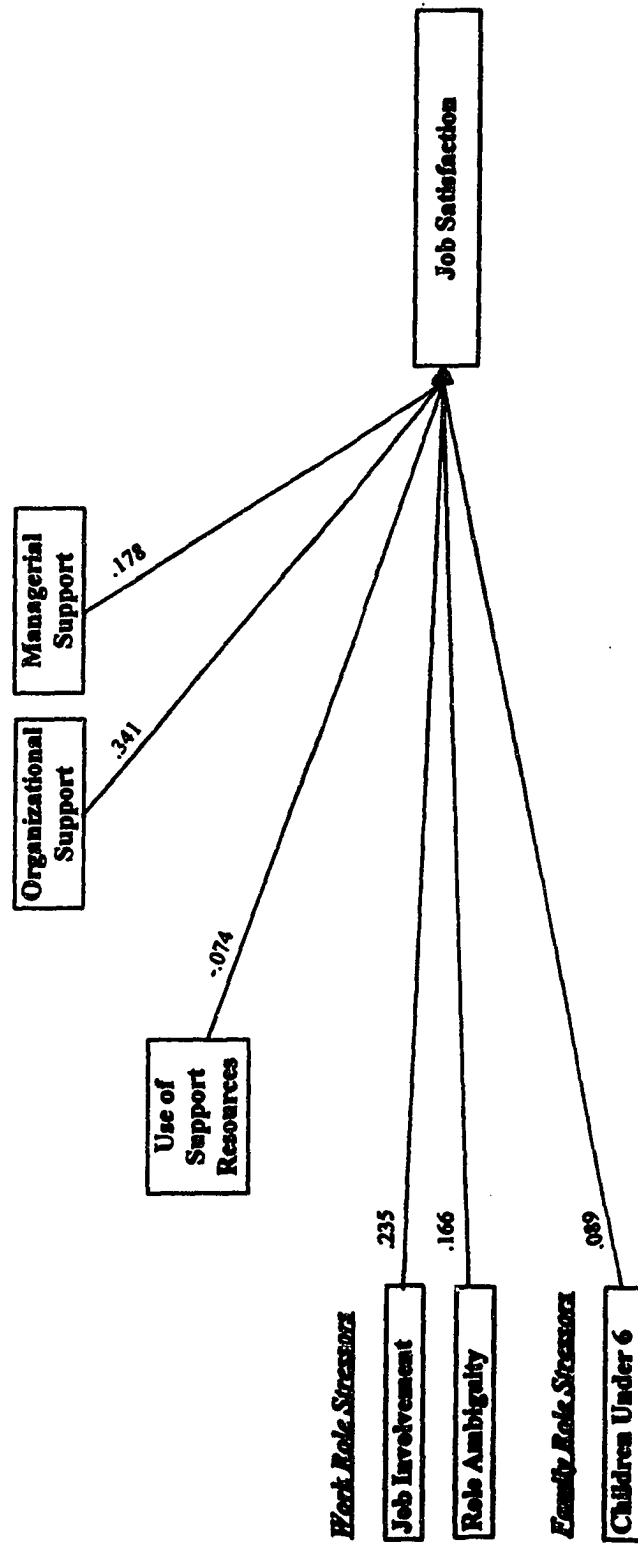


**Figure 23 (b)**  
*Coping With W→F Conflict: The Role of Organizational Support*  
**Partial Model: Predictors of Job Satisfaction**



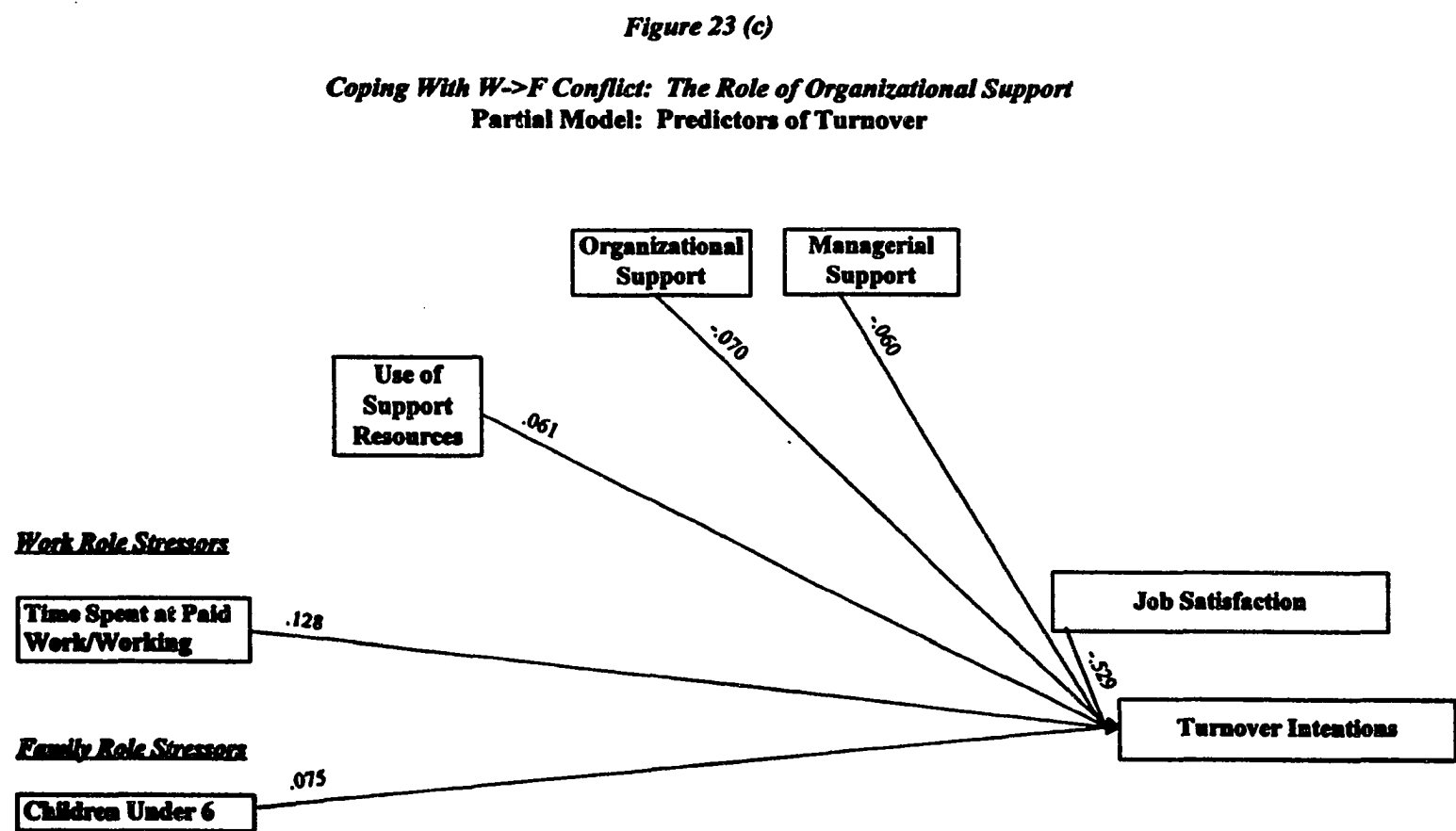


Figure 23 (d)

***Coping With W->F Conflict: The Role of Organizational Support***  
**Partial Model: Predictors of Absenteeism**

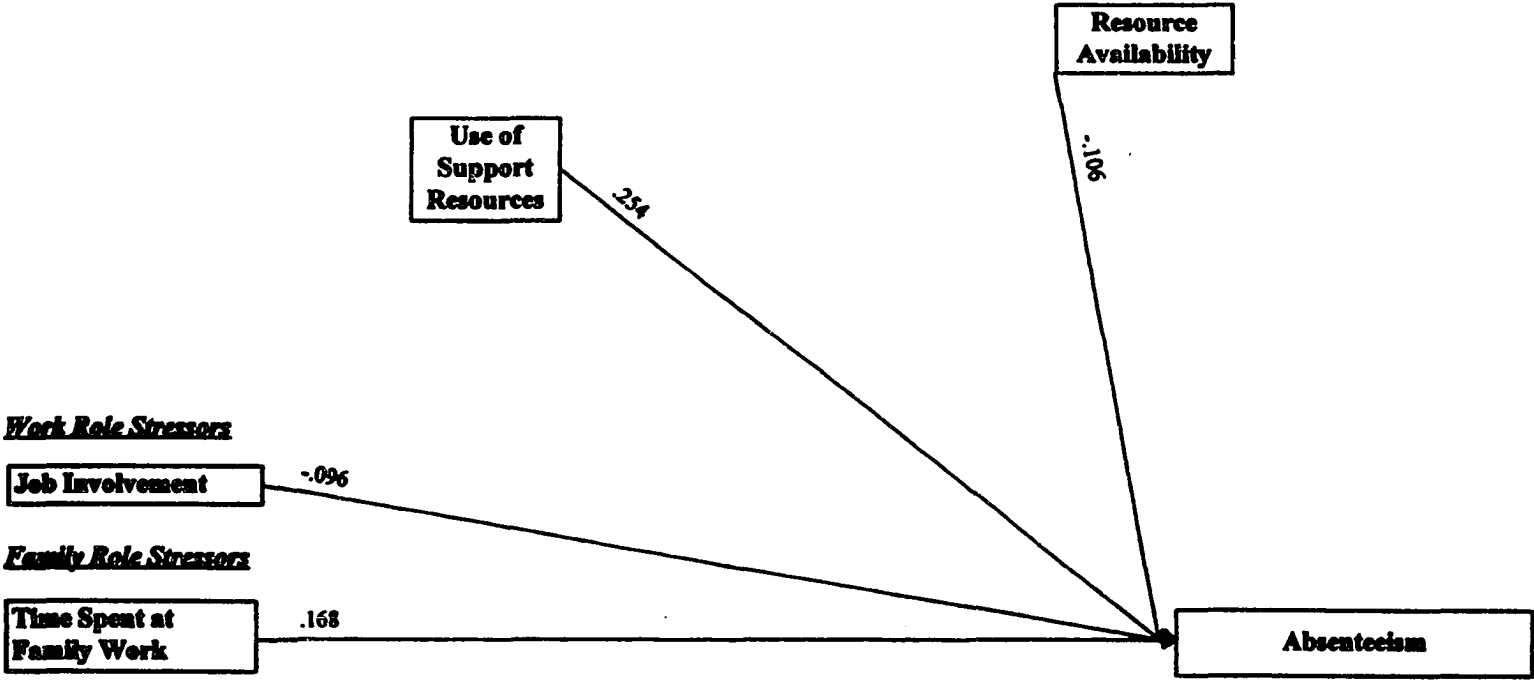


**Figure 23 (e)**  
***Coping With W→F Conflict: The Role of Organizational Support***  
**Partial Model: Predictors of Lateness**

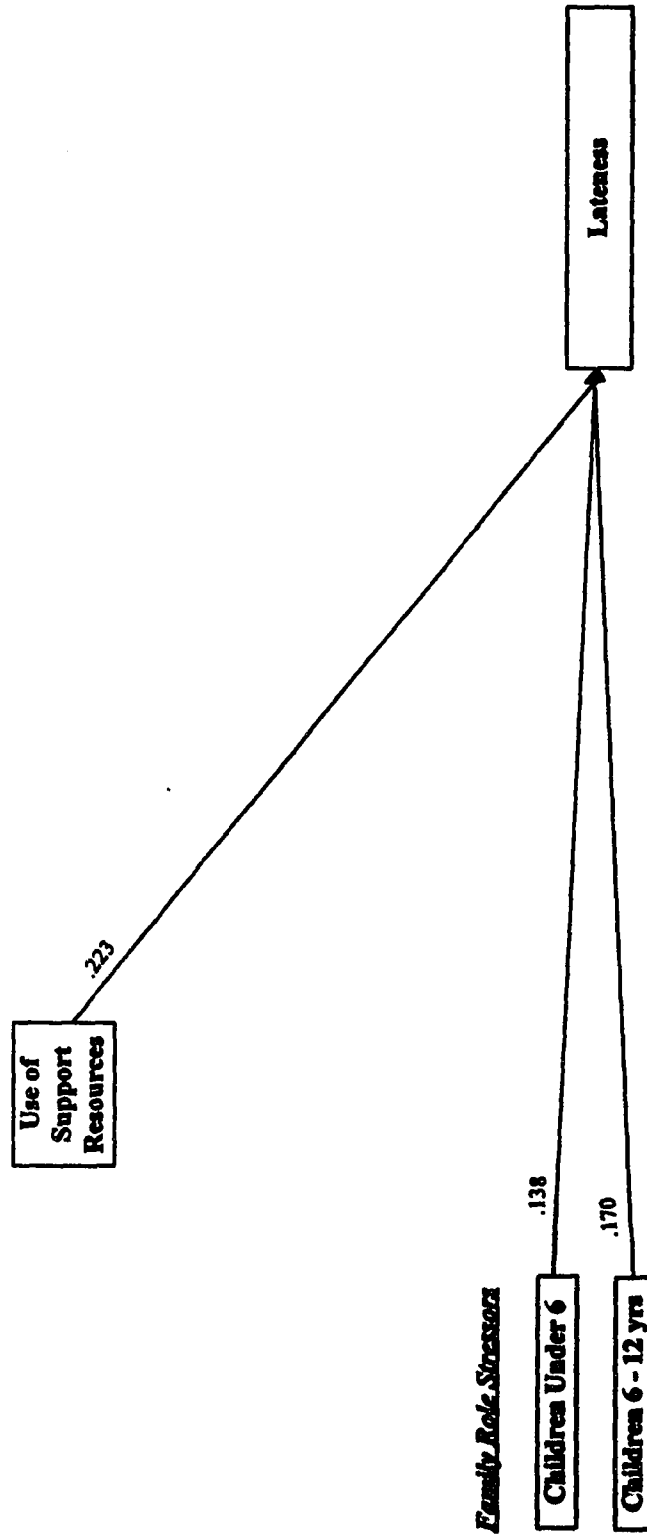




Figure 23 (f)

**Coping With W->F Conflict: The Role of Organizational Support**  
**Partial Model: Predictors of Using Support Resources**

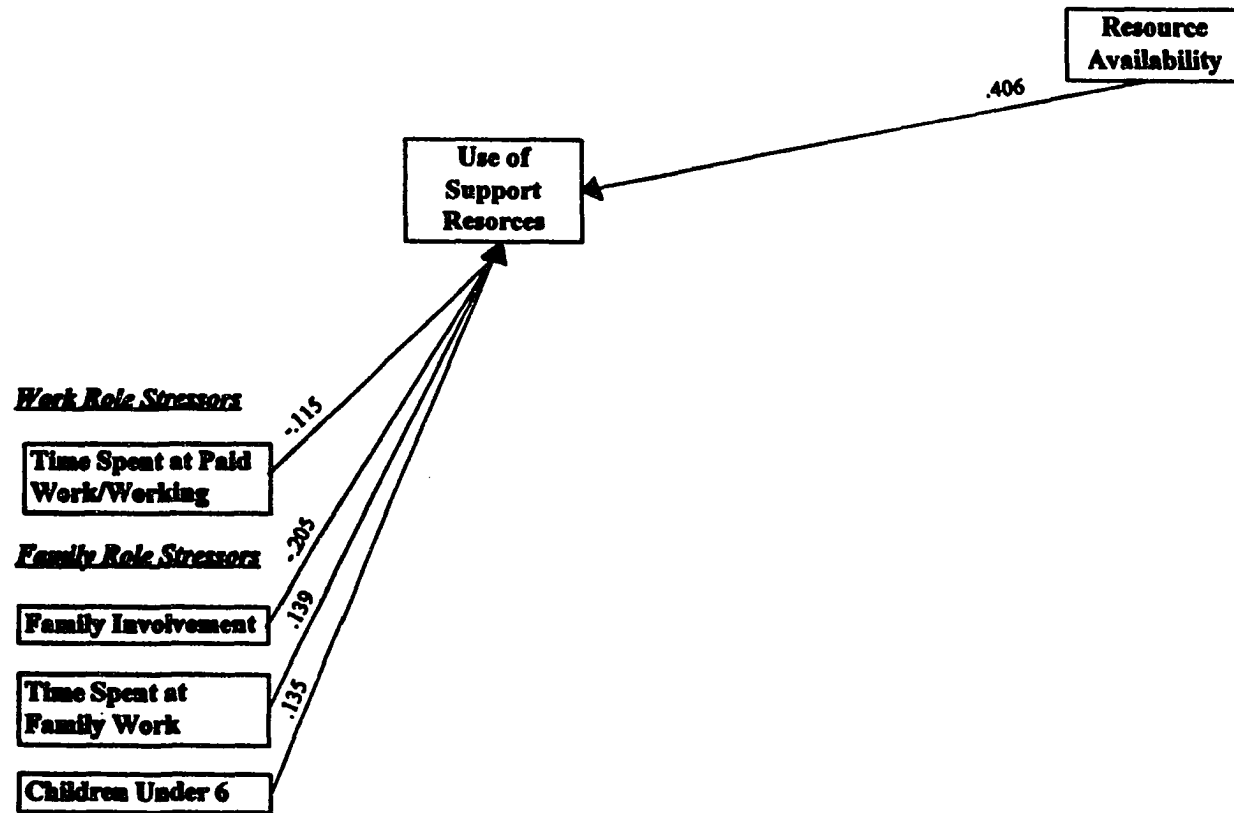


Figure 23 (g)

**Coping With W->F Conflict: The Role of Organizational Support  
Overall Best-Fitting Model**

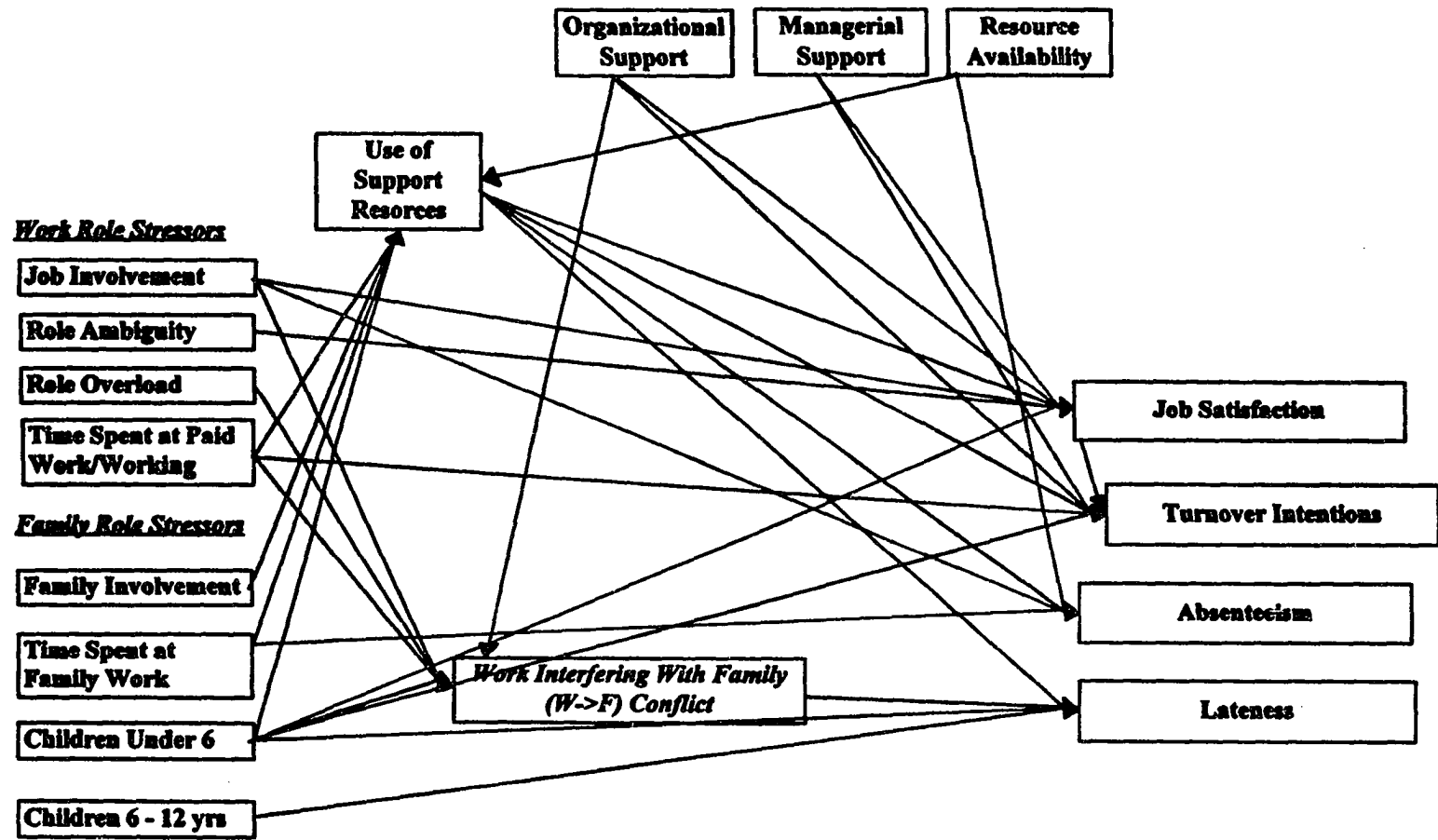


Figure 24

**Coping With F->W Conflict: The Role of Organizational Support**  
**LISREL Model of F->W Testing Main Effects of Support**

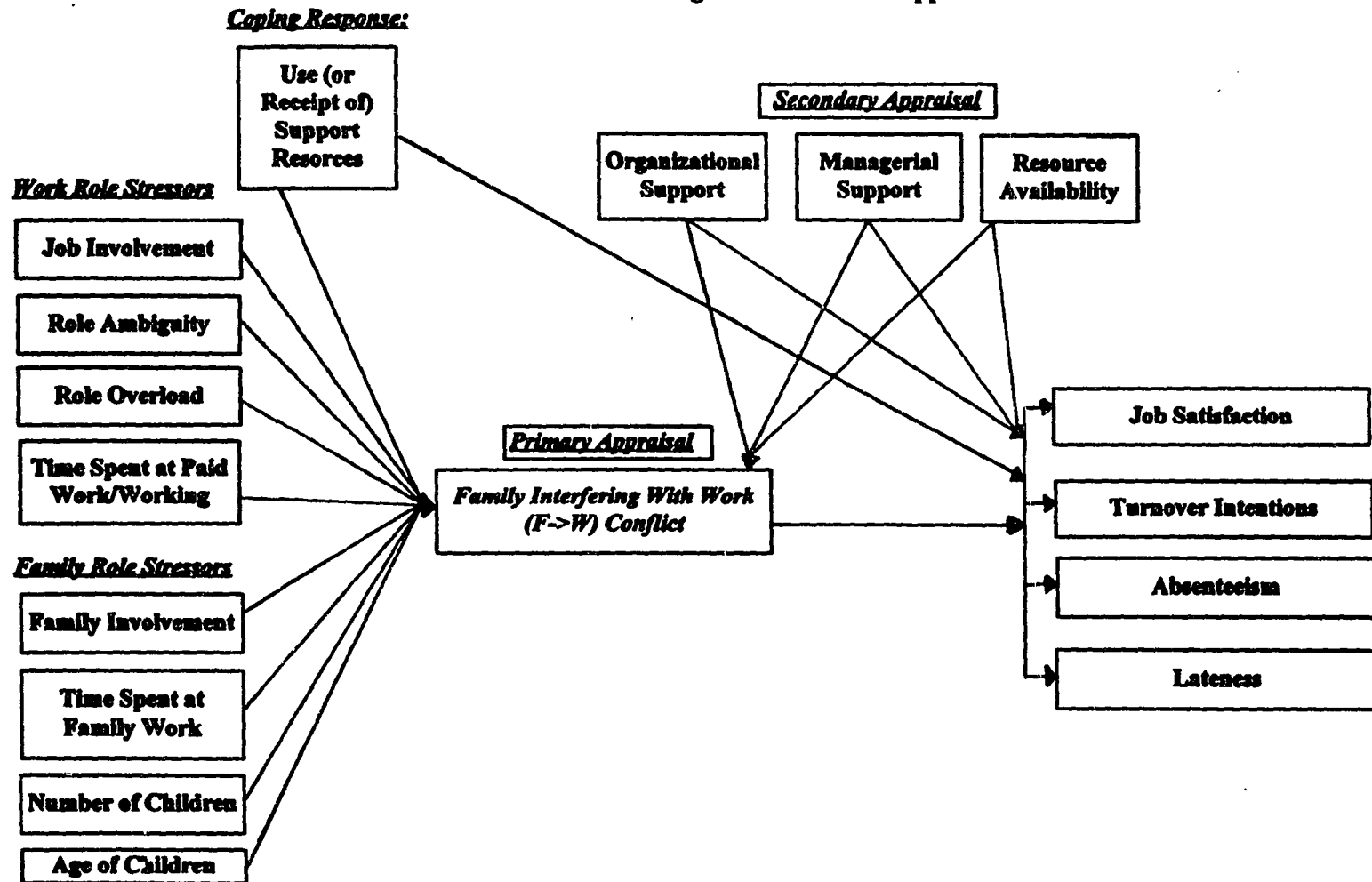


Figure 25 (a)

**Coping With F->W Conflict: The Role of Organizational Support**  
**Partial Model: The Antecedents & Consequences of F->W Conflict**

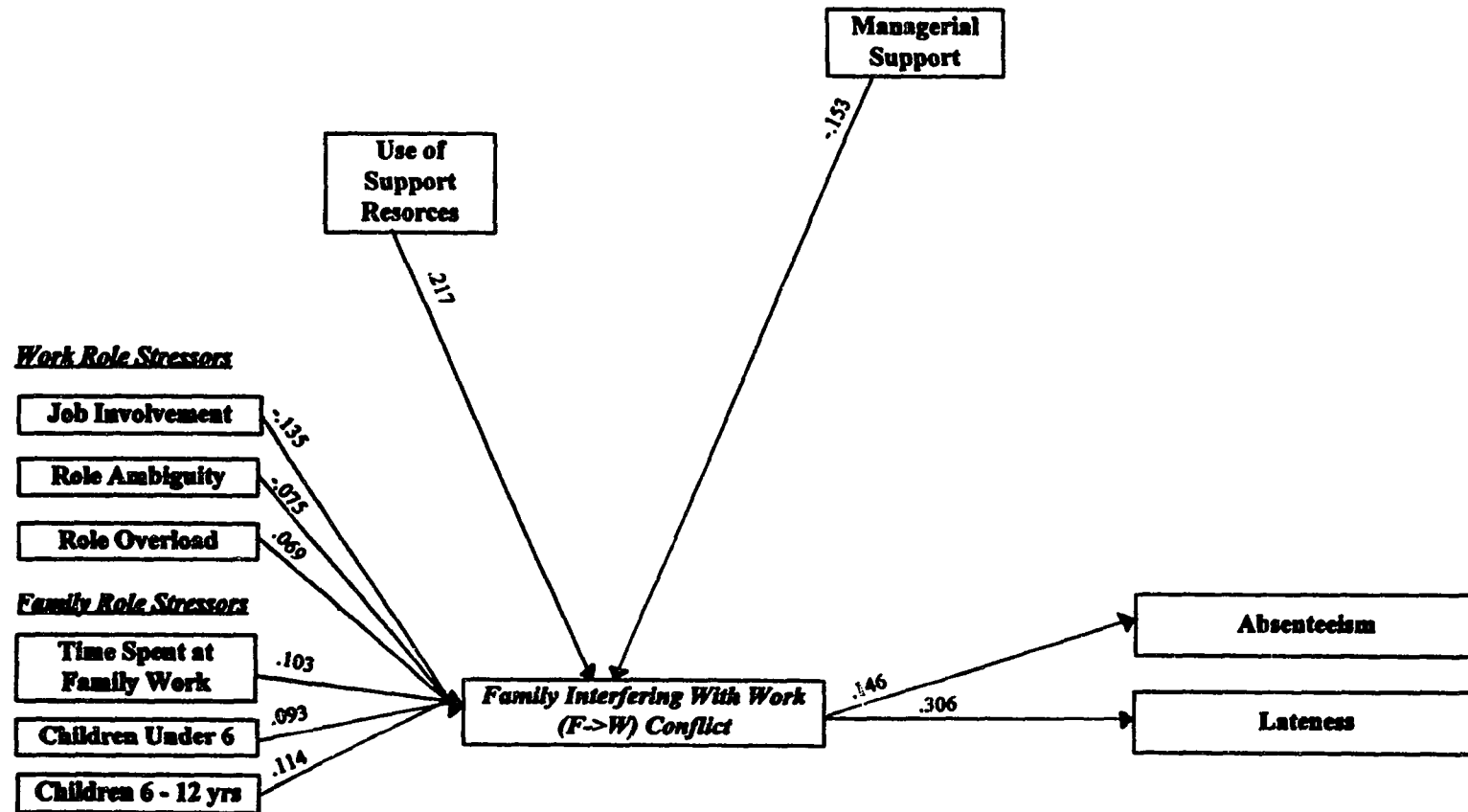


**Figure 25 (b)**  
***Coping With F->W Conflict: The Role of Organizational Support***  
**Partial Model: Predictors of Job Satisfaction**

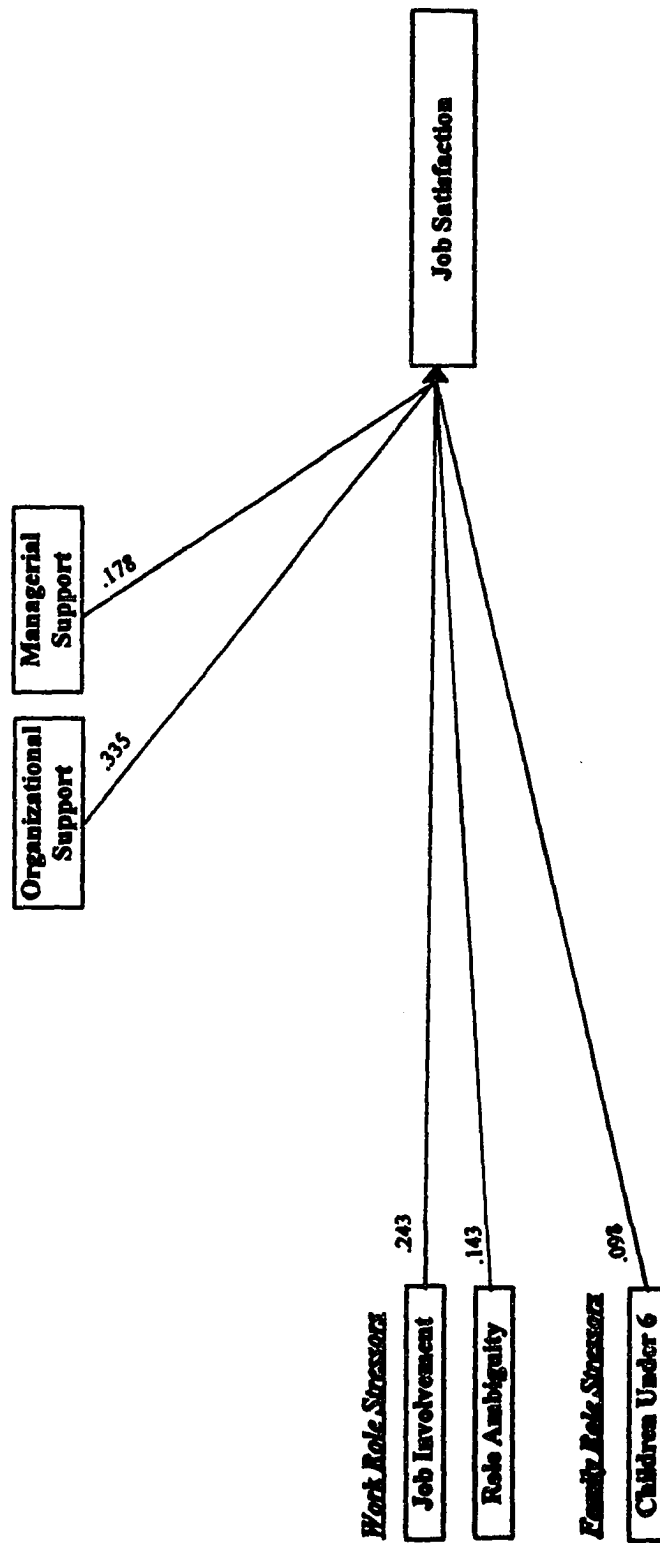


**Figure 25 (c)**  
***Coping With F->W Conflict: The Role of Organizational Support***  
**Partial Model: Predictors of Turnover**

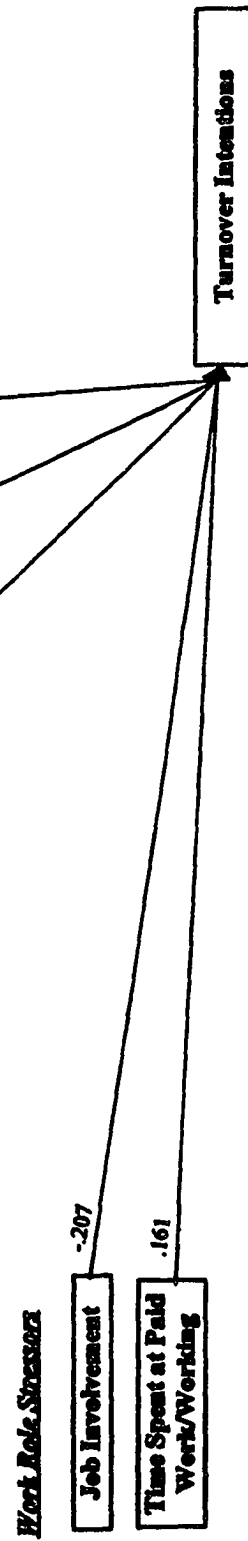


**Figure 25 (d)**  
***Coping With F->W Conflict: The Role of Organizational Support***  
**Partial Model: Predictors of Lateness**



Figure 25 (e)

***Coping With F->W Conflict: The Role of Organizational Support***  
**Partial Model: Predictors of the Use of Support Resources**

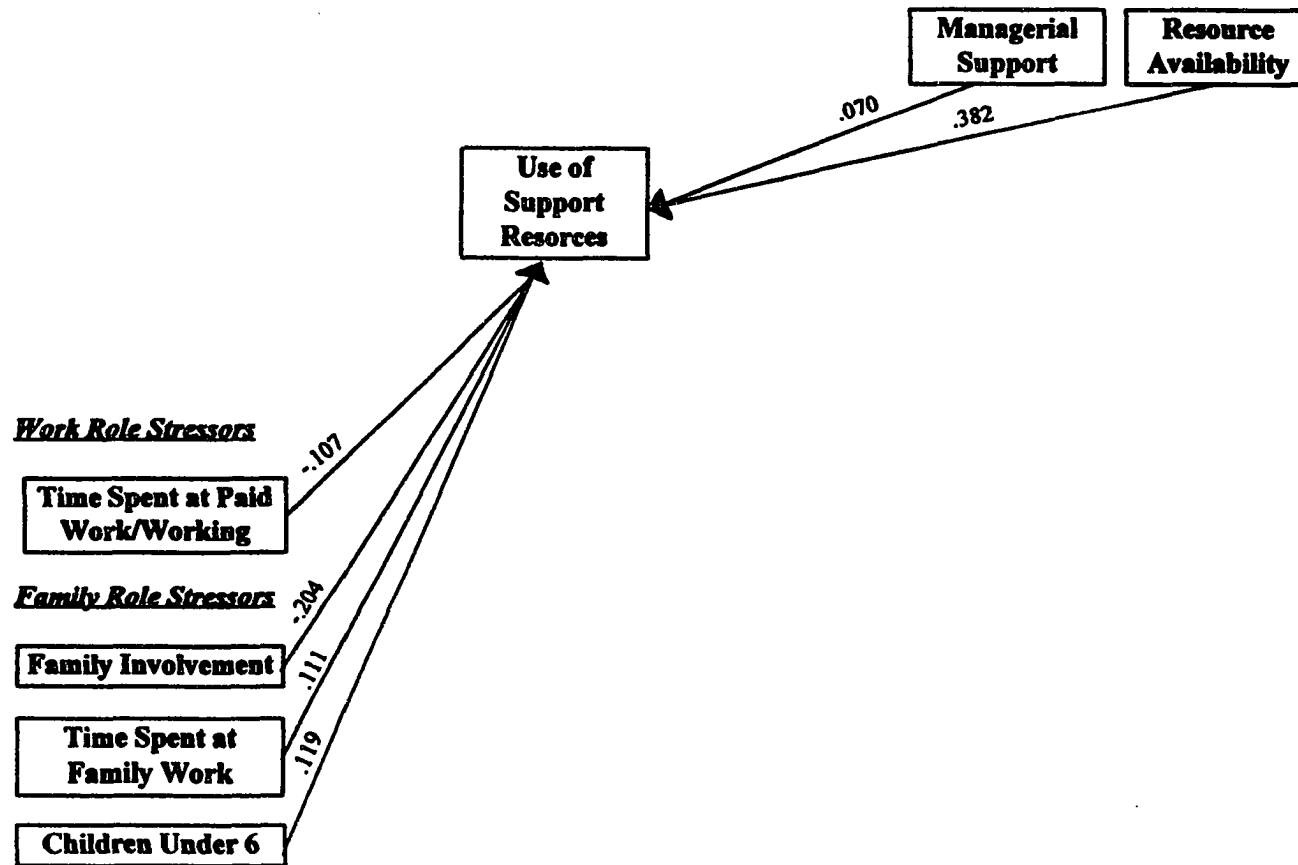
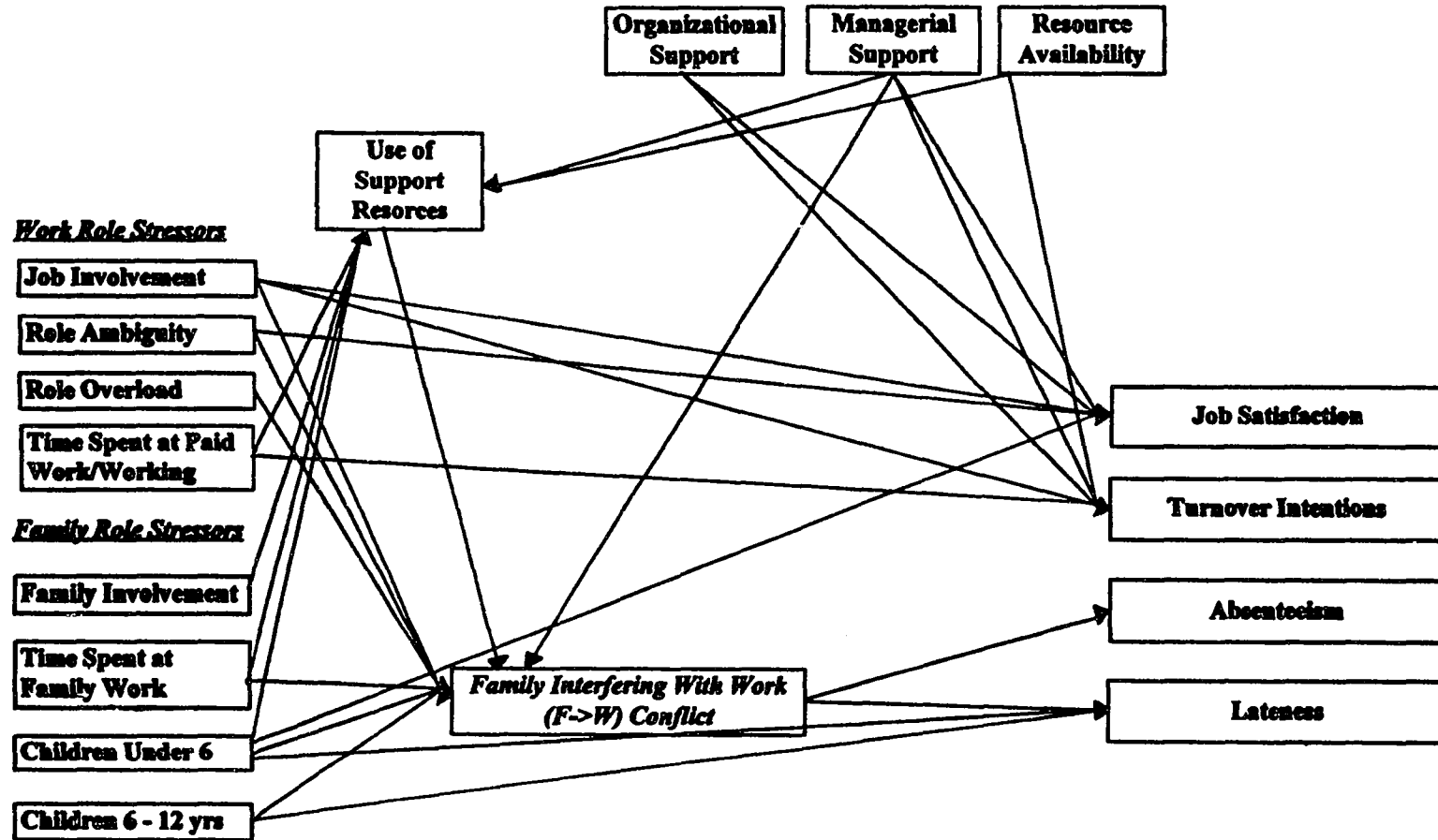




Figure 25 (f)

**Coping With F->W Conflict: The Role of Organizational Support**  
Overall Best Fitting Model



## **APPENDIX C**

### **Solicitation Letter and Marketing Flier**

## APPENDIX C

### *Cover Letter Sent To Organizations*

Date

Contact Person

Title

Company

Address

City, State Zip

Dear Ms./Mr. X:

I am writing to tell you about an important study on balancing work and personal life issues that you and your organization would benefit from participating in. Many employers question the value that work-family programs and initiatives can add to their organizations. Unfortunately, there exists little research to guide organizations in this area. To meet this need, I'm conducting my dissertation research on the impact of organizational resources (e.g., policies and benefits) and perceived support for helping employees balance work and personal life demands. I need organizations like your to participate in my study. There will be no cost to participate, and you will receive benchmarking data on how your company fares compared to other companies nationwide on work-life issues. I have validated all of my measures and now I am seeking samples from several diverse markets and industries.

Enclosed please find a flier which details the study and some of the major benefits that you and your organization can gain from participating in this study. If you have any questions, or you would like to participate in my study, please contact me at 212-622-9849.

Sincerely,

Laura E. Gooler  
Ph.D. Candidate, Industrial & Organizational Psychology  
Baruch College, City University of New York

## APPENDIX C (Continued)

### Marketing Flier

#### ***Balancing Work and Personal Life: What is the Organization's Role?***

The increased research and legislative attention in recent years to work and family issues has placed growing pressures on organizations to provide work-family benefits such as child and elder care support and alternative work arrangements such as flexible scheduling or work-at-home arrangements. Many employers question why they should provide these benefits, how they can afford to provide such benefits to their employees, and what value, if any, such programs and benefits can add to their organizations. Unfortunately, there exists little, if any, research to guide organizations in this area.

I am inviting your organization to participate in a research study examining the impact of organizational resources and support for helping employees balance work and family role demands. This study will include samples from several organizations representing diverse markets and industries. Participation in this study will be strictly confidential, and your company's identity will in no way be revealed in any part of the data gathering process, analysis, or write-up. This study fulfills a dissertation requirement in Industrial and Organizational Psychology, at Baruch College, the City University of New York and is based upon a thorough review of organizational literature on work and family issues.

In return for distributing questionnaires that will be provided to you with self-addressed, stamped envelopes addressed to the researcher, you will receive benchmarking data on the perceived role and impact of work-family benefits. There will be no cost for your participation in this study. Overall results will be sent back to you, along with a discussion of the findings and their implications for managing work and personal balance. You may agree to have your employees' questionnaires coded to receive individualized feedback on your organization, which will be compared to the sample at large.

*For your participation in this study, you will receive feedback on:*

- ◆ Employees' perceptions and awareness of the kinds of work and family related policies and benefits that exist in your organization.
- ◆ The impact of work and family benefits, policies, and programs on important organizational outcomes such as job satisfaction, turnover intentions, performance, lateness, and absenteeism.
- ◆ The impact of perceived organizational climate toward balancing work and family role demands on a variety of organizational outcomes such as turnover intentions, job satisfaction, performance, lateness, and absenteeism.
- ◆ The impact of work and family conflict on several important organizational outcomes such as turnover intentions, performance, lateness, absenteeism, and job satisfaction.
- ◆ The major contributing factors to work and family conflict in your organization.

*If you are interested in participating in this study, please call Laura Gooler at (212) 622-9849 or send a reply to:*

Laura E. Gooler  
Ph.D. Candidate, Industrial & Organizational Psychology  
Psychology Department, Box 512  
Baruch College, City University of New York  
17 Lexington Ave, New York, NY 10010

**THIS FLIER IS NOT TO BE USED OR ADAPTED WITHOUT  
THE EXPRESS WRITTEN PERMISSION OF THE AUTHOR**

## **APPENDIX D**

### **SURVEY COVER AND FOLLOW-UP LETTERS**

## APPENDIX D

### SAMPLE COVER LETTER FOR SURVEY

Date

Dear Company X Employee,

For many people, balancing the demands of their personal lives and work is an everyday challenge. This challenge occurs when the demands from one's work role (such as overtime requirements, inflexible work schedules, business travel requirements, role ambiguity, etc.) make it difficult to fulfill the demands of one's personal life (e.g., taking care of child and elder care needs, fulfilling one's role as a spouse or partner, getting everyday chores and tasks completed, etc.). The reverse is also true, as can be seen when the demands or concerns of one's personal life interferes with one's ability to get the job done and to sustain quality performance.

Company X recognizes that the issues of balancing work and personal lives affects us all, and we want to know more about what your concerns are in this area. We are inviting you to participate in an important survey, '*Balancing Work and Personal Life*,' that is being conducted at the Industrial and Organizational Psychology department of Baruch College, the City University of New York. This survey is designed to find out what types of issues you and others face in managing your work and personal life demands, how you cope with these issues, and the role that your company plays in helping you to achieve balance.

Please take a few moments to fill out the enclosed survey. Your responses will be compiled with responses from employees located at several other companies across the nation. Please be assured that your individual responses will not be seen by anyone at Company X. *Your participation is completely voluntary and anonymous.* For your participation, you may receive a free copy of the results from the researcher when the study is completed by filling out the enclosed 'Request for Results' slip and mailing it along with your survey. When you have finished, please fold the survey, place it in the self-addressed stamped envelope that is provided, and bring it to the nearest mail drop within 5 days from receipt of the survey.

We would like to thank you in advance for your participation in this survey. Your insights are important and will provide valuable feedback to Company X, as well as many other companies. If you have any specific questions or comments about the survey, you may contact the researcher, Laura Gooler, at: The Psychology Department, Box 512 Baruch College, City University of New York, 17 Lexington Avenue, New York, NY 10010. Her phone number is: 212-622-9849.

Sincerely

VP, Company X

## APPENDIX D

### SAMPLE FOLLOW-UP LETTER FOR SURVEY

Date

Dear Company X Employee:

This letter is being sent to everyone who recently received the '*Balancing Work and Personal Life*' Survey. Since the researcher has no way of knowing who has responded and who has not, you may be among the many who have already returned their survey response. If that is the case, I would like to take this opportunity to thank you for your cooperation. If you have not yet replied, I urge you to take a few moments to complete the survey, fold it, and return it in the self-addressed stamped envelop that was provided ot you. I have a limited number of extra copies if you need a replacement.

The '*Balancing Work and Personal Life*' survey is an important communications instrument that will provide both Company X and companies across the country with an accurate and timely assessment of your work-life concerns. Your participation in the survey is voluntary. The survey process is designed to ensure your anonymity. Do not sign you name on the survey itself; results are compiled with responses from other companies. If you desire to receive a copy of the findings for yourself, please complete the 'Request for Results' slip and place it with your survey before mailing it. If you have any questions about the survey, please call the researcher, Laura Gooler, at 212-622-9849.

Again, thank you for your cooperation and please return your completed survey by [...date...] so that your opinions can be included.

Sincerely,

VP, Company X

## **APPENDIX E**

### ***'BALANCING WORK & PERSONAL LIFE' QUESTIONNAIRE***



## APPENDIX E



There is growing interest in how organizations can best help their employees manage the simultaneous demands of their work and personal lives. At the present time, however, we actually know very little about how employees cope with balancing the demands placed on them from their work and non-work lives. This survey is designed to find out what types of issues you and others face in managing your work and family demands, how you cope with these issues, and the role that your organization plays in helping you achieve balance. Your responses will provide valuable insights that will be used to make recommendations to organizations concerned with helping their employees balance their work and personal lives.

Your participation in this survey is completely voluntary. Be assured that the information you provide will be treated as completely confidential. Your individual responses will never be seen by anyone in your company, nor will anyone be able to link you to your responses.

### **INSTRUCTIONS:**

Please answer all of the questions as honestly as possible. Please keep in mind that there are no "right" or "wrong" answers. Even if you are not certain, give the best answer you can. The last section has been set aside for your comments or suggestions. When answering the survey, please base all of your responses on the company you presently work for and your family/personal life situation over the past six months. Also, keep in mind that the word "manager" refers to the person to whom you directly report.

Please fold and return your completed survey in the attached envelope within **5 working days**. Thank you for your participation.

***THIS QUESTIONNAIRE IS NOT TO BE USED OR ADAPTED WITHOUT  
THE EXPRESS WRITTEN PERMISSION OF THE AUTHOR.***

APPENDIX E (Continued)

**SECTION A: WORK-FAMILY BENEFITS**

Below is a list of possible benefits, programs, and services that organizations may provide to help their employees manage their work and family/personal obligations. Next to each program or policy, please indicate:

(A) Whether the organization you work for provides that benefit -by checking Yes, No, or Don't Know.

(B) Whether or not you used benefit in past 6 months -by checking Yes or No next to these.

| Type of Work-Family Benefit:                                                                                     | (A)<br>Does Your<br>Company Provide<br>This Benefit? |     |               | (B)<br>Have You<br>Used<br>Benefit In<br>Past 6<br>Months? |     |
|------------------------------------------------------------------------------------------------------------------|------------------------------------------------------|-----|---------------|------------------------------------------------------------|-----|
|                                                                                                                  | NO                                                   | YES | Don't<br>Know | NO                                                         | YES |
| 1. Family Care Leave (Time off for child birth & parenting).....                                                 |                                                      |     |               |                                                            |     |
| 2. Care of Dependents (Time off for Child or Elder Care).....                                                    |                                                      |     |               |                                                            |     |
| 3. Employment-Sponsored Child Care Center At or Near Work.....                                                   |                                                      |     |               |                                                            |     |
| 4. Adoption Aid.....                                                                                             |                                                      |     |               |                                                            |     |
| 5. Sick Leave Days.....                                                                                          |                                                      |     |               |                                                            |     |
| 6. Personal Leave Days (not sick leave).....                                                                     |                                                      |     |               |                                                            |     |
| 7. Alternative Work Schedules (e.g. Part-time, Job Sharing, Compressed<br>Work Weeks).....                       |                                                      |     |               |                                                            |     |
| 8. Work-At-Home/Telecommuting.....                                                                               |                                                      |     |               |                                                            |     |
| 9. Absence Autonomy: (Take absences when needed; Take fewer hours one<br>day, make up hours on another day)..... |                                                      |     |               |                                                            |     |
| 10. Flexible Work Schedule: (Set Own Start & End Times).....                                                     |                                                      |     |               |                                                            |     |
| 11. Family Planning &/or Resources (e.g. counseling, referrals, educational<br>materials).....                   |                                                      |     |               |                                                            |     |
| 12. Work & Family Support or Discussion Groups.....                                                              |                                                      |     |               |                                                            |     |
| 13. Emergency Child Care Services.....                                                                           |                                                      |     |               |                                                            |     |
| 14. College Scholarships or Tuition For Dependents.....                                                          |                                                      |     |               |                                                            |     |
| 15. Employee Assistance Program.....                                                                             |                                                      |     |               |                                                            |     |
| 16. Company-sponsored after school programs for employees' dependents.....                                       |                                                      |     |               |                                                            |     |
| 17. Stress Management.....                                                                                       |                                                      |     |               |                                                            |     |
| 18. Other (Please specify).....                                                                                  |                                                      |     |               |                                                            |     |

19. Think back to the kinds of challenges or conflicts you may have experienced between your work and personal/family life (such as *parent vs. career, partner vs. career*, etc.) over the *last six months*. Please list at least three types of benefits, policies, or resources, (whether work-related or personal) that you find most important to you in helping you to balance your work and family/personal obligations. Please list in order of importance:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

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APPENDIX E (Continued)

**SECTION B: WORK-FAMILY BALANCE**

Below are several questions that ask you about your experiences with managing work and family roles. Think back over the past six months when you are answering the questions in this section. Circle a number on the right from 1=(Strongly Disagree) to 5=(Strongly Agree) to indicate your agreement with each statement.

| 1<br>Strongly Disagree                                                                                                                                                       | 2<br>Disagree | 3<br>Uncertain | 4<br>Agree | 5<br>Strongly Agree |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|----------------|------------|---------------------|
| 1. After work, I come home too tired to do some of the things I'd like to do.....                                                                                            |               |                |            | 1 2 3 4 5           |
| 2. On the job, I have so much work to do that it takes away from my personal interests.....                                                                                  |               |                |            | 1 2 3 4 5           |
| 3. My family/friends dislike how often I am preoccupied with my work while I am at home.....                                                                                 |               |                |            | 1 2 3 4 5           |
| 4. I worry a lot about how my work and family/personal life affect one another.....                                                                                          |               |                |            | 1 2 3 4 5           |
| 5. My work takes up time that I'd like to spend with my family/friends.....                                                                                                  |               |                |            | 1 2 3 4 5           |
| 6. I am often too tired at work because of the things I have to do at home.....                                                                                              |               |                |            | 1 2 3 4 5           |
| 7. I find it easy to balance my work and personal/family life demands*.....                                                                                                  |               |                |            | 1 2 3 4 5           |
| 8. My personal demands are so great that they take time away from my work.....                                                                                               |               |                |            | 1 2 3 4 5           |
| 9. My superiors and peers dislike how often I am preoccupied with my personal life while I'm at work.....                                                                    |               |                |            | 1 2 3 4 5           |
| 10. My personal life takes up time that I'd like to spend at work.....                                                                                                       |               |                |            | 1 2 3 4 5           |
| 11. Work pressures and problems often leave me feeling drained when I go home from work*.                                                                                    |               |                |            | 1 2 3 4 5           |
| 12. I have had to sacrifice my personal life in order to advance in my career*.....                                                                                          |               |                |            | 1 2 3 4 5           |
| 13. I am satisfied with the balance I have between my work and personal/family life*.....                                                                                    |               |                |            | 1 2 3 4 5           |
| 14. I often feel extremely anxious about being able to satisfy both my work and family/personal life demands.....                                                            |               |                |            | 1 2 3 4 5           |
| 15. My job allows me sufficient time for my personal life*.....                                                                                                              |               |                |            | 1 2 3 4 5           |
| 16. I often get upset when trying to balance the demands of my work and personal/family life..                                                                               |               |                |            | 1 2 3 4 5           |
| 17. How often does your job or career interfere with your responsibilities at home such as yardwork, cooking, cleaning, repairs, shopping, paying bills, or child care?..... |               |                |            | 1 2 3 4 5           |
| 18. How often does your homelife interfere with your responsibilities at work, such as getting to work on time, accomplishing tasks, or working overtime?.....               |               |                |            | 1 2 3 4 5           |
| 19. How often does your boss, supervisor, or co-workers offer you advice or assistance directed toward helping you manage your work/family situation?.....                   |               |                |            | 1 2 3 4 5           |

**SECTION C: YOUR JOB AND WORK ENVIRONMENT**

Below are statements that could be used to describe your feelings about your job and work environment. Please indicate the EXTENT to which you AGREE or DISAGREE with each of the following statements by circling the number next to each statement from 1=(Strongly Disagree) to 5=(Strongly Agree).

| 1<br>Strongly Disagree                                                                                   | 2<br>Disagree | 3<br>Uncertain | 4<br>Agree | 5<br>Strongly Agree |
|----------------------------------------------------------------------------------------------------------|---------------|----------------|------------|---------------------|
| 1. Top management at my company is sensitive to employees' needs to balance work and personal life*..... |               |                |            | 1 2 3 4 5           |
| 2. The most important things that happen to me involve my present job.....                               |               |                |            | 1 2 3 4 5           |
| 3. My company is supportive of me balancing work and personal/family matters*.....                       |               |                |            | 1 2 3 4 5           |

3

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\*=THESE ITEMS ARE NOT TO BE USED WITHOUT THE EXPRESS WRITTEN PERMISSION OF PROFESSOR DONNA E. THOMPSON OF BARUCH COLLEGE, CUNY

## SECTION C: (Continued)

| 1<br>Strongly Disagree                                                                                                                                                         | 2<br>Disagree | 3<br>Uncertain | 4<br>Agree | 5<br>Strongly Agree |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|----------------|------------|---------------------|
| 4. To me, my job is only a small part of who I am.....                                                                                                                         |               |                |            | 1 2 3 4 5           |
| 5. In general, I don't like my job.....                                                                                                                                        |               |                |            | 1 2 3 4 5           |
| 6. I am very much personally involved in my job.....                                                                                                                           |               |                |            | 1 2 3 4 5           |
| 7. My manager is supportive and cooperative when I have to miss work for a routine personal or family obligation*.....                                                         |               |                |            | 1 2 3 4 5           |
| 8. The amount of work I am asked to do in my job is fair.....                                                                                                                  |               |                |            | 1 2 3 4 5           |
| 9. When I change my work schedule or take time off from work (other than vacation) because of a personal or family obligation, my manager is understanding*.....               |               |                |            | 1 2 3 4 5           |
| 10. I live, eat, and breathe my job.....                                                                                                                                       |               |                |            | 1 2 3 4 5           |
| 11. I often think about quitting.....                                                                                                                                          |               |                |            | 1 2 3 4 5           |
| 12. Explanation is clear of what has to be done at work.....                                                                                                                   |               |                |            | 1 2 3 4 5           |
| 13. If I were to take a child care leave, I could easily continue my career where I left off, when I returned*.....                                                            |               |                |            | 1 2 3 4 5           |
| 14. My opportunities for promotion and growth at my current job would be negatively affected if I worked part-time up to one year after the birth or adoption of a child*..... |               |                |            | 1 2 3 4 5           |
| 15. My opportunities for promotion and growth at my current job would be negatively affected if I limited my business travel because of my child(ren)*.....                    |               |                |            | 1 2 3 4 5           |
| 16. My opportunities for promotion and growth at my current job would be negatively affected if I limited my overtime work because of my child(ren)*.....                      |               |                |            | 1 2 3 4 5           |
| 17. My opportunities for promotion and growth at my current job would be negatively affected if I interrupted my work for my child(ren) (e.g., illness, etc.)*.....            |               |                |            | 1 2 3 4 5           |
| 18. Most of my interests are centered on my job.....                                                                                                                           |               |                |            | 1 2 3 4 5           |
| 19. My manager is supportive and cooperative when I have to attend an emergency personal or family-related matter*.....                                                        |               |                |            | 1 2 3 4 5           |
| 20. I know exactly what is expected of me at work.....                                                                                                                         |               |                |            | 1 2 3 4 5           |
| 21. I have very strong ties with my present job which would be very difficult to break.....                                                                                    |               |                |            | 1 2 3 4 5           |
| 22. I know what my job responsibilities are.....                                                                                                                               |               |                |            | 1 2 3 4 5           |
| 23. I feel that my company's past efforts to establish programs and initiatives that help employees balance work and personal needs has been effective*.....                   |               |                |            | 1 2 3 4 5           |
| 24. I will probably look for a new job next year.....                                                                                                                          |               |                |            | 1 2 3 4 5           |
| 25. My company offers me career opportunities, while at the same time it allows me to balance my work and personal/family life*.....                                           |               |                |            | 1 2 3 4 5           |
| 26. I never seem to have enough time at work to get everything done.....                                                                                                       |               |                |            | 1 2 3 4 5           |
| 27. Most of my personal life goals are job-oriented.....                                                                                                                       |               |                |            | 1 2 3 4 5           |
| 28. My long-term career opportunities would not be damaged if I took a child care leave*.....                                                                                  |               |                |            | 1 2 3 4 5           |
| 29. In general, I like working here.....                                                                                                                                       |               |                |            | 1 2 3 4 5           |
| 30. I consider my job to be very central to my existence.....                                                                                                                  |               |                |            | 1 2 3 4 5           |
| 31. I know that I have divided my work time properly.....                                                                                                                      |               |                |            | 1 2 3 4 5           |
| 32. As an employer, my company is sensitive to what it takes for me to balance my work and personal/family life*.....                                                          |               |                |            | 1 2 3 4 5           |
| 33. I have too much work to do at my job to do everything well.....                                                                                                            |               |                |            | 1 2 3 4 5           |
| 34. I like to be absorbed in my job most of the time.....                                                                                                                      |               |                |            | 1 2 3 4 5           |
| 35. Clear, planned goals and objectives exist for my job.....                                                                                                                  |               |                |            | 1 2 3 4 5           |
| 36. I feel certain about how much authority I have on my job.....                                                                                                              |               |                |            | 1 2 3 4 5           |
| 37. All in all, I am satisfied with my job.....                                                                                                                                |               |                |            | 1 2 3 4 5           |

\*=THESE ITEMS ARE NOT TO BE USED WITHOUT THE EXPRESS WRITTEN PERMISSION OF PROFESSOR DONNA E. THOMPSON OF BARUCH COLLEGE, CUNY

APPENDIX E (Continued)

**SECTION C:** (Continued)

Please indicate how likely you are to do the following:

38. How likely is it that you will actively look for a new job in the next year?.....

| 1                    | 2 | 3                  | 4 | 5               | 6 | 7                   |
|----------------------|---|--------------------|---|-----------------|---|---------------------|
| Not At<br>All Likely |   | Somewhat<br>Likely |   | Quite<br>Likely |   | Extremely<br>Likely |
| 1                    | 2 | 3                  | 4 | 5               | 6 | 7                   |

**SECTION D: WORK ATTENDANCE**

Please list below the number of times you were absent from (or late to) work over the **past six months** due to the following reasons. Enter a zero (0) if you were **not** late or absent for any of the reasons listed.

| Absenteeism From Work:                                                                                                | List Total Number of Days Missed in Last Six Months |
|-----------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|
| 1. Total Number of Work Days Missed in Last 6 Months ( <i>Not</i> Including Vacation, Business Travel, Holidays)..... |                                                     |
| <b>Number of days missed at work due to the following:</b>                                                            | <b>List Number of Work Days Missed:</b>             |
| 2. Illness of child or elder family member.....                                                                       |                                                     |
| 3. Problems with child or elder care.....                                                                             |                                                     |
| 4. Other child or family-related reasons.....                                                                         |                                                     |
| 5. Other (Non-child or non-family-related reasons, such as personal illness, taking care of personal matters).....    |                                                     |
| <b>Number of times you were late to work due to the following:</b>                                                    | <b>List Number of Times Late to Work</b>            |
| 6. Illness of child or elder family member.....                                                                       |                                                     |
| 7. Problems with child or elder care.....                                                                             |                                                     |
| 8. Other child or family-related reasons.....                                                                         |                                                     |
| 9. Other (Non-child or non-family-related reasons, such as personal illness, taking care of personal matters).....    |                                                     |

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APPENDIX E (Continued)

**SECTION E: FAMILY/PERSONAL LIFE**

The following questions ask you about your family/personal life.

Please indicate the **EXTENT** to which you **AGREE** or **DISAGREE** with each of the following statements by **circling** the number next to each statement from 1 = (Strongly Disagree) to 5 = (Strongly Agree) that best represents the extent of your agreement.

| 1<br>Strongly Disagree                                                | 2<br>Disagree | 3<br>Uncertain | 4<br>Agree | 5<br>Strongly Agree |
|-----------------------------------------------------------------------|---------------|----------------|------------|---------------------|
| <b>Everybody please answer questions (1 &amp; 2):</b>                 |               |                |            |                     |
| 1. I spend most of my free time with my family.....                   |               |                |            | 1 2 3 4 5           |
| 2. The most important things that happen to me involve my family..... |               |                |            | 1 2 3 4 5           |

|                                                                                                                          |  |  |  |           |
|--------------------------------------------------------------------------------------------------------------------------|--|--|--|-----------|
| <b>If you are a "Spouse"/"Partner," answer questions (3-6). If you are not a "Spouse"/"Partner", skip to question 7.</b> |  |  |  |           |
| 3. The most important things that happen to me involve my role as a spouse/partner.....                                  |  |  |  | 1 2 3 4 5 |
| 4. Most of my interests are centered around my spouse/partner.....                                                       |  |  |  | 1 2 3 4 5 |
| 5. I am very much involved in my role as a spouse/partner.....                                                           |  |  |  | 1 2 3 4 5 |
| 6. To me, my spouse/partner role is only a small part of who I am.....                                                   |  |  |  | 1 2 3 4 5 |

|                                                                                                                                                         |  |  |  |           |
|---------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|-----------|
| <b>If you are a "Parent" or you "Have Children," answer questions (7-10). If you are not a "Parent" or you do not "Have Children," go to Section F.</b> |  |  |  |           |
| 7. The most important things that happen to me involve my children.....                                                                                 |  |  |  | 1 2 3 4 5 |
| 8. Most of my interests are centered around being a parent.....                                                                                         |  |  |  | 1 2 3 4 5 |
| 9. I am very much involved in my role as a parent.....                                                                                                  |  |  |  | 1 2 3 4 5 |
| 10. To me, my role as a parent is only a small part of who I am.....                                                                                    |  |  |  | 1 2 3 4 5 |

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APPENDIX E (Continued)

**SECTION F: INVOLVEMENT IN WORK & PERSONAL/FAMILY LIFE**

This section asks you about the **EXTENT** you are involved in both work and nonwork domains. Think back over the **past 6 months** and indicate the **amount of time per week** you are involved in each of the following:

|                                                                                                                                                                                                                                                                                                                                                                                     |                             |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| How many hours per week do you spend in each of the following activities?                                                                                                                                                                                                                                                                                                           | Please list Hours Per Week: |
| 1. Job (or Paid Work activities).....                                                                                                                                                                                                                                                                                                                                               |                             |
| 2. Household chores (e.g., cooking, cleaning, etc.).....                                                                                                                                                                                                                                                                                                                            |                             |
| 3. Household maintenance (e.g., yard work, household repairs).....                                                                                                                                                                                                                                                                                                                  |                             |
| 4. Basic child care (e.g., bathing, feeding, changing diapers, etc.).....                                                                                                                                                                                                                                                                                                           |                             |
| 5. Play Time/Social Time with child(ren).....                                                                                                                                                                                                                                                                                                                                       |                             |
| 6. Household/family shopping.....                                                                                                                                                                                                                                                                                                                                                   |                             |
| 7. Paying Household/Personal Bills.....                                                                                                                                                                                                                                                                                                                                             |                             |
| Please indicate the amount of time you spend <b>preoccupied</b> with the following areas:                                                                                                                                                                                                                                                                                           | Please list Hours Per Week: |
| 8. When you are <b>not at work</b> or working on paid work, how many hours per week are you <b>PREOCCUPIED</b> with your work or career (i.e., thinking about work, worrying about it, making plans for your job/career, daydreaming about it, etc.).....                                                                                                                           |                             |
| 9. When you are <b>not at home</b> or taking care of family chores or maintenance, how many hours per week are you <b>PREOCCUPIED</b> with you role at home and/or your family obligations (i.e., thinking about the chores you need to get done, worrying about household or child care, making plans for taking care of family responsibilities, daydreaming about it, etc.)..... |                             |

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APPENDIX E (Continued)

**SECTION G: DEMOGRAPHICS**

In order to get an accurate understanding of the study goals, it is important to examine how basic differences between people and their life situations are related to the study's goals. Below are several questions about yourself, your job, and your living situation that may be related to your experience with balancing work and personal life. Please be reminded that we will not be able to identify these as your answers, and your responses will not be linked to you in any phase of the write-up of this research project. With this in mind, please answer all of the following questions:

**1. Your Sex:**

1. Male \_\_\_\_\_  
2. Female \_\_\_\_\_

**2. Your Age:** \_\_\_\_\_

**3. Please indicate the highest level of education you have completed:**

1. Some High School/Graduated High School or GED \_\_\_\_\_  
2. Some College or Technical Training Beyond High School \_\_\_\_\_  
3. Graduated from College (B.A. or B.S. or other Bachelor's Degree) \_\_\_\_\_  
4. Some Graduate School \_\_\_\_\_  
5. Masters Level Graduate Degree \_\_\_\_\_  
6. Advanced Graduate Degree (Ph.D., M.D., J.D., etc.) \_\_\_\_\_

**4. Race or Ethnic Group:**

1. Asian American/Pacific Islander \_\_\_\_\_  
2. Black/African American \_\_\_\_\_  
3. Hispanic/Latino \_\_\_\_\_  
4. Native American/American Indian \_\_\_\_\_  
5. White \_\_\_\_\_  
6. Other (Please Specify: \_\_\_\_\_)

**5. Employment Status:**

1. Full-Time regular employee \_\_\_\_\_  
2. Part-Time regular employee \_\_\_\_\_  
3. Other (Please specify: \_\_\_\_\_)

**6. Marital Status:**

- \_\_\_\_\_ 1. Married  
\_\_\_\_\_ 2. Single (Never Married)  
\_\_\_\_\_ 3. Divorced  
\_\_\_\_\_ 4. Separated  
\_\_\_\_\_ 5. Widowed

**7. Living Arrangement:**

- \_\_\_\_\_ 1. Living With Another Adult, With Dependent Children  
\_\_\_\_\_ 2. Living With Another Adult, Without Dependent Children  
\_\_\_\_\_ 3. Living Alone, With Dependent Children  
\_\_\_\_\_ 4. Living Alone, Without Dependent Children

**8. Please list below the Number of Dependent Children who Live With You Who are:**

1. Under 6 Years of age \_\_\_\_\_  
2. 6-12 Years old \_\_\_\_\_  
3. Age 13 years or older \_\_\_\_\_

**9. Are you an exempt (salaried) or non-exempt (weekly or hourly) employee?**

1. Exempt \_\_\_\_\_  
2. Non-Exempt \_\_\_\_\_

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APPENDIX E (Continued)

SECTION G: (Continued)

10. Do you supervise others?

1. Yes \_\_\_\_\_  
2. No \_\_\_\_\_

11. Number of Subordinates:

1. Direct \_\_\_\_\_  
2. Total \_\_\_\_\_

12. How Long Have you Worked For This Organization? \_\_\_\_\_ Years \_\_\_\_\_ Months

13. How many total years of work experience do you have? \_\_\_\_\_ Years

14. What is Your Annual Salary? \$ \_\_\_\_\_

15. What is Your Total Household Income? \$ \_\_\_\_\_

16. How Many Wage Earners Are In Your Household? \_\_\_\_\_

17. Level: (Check one)

- \_\_\_\_ 1. Top: Chief Executive or Operating Officer, President, Executive Vice President  
\_\_\_\_ 2. Executive: Senior Vice President, Division Head, Business Unit Director  
\_\_\_\_ 3. Upper-Middle: Department Head, Superintendent, Regional Manager, Plant Manager  
\_\_\_\_ 4. Middle: Mid-Level Manager  
\_\_\_\_ 5. First Level Supervisor  
\_\_\_\_ 6. Professional or Sales Staff  
\_\_\_\_ 7. Hourly Employee: Technician, Clerical or Support Staff, Machine Operator

18. Function: (Check one)

- |                                              |                                          |
|----------------------------------------------|------------------------------------------|
| ____ 1. Administration                       | ____ 10. Marketing                       |
| ____ 2. Advertising/Public Relations         | ____ 11. Materials Management/Purchasing |
| ____ 3. Customer Service                     | ____ 12. Operations                      |
| ____ 4. Education                            | ____ 13. Product Development             |
| ____ 5. Engineering                          | ____ 14. Quality Control                 |
| ____ 6. Finance/Accounting                   | ____ 15. Research                        |
| ____ 7. Human Resources/Training             | ____ 16. Sales                           |
| ____ 8. Information Services/Data Processing | ____ 17. Security                        |
| ____ 9. Law                                  | ____ 18. Social Service                  |
|                                              | ____ 19. Other (Specify: _____)          |

19. Industry: (Check one)

- |                                            |                                               |
|--------------------------------------------|-----------------------------------------------|
| ____ 1. Education                          | ____ 14. Health Services                      |
| ____ 2. Government                         | ____ 15. Insurance                            |
| ____ 3. Other Not-For-Profit               | ____ 16. Manufacturing                        |
| ____ 4. Agriculture                        | ____ 17. Petroleum, Mining & Related Products |
| ____ 5. Chemicals and Allied Products      | ____ 18. Printing and Publishing              |
| ____ 6. Communications Equipment           | ____ 19. Real Estate                          |
| ____ 7. Communications Services            | ____ 20. Retail and Wholesale                 |
| ____ 8. Construction                       | ____ 21. Services                             |
| ____ 9. Consumer Products                  | ____ 22. Transportation                       |
| ____ 10. Diversified                       | ____ 23. Utilities                            |
| ____ 11. Drugs and Pharmaceuticals         | ____ 24. Wood, Paper, & Packaging             |
| ____ 12. Electrical & Electronic Equipment | ____ 25. Other (Specify: _____)               |
| ____ 13. Finance                           |                                               |

20. Number of Employees in Your Organization:

- |                       |                           |
|-----------------------|---------------------------|
| 1. Less than 50 _____ | 5. 1,000 - 4,999 _____    |
| 2. 50 - 99 _____      | 6. 5,000 - 9,999 _____    |
| 3. 100-299 _____      | 7. 10,000 - 25,000 _____  |
| 4. 300-999 _____      | 8. More than 25,000 _____ |

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APPENDIX E (Continued)

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**SECTION H:**

**COMMENTS**

*This survey was designed to help us understand how employees are balancing work and personal lives. Please take this opportunity to write any comments, opinions, or reactions that you think would help us in our analyses.*

**THANK YOU FOR YOUR COOPERATION!**

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