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Causal Models of Work-Family Conflict From Family and Organizational Perspectives

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CAUSAL MODELS OF WORK-FAMILY CONFLICT
FROM FAMILY AND ORGANIZATIONAL PERSPECTIVES

by

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ABSTRACT

CAUSAL MODELS OF WORK-FAMILY CONFLICT FROM FAMILY AND ORGANIZATIONAL PERSPECTIVES.

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Old Dominion University, 1996
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More women are entering the workforce and the number of dual career couples has increased and will probably continue to do so. As women's tasks and responsibilities outside of the home have increased, those within the home have not diminished resulting in higher work-family conflict (Greenglass, Pantony, & Burke, 1988). This research examined a woman's work-family conflict from both work and family perspectives. Two models were described and tested. One model included individual and family antecedents and consequences of work-family conflict. The antecedents included sex-role attitudes, role salience, and perfectionism in the wife. The consequences were quality of family life and the wife's life satisfaction. The second model examined the relationships between organizational factors encompassing supervisor support, culture for family involvement, and supervisor flexibility and outcomes including organizational commitment, job satisfaction, and work-family conflict. The sample consisted of 190 dual career couples each working at least 30 hours per week with at least one child under age 16. The data did not support the proposed family model. However, there were interesting findings in the relationships that were supported. The tested organizational model resulted in an exceptional fit with support for 5 of 8 proposed relationships. Detailed findings and implications are discussed.

DEDICATION

This dissertation is dedicated to my own family...my parents, Gary and Dee Guttau, who have provided me with a wonderful example of a dual-career partnership and never-ending love and encouragement...my new supportive husband and partner, Jeff Wells, with whom I am just embarking on the dual career couple journey...and my heavenly Father without whom none of this would be possible.

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This section is very important as I could not have completed this research on my own. I am very grateful (and indebted) to all of those acknowledged here.

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CHAPTER I

INTRODUCTION

The number of dual career couples has escalated as more and more women enter the workforce (Greenhaus & Beutell, 1985). Although the increase of employment of women outside the home is apparent, the work patterns inside the home have been more resistant to change. Despite women's increased involvement in the workforce, research indicates that husbands are not picking up the slack at home (Cowen, 1989; Hochschild, 1989; Pleck, 1985; Weiss, 1989). As women's responsibilities outside of the home increase without any relief at home, the inevitable result is role overload and the potential for work-family conflict.

Work-Family Conflict

Work-family conflict is defined as a type of interrole conflict resulting from incompatible pressures in the roles from work and family domains (Kahn, Wolfe, Quinn, Snoek, & Rosenthal, 1964). Role overload, which also occurs frequently in working women and may contribute to work-family conflict, results when too many expectations exist for an individual in a given role. Research and theory about roles is important to understanding work-family conflict. There is increasing evidence that occupying multiple roles is related to greater chances of being physically healthier, more satisfied with life, and less depressed (Barnett & Baruch, 1987c). Research seems to indicate that some roles and role combinations appear to be more beneficial than others and that these may differ for men and women. There are two competing hypotheses about role stress: the scarcity hypothesis and the expansion hypothesis. The scarcity hypothesis states that individuals have a limited amount of energy. The more roles one accumulates, the greater the probability of exhausting one's supply of time and energy and of confronting conflicting obligations, leading to role strain and psychological distress. The expansion hypothesis focuses on the net positive gains to be had from multiple roles. The theorists argue that the rewards of self-esteem, recognition, prestige, and financial renumeration more than offset the costs of adding on roles. The research findings about the benefits women gain when working outside

of the home support the expansion hypothesis. However, the emphasis on the work overload women experience lends credence to the scarcity hypothesis. It seems that it is important to consider both hypotheses. The expansion hypothesis would emphasize the quality of the roles, as literature suggests weighing the quality of experience in roles, not the sheer number (Aneshensel & Pearlin, 1987). However, as the scarcity hypothesis stresses, time and energy limitations do exist.

<u>Role Conflict for Men and for Women</u>

There are two general positions concerning gender and involvement in social roles. One is that there are no gender differences in social roles and that employment and marriage confer many mental health advantages for men and women. The other position is the sex-role hypothesis that poses interactive effects for gender. The nature of role demands is believed to be different for men and women, with women experiencing more distress.

There is research support for both positions. Some research suggests that any sex differences in roles are minor. Frone, Russell, and Cooper (1992) found that family boundaries were more permeable than work boundaries, and these boundaries operated similarly for men and women. In other words, work is allowed to interfere with family life more than family is allowed to intrude into work time for both men and women. Other research found minor differences between the sexes on scales of work-related stress, work-family conflict, job satisfaction, life satisfaction, marital satisfaction, and parental demands (Bedeian, Burke, & Moffett, 1988).

Considerable research shows the differences between men and women's roles. Women have higher levels of role conflict (Greenglass et al., 1988). Family role demands, such as caring for a sick child, appear to intrude into the work setting more for women than men (Burley, 1991). There are also differences in the amount of time spent on family matters in that women spend significantly more time than men in family work (Burley). Research shows that women restructure their work to accommodate family needs more than men (Brett & Yogev, 1988). Research done from 1970 to 1980 shows that marriage and parenting relate positively to employment for men, but negatively for women suggesting that family life may

enhance the career of a man, but deter the career of a woman (Cooney & Uhlenberg, 1991). For fathers, the higher the family involvement, the lower the role conflict. For mothers, the higher the family involvement, the higher the role conflict (Brett, Stroh & Reilly, 1992). A study by Bielby and Bielby (1989) showed that there are gender differences in the process of forming commitments to work and family. Women gave precedence to the family, while men built identification to both without trade-off. The explanation seems to be that women have more work-family conflict due to societal expectations and behavioral norms (Duxbury & Higgins, 1991).

Many of the differences between men and women in work and family roles may be shrinking due to changes in societal expectations and behavioral norms. Work-family balance is an issue that is increasing in importance to working men (Gilbert, 1985; Pleck, 1985). Recent information from a number of companies suggests that men are beginning to experience more work-family conflict (Thompson, Thomas, & Maier, 1992). Despite this shift to what appears to be more egalitarian roles, the traditional roles still persist when it comes to the division of labor at home.

Though a working wife does not ensure a participative husband, the occupational level of wives is related to the spouses' participation in household work and parenting (Dancer & Gilbert, 1993). Dual-wage families, especially dual career couples, share more of the responsibilities than single-wage traditional families. A dual career couple is defined as two people who are involved in a lasting relationship who are each involved in a full-time career. A career is different from a job in that it requires development, persistence and nurturance. Dual career couples were the population of interest in this research since work-family conflict and a husband's participation at home are important variables.

Impact of Outside Employment on Women

Outside employment can impact women in many ways usually resulting in personal benefits and an increased work load. Employment outside of the home and multiple roles can be emotionally beneficial to women (Baruch, Barnett, & Rivers, 1983). Working may have a rehabilitative effect on mental health. Bernard (1972) found that women who work experience less psychological distress. Barnett and

Baruch (1979) and Nieva and Gutek (1981) argue that working increases a woman's sense of well-being. Women feel an increased sense of competence and confidence which can spill-over into their family lives. Having an independent financial base also gives a woman more power in the marriage. Couples who both work are more likely to share decisions about major purchases than couples in which only the husband works in paid employment (Heer, 1958; Geiken, 1964). Women with high work control experience significantly greater psychological well-being than homemakers and women with low work control, and the latter two do not differ significantly (Lennon & Rosenfield, 1992). Schwartzberg and Dytell (1988) also found that mothers employed outside of the home did not differ significantly from nonemployed mothers in psychological well-being which they state suggests that employment status moderates the impact of family stress on psychological well-being given the increased number of roles and work overload of the working mother.

The impact of employment on the marital satisfaction of the wife has also been examined. Research has suggested that the marital satisfaction of women who work is either higher or the same as women who are not employed. Campbell, Converse, and Rodgers (1976) found that employed women and housewives did not differ in level of marital satisfaction. Further research suggests that when both the husband and wife support the wife's employment, marital satisfaction is increased (Hoffman, 1979). Employment of the wife alone has little impact on marital satisfaction without considering other factors (Hofferth & Moore, 1979; Staines, 1980).

Along with the benefits of employment for women usually comes an increased work load that results from adding outside employment without giving up many of the housekeeping and childrearing responsibilities and support of husband's career (Nieva & Gutek, 1981). Even though women increase their roles and responsibilities by working outside the home, men and women's roles within the home often do not change. Women do most of the household and childcare tasks regardless of how many hours they work outside of the home (Hochschild, 1989; Pleck, 1985). Cowan (1989) reports that of wives working full-time with children under 18 at home, 42% report that their husband does less than his fair share at home. Pleck found that men

whose wives are employed do not increase their efforts in time spent on home maintenance, childcare, and other family activities. Interviews by Weiss (1989) suggest that men do not revise their expectations about the distribution of marital responsibilities when their wives become employed, even when they have significant careers. Men view their own work as a way of meeting their own responsibilities to their families, while their wife's work is primarily a way for them to achieve a better life. Men may help with the family work, but still see it as the wife's domain. Even when men do provide support, they do not help much with the work (Gray, Lovejoy, Piotrkowski, & Bond, 1990), and when husbands do help, they prefer the more enjoyable aspects of child care such as spending time with children and playing with them (Wortman, Biernat & Lang, 1991).

Considering the increased responsibility and workload for working women, it is not surprising that women experience more role conflict than men (Greenglass et al., 1988). Women's work-family conflict is an issue that can be approached from both work and family perspectives. Higgins, Duxbury, and Irving (1992) confirmed the definition of work-family conflict by showing that variables from these two primary areas contribute to work-family conflict. If the work-family conflict experienced by women is going to be reduced, understanding how both the work and family situations contribute to the problem is critical. Hall (1988) expressed the need for a better understanding of the relationship between work life and family life. This request has been answered with a plethora of research on work-family issues. Though many work-family areas have been studied, much of the research is fragmented with some areas receiving less attention. The present research contributed a more complete examination of women's work-family conflict by integrating research and theory and considering both the family and organizational perspectives. Two models of work-family conflict were developed. Model 1 (shown in Figure 1) focused on the family. The family perspective involves the individual and family antecedents and consequences of work-family conflict. Model 2 (shown in Figure 2) represents the organizational perspective. The organizational model examined the relationships among organizational environment variables, work-family

FIGURE 1

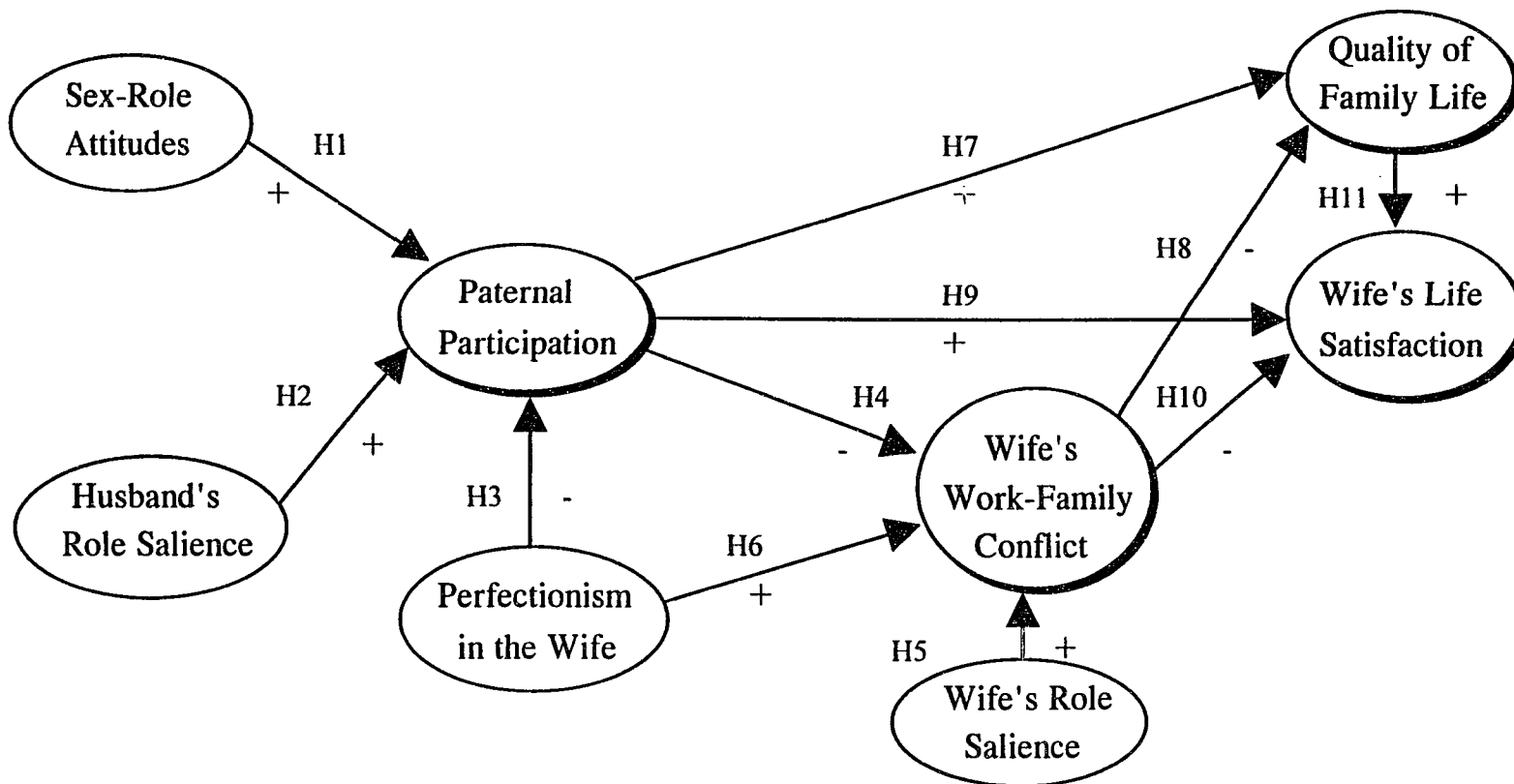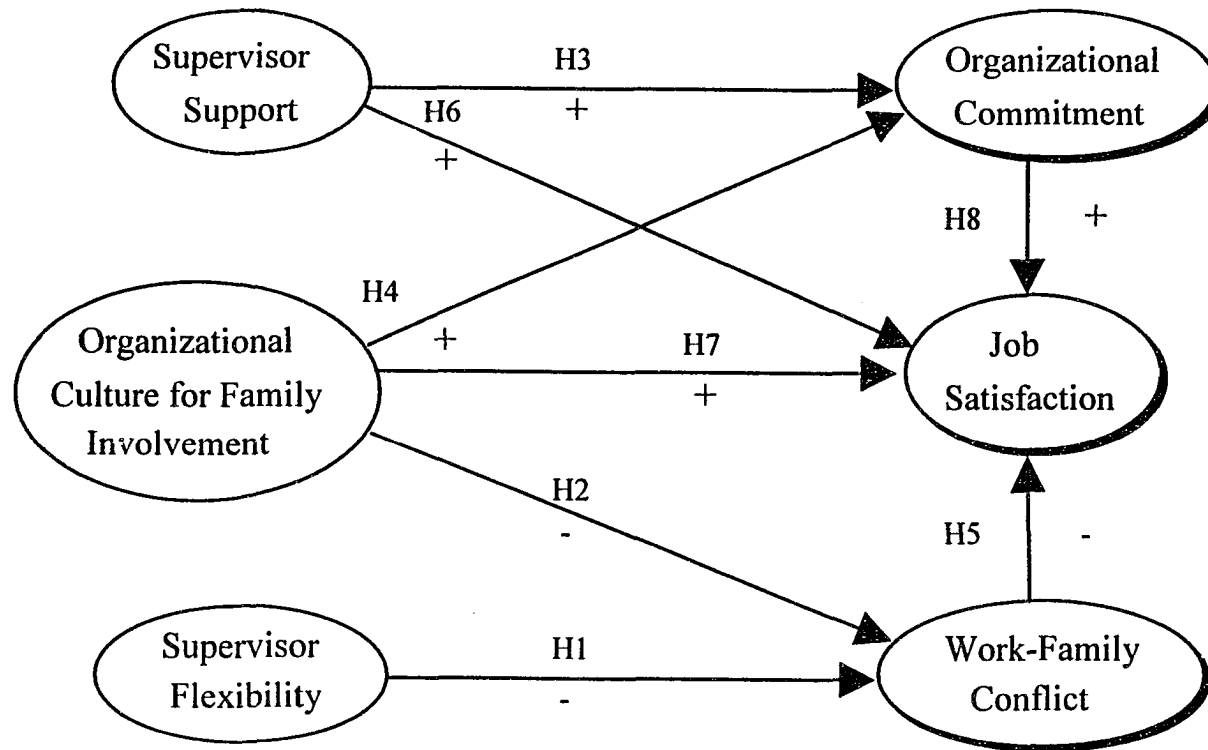Model 1: Work-Family Conflict from the Family Perspective

FIGURE 2

Model 2: Work-Family Conflict from the Organizational Perspective

8

conflict, and work-related attitudes. The regular ovals in the models represent the exogenous variables while the shadowed ovals represent the endogenous variables.

The proposed models of work-family conflict (shown in Figures 1 and 2) were based on theory and empirical research. The hypotheses and research support for the two models are covered separately. For both models, each endogenous (i.e., dependent) variable and the variables proposed to influence it are discussed along with the relevant research supporting these relationships.

Model 1: Work-Family Conflict from the Family Perspective

Components of a woman's family situation have been shown to impact her work-family conflict. Empirically researched areas such as paternal participation and sex-role attitudes were proposed as part of this model. Other parts of the model, such as role salience and perfectionism, were based on theory. It was also important to consider the effects of work-family conflict on the well-being of the woman and her family. These relationships were also examined.

Paternal Participation

Paternal participation, or the father's involvement in the home, is of great interest in current society. The rising number of dual career couples and the work-family conflict and work overload that the women in these couples experience are reasons for the increased interest in paternal participation, or participation by the father. Another reason is evidence that fathers play an important role in the development and socialization of their children (Baruch & Barnett, 1986; Pleck, 1983).

Participation has been defined in the literature in two ways: (1) as taking on child-care tasks or traditionally feminine home chores and (2) as simply spending time with the children, either alone or with their spouse. Barnett and Baruch (1987a) found that many fathers spend time with the children without taking on the child-care tasks or traditionally feminine home chores. While a father's time spent with his children is important, it still does not relieve the mother of the overwhelming work load that she faces. Participation in this study refers to active participation in childcare and household tasks. There are three aspects of paternal participation: traditional female tasks (cleaning), traditional male tasks (repairs), and childcare

tasks. The two dimensions of interest in this study were the traditional female tasks and childcare tasks. These two types of paternal participation are significantly related ($r = .24$, $p = .001$), but are separate constructs. Therefore, this model was tested separately for each type of paternal participation. Model 1a included participation in traditional female tasks, whereas Model 1b included participation in childcare tasks. The hypotheses for Model 1a and Model 1b were the same except for one slight variation in the husband's role salience which is explained as these hypotheses are covered.

Antecedents of Paternal Participation

The lack of men's participation in the home increases interest in the factors that impact this type of involvement. Research has examined possible causes that include sex-role attitudes and role salience. Another interesting influence that has been mentioned in theory is the impact of perfectionism in the wife.

Sex-role attitudes. A commonly studied antecedent of paternal participation is the employment status of the wife. The wife's employment status (Barnett & Baruch, 1987a; Baruch & Barnett, 1981) and the number of hours she works (Barnett & Baruch, 1987a) predicts the father's participation. The more hours the wife works, the greater the paternal participation. However, a father's independent performance of child-care tasks (activities done without the wife) is not related to the family work load, or amount of work to be done (Baruch & Barnett, 1981). Similarly, time and resource availability of both spouses was not predictive of a husband's involvement in household and childcare tasks (Perucci, Potter & Rhoads, 1978). Though the wife's work variables may influence paternal participation, research findings show that participation is not based on the amount of work to be done or the amount of available time of each spouse.

The wife's work variables may be indicative of a more powerful variable of influence, sex-role attitudes. Husbands' and wives' sex-role attitudes are related to the extent to which wives, but not husbands, participate in the labor force (Atkinson & Huston, 1984). The more traditional a couple in terms of their relative

employment hours, the less the husband, relative to his wife, is involved in female sex-typed household tasks.

The relationship between sex-role attitudes and paternal participation is strongly supported by research. The sex-role attitudes of both the husband and wife appear to be important. Baruch and Barnett (1981) found that a father's independent participation in child care is related to less sex-differentiated role norms and behaviors in fathers, wives, and children. Perucci et al. (1978) found that husbands with an egalitarian sex-role ideology are more likely to participate in housework and childcare than husbands with a traditional sex-role ideology. Husbands participate in family responsibilities to the extent that they begin doing so in a marriage and to the extent that they believe they should contribute. Stereotypically masculine self-perceptions of fathers are significantly and negatively related to independent paternal participation (Baruch & Barnett, 1981). Barnett and Baruch (1987a) found the father's and the mother's attitudes toward the male role to be two of the major predictors of paternal participation.

The relationship between husband and wife sex-role congruency and marital satisfaction has only been partially supported in the literature (Bowen & Orthner, 1983), and the sex-role attitudes of husband and wife are significantly related (r = .27, $\underline{p}$ < .01), but separate constructs. Therefore, the sex-role attitudes of husband and wife were considered separately. The sex-role attitudes construct in Model 1 represents the sex-role attitudes of both the husband and the wife.

H1a: Sex-role attitudes held by the wife will influence paternal participation in that the more egalitarian the sex roles, the greater the participation.

H1b: Sex-role attitudes of the husband will influence paternal participation in that the more egalitarian the sex roles, the greater the participation.

Role salience. A proposed influence on the involvement in different roles, including that of a participative father and husband, as well as employee, is role salience. The examination of role salience can provide insight into role stress and the degree of investment in roles. Lobel (1991) describes two perspectives on role investment: the utilitarian approach and the social identity theory.

The utilitarian approach explains role investment through role costs and rewards. An individual's role investment is proposed to increase as the rewards for that role that are important to that individual increase. Thus, an individual whose net family rewards (rewards minus costs) are lower than those from his or her career would be more likely to invest more into his or her career role. According to this theory, the greatest amount of work-family conflict will result when the desire to participate in both domains is equal and high (Greenhaus & Beutell, 1985). Empirical studies have linked role rewards and role commitment (Farrell & Rusbult, 1981; Amatea, Cross, Clark, & Bobby, 1986).

Social identity theory, according to Tajfel and Turner (1985), explains that individuals classify themselves as members of social groups, and that individuals have multiple identities (e.g., father, employee). A person's identification with a group relates to attitudes and behaviors toward his or her role in the group (Stryker & Serpe, 1982). This suggests that identity salience determines role investment. Lobel (1991) considers social identity theory in the work-family area, and proposes that social identity may guide motivations for investment in work and family roles. If social identity theory determines investment in work and family, then the relative salience of career and family roles should determine an individual's investment in career and family (Lobel). Beauvais and Kowalski (1993) found that role salience had a significant impact on the likelihood of participating in family-supportive behaviors. Those individuals with more salient family roles were more likely to participate in family-supportive behaviors than those whose work roles were just as salient as family roles. In addition, those who had equally salient work and family roles were more likely to participate in family-supportive behaviors than those with higher work salience than family salience.

While Lobel (1991) describes the differences in the utilitarian and social identity approaches, she argues that further empirical research is needed and a model integrating the two theories may be possible. One such model she proposes uses gender as a moderator. Research indicates that the role costs of parenthood are more negatively correlated with parental role salience for men than women (Russell, 1974),

which may indicate that the utility approach is more applicable to men. Additionally, women experience more work-family conflict than men (Greenglass et al., 1989) which may support the social identity theory for women since work-family conflict results from differing underlying values in roles. While Lobel offers a valuable theoretical piece and may suggest one model, there is no empirical evidence that the two theories do not work simultaneously. It is likely that role rewards and social identity both contribute to role investment and role conflict. Rather than supporting a model moderated by gender as Lobel suggests, this author proposes that gender influences whether role salience (as defined by both role rewards and social identity) impacts parental participation or work-family conflict. Our societal expectations do not require men to participate in the home, in fact there are societal and institutional pressures on men to focus on achievement and to refrain from expanding their roles as fathers (Schwebel, Fine, & Mooreland, 1988). Nonetheless, more and more men are getting involved in family roles. Thus, the man's role salience may influence his participation at home. It was proposed that the salience of the parental role for fathers would impact the likelihood of participating in parental tasks and the homecare role would influence participation in homecare tasks. The husband's role salience construct in Model 1 represents homecare role salience for Model 1a, and parental role salience for Model 1b.

H2a: The homecare role salience of the husband will influence his participation in traditional female tasks at home in that the stronger the homecare role salience, the greater the paternal participation in traditional female tasks (Model 1a only).

H2b: The parental role salience of the husband will influence his participation in childcare tasks at home in that the stronger the parental role salience, the greater the paternal participation in childcare tasks (Model 1b only).

The salience of the homecare and parental roles was believed to influence participation in men because participation has been defined by these two types of tasks, childcare and homecare tasks. The salience of their occupational and marital roles was not proposed to impact paternal participation. These roles have not traditionally required participation in the tasks defining participation.

<u>Perfectionism in the wife</u>. Another factor that has been theorized to impact paternal participation is perfectionism in the wife. Gilbert (1988) suggests that many women take on the "superwoman" role. These women strive to achieve success in their careers through much work and effort while still maintaining the responsibility for the home and children. A woman with high levels of perfectionism may not be pleased with the results of a husband's attempt to participate at home. Rather than accept that a job in her home or with her children will be done at a lower-level than she would like, she will do everything herself. Also contributing to this phenomenon, a woman with high levels of perfectionism may feel like a failure in her role if someone else, such as her husband, has to take over some of the work she feels to be hers.

Barnett and Baruch (1987b) found that the wives of more participative fathers were more likely to criticize themselves, especially if employed, reporting that their work was interfering with their family responsibilities. Lebe (1986) suggests that superwoman syndrome and high personal expectations are the result of ego-ideal conflicts. It is proposed that all women have ideals about the type of person they want to be. It is against this ideal that they measure themselves, and to the extent that their actual self is deficient of their ideal self, their self-esteem suffers.

Perfectionism characterizes the personality of the "superwoman" described above. Perfectionism is defined as demanding more of oneself than is required by the situation (Hollender, 1965). While perfectionism can occur in both normal and neurotic levels (Hamachek, 1978), the normal levels were of interest in this research. Central to perfectionism are the extremely high personal standards or strivings for performance (Frost, Marten, Lahart & Rosenblate, 1990; Hollander; Pacht, 1984). Another characteristic common to perfectionism is organization (Frost et al., 1990; Hollander, 1965). The organization component is represented by concern for neatness, order, and precision. While there are other components of perfectionism, personal standards and organization most appropriately reflect the personality of the superwoman. These are the two dimensions of perfectionism related to positive achievement striving and work habits (Frost et al.). Personal standards

and organization were proposed to influence the extent to which the husband is allowed/encouraged to participate at home by the wife. The perfectionism in the wife construct in Model 1 represents the dimensions of personal standards and organization.

H3a: Higher personal standards in the wife will negatively impact paternal participation.

H3b: Higher levels of organization in the wife will negatively impact paternal participation.

Work-Family Conflict

Work-family conflict is at the heart of work-family issues and this model. It is frequently studied, examined as both an antecedent and consequence of other work-family variables. As explained previously, work-family conflict is a problem that is more prevalent in women than men (Brett et al., 1992; Duxbury & Higgins, 1991; Greenglass et al., 1988). Thus, the proposed model was focused on the work-family conflict experienced by wives/mothers.

Antecedents of Work-Family Conflict

Variables shown in the literature to influence experienced work-family conflict include organizational and work context variables, family variables, and personal variables. The antecedents in this model represent the family and personal domains. Paternal participation and the personal role salience and perfectionism of the wife are the antecedents predicted to influence the wife's work-family conflict.

Paternal participation. The impact of paternal participation is variable in that it can increase or decrease work-family conflict for the wife. A study of mothers of infants found that a husband's psychological support and participation in family work were associated with the mother's ability to cope with stress (Gray et al., 1990). Similarly, Kessler and McRae (1982) found that with respect to role quality, the health advantage to married women of being employed was negated if their husbands did not participate in child care. In contrast, Baruch and Barnett (1986) found that mothers whose husbands participated in family work were more self-critical about their own balance of work and family responsibility. The literature is unclear about

the cause of these contradictory findings. The wife's sense of fulfilling her responsibility contributes to the negative effects. The impact of paternal participation seems to depend on the wife's personal beliefs about her roles and responsibilities. One hypothesis is that the salience of the wife's roles and any tendencies toward perfectionism are factors impacting her role conflict in a negative way. It was proposed that paternal participation reduces work-family conflict in the wife and that perfectionism and the role salience of the wife account for the negative effects of the wife's work-family conflict.

H4: Paternal participation will be negatively related to the work-family conflict experienced by the wife.

Role salience. While men may have the option of participation, societal expectations do not easily allow a woman with children the choice of family role involvement, thus her role salience impacts her experienced work-family conflict rather than her participation. Simon (1992) found that parental role salience does contribute to women's experienced role strain. The literature stresses the importance of considering the quality of experience in roles, rather than the number (Aneshensel & Pearlin, 1987). This reinforces the importance of considering the impact of the wife's role salience on her experienced work-family conflict. It is not the number of roles that a woman must fill that causes her stress, but the salience, or importance, of each of those roles (Ilgen & Hollenbeck, 1992). If the demands of one role keep her from fulfilling the demands of another role which is not salient, there is not much conflict. However, when many roles are salient and choices must be made that neglect one role or another, the result is conflict. The more salient each of the wife's roles is, the more conflict she will experience, thus the salience of each of her roles contributes to her work-family conflict. The wife's role salience construct in Model 1 represents all four roles: occupational, parental, marital, and homecare.

H5a: The occupational role salience of the wife will influence her experienced work-family conflict in that the stronger the occupational role salience, the greater the work-family conflict.

H5b: The parental role salience of the wife will influence her experienced work-family conflict in that the stronger the parental role salience, the greater the work-family conflict.

H5c: The marital role salience of the wife will influence her experienced work-family conflict in that the stronger the marital role salience, the greater the work-family conflict.

H5d: The homecare role salience of the wife will influence her experienced work-family conflict in that the stronger the homecare role salience, the greater the work-family conflict.

Perfectionism. Perfectionism is also theorized to impact the experienced work-family conflict of the wife. Gilbert (1988) describes women who take on the superwoman role as striving to achieve success in their careers through much work and effort while still maintaining the responsibility for the home and children. Role conflict may result when a woman with high levels of perfectionism feels like she is not fulfilling the responsibilities of her role because someone else, such as her husband, has to take over some of the work she feels to be hers. Barnett and Baruch (1987b) found the wives of more participative fathers to be more critical of themselves, reporting that their work was interfering with their family responsibilities.

Though there is little empirical support for the specific relationships between perfectionism in the wife and her work-family conflict, there is evidence linking personality and role stress. Personality is something that is distinctive about the individual that is persistent across time and situations. Type A behavior, which has been associated with perfectionism, has been shown to be related to role conflict and stress. Type A behavior correlated significantly with role conflict in working women (Greenglass, 1990). A study of Type A women showed that they had higher occupational levels and reported more demanding jobs than Type B women (Kelly & Houston, 1985). A review of research examining the impact of Type A behavior on job stress and strain seems to indicate that there is support for Type A behavior as a main effect and mixed support for it as a moderator (Kahn & Byosiere, 1992).

Perfectionism, more specifically than Type A behavior, characterizes the type of personality of the "superwoman" described above. As mentioned earlier, personal standards and organization are the dimensions of perfectionism that best reflect the personality of the superwoman. It is her high standards and concern for organization in the midst of so many other demands and time limitations that cause her conflict. Thus, personal standards and organization were proposed to influence the work-family conflict experienced by the wife.

H6a: Higher personal standards in the wife will positively impact the work-family conflict experienced by the wife.

H6b: Higher levels of organization in the wife will positively impact the work-family conflict experienced by the wife.

Quality of Family Life

Family roles and paternal participation can also impact the quality of family life. Quality of family life is a construct that assesses an individual's well-being in relation to his or her family considering the rewards and fulfillment, as well as the stress and negative personal consequences from the roles of parent and spouse (Higgins et al., 1992). As both the husband and wife make up the family, both of their perceptions of their family life represented this construct, yet they were kept separate as they were significantly related ($r = .28$, $p < .01$), but obviously different constructs.

Antecedents of Quality of Family Life

The antecedents proposed to impact the quality of family life are paternal participation and work-family conflict. The quality of family life is comprised of the quality of family life of both the husband and wife. Thus, the quality of family life construct in Model 1 represents the measure of both the husband and wife.

Paternal participation. It was proposed that the quality of family life would increase with increased paternal participation. Participation in family work benefits the father with closer relationships with his children and greater self-confidence as a parent (Russell, 1989), and lower role conflict (Brett et al., 1992). Paternal participation increases the wife's satisfaction with her husband as a parent (Barnett &

Baruch, 1987b) and her marital satisfaction which is an important component of quality of family life (Higgins et al., 1992). Yogev and Brett (1985) found that employed women were higher in marital satisfaction when they felt their husbands were participating in family work.

H7a: Paternal participation will be positively related to the quality of family life experienced by the husband.

H7b: Paternal participation will be positively related to the quality of family life experienced by the wife.

Work-family conflict. Work-role conflict is negatively related to family climate for both men and women (Wiersma & Van den Berg, 1991). Work-family conflict has also been shown to be a predictor of quality of family life (Higgins et al., 1992). It was proposed that the wife's work-family conflict has a negative impact on the quality of family life for her as well as her husband. It is believed that the husband's quality of family life will suffer from the wife's work-family conflict because husbands of employed women report lower quality of life than husbands of housewives (Parasuraman, Greenhause, Rabinowitz, Bedeian, & Mossholder, 1989). The effect of the wife's employment status mediated by work-family conflict was significantly related to marital adjustment and overall life satisfaction for the husband (Parasuraman et al.).

H8a: The wife's work-family conflict will be negatively related to the quality of family life experienced by the wife.

H8b: The wife's work-family conflict will be negatively related to the quality of family life experienced by the husband.

<center>Life Satisfaction</center>

Regardless of the differences in roles, the experiences of one role partner can influence the experiences of the other (Barnett & Baruch, 1987c). These experiences include life satisfaction. Life satisfaction is concerned with affective beliefs and evaluations individuals have about their lives (Rice, McFarlin, Hunt & Near, 1985). These feelings and attitudes may be a result of life in general or components of life, such as work and family.

Antecedents of Life Satisfaction

Life satisfaction has been described as the result of having a positive work and family life. The factors proposed to influence life satisfaction in this model include the family components: paternal participation and quality of family life, and work-family conflict. The other component of life satisfaction, job satisfaction, is examined in Model 2.

Paternal participation. A women's life satisfaction is affected by her husband's parental role. However, the specific impact of paternal participation on a wife's life satisfaction has received contradictory findings in the literature. A husband's psychological support and participation in family work were associated with the life satisfaction of mothers of infants (Gray et al., 1990). Employed mothers were less satisfied in their marriages when they did more child care relative to their husbands (Barnett & Baruch, 1987b). Yogev and Brett (1985) found that employed women were higher in marital satisfaction when they felt their husbands were participating in family work. Ross, Mirowsky, and Huber (1983) found that paternal participation predicted lower depression in wives. However, there is also research that shows the negative effects of paternal participation. Mothers whose husbands participated in family work were lower in life satisfaction and more self-critical about their own balance of work and family responsibility (Baruch & Barnett, 1986). Wives' role pattern satisfaction is negatively related to both joint and independent participation of their husbands in childcare tasks (Baruch & Barnett, 1981).

Other research indicates that certain amounts or types of participation may result in different levels of satisfaction. Benin and Agostinelli (1988) found that wives seem to be the most dissatisfied if the division of work favors them, yet they are more content if their husbands share in the women's traditional chores (Benin & Agostinelli). Kessler and McRae (1982) found that a husband's participation in child care was negatively related to psychological distress among employed women, while their involvement in housecare was not. The literature is unclear about the cause of these contradictory findings. Apparently, well-being is enhanced when employed mothers perceive their husbands to be doing their "fair share" of child care, and even

so, they feel vulnerable to their husband's anger and their own feelings of guilt. It seems that the wife's sense of fulfilling what she feels to be her responsibility contributes to the negative effects. This perceived responsibility is impacted by her role salience and perfectionistic tendencies. It was proposed that paternal participation increases life satisfaction in the wife, and that perfectionism and the role salience of the wife account for the negative effects of the wife's work-family conflict.

H9: Paternal participation will be positively related to the life satisfaction experienced by the wife.

Work-family conflict. Work-family conflict was proposed to be negatively related to life satisfaction. Wiley (1987) found that conflict between work and family roles is negatively related to satisfaction. The influence of work-nonwork conflict on life satisfaction has been found to be indirect through job satisfaction and nonwork satisfaction (Rice, Frone, & McFarlin, 1992). Since job satisfaction was not included in this family-perspective model, the impact of the conflict was examined directly.

H10: Work-family conflict experienced by the wife will negatively impact her life satisfaction.

Quality of family life. Quality of family life has been shown to be a predictor of life satisfaction (Higgins et al., 1992). Wiley (1987) found that conflict between work and family roles is negatively related to satisfaction. However, the influence of work-nonwork conflict is indirect through job satisfaction and nonwork satisfaction which would include satisfaction with quality of family life (Rice et al., 1992). The quality of family life experienced by the wife was proposed to effect her life satisfaction, as quality of family life leads to life satisfaction. It was also proposed that the husband's quality of family life affects the wife's life satisfaction because of working women's concern for being able to fulfill traditional role obligations for her family to her husband's satisfaction, as well as her own (Pleck, 1983).

H11a: Quality of family life experienced by the wife will positively influence the wife's experienced life satisfaction.

H11b: Quality of family life experienced by the husband will positively influence the wife's experienced life satisfaction.

Table 1 provides a summary of the hypotheses for Model 1 which examined work-family conflict from the family perspective.

Model 2: Work-Family Conflict from the Organizational Perspective

The increase in the number of individuals combining the roles of worker and parent has been accompanied by a heightened interest in the impact workplace support and organizational culture have on the parent-employee's experienced work-family conflict and his or her attitudes about the organization. The benefits for organizations attending to work-family issues include being an attractive employer able to recruit quality employees, increase productivity, and enhance satisfaction of the family employees who work in the company (Friedman & Galinsky, 1992). "Family-friendly" policies facilitate social improvement in families and help decrease disparity between men and women in the workforce. Attention to these issues may also reduce stress for many family members. As explained previously, work-family conflict is a problem that is more prevalent in women than men (Brett et al., 1992; Duxbury & Higgins, 1991; Greenglass et al., 1988). Thus, the focus of Model 2 was women.

Work-Family Conflict

Work-family conflict has only recently become a business issue. Once considered primarily a "family concern," work-family conflict has been shown to have an important impact on organizations as well. Organizations experience a productivity loss due to child care concerns of couples with children (Friedman & Galinsky, 1992). Child care is one of the most common work-family stressors, but it is only one of many. Organizations attending to work-family issues may be able to reduce the stress their employees experience due to work-family conflict. Thus, understanding the antecedents and consequences of work-family conflict in the context of the workplace is becoming of increased interest.

Table 1

Summary of Hypotheses for Model 1: Work-Family Conflict from the Family Perspective

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H1a: Sex-role attitudes held by the wife will influence paternal participation in that the more egalitarian the sex roles, the greater the participation.

H1b: Sex-role attitudes of the husband will influence paternal participation in that the more egalitarian the sex roles, the greater the participation.

H2a: The homecare role salience of the husband will influence his participation in traditional female tasks at home in that the stronger the homecare role salience, the greater the paternal participation in traditional female tasks (Model 1a only).

H2b: The parental role salience of the husband will influence his participation in childcare tasks at home in that the stronger the parental role salience, the greater the paternal participation in childcare tasks (Model 1b only).

H3a: Higher personal standards in the wife will negatively impact paternal participation.

H3b: Higher levels of organization in the wife will negatively impact paternal participation.

H4:   Paternal participation will be negatively related to the work-family conflict experienced by the wife.

H5a: The occupational role salience of the wife will influence her experienced work-family conflict in that the stronger the occupational role salience, the greater the work-family conflict.

H5b: The parental role salience of the wife will influence her experienced work-family conflict in that the stronger the parental role salience, the greater the work-family conflict.

H5c: · The marital role salience of the wife will influence her experienced work-family conflict in that the stronger the marital role salience, the greater the work-family conflict.

H5d: The homecare role salience of the wife will influence her experienced work-family conflict in that the stronger the homecare role salience, the greater the work-family conflict.

(continued)

Table 1 (concluded)

H6a: Higher personal standards in the wife will positively impact the work-family conflict experienced by the wife.

H6b: Higher levels of organization in the wife will positively impact the work-family conflict experienced by the wife.

H7a: Paternal participation will be positively related to the quality of family life experienced by the husband.

H7b: Paternal participation will be positively related to the quality of family life experienced by the wife.

H8a: The wife's work-family conflict will be negatively related to the quality of family life experienced by the wife.

H8b: The wife's work-family conflict will be negatively related to the quality of family life experienced by the husband.

H9:   Paternal participation will be positively related to the life satisfaction experienced by the wife.

H10:   Work-family conflict experienced by the wife will negatively impact her life satisfaction.

H11a: Quality of family life experienced by the wife will positively influence the wife's experienced life satisfaction.

H11b: Quality of family life experienced by the husband will positively influence the wife's experienced life satisfaction.

Antecedents of Work-Family Conflict

The impact the workplace has on work-family conflict has received recent attention. The literature has shown that the organizational and work contexts influence work-family conflict. In the present model, supervisor flexibility and the organizational culture for family involvement are the antecedents predicted to influence the women's work-family conflict. These constructs represent individual and organizational level issues.

Supervisor flexibility. The increasing number of individuals combining the roles of worker and parent has increased interest in the impact of work context variables on the parent-employee's well being. Supervisor flexibility is the extent to which a supervisor allows subordinates to adapt their work to accommodate family needs. Contrasted with supervisor support, supervisor flexibility is more practical in nature rather than emotional. There is a great deal of research examining the impact of supervisor support on men and women, both married and single (e.g., Kobasa & Puccetti, 1983; Shinn & Simko, 1985; Wong, 1985). However, since this model examines these variables for married women, this review will focus on the literature concerning them.

The research on the relationship between supervisor support and general well being is not consistent. Some research shows that employees with supervisor support have lower levels of depression than those with less supervisor support (Repetti, 1987). However, research studies have also failed to find a relationship between supervisor support and employee well being. Supervisor support was not shown to be related to measures of mental health (Shinn & Simko, 1985) or role conflict (Wong, 1985). Greenberger, Goldberg, Hamill, O'Neil, and Payne (1989) also found weak relationships between supervisor support and well being, but did show that supervisor flexibility was negatively related to work-family conflict. While there is no clear evidence that supervisor support consistently impacts experienced role conflict, some evidence suggests flexibility provided by supervisors can reduce work-family conflict. The assistance provided by supervisor flexibility may be more helpful in a functional sense allowing the woman to actually relieve or remove some of the causes of work-family conflict. On the contrary, supervisor support is a primarily affective expression that helps in an interpersonally encouraging and empathetic way. The relationship that results from supervisor support strengthens their desire to please those at work, possibly increasing work-family conflict. Only supervisor flexibility was proposed to affect work-family conflict.

H1: Supervisor flexibility will be negatively related to work-family conflict for the wife.

Organizational culture for family involvement. The organization's influence on its employees' work-family conflict has recently become a concern. The way in which organizations influence employees' behavior and experiences is through its culture. There are underlying beliefs about how to behave and what is valued in every organization. These beliefs make up an organization's culture. Organizational culture is defined by Shein (1985) as a "deeper level of basic assumptions and beliefs that are shared by members of an organization, that operate unconsciously and define in a 'take-for-granted' fashion an organization's view of itself and its environment" (p. 6). Organizational culture is reflected in behavioral regularities, norms, dominated values espoused, philosophy, rules, and feelings of climate. Family involvement is one of the topics about which organizations have norms and values. A culture for family involvement exists when the policies and practices of the organization support participation in family life. More supportive organizational cultures for family involvement result in lower levels of work-family conflict in employees (Beauvais & Kowalski, 1993). This may reduce the number and intensity of conflict situations experienced. The employee also receives more family support for his or her work commitment when organizations are perceived as more supportive by the employee's family which reduces work-family conflict.

H2: A strong organizational culture for family involvement will be negatively related to work-family conflict in the wife.

Organizational Commitment

Organizational commitment has been conceptualized in many different ways. Most recently, a three-component model of organizational commitment has been developed and tested (Allen & Meyer, 1990). The proposed types of commitment are: affective (affective attachment), continuance (perceived costs), and normative (obligation). Affective commitment is the type of organizational commitment of interest in this study. It is the most prevalent approach to commitment in the literature (Allen & Meyer). Affective commitment reflects the emotional attachment an individual has to his or her organization, and the extent to which he or she is committed to, identifies with, is involved in, and enjoys membership in the

organization. The three types of commitment also have different antecedents. Affective commitment to an organization is influenced by personal characteristics, job characteristics, work experiences, and structural experiences (Mowday, Porter, & Steers, 1982). Organizational commitment is distinct from job satisfaction, but the two constructs are highly correlated (Brooke, Russell, & Price, 1988; Mathieu & Farr, 1991).

Antecedents of Organizational Commitment

Neale and Northcraft (1991) define organizational commitment as the strength of an individual's identification with and involvement with a particular organization. Organizational factors are considered to be one of the major determinants of organizational commitment (Mowday et al., 1982). Allen and Meyer (1990) report that the work experience is the antecedent with the strongest support. The antecedents proposed to impact organizational commitment are supervisor support and organizational culture for family involvement.

Supervisor support. Supervisor support is the emotional encouragement one receives from his or her supervisor. The relationship between workplace support (of which the supervisor is the primary influence) and attitudes toward the workplace is well supported, though most of the research has focused on men (LaRocco, House, & French, 1980; LaRocco & Jones, 1978). Research examining differences between men and women in this relationship shows that workplace support was more predictive of organizational commitment for women than men (Greenberger et al., 1989). Supervisor supportiveness contributed to organizational commitment in married women (Greenberger et al.). Nearly 48 percent of married women's organizational commitment was accounted for by measures of support in the workplace (Greenberger et al.). Thus, it is believed that supervisor support will influence organizational commitment.

H3: Supervisor support will positively influence affective organizational commitment for the wife.

Organizational culture for family involvement. Organizational culture for family involvement is a practical type of organizational support for employees with families.

Organizational support is related to job commitment (Orthner & Pittman, 1986). When organizations are perceived as more supportive by the employee's family, the employee receives more family support for his or her work commitment (Orthner & Pittman). As a result, employees are more committed to their jobs. Employees also balance their positive attitudes toward the organization with the benefits they receive (Grover & Crooker, 1995). On an even broader level, Grover and Crooker found that people have stronger affective commitment to organizations that offer family-friendly policies whether they might personally benefit from them or not. An organizational culture for family involvement communicates that the organization is concerned about employees.

H4: An organizational culture for family involvement will positively influence affective organizational commitment in the wife.

Job Satisfaction

Job satisfaction is a pleasant feeling that results from the perception that one is able to fulfill important values through his or her job (Locke, 1976). Job satisfaction is a frequently examined organizational variable as it has been shown to have a consistent negative relationship with turnover (Mobley, Griffeth, Hand, & Meglino, 1979). Job satisfaction is distinct from organizational commitment, but the two constructs are highly correlated (Brooke et al., 1988; Mathieu & Farr, 1991).

Antecedents of Job Satisfaction

Many different types of variables relate to job satisfaction. The focus of this model is work-family issues. Therefore, the antecedents predicted by the model to influence job satisfaction are work-family conflict, supervisor support, and organizational culture for family involvement, as well as organizational commitment.

Work-family conflict. Higgins et al. (1992) found work-family conflict to relate negatively to quality of work life of which job satisfaction is an important component. As mentioned previously, the influence of work-nonwork conflict is indirect through job satisfaction and nonwork satisfaction with work-nonwork conflict predicting job satisfaction (Rice et al., 1992). Work-family conflict was proposed to negatively influence job satisfaction.

H5: Work-family conflict experienced by the wife will negatively influence her job satisfaction.

Supervisor support. Supervisor support, a type of workplace support, is a relational encouragement an employee receives from his or her supervisor. In the literature there is a general support for a positive relationship between supervisor support and an employee's attitudes toward work. It is theorized that the support that is received in the work experience directly impacts an individual's satisfaction with work. This has also been demonstrated empirically (Howard, 1992). Research has shown that supervisor supportiveness is related to job satisfaction (Greenberger et al., 1989; Thomas & Ganster, 1995).

H6: Supervisor support will positively influence job satisfaction for the wife.

Organizational culture for family involvement. It was expected that a supportive organizational culture for family involvement would increase job satisfaction. Galinsky, Freidman, and Hernandez (1991) describe the stages that organizations go through in response to family needs, with the most advanced stage having work-family concerns become a part of the culture. There is evidence that dimensions of climate, which are closely related to organizational culture, are associated with job satisfaction (Reichers & Schneider, 1990). Cook and Szumal (1993) confirm previous findings linking job satisfaction to organizational culture.

H7: A strong organizational culture for family involvement will positively influence job satisfaction in the wife.

Organizational commitment. Organizational commitment and job satisfaction are two of the most commonly examined employee attitudes, yet the nature of the relationship between them has not been consistently described in the literature (Curry, Wakefield, Douglas, Price, & Mueller, 1986). Research examining the possible types of relationships between these two constructs tested all possible models and found support for a model where commitment causes satisfaction (Vanderberg & Lance, 1992).

H8: Organizational commitment in the wife will positively relate to her job satisfaction.

Table 2 provides a summary of the hypotheses for Model 2 which examined work-family conflict from the organizational perspective.

Synopsis

The purpose of the present study was to test two models of a woman's work-family conflict reflecting the previously proposed relationships and hypotheses shown in Figures 1 and 2 and Tables 1 and 2. Model 1 considered an individual/family perspective of a woman's work-family conflict. Model 2 examined a woman's work-family conflict from an organizational perspective.

Table 2

Summary of Hypotheses for Model 2: Work-Family Conflict from the
Organizational Perspective

H1:   Supervisor flexibility will be negatively related to work-family conflict for
      the wife.

H2:   A strong organizational culture for family involvement will be negatively
      related to work-family conflict in the wife.

H3:   Supervisor support will positively influence affective organizational
      commitment for the wife.

H4:   An organizational culture for family involvement will positively influence
      affective organizational commitment in the wife.

H5:   Work-family conflict experienced by the wife will negatively influence her
      job satisfaction.

H6:   Supervisor support will positively influence job satisfaction for the wife.

H7:   A strong organizational culture for family involvement will positively
      influence job satisfaction in the wife.

H8:   Organizational commitment in the wife will positively relate to her job
      satisfaction.

CHAPTER II

METHOD

Participants

The sample for this study consisted of 190 dual career couples who met the following conditions: (1) both partners worked outside the home at least 30 hours per week, (2) they shared a common residence, and (3) had at least one child under the age of 16 living in the home. Parents with children in this age category were assumed to experience significant work-family conflict. The participants represent diverse employment positions from several organizations from various regions of the country. Demographic information about the individual participants such as age, hours worked weekly, years with the current employer, years in the current field, race, education, salary groups, the relative importance of their work and family roles, and the sex of their supervisor is shown grouped by sex in Table 3. Demographic information about the couples is shown in Table 4. All of the couples were married.

Measures

The measures of all of the model variables are described and their reliabilities according to the literature and in this sample are summarized in Table 5.

Paternal Participation

Paternal participation was measured by a report of the father and mother's proportional participation in childcare and household tasks by both the husband and wife. See Appendix A for the measure completed by participants. The final measure used for the analyses is shown in Appendix B. This description pertains to the final measure consistent with the constructs of paternal participation reported in the results. Each parent independently reported the proportional participation for 10 tasks representing three dimensions: traditional female tasks, traditional male tasks, and childcare tasks (see Appendix B). The internal consistencies of the dimensions are .70, .62, and .65 respectively. The five-point scale ranges from 1 (wife does almost entirely) to 5 (husband does almost entirely). This measure of paternal

Table 3

Demographic Information about Individual Participants

	Wives	Husbands
Age (mean/sd)	37.07/5.33	39.14/6.38
Hours worked weekly (mean/sd)	42.74/10.03	47.61/9.76
Number of years with current employer (mean/sd)	7.77/5.59	8.70/6.63
Number of years in current field (mean/sd)	11.82/6.17	12.74/7.44
Race (frequency)		
African American	4	5
Asian	4	4
Caucasian	176	174
Hispanic	3	1
Native American	1	5
Other	0	1
Education (frequency)		
Some high school	1	4
High school graduate (or equivalent)	14	25
Some college	41	47
College graduate	69	63
Some graduate school	23	13
Completed advanced degree	41	37
Salary (frequency)		
Under $10,000	3	2
$10,000 - $19,999	29	14
$20,000 - $29,999	45	42
$30,000 - $39,999	52	43
$40,000 - $49,999	37	45
$50,000 - $59,999	9	11
$60,000 - $69,999	7	13
$70,000 - $79,999	1	7
$80,000 - $89,999	1	3
$90,000 - $99,999	1	1
$100,000 and over	1	6

(continued)

Table 3 (concluded)

	Wives	Husbands
Importance of Roles (frequency)		
Work role much more important than family role	0	2
Work role slightly more important than family role	6	7
Work & family roles equally important	44	59
Family role slightly more important than work role	47	47
Family role much more important than work role	91	71
Sex of Supervisor (frequency)		
Female	127	36
Male	59	147

Table 4

Demographic Information about Couples

	Mean	SD
Number of years living together in the same household	11.88	6.06
Number of hours of outside assistance per week not including childcare during working hours (for 52 couples)	1.72	.45
Age of boy(s)	7.52	4.48
Age of girl(s)	8.27	4.70
Average number of children	1.81	.82

Note. The number and age of children includes only those children under age 16.

Table 5

The Internal Consistency Reliability Estimates of the Measures

Measure	Reliabilities		
	Established	Current Sample	
Paternal Participation			
Traditional Female Tasks	.68	.70	
Traditional Male Tasks	.66	.62	
Childcare Tasks	.69	.65	
Sex-Role Egalitarianism Scale	.92		
Wives		.89	
Husbands		.90	
Role Salience			
Occupational Role Value	.86	.65	(.79)
Parental Role Value			
Wives	.84	.46	(.48)
Husbands		.66	
Marital Role Value	.84	.89	
Homecare Role Value			
Wives	.82	.85	
Husbands		.83	
The Multidimensional Perfectionism Subscales			
Personal standards	.83	.82	
Organization	.93	.84	
Work-Family Conflict	.88	.89	
Quality of Family Life	.92		
Wives		.88	
Husbands		.93	
Life Satisfaction	.90	.92	
Workplace Measures			
Supervisor Flexibility	.88	.90	
Supportiveness of Organizational Culture toward Family Involvement	.83	.80	
Supervisor Support	.79-.85	.86	
Job Satisfaction	.77	.87	
Organizational Commitment	.87	.83	

Note. Correlations in parentheses are the reliabilities of the adjusted scale with items removed.

participation was developed for the current research. See Appendix C for the details concerning its development.

Sex-Role Egalitarianism Scale .

The Sex-Role Egalitarianism Scale examines sex-role attitudes (see Appendix D). Gender-relation attitudes were assessed using a short-form of the Sex-Role Egalitarianism Scale (SRE-KK; Beere, King, Beere & King, 1984; King & King, 1986). The SRE measures attitudes toward equality of the sexes through items that explicitly or implicitly compare men and women. The items address the areas of marital roles, parental roles, employment roles, social-interpersonal-heterosexual roles, and educational roles. Items were scored on a 5-point scale ranging from strongly disagree (1) to strongly agree (5). Higher scores indicate more egalitarian (i.e., less traditional) views. The internal consistency of the scale is .92 (King & King, 1990).

Role Salience

This group of questions examined the individual's role salience, or value of each of the different life roles, by presenting questions about their role reward value as a worker, parent, spouse and person who cares for the home. These four role salience scales were developed by Amatea et al. (1986) to assess work and family role expectations in both men and women. The internal consistency for each scale is: occupational role value (.86), parental role value (.84), marital role value (.84), and homecare role value (.82) (Amatea et al., 1986). Research has demonstrated adequate convergent and discriminant validity (Amatea et al., 1986). Items were rated on a 5-point scale from disagree (1) to agree (5). Higher scores indicate higher role salience. Some of these items had to be changed from future tense to current tense. These items can be found in Appendix E.

Multidimensional Perfectionism Scale (MPS)

Two subscales of the Multidimensional Perfectionism Scale (MPS) were used to assess perfectionism. The two subscales of the MPS used to assess tendencies toward perfectionism were personal standards and organization. The internal consistency for each is: personal standards (.83) and organization (.93) (Frost et al.,

1990). Items were scored on a 5-point scale ranging from strongly disagree (1) to strongly agree (5). See Appendix F for the items.

Work-Family Conflict

Work-family conflict was measured by a scale developed by Higgins and Duxbury (1992) from scales created by Bohen and Viveros-Long (1981) and Pleck (1979). This measure consists of 15 items and has an internal consistency of .88 for dual career couples (Higgins & Duxbury, 1992). Respondents were asked to report how frequently certain problems occur from never (1) to always (5). See Appendix G for this scale.

Quality of Family Life (QFL)

The QFL measure is from the Michigan Organizational Assessment Questionnaire (1975) produced by the Survey Research Center at the Institute for Social Research at the University of Michigan (see Appendix H for the items). The internal consistency of this measure is .92 (Higgins & Duxbury, 1992). Responses range from 1 to 7 using positive and negative adjectives as anchors.

Life Satisfaction

The measure of life satisfaction comes from Quinn and Stains (1979). This measure has two components: General life satisfaction from two overall satisfaction questionnaires, and satisfaction assessed through eight specific moods or affects. The internal consistency of this measure is .90 (Higgins & Duxbury, 1992). Respondents reported values from 1 to 7 with positive and negative adjectives as anchors. See Appendix I for this measure.

Workplace Measures

The workplace measures are supervisor flexibility, supportiveness of the organizational culture for family involvement and supervisor support. These measures are located in Appendix J.

Supervisor Flexibility

The Supervisor Flexibility Scale (Greenberger et al., 1989) consists of nine items describing supervisor practices that indicate the extent to which respondents perceive their supervisors as allowing scheduling flexibility and other latitude when family

needs arise. Responses were reported on a 5-point scale from strongly disagree (1) to strongly agree (5). The internal consistency of this scale for employed married women is .88 (Greenberger et al., 1989).

Supportiveness of Organizational Culture toward Family Involvement

A 14-item scale developed by Beauvais and Kowalski (1993) was used to assess the respondent's perception of the extent to which their organization's culture supports employee's involvement in the family domain. Items were responded to on a 5-point scale from strongly disagree (1) to strongly agree (5). The internal consistency of this measure is .83 (Beauvais & Kowalski).

Supervisor Support

Supervisor support was measured by four items based on a scale developed by Caplan, Cobb, French, Harrison, and Pinneau (1975) that ask respondents to indicate how much their supervisor made their work life easier, was easy to talk with, could be relied on, and was willing to listen to personal problems. A 5-point scale from strongly disagree (1) to strongly agree (5) was used for responses. Greenberger et al. (1989) report reliabilities from .79 to .85 in three samples.

Job Satisfaction

Job satisfaction was measured with 3-items from the Michigan Assessment of Organizations Questionnaire (MAOQ) used to measure general job satisfaction. See Appendix K for this measure. Respondents were asked to report how satisfied they are with their job on a 7-point scale from strongly disagree (1) to strongly agree (7). The internal consistency is .77 (Cammann, Fichman, Jenkins, & Klesh, 1983).

Organizational Commitment

Affective organizational commitment was measured by an 8-item scale developed by Allen and Meyer (1990). This measure reflects the employee's emotional attachment to, identification with, and involvement in the organization. Responses were reported on a 5-point scale from strongly disagree (1) to strongly agree (5). The reliability (coefficient alpha) of this scale is .87 (Allen & Meyer). See Appendix L for this measure.

Procedure

Various methods for recruiting participants were used due to the strict requirements for the sample. Almost half of the sample (89 couples) was recruited through letters sent by the human resource department of a large southeastern health care organization to potential participants with family benefits. The potential participants were sent a request-for-participation letter by the organization explaining the purpose and goals of the present research and inviting them and their spouse to participate provided they met the criteria specified in the participant section. The request-for-participation letter assured confidentiality and that their jobs would not in any way be impacted by their participation or nonparticipation. A copy of this letter is provided in Appendix M. Those individuals interested in participating in the research were asked to return the postage-paid business-reply postcard included in the letter within one week. The postcard (shown in Appendix N) requested signatures to indicate voluntary participation of both members of the couple and any corrections to the mailing address listed on the postcard. The remaining participants (101 couples) were recruited through more informal methods by mail and in person. Some sources of the more informally recruited participants were child day care centers, other organizations, and professional women's organizations. Slight variations exist in the paperwork used in the two different recruiting strategies. Both variations are shown in the appendices and are referred to as formal and informal.

Surveys were mailed out or given to couples meeting the qualifications. A cover letter (provided in Appendices O and P) explaining the purposes of the research and criteria for the study was included with an informed consent sheet (Appendices P and Q) and two copies of the survey. Participants were instructed to complete the surveys independently, which took approximately 30 minutes, and return them in the enclosed postage-paid business reply envelope within one week. One month after the original formal survey mailing, those couples in the formal recruitment group who had not returned their surveys received a follow-up letter (shown in Appendix S) reminding them to complete and return their surveys. Participants in the research had the opportunity to enter a drawing for a $100 cash prize.

The survey was developed using suggestions from Sudman and Bradburn (1991). The order of the measures was strategically arranged in order to reduce bias. The survey sent to the participants is shown in Appendix T. This research was approved by the Old Dominion University human subjects committee and the Eastern Virginia Medical School Institution Review Board before it was initiated.

CHAPTER III

RESULTS

Analytical Strategy

The purpose of the current research was to integrate theory and research in the examination of a woman's work-family conflict through the use of established measures with the exception of one measure which was developed. The paternal participation measure was developed due to the lack of a sound measure of paternal involvement. The original unaltered measures were used for all of the analyses whenever possible in order to remain consistent with previous research. A measure was altered only when the reliability was significantly below those reported in previous research. The measurement properties of all of the measures were examined prior to further analyses.

Structural equation modeling is a suitable approach for evaluating models because its purpose is to test the appropriateness of a model through the examination of the degree of covariation among the variables. LISREL (linear structural relations), which is a type of structural equation modeling, was used to examine the proposed directional influences among the variables in the models. LISREL VIII (Jöreskog & Sörbom, 1993) was used to inspect models structurally, fixing the measurement error through estimations of Theta Delta (for the independent variables) and Theta Epsilon (for the dependent variables) using the variance and reliability of each measure. The proposed structural models are shown in Figures 1 and 2.

The structural models were evaluated in terms of the parameter estimates, squared multiple correlations, and standard measurement errors. A detailed analysis of the models was conducted by examining the t-values of the different relationships (Jöreskog & Sörbom, 1988). T-values are the ratios of the parameter estimate and its standard error. The rule of thumb for significant t-values is equal to or greater than 2. This means that the parameter estimate is significantly larger than the standard error which indicates a good fit.

The overall fit of the models was evaluated by inferential terms with the chi-square using the covariance matrix (Jöreskog & Sörbom, 1988). The chi-square indicates a good fit when it is small and statistically nonsignificant, while a large chi square indicates a poor fit. However, a non-significant chi-square is rarely obtained since most models are slightly misspecified or contain measurement error (Bentler & Bonett, 1980). Other measures have been developed to assess the fit of the model in a practical sense. The goodness of fit index (GFI) and the root mean square residual (RMR) are two of these measures (Jöreskog & Sörbom). A good practical fit of the model to the data is indicated by a GFI equal to or exceeding .90 and an RMR less than or equal to .05. Other goodness-of-fit indexes were also used as the GFI may be biased by sample size due to the monotonic relationship between GFI and chi-square (Maiti & Mukherjee, 1990). Tucker-Lewis' (1973) nonnormed fit index (NNFI) and Bentler's (1990) comparative fit index (CFI) are unbiased by sample size and also indicate a good fit with values exceeding .90. Other commonly used indexes are the adjusted goodness of fit index (AGFI) and the normed fit index (NFI) which also indicate a good fit with values exceeding .90. The root mean square error of approximation (RMSEA) is often reported. It indicates a good fit with a value less than or equal to .05.

Parameter estimations of the structural models were expected to achieve favorable goodness-of-fit estimates with support for all of the proposed hypotheses shown in Figures 1 and 2 and Tables 1 and 2. The hypotheses were tested by examining the correlations among the variables. No modifications were undertaken.

Measurement Issues

Established Measures

As previously mentioned, the original unaltered measures were used for all of the analyses whenever possible in order to remain consistent with previous research. A measure was altered only when the reliability was significantly below those reported in previous research. The internal consistencies of all of the measures are shown in Table 5. The reliabilities of the measures are consistent with previous findings except for three of the role salience scales: occupational role salience for

wife, parental role salience for wife, and parental role salience for husband. Further analyses led to the revision of two measures.

Factor analysis revealed that occupational role salience for wife had two factors, one for items 1 and 2 which were strongly worded and one for items 4 and 5 which were worded more moderately. Item 3 which was negatively worded loaded on both factors and was dropped. Only items 1 and 2 were retained for the scale. These items were chosen for being more extreme and achieving greater variability. The internal consistency of the revised two-item scale was .79.

Parental role salience for the wife also had two factors. Items 1, 2, 4, and 5 all loaded on one factor. Item 3 loaded on a factor of its own, so it was dropped. The revised 4-item scale had an internal consistency of .48.

Factor analysis revealed that all five items of the parental role salience measure for the husband loaded on the same factor. All of the items were retained. This measure was not altered.

Paternal Participation

The paternal participation measure was developed due to the lack of a sound measure of paternal involvement. A pilot study was conducted to develop the measure used in the survey. Appendix C shares the details of the development of this measure. The measure was revised a second time when the factor analysis revealed a different factor structure with the survey sample. Table C.2 in Appendix C shows the results. Four items were discarded, and two items were moved from traditional male tasks to the childcare factor. The final measure showing the items grouped by factor is shown in Appendix B. The final factors were traditional female tasks, traditional male tasks, and childcare tasks (previously childcare coverage). The resulting factors changed the dimensions slightly. The measure of traditional female tasks is comprised of all cleaning items, while the traditional male tasks items are both repairs related. The childcare tasks measure is more broad including items concerning relating with and making arrangements for the child.

Structural Model Analyses

LISREL VIII (Jöreskog & Sörbom, 1993) was used to explore the relationships among the latent variables simultaneously. The means, standard deviations, and correlations between the family variables are shown in Table 6, while those for the organizational variables are shown in Table 7. Three models were analyzed (Model 1A, Model 1B, and Model 2) since two separate family models with different hypotheses existed. Each model was evaluated in terms of the maximum likelihood parameter estimates, standard errors, and squared multiple correlations. A detailed analysis of the models was conducted by examining the t-values of each of the proposed relationships (Jöreskog & Sörbom). The overall fit of the models was evaluated by the previously mentioned indexes.

Model 1A: Work-Family Conflict from the Family Perspective

Paternal Participation in Traditional Female Tasks

Model 1A examined work-family conflict from the family perspective, considering paternal participation by the husband to include traditional female tasks such as cleaning. The parameter estimates, the standard error, and t-values are shown for each predicted relationship in Table 8 and Figure 3. Seven of the twenty predicted relationships were statistically significant. Hypotheses 1a and 1b were not supported as the relationship between sex-role attitudes and paternal participation was not significant for the wife or the husband. Homecare role salience for the husband was not significantly related to paternal participation, thus Hypothesis 2a was not supported. Hypothesis 3a was not supported as the relationship between personal standards and paternal participation was not significant. Hypothesis 3b was supported with a significant, negative path from organization to paternal participation. None of the paths from the wife's role salience (occupational, parental, marital, and homecare) to work-family conflict were significant failing to lend support for Hypotheses 5a, 5b, 5c, and 5d. Personal standards was found to positively influence work-family conflict supporting Hypothesis 6a. Hypothesis 6b was not supported, as a significant relationship was not found between organization and work-family conflict. Paternal participation significantly and positively related to the quality of

TABLE 6
Means, Standard Deviations, and Correlations for the Family Variables

Variable	Mean	SD	Correlations															
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Paternal Participation																		
1. Traditional Female Tasks	2.20	.69	.70															
2. Childcare Tasks	2.37	.53	.24*	.65														
3. Work-Family Conflict	2.97	.63	-.04	-.07	.89													
Quality of Family Life																		
4. Husband	5.47	.96	.17*	.36*	-.15*	.93												
5. Wife	5.60	.92	-.11	.12	-.27*	.28*	.88											
6. Life Satisfaction	5.84	.78	.14	.15	-.22*	.23*	.67*	.92										
Sex-Role Attitudes																		
7. Husband	4.16	.48	.15	.27*	-.01	.20*	-.01	.00	.90									
8. Wife	4.41	.44	.13	.08	-.05	.15*	.20*	.21*	.27*	.89								
Parental Role Salience																		
9. Husband	4.53	.57	-.08	.11	.01	.02	.02	.00	.08	.00	.66							
10. Wife	4.61	.55	-.07	.02	.07	.02	.26*	-.20*	-.09	-.02	.18	.48						
Homecare Role Salience																		
11. Husband	4.16	.63	-.11	.08	-.04	.06	-.01	-.08	-.03	-.07	.26*	.02	.83					
12. Wife	4.27	.67	-.20*	.03	-.04	.04	.22*	.10	-.02	-.09	.08	.13	.19*	.85				
13. Occupational Role Salience - Wife	2.28	1.07	-.01	-.09	.02	.12	-.20*	-.13	.07	.02	.11	-.12	-.05	.01	.79			
14. Marital Role Salience - Wife	3.85	.98	.04	.15*	.12	.16*	.20*	.23*	.06	.04	.12	.44*	.15*	-.02	-.02	.89		
15. Personal Standards	3.53	.66	-.05	.04	.12	-.05	.04	.04	.02	.10	-.03	.05	.07	.16*	.19*	.13	.82	
16. Organization	4.07	.61	-.29*	.04	-.06	-.03	.22*	.08	-.04	-.01	.02	.17*	.03	.39*	.05	.18*	.42*	.84

Note. The reliabilities of the measures for the current sample are shown in the diagonal. * indicates significant correlations ($p \leq .05$).

TABLE 7

Means, Standard Deviations, and Correlations for the Organizational Variables

Variable	Mean	SD	Correlations					
			1	2	3	4	5	6
1. Work-Family Conflict	2.97	.63	.89					
2. Organizational Commitment	3.26	.71	-.27*	.83				
3. Job Satisfaction	5.47	1.25	-.43*	.58*	.87			
4. Supervisor Flexibility	3.42	.89	-.15	.27*	.24*	.90		
5. Supportiveness of Organizational Culture toward Family Involvement	3.11	.58	-.42*	.33*	.34*	.43*	.80	
6. Supervisor Support	3.53	.94	-.16*	.26*	.36*	.44*	.31*	.87

Note. The reliabilities of the measures for the current sample are shown in the diagonal. * indicates significant correlations ($p \leq .05$).

TABLE 8

Paths, Parameter Estimates, Standard Errors, and T-values for the Family Model 1A

Paternal Participation in Traditional Female Tasks

Path	Parameter Estimate	Standard Error	T-value
1a. Sex-Role Attitudes (Wife) → Paternal Participation	.09	(.09)	1.01
1b. Sex-Role Attitudes (Husband) → Paternal Participation	.13	(.09)	1.47
2a. Homecare Role Salience (Husband) → Paternal Participation	.12	(.08)	-1.36
3a. Personal Standards → Paternal Participation	.15	(.11)	1.43
3b. Organization → Paternal Participation	**-.43**	**(.11)**	**-3.85***
4. Paternal Participation → Work-Family Conflict	-.14	(.10)	-1.45
5a. Occupational Role Salience (Wife) → Work-Family Conflict	.01	(.10)	.15
5b. Parental Role Salience (Wife) → Work-Family Conflict	.10	(.20)	.48
5c. Marital Role Salience (Wife) → Work-Family Conflict	.10	(.18)	.57
5d. Homecare Role Salience (Wife) → Work-Family Conflict	-.08	(.12)	- .63
6a. Personal Standards → Work-Family Conflict	**.25**	**(.12)**	**2.16***
6b. Organization → Work-Family Conflict	-.26	(.15)	-1.81
7a. Paternal Participation → Quality of Family Life (Husband)	**.18**	**(.08)**	**2.18***
7b. Paternal Participation → Quality of Family Life (Wife)	-.14	(.08)	-1.71
8a. Work-Family Conflict → Quality of Family Life (Wife)	**-.32**	**(.08)**	**-3.85***
8b. Work-Family Conflict → Quality of Family Life (Husband)	**-.17**	**(.08)**	**-2.15***
9. Paternal Participation → Life Satisfaction	**.27**	**(.07)**	**3.85***
10. Work-Family Conflict → Life Satisfaction	.01	(.06)	.21
11a. Quality of Family Life (Wife) → Life Satisfaction	**.79**	**(.10)**	**7.63***
11b. Quality of Family Life (Husband) → Life Satisfaction	-.02	(.06)	- .27

Note. * and bold type indicate significant paths ($p \leq .05$).

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FIGURE 3

Results of Hypotheses for Model 1A
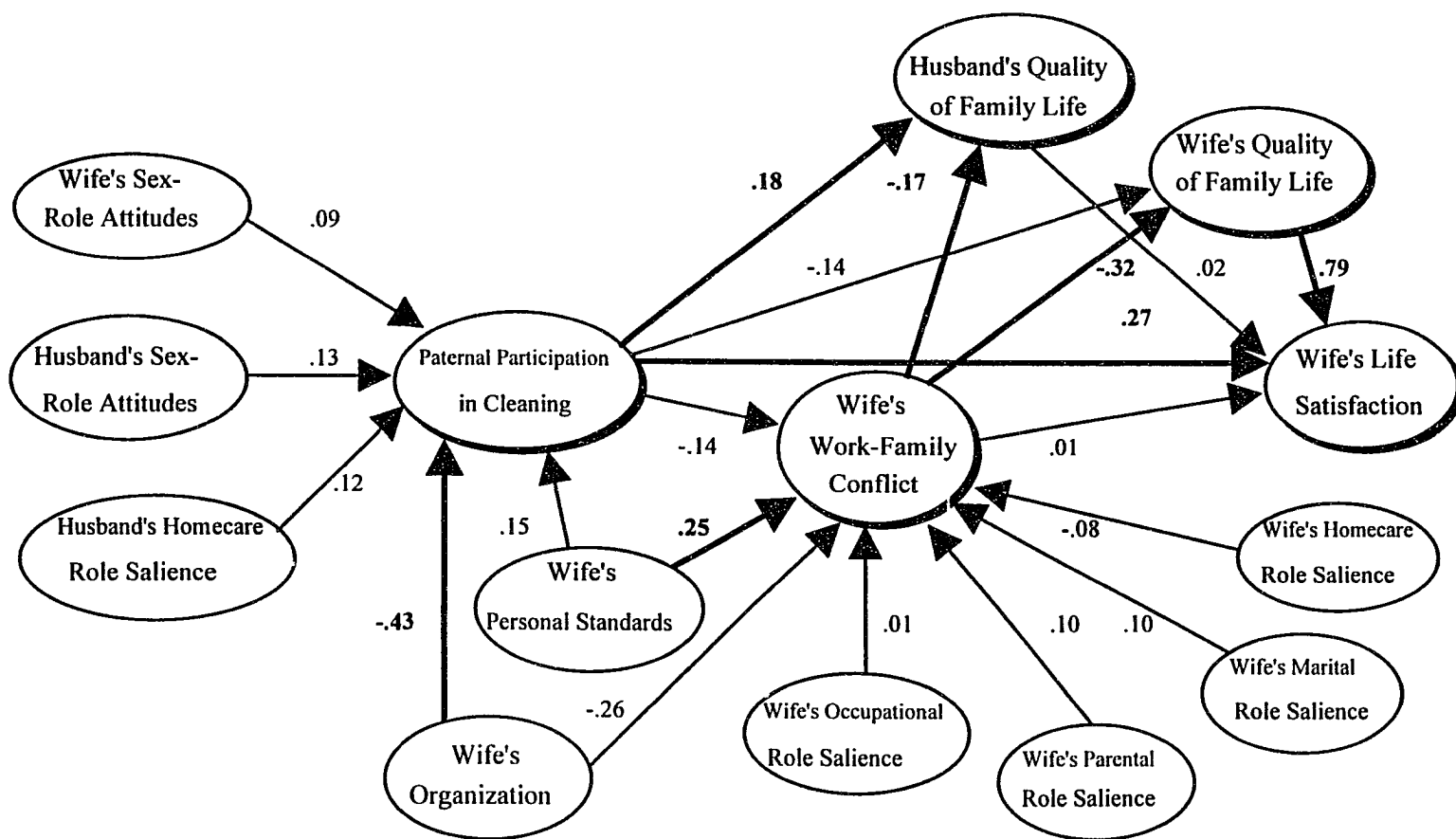
Note. Significant parameter estimates are in bold.

family life for the husband supporting Hypothesis 7a, while paternal participation was not significantly related to quality of family life for the wife, failing to verify Hypothesis 7b. Work-family conflict was significantly and negatively related to the quality of family life for the husband and wife supporting Hypotheses 8a and 8b. Hypothesis 9 was supported with a significant, positive path from paternal participation to life satisfaction. Hypothesis 10 was not supported, as a significant relationship was not found between work-family conflict and life satisfaction. Life satisfaction was significantly and positively affected by the quality of family life of the wife, but not by the quality of family life of the husband. Thus, Hypothesis 11a was supported, but Hypothesis 11b was not.

The squared multiple correlation for paternal participation was .20 indicating a moderate effect. Low effects were found for work-family conflict, quality of family life for the husband, and quality of family life for the wife ($R^2 = .09, .07,$ and .12 respectively). Life satisfaction had a large effect size of .64.

The overall fit of the hypothesized model was shown to be fair to poor. The chi-square of the hypothesized model was significant ($\chi^2(35) = 92.93$, $p \leq .01$) indicating a poor fit. The GFI and RMR were .94 and .057 respectively indicating a decent fit. However the rest of the goodness of fit indexes indicated a poor fit (NNFI = .61, CFI = .85, AGFI = .82, NFI = .81, and RMSEA = .094).

Model 1B: Work-Family Conflict from the Family Perspective

Paternal Participation in Childcare Tasks

Model 1B examined work-family conflict from the family perspective, considering paternal participation by the husband to include childcare tasks. Table 9 and Figure 4 show the parameter estimates, the standard error, and t-values for each predicted relationship. Seven of the twenty predicted relationships were statistically significant. Hypotheses 1a was not supported as the relationship between sex-role attitudes of the wife and paternal participation was not significant. Egalitarian sex-role attitudes of the husband was significantly and positively related to paternal participation supporting Hypotheses 1b. Homecare role salience for the husband was not significantly related to paternal participation, thus Hypothesis 2a was not

TABLE 9

Paths, Parameter Estimates, Standard Errors, and T-values for the Family Model 1B

Paternal Participation in Childcare Tasks

Path	Parameter Estimate	Standard Error	T-value
1a. Sex-Role Attitudes (Wife) → Paternal Participation	.06	(.10)	.63
1b. Sex-Role Attitudes (Husband) → Paternal Participation	**.34**	**(.10)**	**3.34***
2b. Parental Role Salience (Husband) → Paternal Participation	.11	(.10)	1.09
3a. Personal Standards → Paternal Participation	-.01	(.12)	- .07
3b. Organization → Paternal Participation	.07	(.11)	.65
4. Paternal Participation → Work-Family Conflict	-.12	(.09)	-1.28
5a. Occupational Role Salience (Wife) → Work-Family Conflict	.00	(.10)	- .03
5b. Parental Role Salience (Wife) → Work-Family Conflict	.05	(.18)	.29
5c. Marital Role Salience (Wife) → Work-Family Conflict	.15	(.17)	.86
5d. Homecare Role Salience (Wife) → Work-Family Conflict	-.07	(.12)	- .61
6a. Personal Standards → Work-Family Conflict	**.23**	**(.11)**	**2.08***
6b. Organization → Work-Family Conflict	-.20	(.13)	-1.51
7a. Paternal Participation → Quality of Family Life (Husband)	**.47**	**(.10)**	**4.78***
7b. Paternal Participation → Quality of Family Life (Wife)	**.19**	**(.09)**	**2.06***
8a. Work-Family Conflict → Quality of Family Life (Wife)	**-.29**	**(.08)**	**-3.53***
8b. Work-Family Conflict → Quality of Family Life (Husband)	-.13	(.08)	-1.68
9. Paternal Participation → Life Satisfaction	.06	(.09)	.74
10. Work-Family Conflict → Life Satisfaction	-.01	(.06)	- .12
11a. Quality of Family Life (Wife) → Life Satisfaction	**.73**	**(.10)**	**7.55***
11b. Quality of Family Life (Husband) → Life Satisfaction	.01	(.07)	.09

Note. * and bold type indicate significant paths (p ≤ .05).

FIGURE 4

Results of Hypotheses for Model 1B
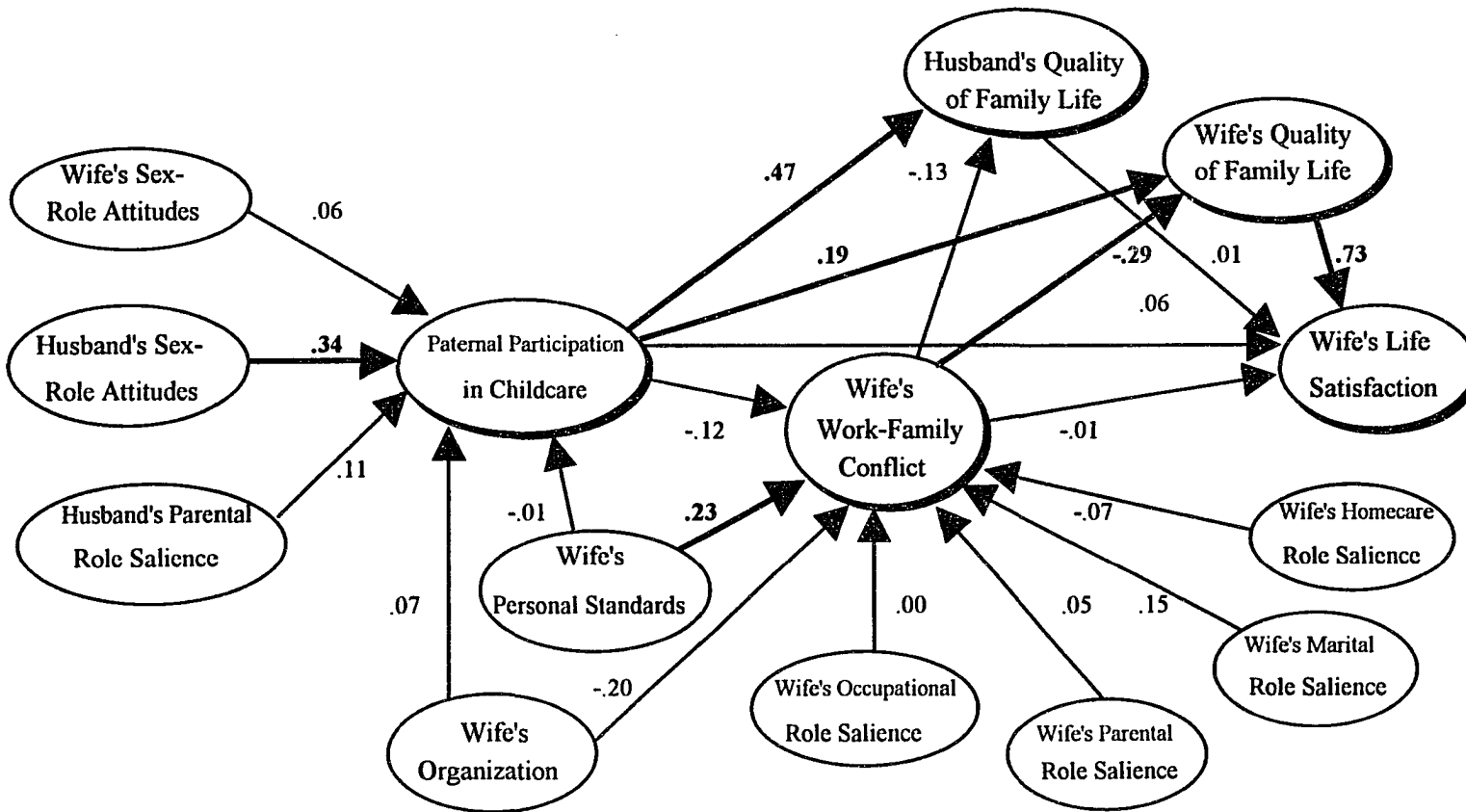
Note. Significant parameter estimates are in bold.

supported. Neither personal standards nor organization were significantly related to paternal participation failing to support Hypotheses 3a and 3b. None of the paths from the wife's role salience (occupational, parental, marital, and homecare) to work-family conflict were significant, failing to lend support for Hypotheses 5a, 5b, 5c, and 5d. Personal standards positively influenced work-family conflict supporting Hypothesis 6a. However, Hypothesis 6b was not supported, as a significant relationship was not found between organization and work-family conflict. Paternal participation significantly and positively related to the quality of family life for the husband and wife supporting Hypotheses 7a and 7b. Work-family conflict was significantly and negatively related to the quality of family life for the wife supporting Hypotheses 8a, but not related to the quality of family life for the husband failing to support Hypothesis 8b. Hypothesis 9 was not supported as paternal participation was not significantly related to life satisfaction. Hypothesis 10 was not supported as a significant relationship was not found between work-family conflict and life satisfaction. The quality of family life of the wife had a significant, positive effect on life satisfaction, while the quality of family life of the husband did not, showing support for Hypothesis 11a but not 11b.

The squared multiple correlation for life satisfaction was strong (R^2 = .57). Moderate effects were found for the quality of family life for the husband (R^2 = .25). The squared multiple correlations for paternal participation, work-family conflict, and the quality of family life for the wife were .15, .09, and .14 respectively indicating small effects.

The hypothesized model was shown to have a fair to poor overall fit. The chi-square of the hypothesized model was significant ($\chi^2(35)$ = 87.83, $p \leq .00$) indicating a poor fit. The GFI and RMR were .94 and .051 respectively, indicating a decent fit. The remaining goodness of fit indexes all indicated a poor fit. The NNFI was .64, and the CFI .86. The AGFI was .83, and the NFI was .81. The RMSEA was .084.

Model 2: Work-Family Conflict from the Organizational Perspective

Model 2 examined work-family conflict from the organizational perspective, considering the relationships among organizational environment variables, work-

family conflict, and work-related attitudes. The parameter estimates, the standard error, and t-values are shown for each predicted relationship in Table 10 and Figure 5. Five of the eight predicted relationships were statistically significant. Hypothesis 1 was not supported as the relationship between supervisor flexibility and work-family conflict was not significant. Organizational culture for family involvement was significantly and negatively related to work-family conflict, thus Hypothesis 2 was supported. The path from supervisor support to organizational commitment was not significant failing to lend support for Hypothesis 3. Hypothesis 4 was supported with a significant, positive path from organizational culture for family involvement to organizational commitment. Work-family conflict was found to negatively influence job satisfaction supporting Hypothesis 5. The significant, positive relationship between supervisor support and job satisfaction supported Hypothesis 6. Hypothesis 7 was not supported, as a significant relationship was not found between organizational culture for family involvement and job satisfaction. Organizational commitment significantly and positively related to job satisfaction supporting Hypothesis 8.

The squared multiple correlations for each of the dependent variables were also estimated. The squared multiple correlation for work-family conflict was .27 indicating a moderate effect. A moderate effect was also shown for organizational commitment ($R^2 = .21$). Job satisfaction had a large effect size of .58.

The overall fit of the model was evaluated by several indexes. The hypothesized model was shown to have a very good fit according to all of the goodness of fit indexes. The chi-square of the hypothesized organizational model was nonsignificant ($\chi^2(4) = 3.70$, $p \approx .45$). The GFI and RMR model were .99 and .016 respectively. The NNFI and the CFI were both 1.00. The AGFI was .97 and the NFI was .99 in this research. The RMSEA was .00.

TABLE 10

Paths, Parameter Estimates, Standard Errors, and T-values for the Organizational Model

Path	Parameter Estimate	Standard Error	T-value
1. Supervisor Flexibility → Work-Family Conflict	.13	(.09)	1.43
2. **Organizational Culture for Family Involvement → Work-Family Conflict**	**-.58**	**(.11)**	**-5.12***
3. Supervisor Support → Organizational Commitment	.17	(.09)	1.91
4. **Organizational Culture for Family Involvement → Organizational Commitment**	**.36**	**(.10)**	**3.73***
5. **Work-Family Conflict → Job Satisfaction**	**-.33**	**(.09)**	**-3.87***
6. **Supervisor Support → Job Satisfaction**	**.21**	**(.08)**	**2.82***
7. Organizational Culture for Family Involvement → Job Satisfaction	-.06	(.10)	-0.63
8. **Organizational Commitment → Job Satisfaction**	**.55**	**(.10)**	**5.69***

Note. * and bold type indicate significant paths ($p \leq .05$).

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FIGURE 5

Results of Hypotheses for Model 2
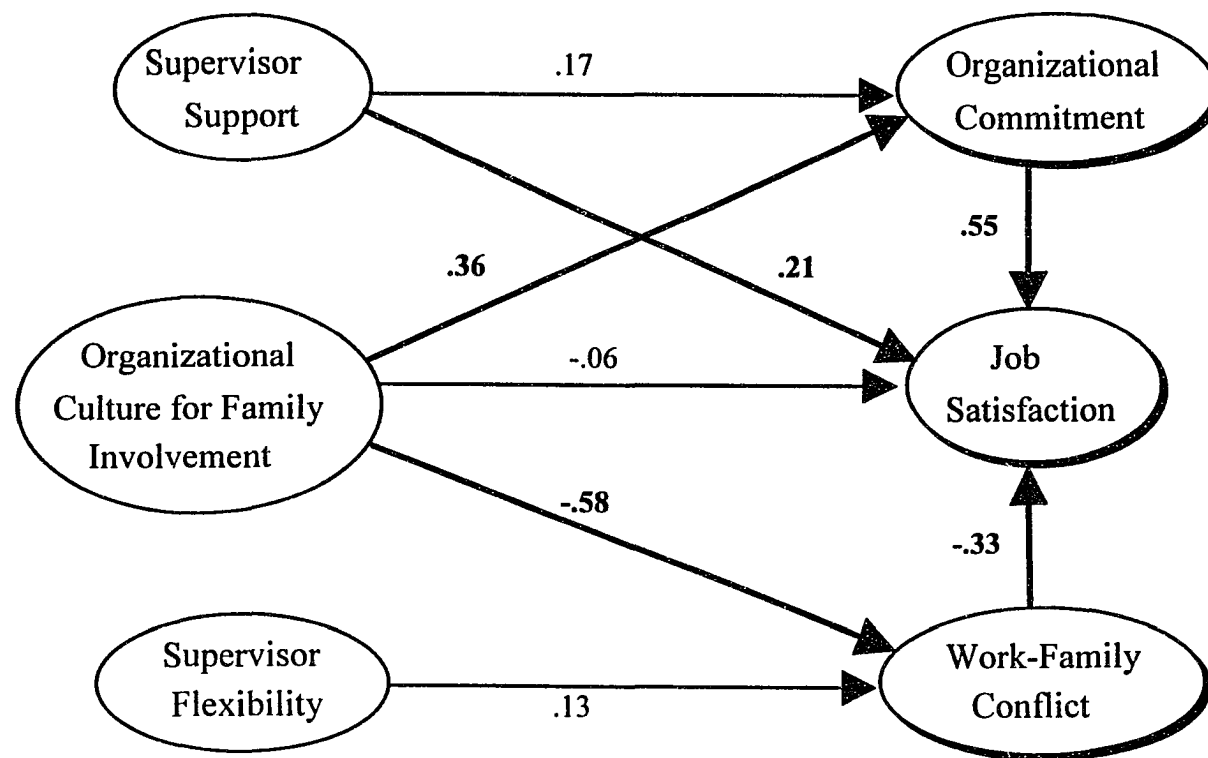
Note. Significant parameter estimates are in bold.

CHAPTER IV

DISCUSSION

General Findings

The overall model of the organizational perspective of women's work-family conflict was strongly supported. These results are substantial considering that it is rare for the hypothesized model to fit the data so well without any modifications. This research contributes a general understanding of the influence of organizational variables on and the relationships between women's work-family conflict, job satisfaction, and organizational commitment. Another contribution is uniting and confirming some of the research that has been done in this area.

The overall model of family perspective of women's work-family conflict did not result in a good fit with the data. However, there are many interesting findings not only in the significant relationships, but in the unsupported relationships as well.

Measurement Issues

Role Salience

The role salience scales did not replicate previously reported findings with regard to measurement quality or structural relationships. Further inspection of the actual items (shown in Appendix E) revealed some serious issues. Some of the scales, primarily occupational role salience and parental role salience, are written using extreme language. In addition, some of the items are about the value of the role, whereas others emphasize that the role takes priority over everything else. The result is that the measures are not unidimensional. In the occupational role salience scale two of the items use the words "most important" and "more satisfaction than anything else I do," whereas the other items are more moderate in nature. A similar effect occurs in the parental role salience measure. The role salience scales were adapted from role value measures from Amatea et al. (1986) by a change from future to present tense. The proposed relationships concerning the role salience hypotheses are interesting, and I am convinced that they may be supported if role salience was measured in a different way.

Paternal Participation

This research contributes a psychometrically sound measure of parental participation. The interest in this construct and this research topic validates the importance of this contribution. Previous research has used reports of number of hours or a measure lacking unidimensionality. Using reported numbers of hours involved in various tasks can be very problematic. I can attest to this as I also included in the survey a report of the number of hours parents spent doing various activities (See Appendix T). It was obvious that a large portion of the results in this section was invalid as over one tenth of the responses were not physically possible (i.e., participants reported spending 24 waking hours with their child daily, or the summed reported times far exceeded 24 hours for a period of a day). In general, people are not very accurate at reporting such specific information, and when they do, they usually estimate values differently. In research there is also the concern of participants failing to complete a measure because it is too difficult or time consuming. The hassle of calculating time estimates may avert completion of parental participation measures. On the other hand, using a measure that is not psychometrically sound for more than descriptive results is just as problematic, as solid measurement is the prerequisite for most other analyses. The final scale developed in this research offers a psychometrically sound measure of the three dimensions of parental participation.

Structural Models

Model 1: Work-Family Conflict from the Family Perspective

The findings concerning the hypotheses of the family model are discussed in detail. Models 1A and 1B involving traditional female tasks and childcare tasks are covered simultaneously. The discussion of the hypotheses is organized by the antecedents.

Sex-Role Attitudes

The only significant relationship between sex-role attitudes and paternal participation was Hypothesis 1b for the childcare tasks model. This indicates that the more egalitarian the husband's sex-role attitudes, the more likely he is to participate

in childcare tasks. Given the results of previous research, the sex-role attitudes of both the husband and wife were expected to significantly influence paternal participation. An explanation for the lack of significant findings for the wife and for the husband in relation to the traditional female tasks may be the lack of variability in sex-role attitudes. Sex-role attitudes were very egalitarian in this sample (wives' mean = 4.41, husbands' mean = 4.16 on a 5-point scale). The reason that Hypothesis 1b was significant while the others were not is most likely because husband's sex-role attitudes versus his wife's sex-role attitudes would naturally play a larger role in his own behavior. The reason that his attitudes impacted childcare tasks and not the traditional female tasks (cleaning) is probably because when husbands do help out at home, they prefer the more enjoyable aspects of participation, especially childcare tasks involving spending time with the child (Wortman et al., 1991). The mean for participation in childcare tasks was significantly higher than the mean for participation in the traditional female tasks (means = 2.37 and 2.20, p <.005). In fact, the paternal participation is much higher in the interactive childcare tasks such as disciplining the child and talking with them about concerns. Though husbands do appear to participate in family work, their involvement is limited to certain types of tasks. In agreement with the findings of Wortman et al., the first area of progress in paternal participation is in the area of childcare tasks, and the involvement that occurs seems attributable to the egalitarian sex-role attitudes of the husband.

Role Salience

None of the hypotheses involving role salience (2a, 2b, 5a, 5b, 5c, and 5d) were supported. The lack of significant findings may be symptomatic of the measurement concerns expressed previously. The reliability of the parental role salience measure is low for both the husband and wife. There is also a problem with low variability and high means for the parental and homecare role salience scales (see Table 6). The extreme wording of many of the items makes it difficult to detect any variability in the salience of roles in this sample. While the hypotheses concerning these relationships make logical sense, they may operate in a more complicated manner

than tested here. It may be more fruitful to examine the impact of a woman's role salience on her work-family conflict in an additive or multiplicative way.

Perfectionism

The findings concerning perfectionism in the wife are quite interesting considering that these relationships were mostly theory based. Hypothesis 6a was supported in both family models. Women with high personal standards were more likely to experience high work-family conflict. This finding confirms the superwoman hypothesis that women with high expectations for themselves in many life areas still try to "do it all" and often face role overload and work-family conflict. Hypothesis 3b was supported only for traditional female tasks showing that a wife's perfectionism in organization is negatively related to a husband's participation in traditional female tasks (e.g., cleaning). This makes sense considering that a wife's perfectionistic organizational tendencies could interfere with the husband's participation in cleaning tasks because the wife has a certain way of doing things or the feeling that she is better at certain tasks. On the other hand, even if the woman was more organized in handling childcare, this is unlikely to keep either of them from wanting the husband involved with his child.

Paternal Participation

Neither paternal participation in traditional female tasks nor childcare tasks was significantly related to the wife's work-family conflict, resulting in no support for Hypothesis 4. This may be because of a complicated relationship whereby a husband's participation at home reduces the wife's work-family conflict by relieving her of some of her tasks, while at the same time increasing her work-family conflict by making her feel that she is not fulfilling all of her responsibilities. This is demonstrated in contradictory research findings. Some research shows that a participative husband is beneficial (Gray et al., 1990; Kessler & McRae, 1982), while Baruch and Barnett (1986) found that the wives of participative husbands were more critical about their work and family balance. A similar effect is seen in Hypothesis 7 where the benefits of paternal participation to women are also limited.

Paternal participation has a stronger relationship with the quality of family life for the husband than the quality of family life for the wife. Paternal participation in both childcare and traditional female tasks was significantly and positively related to the husband's quality of family life (Hypothesis 7a). This supports findings that paternal participation benefits the father with closer relationships with his children and greater self-confidence as a parent (Russell, 1989). Hypothesis 7b, connecting paternal participation and the wife's quality of family life was supported only for participation in childcare tasks. These results affirm the findings of Kessler and McRae (1982) who found that a husband's participation in child care was negatively related to psychological distress among employed women, while his involvement in housecare was not. The involvement of her husband with her children would naturally have a positive impact on her perceptions of the quality of family life. The lack of relationship between the involvement of the husband in traditional female tasks and the wife's quality of family life may also be due to the double bind of the benefit of receiving help from her mate and the negative effect of not taking care of all of the family's needs herself.

Hypothesis 9 was supported only for the participation in traditional female tasks model, thus only paternal participation in traditional female tasks impacts the life satisfaction of the wife. These findings are opposite those for Hypothesis 7 where participation in childcare was related to quality of family life and participation in the traditional female tasks was not. This may relate to the differentiation between a woman focusing on her life and her family. The husband's involvement with the children is seen as positive for her family, while his involvement in the traditional female tasks directly benefits her. The opposing effects of paternal participation on women may also be behind these results. The distress of not fulfilling self-expectations combined with the relief of the help may cancel each other out and explain why paternal participation in childcare did not significantly impact her life satisfaction.

Work-Family Conflict

Work-family conflict was significantly and negatively related to the quality of family life for the wife, supporting Hypothesis 8a, and also related to the quality of family life for the husband for the traditional female tasks model (Hypothesis 8b). These relationships confirmed previous research. As would be expected, the woman's work-family conflict had more impact on her quality of family life than her husband's. As a result, Hypothesis 8b was not supported in the childcare model.

Hypothesis 10 was not supported, as a significant relationship was not found between work-family conflict and life satisfaction. It appears that impact of work-family conflict on the wife's life satisfaction is indirect through quality of family life, as found by Rice et al. (1992). This hypothesis was included to take care of the impact of work-family conflict that would influence indirectly through job satisfaction to life satisfaction. This direct relationship was hypothesized since job satisfaction was not included in this model. It appears that quality of family life accounted for the strongest effect on the wife's life satisfaction which is not surprising given the family priority of this sample of women (see Table 3).

Quality of Family Life

Only the wife's quality of family life was significantly related to her life satisfaction. This is logical considering it is her perspective and feelings about her family life, not her husband's, that affect her life satisfaction.

Model 2

Five of the eight proposed hypotheses were supported in Model 2, the organizational model of work-family conflict. Hypothesis 1 was not supported which failed to confirm the relationship between supervisor flexibility and work-family conflict. The relationship between supervisor flexibility and work-family conflict may be complicated by the dual reaction of employees to supervisor flexibility. While supervisor flexibility may make it easier to accomodate family responsibilities, it also may make the employee feel more indebted to her supervisor and create a greater desire to please her/him, thereby resulting in work-family conflict.

Supervisor flexibility may decrease work-family conflict in one regard while increasing it in another, thus minimizing the chances of detecting a relationship.

Organizational culture does impact work-family conflict as shown by the confirmation of Hypothesis 2. It is the norms and expectations of the organization in regards to what it takes to succeed and whether family life is valued or even considered that impacts work-family conflict.

Hypothesis 3 was not supported. Supervisor support and organizational commitment were not significantly related. Hypothesis 4 was supported showing that organizational culture for family involvement was related to organizational commitment. Though the t-value for Hypothesis 3 was not significant, it approaches significance. What is interesting is that organizational commitment is more influenced by the organizational culture than supervisor support. In an age where job security is a thing of the past, individuals form relationships with coworkers and supervisors that are independent of their feelings about the organization. It is very possible to have a positive relationship with a supervisor despite negative feelings about the organization. While it is organizational culture, more than supervisor support that impacts commitment, supervisor support affects job satisfaction while organizational commitment does not.

Job satisfaction was found to be significantly influenced by work-family conflict, supervisor support, and organizational commitment, supporting Hypotheses 5, 6, and 8. Work-family conflict and the supportiveness of a woman's work relationships affect her job satisfaction, as does her organizational commitment. However, Hypothesis 7, the path from organizational culture for family involvement to job satisfaction, was not confirmed. It appears that the effects of organizational culture on job satisfaction are indirect through organizational commitment and work-family conflict. This may be because women do not directly relate the values and norms of the organization to their specific jobs, while the culture of the organization does impact their experienced work-family conflict and feelings about the organization.

CHAPTER V

CONCLUSIONS

General Conclusions

At a time when the number of dual career couples in the workforce continues to increase and roles in the family are constantly changing, it is important to understand the implications of the simultaneous impact of work and family lives. This research tested two models focused on work-family issues from both the work and family perspectives. The goal of integrating research concerning the organizational perspective of work-family conflict was achieved and resulted in a strong organizational model of work-family conflict for women. Organizational attributes were found to affect work-family conflict and the way women feel about their jobs and the organizations for which they work. An interesting finding was that job satisfaction is more of a result of supervisor support, while organizational commitment was more affected by the organizational culture. The consolidation of research for the family model was also beneficial in relating the relative strengths of relationships, though additional questions were raised. Clearly, aspects of the family affect and are affected by the wife's work-family conflict. However, many of these relationships are complicated. One thing that is quite clear from the family model is that the impact of paternal participation on the working mother is not simple.

Practical Implications

This research has implications for individuals, couples, and organizations. The family model can help individual women to better understand their family experiences and work-family conflict. It may enable women, especially those with perfectionistic tendencies, to see the impact of their expectations on themselves and their families. An alternative for some women is to reframe the "superwoman" ideal into one that is more realistic for them. There is speculation that on a larger scale this trend is already taking place. Research indicates that the new generation of women, referred to as "baby busters" or "Generation X," is seeking a more balanced life than their baby boomer predecessors (Kruger, 1994). The female baby boomers

had to fight for their position in the working world, and the result for many has been the failed superwoman mold described in this research. The baby busters have seen the baby boomers struggle juggling work and family, and many busters report that they would be willing to sacrifice more for their families. Many of these women still have egalitarian relationships with their partners, they just do not expect to be able to "have it all" without paying a price. Many female baby busters are being careful about what part of the "all" they want to have.

Another implication for women is to take advantage of any available organizational benefits or assistance with family and to consider this factor when choosing a job or career. Organizations that have a culture for family friendliness can help reduce the work-family conflict experienced by the working mother. This may be especially important to the perfectionistic working mother, as perfectionistic individuals tend to rely on mostly instrumental and preventative coping strategies in dealing with their stress and conflict (Fry, 1995). Real, practical solutions will benefit these women most.

For couples, the family model can provide a framework for counseling stressed dual career couples. It could help partners identify how they affect each another and decide the level of paternal participation best for them. Despite the lack of support for the role salience scales, I believe it is important for couples to discuss the importance of their various roles throughout life changes. Interest in family involvement may vary during different phases of careers and family development.

The practical implications of this research for organizations are that there are benefits in adopting a culture supporting family involvement. It increases the working female employees' organizational commitment and can lessen work-family conflict. The positive effects of this type of culture may even extend beyond employees with families to all employees (Grover & Crooker, 1995). Supervisor support is also crucial to the way women feel about their jobs. In a time when committed human talent is a valued resource for organizations, it makes sense to attend to these issues. This may become even more important in the future as the next generation of employees will be expecting more flexibility and assistance in

accommodating family needs (Kruger, 1994). Future employees may be less willing to put family behind their work. Though supervisor flexibility did not significantly reduce work-family conflict, flexibility is a demanded commodity for working mothers. The value of flexibility was shown through the impact of the flexible policies and norms of the organizational culture. Many women are turning to self-employment to achieve flexibility (Waldrop, 1994), while others are finding flexibility in organizations. Organizations that fail to offer flexibility to women may lose them as a valuable resource. Another implication for organizations is the importance of the role of supervisors. This research showed that supervisor support is key in job satisfaction. Training for supervisors that helps them see the value of working with employees who have families and how to emulate the desired family-friendly culture may also help make supervisor flexibility more of a benefit to parents.

<div align="center">Theoretical Implications</div>

This research has theoretical implications for the work-family area. An important finding is the multidimensionality of the paternal participation construct. A father's participation in childcare is distinct from his participation in traditional female tasks, and the resulting relationships are different depending on the type of participation. Other constructs examined were found to be correlated, yet distinct. The sex-role attitudes of women and men are different constructs, as are their reports of their quality of family life.

Support was found for several relationships in the family model, confirming previous findings. The husband's sex-role attitudes were confirmed to influence his involvement in childcare tasks, which along with participation in cleaning tasks, positively affected his quality of family life. The wife's experienced work-family conflict decreased her quality of family life, which in turn impacted her life satisfaction. The impact of paternal participation on women was not as consistent and still requires clarification. The husband's participation in childcare was positively related to the wife's quality of family life, while his participation in traditional female tasks was related to her life satisfaction.

New empirical support was created for the impact of perfectionism in the role of the family and women's work-family conflict. Women with high personal standards experienced more work-family conflict, and women high in organization were less likely to have husband's participate in traditional female tasks.

Theoretical implications from the organizational model are a supported model integrating constructs with previous research support. Organizational culture was shown to influence a woman's work-family conflict negatively and her organizational commitment positively. Her job satisfaction was shown to be influenced by her work-family conflict, supervisor support, and her organizational commitment. The influence of supervisor flexibility on work-family conflict was not supported. The difference in antecedents for organizational commitment and job satisfaction is also an important finding. Job satisfaction was more of a result of supervisor support, while organizational commitment was more affected by the organizational culture.

Directions for Future Research

This research examined many different relationships and answered several questions, but not without raising quite a few more. The measurement issues encountered suggest benefits from continued measurement development. Even though the final measure of paternal participation is psychometrically sound, further development of this measure should be undertaken. Through the development of the measure using two samples, 15 of the 25 original items had to be discarded leaving only two to four items per construct and borderline reliabilities. This measure could be improved with additional items. Knowledge about paternal participation may also benefit from a more qualitative approach such as a structured interview. The freedom of this method may uncover more about the complex relationships that exist. The impact of paternal participation on women deserves attention. The contradictory findings indicate there is still more to be learned about these relationships.

The lack of a solid measure of role salience is another research need. It is important to have a measure that indicates the independent and relative importance of roles, as the importance of each role and their cummulative effects are meaningful. A different approach to examining role salience, such as exploring the additive and

multiplicative effects, would also contribute to the knowledge about how it impacts individuals' lives.

The perfectionism construct deserves more attention. It may affect many other areas of life besides family. Research has examined perfectionism at neurotic levels and the Type A personality. Efforts should be made to assess whether or not perfectionism is distinct from the classic Type A personality. Is perfectionism a trait that individuals are born with or is it something that is learned from our families and society (such as the "superwoman" image portrayed in the media)? Are there benefits to perfectionism as well as liabilities? Other concerns are whether women with these tendencies can change with awareness and effort and the factors that contribute to success.

Future research should also investigate the relationship between supervisor flexibility and supportiveness and work-family conflict. Recent research has found that supportive practices including both flexibility and supportive supervisors increased perceptions of control, which in turn, reduced levels of work-family conflict (Thomas & Ganster, 1995). These findings contradict the results of the current research and some past research. Another interesting question is why supervisor flexibility did not significantly reduce work-family conflict when the flexibility of the organizational culture did. The lack of support for these relationships may be because the relationships involving supervisors are more complex, working in both positive and negative ways. The flexibility and support help to reduce work-family conflict by allowing the woman to accommodate her family, while it may also increase it by heightening her indebtedness to her supervisor and making her more invested in her work role. It may be possible that support and flexibility from supervisors leave women in a double bind. These potential reactions to the flexibility and supportiveness of supervisors should be measured separately to clarify the reason behind these contradictory findings.

The direction of current trends provides many more areas for future research. As men's roles continue to change, their work-family conflict should be explored. The trend away from careerism and back toward the family may also affect many work-

family relationships. The difficulty in finding couples for this sample indicated that there are many other family types that deserve attention: the single parent family, dual earners without children, and dual earners with grown children. The differences among these types of families could prove very interesting. The work-family domain is a popular and vital topic of research, yet the difficulties of data collection certainly exist. Specific sample requirements and interest in a group that is already overloaded and spread too thin should encourage development of creative research methods. One approach to explore would be to offer to watch children while parents participate in research. However difficult the process, work-family interface is important and interesting enough to continue to examine.

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APPENDIX A

MEASURES

PATERNAL PARTICIPATION

PATERNAL PARTICIPATION

Use the scale below to accurately reflect the level of involvement of both you and your spouse in the following activities.

Wife Does Almost Entirely	Wife Does More Than Husband	Wife & Husband Do About The Same	Husband Does More Than Wife	Husband Does Almost Entirely
1	2	3	4	5

Traditional Female Tasks

1._____ Meal preparation
3._____ Clean house
4._____ Pick up/clean child's room
6._____ Laundry
9._____ Meal clean-up

Traditional Male Tasks

5._____ Spend time at bedtime with child
8._____ General repairs
10._____ Car repairs
12._____ Disciplining child
13._____ Talk with child about concerns

Childcare Coverage

2._____ Supervise child's morning routine
7._____ Transport child (e.g., to school, a friend's, relatives')
11._____ Make arrangements for child care when the child is sick
14._____ Arrange babysitting/childcare

APPENDIX B

FINAL MEASURE OF PATERNAL PARTICIPATION

PATERNAL PARTICIPATION

Use the scale below to accurately reflect the level of involvement of both you and your spouse in the following activities.

Wife Does Almost Entirely	Wife Does More Than Husband	Wife & Husband Do About The Same	Husband Does More Than Wife	Husband Does Almost Entirely
1	2	3	4	5

Traditional Female Tasks

3. _____ Clean house
4. _____ Pick up/clean child's room
6. _____ Laundry
9. _____ Meal clean-up

Traditional Male Tasks

8. _____ General repairs
10. _____ Car repairs

Childcare Tasks

12. _____ Disciplining child
13. _____ Talk with child about concerns
11. _____ Make arrangements for child care when the child is sick
14. _____ Arrange babysitting/childcare

APPENDIX C

THE DEVELOPMENT OF THE PATERNAL PARTICIPATION MEASURE

THE DEVELOPMENT OF THE PATERNAL PARTICIPATION MEASURE

The paternal participation measure was developed due to the lack of published psychometric information about existing measures of parental participation. There are many measures of parental participation in the literature, however, they are used primarily in a descriptive manner and few have reliability information. The nature of LISREL demands sound measurement, so the instrument had to be examined for its measurement properties. A pilot study was conducted using a survey consisting of a list of 25 childcare and household tasks that was modeled after a portion of the method used by Barnett and Baruch (1988). Five tasks studied by other authors were added to the original list by Baruch and Barnett (1981). Disciplining children and making major purchases were studied by Olds (1980). Making investments, attending child's activities, and talking with child about concerns were studied by Dancer (1993). These items are shown in the parental participation survey on the following page.

The pilot study data from 76 working women was analyzed for factor structure and reliability. Three factors emerged and many items were dropped due to loadings on more than one factor. The factor pattern and factor correlation matrix of the retained items are shown in Table C.1. The factors were named traditional female tasks, traditional male tasks, and childcare coverage and are shown in Appendix A. Their respective reliabilities are .68, .66, and .69. These items were retained in the original order for the actual survey (see Appendix T).

The paternal participation measure was futher refined with the survey sample. The factor pattern and factor correlation matrix are shown in Table C.2. A more detailed description about the final revision of this measure can be found in the results chapter. The resulting measure which was used for the analyses is shown in Appendix B.

Parental Participation Survey

The purpose of this research is scale development. You are in no way obligated to participate. If you do, you will not be identified in any way and your responses will be kept confidential. To participate **you must have at least one child under the age of 16 and live with your partner.** Your voluntary participation in completing this survey would be appreciated. Thank you.

Use the scale below to accurately reflect the level of involvement of both you and your spouse in the following activities. Please consider the amount of work done by you and your spouse only. Please do not consider work done by another family member or outside help in your estimate. Please respond with a 6 if the activity is not appropriate for your family or not done by you and your spouse.

Wife Does Almost Entirely	Wife Does More Than Husband	Wife & Husband Do About The Same	Husband Does More Than Wife	Husband Does Almost Entirely	Does Not Apply
1	2	3	4	5	6

1. _____ Attend child's activities
2. _____ Grocery shopping
3. _____ Take child to the doctor
4. _____ Attend child's teacher conference
5. _____ Meal preparation
6. _____ Supervise child's morning routine
7. _____ Clean house
8. _____ Pick up/clean child's room

9. _____ Spend time at bedtime with child
10. _____ Laundry
11. _____ Take child to or from school
12. _____ General repairs
13. _____ Buy child's clothes
14. _____ Take child on outing (e.g., museum, park)
15. _____ Meal clean-up
16. _____ Yard work

17. _____ Give or supervise child's bath
18. _____ Car repairs
19. _____ Make arrangements for child care when the child is sick
20. _____ Pay bills
21. _____ Disciplining child
22. _____ Make major purchases
23. _____ Talk with child about concerns
24. _____ Make investments
25. _____ Arrange babysitting/childcare

Table C.1

Factor Pattern and Factor Correlation Matrix for Paternal Participation from the Pilot
Study

Pattern Matrix

	Factor 1	Factor 2	Factor 3
Item 1/5	.53		
Item 3/7	.72		
Item 4/8	.62		
Item 6/10	.56		
Item 9/15	.60		
Item 5/9		.50	
Item 8/12		.59	
Item 10/18		.66	
Item 12/21		.65	
Item 13/23		.62	
Item 2/6			.52
Item 7/11			.60
Item 11/19			.84
Item 14/25			.68

Factor Correlation Matrix

	Factor 1	Factor 2	Factor 3
Factor 1	1.00		
Factor 2	.17	1.00	
Factor 3	.29	.24	1.00

Note. N = 76 for the factor analysis. N = 41 - 46 for the correlations. The first
number of the item corresponds with Appendix A. The second number of the item
refers to the whole pilot survey.

Table C.2

Factor Pattern and Factor Correlation Matrix for Paternal Participation from the Current Study

Pattern Matrix

	Factor 1	Factor 2	Factor 3
Item 1/1a			
Item 3/1b/1a	.77/.82		
Item 4/1c/1b	.73/.74		
Item 6/1d/1c	.72/.73		
Item 9/1e/1d	.59/.58		
Item 5/2a			
Item 8/2b/2a		.79/.80	
Item 10/2c/2b		.86/.87	
Item 12/2d/3a			.58/.63
Item 13/2e/3b			.72/.75
Item 2/3a			
Item 7/3b			
Item 11/3c/3c			.59/.60
Item 14/3d/3d			.65/.69

Factor Correlation Matrix

	Factor 1	Factor 2	Factor 3
Factor 1	1.00		
Factor 2	.08	1.00	
Factor 3	.24	.15	1.00

Note. N = 190 for the factor analysis. N = 172 - 181 for the correlations. The first number of the item corresponds with survey in Appendix T. The second number of the item refers to the factors resulting from the pilot study in Appendix A. The third number represents the final measure factors used for the analyses shown in Appendix B.

APPENDIX D

MEASURES

SEX-ROLE EGALITARIANISM SCALE

SEX-ROLE EGALITARIANISM SCALE

The statements listed below describe attitudes toward the roles of men and women in society. There are no right or wrong answers, only opinions. Please record your level of agreement with each statement using the following scale.

Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
1	2	3	4	5

1. _____ Women should have as much right as men to go to a bar alone.
2. _____ Clubs for students in nursing should admit only women.
3. _____ Industrial training schools ought to admit more qualified females.
4. _____ Women ought to have the same chances as men to be leaders at work.
5. _____ Keeping track of a child's activities should be mostly the mother's task.
6. _____ Things work out best in a marriage if the husband stays away from housekeeping tasks.
7. _____ Both the husband's and wife's earnings should be controlled by the husband.
8. _____ A woman should not be President of the United States.
9. _____ Women should feel as free to "drop in" on a male friend as vice versa.
10. _____ Males should be given first choice to take courses that train people as school principals.
11. _____ When both husband and wife work outside the home, housework should be equally shared.
12. _____ Women can handle job pressures as well as men can.
13. _____ Male managers are more valuable to a business than female managers.
14. _____ A woman should have as much right to ask a man for a date as a man has to ask a woman for a date.
15. _____ The father, rather than the mother, should give teenage children permission to use the family car.
16. _____ Sons and daughters ought to have an equal chance for higher education.
17. _____ A marriage will be more successful if the husband's needs are considered first.
18. _____ Fathers are better able than mothers to decide the amount of a child's allowance.
19. _____ The mother should be in charge of getting children to after-school activities.
20. _____ A person should be more polite to a woman than to a man.
21. _____ Fathers are not as able to care for their sick children as mothers are.
22. _____ An applicant's sex should be important in job screening.
23. _____ Wives are better able than husbands to send thank you notes for gifts.
24. _____ Choice of college is not as important for women as for men.

APPENDIX E

MEASURES

ROLE SALIENCE

ROLE SALIENCE SCALES

Please record your level of agreement with each statement using the following scale.

Disagree	Somewhat Disagree	Neither Disagree Nor Agree	Somewhat Agree	Agree
1	2	3	4	5

Occupational Role Value

1._____ Having work or a career that is interesting and exciting to me is my most important life goal.

2._____ I expect my job/career to give me more real satisfaction than anything else I do.

3._____ Building a name and reputation for myself through work or career is not one of my life goals.

4._____ It is important to me that I have a job/career in which I can achieve something of importance.

5._____ It is important to me to feel successful in my work/career.

Parental Role Value

6._____ Although parenthood requires many sacrifices, the love and enjoyment of children are worth it all.

7._____ If I would have chosen not to have children, I would regret it.

8._____ It is important to me to feel I am an effective parent.

9._____ Having children and raising them is not rewarding to me.

10._____ My life would be empty if I had never had children.

Marital Role Value

11._____ My life would be empty if I were not married.

12._____ My marriage is the most important thing in life.

13._____ My marriage gives me more real personal satisfaction than anything else in which I am involved.

14._____ My marriage is more important to me than anything else in which I am involved.

15._____ The major satisfactions in my life come from my marriage relationship.

Homecare Role Value

16. _____   It is important to me to have a home of which I can be proud.
17. _____   Having a comfortable and attractive home is of great importance to me.
18. _____   To have a well-run home is one of my life goals.
19. _____   Having a nice home is something to which I am very committed.
20. _____   I want a place to live, but I do not really care how it looks.

APPENDIX F

MEASURES

MULTIDIMENSIONAL PERFECTIONISM SUBSCALES

MULTIDIMENSIONAL PERFECTIONISM SUBSCALES

Please record your level of agreement with each statement using the following scale.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

Personal standards

1. _____ If I do not set the highest standards for myself, I am likely to end up a second-rate person.
2. _____ It is important to me that I be thoroughly competent in everything I do.
3. _____ I set higher goals than most people.
4. _____ I am very good at focusing my efforts on attaining a goal.
5. _____ I have extremely high goals.
6. _____ Other people seem to accept lower standards for themselves than I do.
7. _____ I expect higher performance in my daily tasks than most people.

Organization

8. _____ Organization is very important to me.
9. _____ I am a neat person.
10. _____ I try to be an organized person.
11. _____ I try to be a neat person.
12. _____ Neatness is very important to me.
13. _____ I am an organized person.

APPENDIX G

MEASURES

WORK-FAMILY CONFLICT

WORK-FAMILY CONFLICT

The following are ways in which one's work life can interfere with one's family life. Please indicate the extent to which you have experienced each of these problems using the following scale. Record your responses in the blank.

Never	Occasionally	Sometimes	Frequently	Always
1	2	3	4	5

1. _____ My job keeps me away from my family too much.
2. _____ I have more to do than I can comfortably handle.
3. _____ I have a good balance between my job and family time.
4. _____ I wish I had more time to do family things.
5. _____ I feel physically drained when I get home from work.
6. _____ I feel emotionally drained when I get home from work.
7. _____ I feel I have to rush to get everything done each day.
8. _____ I feel I don't have enough time for myself.
9. _____ I worry about whether I should work less and spend more time with my children.
10. _____ I find enough time for the children.
11. _____ I worry about my children when I'm working.
12. _____ Work makes me too tired or irritable to participate in or enjoy family life.
13. _____ The uncertainty of my work schedule interferes with my family life.
14. _____ My preoccupation with my job affects my family life.
15. _____ Family life interferes with work.

APPENDIX H

MEASURES

QUALITY OF FAMILY LIFE

QUALITY OF FAMILY LIFE

Please circle the number that best reflects how you see yourself **at home**.

Successful	1	2	3	4	5	6	7	Not successful
Important	1	2	3	4	5	6	7	Not important
Happy	1	2	3	4	5	6	7	Sad
Doing my best	1	2	3	4	5	6	7	Not doing my best
Flexible	1	2	3	4	5	6	7	Not flexible
In control	1	2	3	4	5	6	7	Not in control
Working my hardest	1	2	3	4	5	6	7	Not working my hardest
Know my family well	1	2	3	4	5	6	7	Do not know my family well

APPENDIX I

MEASURES

LIFE SATISFACTION

LIFE SATISFACTION

Please circle the number that best indicates how you feel about your life **in general**.

Interesting	1	2	3	4	5	6	7	Boring
Enjoyable	1	2	3	4	5	6	7	Miserable
Worthwhile	1	2	3	4	5	6	7	Useless
Friendly	1	2	3	4	5	6	7	Lonely
Full	1	2	3	4	5	6	7	Empty
Hopeful	1	2	3	4	5	6	7	Discouraging
Rewarding	1	2	3	4	5	6	7	Disappointing
Brings out the best in me	1	2	3	4	5	6	7	Doesn't give me much of a chance

Taking all things together, how would you say things are these days? Would you say that you are very happy, pretty happy or not too happy? Please circle one.

Very   Pretty   Not Too
Happy   Happy   Happy

In general how satisfying do you find your life these days? Would you call it completely satisfying, pretty satisfying, or not very satisfying? Please circle one.

Completely   Pretty   Not Very
Satisfying   Satisfying   Satisfying

APPENDIX J

MEASURES

WORKPLACE MEASURES

WORKPLACE MEASURES

Please record your level of agreement with each item in the blank using the following scale.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

Supervisor Flexibility

1. _____ If I ask for extra vacation time (unpaid) so I can spend more time with my family, my supervisor gives it to me.

2. _____ My supervisor is flexible in scheduling so as to accommodate my family needs (e.g., take child to the doctor, go to a school function).

3. _____ If I receive phone calls from home (at work), my supervisor is understanding.

4. _____ My supervisor lets me take work home if I need to, instead of asking me to work late at the office.

5. _____ My supervisor lets me bring my child to work in an emergency (e.g., the babysitter doesn't show up).

6. _____ My supervisor lets me come in late or leave early to accommodate my family needs.

7. _____ My supervisor will let me take an occasional day off without pay.

8. _____ My supervisor lets me come in at a non-scheduled time (e.g., on the weekend) to make up work I missed because of family commitments.

9. _____ My supervisor lets me work from home if I can't come in on a given day because of family matters.

Supportiveness of Organizational Culture toward Family Involvement

Please indicate on the same scale the extent to which you agree or disagree with the following statements about YOUR ORGANIZATION.

1. _____ To get ahead, employees are expected to work more than a 40 hour work week.

2. _____ Employees are expected to take work home at night and/or on weekends.

3. _____ In this organization, it is not a good idea to discuss family problems at work.

4. _____ Employees are expected to put their jobs before their families.

5. _____ To turn down a promotion is like a kiss of death in this organization.

6._____ Many employees resent those who take time off for parental leave.

7._____ In this organization, people can have both a successful career and a successful home life.

8._____ This organization provides several "family-friendly" options to help employees balance their work and family lives (e.g., flextime, part-time tracks, etc.).

9._____ My organization allows me a lot of autonomy and flexibility in scheduling work hours.

10._____ My company does not expect me to set limits on where work stops and home life begins.

11._____ My company does not expect me to be away on weekends for job-related travel.

12._____ My company is concerned about uprooting families when employees are asked to relocate.

13._____ Child-care issues are not of concern to my organization.

14._____ My company does not hold it against employees if they switch to less demanding jobs for family reasons.

Supervisor Support

1._____ My supervisor has made my work life easier.

2._____ It is easy to talk with my supervisor.

3._____ My supervisor can be relied on.

4._____ My supervisor is willing to listen to my personal problems.

APPENDIX K

MEASURES

JOB SATISFACTION

JOB SATISFACTION

Here are some statements about you and your job. How much do you agree or disagree with each?

1	2	3	4	5	6	7
strongly disagree	disagree	slightly disagree	neither agree nor disagree	slightly agree	agree	strongly agree

1. _____   All in all, I am satisfied with my job.
2. _____   In general, I like working here.
3. _____   In general, I don't like my job.

APPENDIX L

MEASURES

ORGANIZATIONAL COMMITMENT

ORGANIZATIONAL COMMITMENT

Please record your level of agreement with each statement using the following scale.

Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5

Affective Commitment

1. _____   I would be very happy to spend the rest of my career with this organization.

2. _____   I enjoy discussing my organization with people outside it.

3. _____   I really feel as if this organization's problems are my own.

4. _____   I think that I could easily become as attached to another organization as I am to this one.

5. _____   I do not feel like "part of the family" at my organization.

6. _____   I do not feel "emotionally attached" to this organization.

7. _____   This organization has a great deal of personal meaning for me.

8. _____   I do not feel a strong sense of belonging to my organization.

APPENDIX M

REQUEST FOR PARTICIPATION LETTER

March 1995

Dear Sentara associate:

Due to the changing demographics of an increasing number of dual career couples in the workforce in this country, work-family issues have gained recent attention and interest. Sentara Health System has been chosen as a site for a research study concerning work-family issues of dual career couples. This study will be conducted by Lyse Guttau, a doctoral student at Old Dominion University who has also been working with Sentara Human Resources for almost two years. I am writing on her behalf to request cooperation from you and your spouse in completing a survey regarding this subject. Your participation will benefit researchers by providing information about work-family issues. The benefit to society is an increased understanding of how the changing demographics of more dual career couples is impacting men, women, and their families.

The survey asks about roles and processes within your family. The survey takes approximately 30 minutes to complete. Due to the research requirements, ALL RESPONDING COUPLES MUST MEET THE FOLLOWING CRITERIA: (1) both partners must work outside of the home at least 30 hours a week, (2) you must share common residence, and (3) have at least one child under the age of 16. If you meet ALL of these requirements and BOTH partners would like to participate in the survey described, please complete and return the postage-paid postcard accompanying this letter. In doing so, you will provide Lyse with your address and grant her permission to mail you the surveys. You will be sent two surveys and a postage-paid business-reply envelope within two weeks. Please do not return the postcard if you do not meet all the criteria listed above and/or you do not wish to participate. PARTICIPATION IN THIS STUDY WILL AUTOMATICALLY ENTER YOU INTO A DRAWING FOR A $100 CASH PRIZE.

Please understand that your participation is completely voluntary and has no bearing on your position with Sentara Health System. In fact, if you should decide to complete the survey, your responses will be held in strict confidence. No individual will ever be personally identified in any subsequent reports of this survey. No one at Sentara Health System will even know whether or not you decided to answer the survey. If you have any questions about this research, you may contact me or Vickie Greene, Director of Organizational Training and Development, at 455-7150. Thank you very much for your consideration. Your assistance in this research endeavor is greatly appreciated.

Sincerely,

Bob Tindall
Vice President of Human Resources

Note: This letter was sent to participants on Sentara Health System letterhead.

APPENDIX N

REQUEST FOR PARTICIPATION REPLY POSTCARD

111

I understand the content and the purpose of the dual career couple
survey, and both my spouse and I voluntarily agree to participate in
the study. I understand that I may discontinue my participation at any
time without penalty and that all of my responses will be confidential.

Your signature: _____

Spouse's signature: _____

John and Jane Doe
503 Main Street
Norfolk, Virginia 23507

Please make any necessary corrections to your address.

APPENDIX O

SURVEY COVER LETTER - FORMAL

Dear Dual Career Couple:

A couple of weeks ago you returned a postcard indicating your willingness to complete a survey for research on dual career couples. Thank you for your assistance in this research effort. Your responses are critically important.

The survey should take each of you about 30 minutes to complete. First, sign the informed consent sheet which explains your rights as a participant in this research. Please read all of the instructions carefully and answer each question as completely and honestly as possible. YOUR SURVEYS SHOULD BE FILLED OUT SEPARATELY. PLEASE DO NOT DISCUSS THE CONTENT OF THE SURVEY UNTIL YOU HAVE BOTH COMPLETED IT. Once you have both completed the survey, simply place them in the postage paid business reply envelope provided. The envelope is already addressed so just place it in the mail. Please do your best to complete and mail the survey within **one week**.

Before you begin filling out the survey, please remember that you should complete it only if you meet ALL of the following conditions: (1) both partners must work outside of the home at least 30 hours a week, (2) you must share common residence, and (3) have at least one child under the age of 16. If you do not meet these conditions, please disregard the survey.

The research results will be available at the conclusion of the study, but if you have any immediate questions regarding this survey or the research, please feel free to contact me at 627-2950. Thank you again for your cooperation. REMEMBER THAT YOUR PARTICIPATION IN THIS STUDY WILL AUTOMATICALLY ENTER YOU INTO A DRAWING FOR A $100 CASH PRIZE.

Sincerely,

Lyse Guttau
Old Dominion University

Note: This letter was sent to participants on Old Dominion University letterhead.

APPENDIX P

SURVEY COVER LETTER - INFORMAL

Dear Dual Career Couple:

Due to an increasing number of dual career couples in the workforce, work-family issues are gaining attention and interest in this country. My name is Lyse Guttau and I am a researcher at Old Dominion University, currently studying work-family issues of dual career couples. I am writing to request cooperation from you in completing a survey regarding this subject. Your participation will help increase understanding of the issues faced by dual career couples in their work and family lives.

The survey asks about roles and processes within your family and should take each of you about 30 minutes to complete. Due to the research requirements, ALL RESPONDING COUPLES MUST MEET THE FOLLOWING CRITERIA: (1) both partners must work outside of the home at least 30 hours a week, (2) you must share common residence, and (3) have at least one child under the age of 16. If you meet the criteria and would like to participate, please complete the following steps. First, sign the informed consent sheet which explains your rights as a participant in this research. Please read all of the instructions carefully and answer each question as completely and honestly as possible. YOUR SURVEYS SHOULD BE FILLED OUT SEPARATELY. PLEASE DO NOT DISCUSS THE CONTENT OF THE SURVEY UNTIL YOU HAVE BOTH COMPLETED IT. Once you have both completed the survey, simply place them in the postage paid business reply envelope provided. The envelope is already addressed so just place it in the mail. Please do your best to complete and mail the survey within one week. PARTICIPATION IN THIS STUDY WILL AUTOMATICALLY ENTER YOU INTO A DRAWING FOR A $100 CASH PRIZE.

Please understand that your participation is completely voluntary. Your responses will be held in strict confidence. No individual will ever be personally identified in any subsequent reports of this survey. The research results will be available at the conclusion of the study. If you have any questions about this research, you may contact me at (804) 499-6423. Thank you very much for your consideration. Your assistance in this research endeavor is greatly appreciated.

Sincerely,

Lyse Guttau
Old Dominion University

Note: This letter was sent to participants on Old Dominion University letterhead.

APPENDIX Q

INFORMED CONSENT - FORMAL

Informed Consent Sheet

Work-Family Issues in Dual Career Couples

Principle Investigators
Melinda J. Montgomery, Ph.D.
Organizational Development Manager
Sentara Norfolk General Hospital

Lyse Guttau
Department of Psychology
Old Dominion University

Co-Investigators
Vickie Greene
Director of Organizational Training & Development
Sentara Corporate Human Resources

Debra A. Major, Ph.D.
Department of Psychology
Old Dominion University

Description
I understand that I am being asked to participate in this research study about work and family issues. If I choose to participate in this study, I will be asked to complete a survey with questions about me, my family and my job. Filling out the survey will take about 30 minutes.

Risks
There are no known risks in filling out this survey, except that it may make me think about my own family and work situations. There may be other risks not yet identified.

Benefits
I understand that there may be no benefits to me personally for my participation in this study. It may benefit me in that it may initiate thought and conversation with my spouse about work and family issues.

Cost and Payment
The only known cost to me in this study is about 30 minutes of my time to fill out the survey. There is no guaranteed payment for my participation. However, my spouse and I will be entered into a drawing for $100 dollars, and have about a 1 in 250 chance of winning. The cost of this study, including administration fees and the money for the drawing are being paid for by Old Dominion University, Sentara Health System, and Lyse Guttau.

Confidentiality
I understand all personal information learned about me during this research, will be kept strictly confidential and that my records will be protected within the limits of the law. I also understand non-personal information learned from this study could be used in reports, presentations, and publications, but I will not be personally identified in the material. I will also not be identified personally in any reports to Sentara Health System.

Page 1 of 2

Informed Consent Sheet

Withdrawal Privilege
I understand that I do not have to answer any questions I do not want to and I may withdraw from this study at any time.

Impact on Employment
I also understand that my participation is completely voluntary and will not affect my position with Sentara Health System. In fact, my employer will not even know whether or not I decide to answer the survey.

Compensation for Illness or Injury
If I believe I have suffered a research related injury as a result of my participation in any research program I may contact Dr. William J. Cooke, Ph.D., (804) 446-8423, an employee of MCHR, who will be glad to review the matter with me.

Voluntary Consent
I certify I have read all of this consent form or it has been read to me and that I understand it. If I have any questions pertaining to the research or my rights as a research subject I may contact Lyse Guttau at 627-2950 or Melinda Montgomery at 668-3831. My signature below means I freely agree to participate in this research study. I also certify that if I choose to withdraw from this study, it will not adversely affect my relationship with the investigators or my employer.

Signature of participant: _____

Name (Please print): _____

Date: _____

Page 2 of 2

APPENDIX R

INFORMED CONSENT - INFORMAL

Informed Consent Sheet

Work-Family Issues in Dual Career Couples

Principle Investigators
Lyse Guttau and Debra A. Major, Ph.D.
Department of Psychology
Old Dominion University

Description
I understand that I am being asked to participate in this research study about work and family issues. If I choose to participate in this study, I will be asked to complete a survey with questions about me, my family and my job. Filling out the survey will take about 30 minutes.

Risks
There are no known risks in filling out this survey, except that it may make me think about my own family and work situations. There may be other risks not yet identified.

Benefits
I understand that there may be no benefits to me personally for my participation in this study. It may benefit me in that it may initiate thought and conversation with my spouse about work and family issues.

Cost and Payment
The only known cost to me in this study is about 30 minutes of my time to fill out the survey. There is no guaranteed payment for my participation. However, my spouse and I will be entered into a drawing for $100 dollars and have about a 1 in 250 chance of winning. The cost of this study, including administration fees and the money for the drawing are being paid for by Old Dominion University, Sentara Health System, and Lyse Guttau.

Confidentiality
I understand all personal information learned about me during this research, will be kept strictly confidential and that my records will be protected within the limits of the law. I also understand non-personal information learned from this study could be used in reports, presentations, and publications, but I will not be personally identified in the material.

Withdrawal Privilege
I understand that I do not have to answer any questions I do not want to and I may withdraw from this study at any time.

Voluntary Consent
I certify I have read all of this consent form or it has been read to me and that I understand it. If I have any questions pertaining to the research or my rights as a research subject I may contact Lyse Guttau at (804) 499-6423. My signature below means I freely agree to participate in this research study.

Signature of participant: _____

Name (Please print): _____

Date: _____

APPENDIX S

FOLLOW-UP LETTER

Dear Dual Career Couple:

A few weeks ago you were mailed two surveys for research on dual career couples. Please complete and return your surveys as soon as possible. It should only take each of you 30 minutes to answer the survey, and the surveys can be mailed in the postage-paid envelope provided. If you need additional copies of the survey, please contact me at the address or phone number listed above. I will be happy to send you additional copies. If you have already returned your survey, please disregard this letter.

Remember to complete the survey you must meet ALL of the following conditions: (1) both partners must work outside of the home at least 30 hours a week, (2) you must share common residence, and (3) have at least one child under the age of 16. If you do not meet these conditions, please disregard the survey and this letter.

Thank you again for your cooperation. Your responses are critically important.

Sincerely,

Lyse Guttau
Old Dominion University

Note: This letter was sent to participants on Old Dominion University letterhead.

APPENDIX T

SURVEY

PLEASE DO NOT DISCUSS THIS SURVEY WITH YOUR SPOUSE UNTIL YOU HAVE BOTH COMPLETED IT.

Thank you for your participation. This survey has questions that form three main sections: Work-Family Issues, Personal Attitudes & Beliefs, and Family Description. Please answer all of the questions as completely and honestly as possible.

WORK-FAMILY ISSUES
This section asks questions about your thoughts,
feelings, and attitudes regarding work and family.

Please circle the number that best indicates how you feel about your life **in general**.

Interesting	1	2	3	4	5	6	7	Boring
Enjoyable	1	2	3	4	5	6	7	Miserable
Worthwhile	1	2	3	4	5	6	7	Useless
Friendly	1	2	3	4	5	6	7	Lonely
Full	1	2	3	4	5	6	7	Empty
Hopeful	1	2	3	4	5	6	7	Discouraging
Rewarding	1	2	3	4	5	6	7	Disappointing
Brings out the best in me	1	2	3	4	5	6	7	Doesn't give me much of a chance

Taking all things together, how would you say things are these days? Would you say that you are very happy, pretty happy or not too happy? Please circle one.

Very	**Pretty**	**Not Too**
Happy	**Happy**	**Happy**

In general how satisfying do you find your life these days? Would you call it completely satisfying, pretty satisfying, or not very satisfying? Please circle one.

Completely	**Pretty**	**Not Very**
Satisfying	**Satisfying**	**Satisfying**

Please circle the number that best reflects how you see yourself at home.

Successful	1	2	3	4	5	6	7	Not successful
Important	1	2	3	4	5	6	7	Not important
Happy	1	2	3	4	5	6	7	Sad
Doing my best	1	2	3	4	5	6	7	Not doing my best
Flexible	1	2	3	4	5	6	7	Not flexible
In control	1	2	3	4	5	6	7	Not in control
Working my hardest	1	2	3	4	5	6	7	Not working my hardest
Know my family well	1	2	3	4	5	6	7	Do not know my family well

The following group of questions concerns how you feel about your job. Please record your level of agreement with each statement in the blank using the following scale.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

1. _____ I would be very happy to spend the rest of my career with this organization.
2. _____ I enjoy discussing my organization with people outside it.
3. _____ I really feel as if this organization's problems are my own.
4. _____ I think that I could easily become as attached to another organization as I am to this one.
5. _____ I do not feel like "part of the family" at my organization.
6. _____ I do not feel "emotionally attached" to this organization.
7. _____ This organization has a great deal of personal meaning for me.
8. _____ I do not feel a strong sense of belonging to my organization.

Here are some statements about you and your job. How much do you agree or disagree with each?

1	2	3	4	5	6	7
strongly disagree	disagree	slightly disagree	neither agree nor disagree	slightly agree	agree	strongly agree

1. _____ All in all, I am satisfied with my job.
2. _____ In general, I like working here.
3. _____ In general, I don't like my job.

The following are ways in which one's work life can interfere with one's family life. Please indicate the extent to which you have experienced each of these problems using the following scale. Record your responses in the blank.

Never	Occasionally	Sometimes	Frequently	Always
1	2	3	4	5

1. _____ My job keeps me away from my family too much.
2. _____ I have more to do than I can comfortably handle.
3. _____ I have a good balance between my job and family time.
4. _____ I wish I had more time to do family things.
5. _____ I feel physically drained when I get home from work.

6. _____ I feel emotionally drained when I get home from work.
7. _____ I feel I have to rush to get everything done each day.
8. _____ I feel I don't have enough time for myself.
9. _____ I worry about whether I should work less and spend more time with my children.

10. _____ I find enough time for the children.
11. _____ I worry about my children when I'm working.
12. _____ Work makes me too tired or irritable to participate in or enjoy family life.
13. _____ The uncertainty of my work schedule interferes with my family life.
14. _____ My preoccupation with my job affects my family life.
15. _____ Family life interferes with work.

Think of the roles you carry out at work and within your family. How would you best describe the importance of these roles in relation to each other at this point in your life? (CHECK ONE.)

1. _____ My work role is much more important to me at this point in my life than my role in my family.
2. _____ My work role is slightly more important to me at this point in my life than my role in my family.
3. _____ My work and family roles are equally important to me at this point in my life.
4. _____ My family role is slightly more important to me at this point in my life than my role at work.
5. _____ My family role is much more important to me at this point in my life than my role at work.

The following group of questions are about your work environment. Please record your level of agreement with each statement using the following scale.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Does Not Apply
1	2	3	4	5	6

1. _____ My supervisor has made my work life easier.
2. _____ It is easy to talk with my supervisor.
3. _____ My supervisor can be relied on.
4. _____ My supervisor is willing to listen to my personal problems.

5. _____ My coworkers have made my work life easier.
6. _____ It is easy to talk with my coworkers.
7. _____ My coworkers can be relied on.
8. _____ My coworkers are willing to listen to my personal problems.

9. _____ If I ask for extra vacation time (unpaid) so I can spend more time with my family, my supervisor gives it to me.
10. _____ My supervisor is flexible in scheduling so as to accommodate my family needs (e.g., take child to the doctor, go to a school function).
11. _____ If I receive phone calls from home (at work), my supervisor is understanding.
12. _____ My supervisor lets me take work home if I need to, instead of asking me to work late at the office.

13. _____ My supervisor lets me bring my child to work in an emergency (e.g., the babysitter doesn't show up).
14. _____ My supervisor lets me come in late or leave early to accommodate my family needs.
15. _____ My supervisor will let me take an occasional day off without pay.
16. _____ My supervisor lets me come in at a non-scheduled time (e.g., on the weekend) to make up work I missed because of family commitments.
17. _____ My supervisor lets me work from home if I can't come in on a given day because of family matters.

Please indicate on the following scale the extent to which you agree or disagree with the following statements about YOUR ORGANIZATION.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Does Not Apply
1	2	3	4	5	6

1. _____ To get ahead, employees are expected to work more than a 40 hour work week.

2. _____ Employees are expected to take work home at night and/or on weekends.

3. _____ In this organization, it is not a good idea to discuss family problems at work.

4. _____ Employees are expected to put their jobs before their families.

5. _____ To turn down a promotion is like a kiss of death in this organization.

6. _____ Many employees resent those who take time off for parental leave.

7. _____ In this organization, people can have both a successful career and a successful home life.

8. _____ This organization provides several "family-friendly" options to help employees balance their work and family lives (e.g., flextime, part-time tracks, etc.).

9. _____ My organization allows me a lot of autonomy and flexibility in scheduling work hours.

10. _____ My company does not expect me to set limits on where work stops and home life begins.

11. _____ My company does not expect me to be away on weekends for job-related travel.

12. _____ My company is concerned about uprooting families when employees are asked to relocate.

13. _____ Child-care issues are not of concern to my organization.

14. _____ My company does not hold it against employees if they switch to less demanding jobs for family reasons.

Please circle the sex of your primary supervisor.

a. Female

b. Male

Please record your level of agreement with each statement using the following scale.

	Disagree	Somewhat Disagree	Neither Disagree Nor Agree	Somewhat Agree	Agree
	1	2	3	4	5

1. _____ Having work or a career that is interesting and exciting to me is my most important life goal.
2. _____ I expect my job/career to give me more real satisfaction than anything else I do.
3. _____ Building a name and reputation for myself through work or career is not one of my life goals.
4. _____ It is important to me that I have a job/career in which I can achieve something of importance.
5. _____ It is important to me to feel successful in my work/career.

6. _____ Although parenthood requires many sacrifices, the love and enjoyment of children are worth it all.
7. _____ If I would have chosen not to have children, I would regret it.
8. _____ It is important to me to feel I am an effective parent.
9. _____ Having children and raising them is not rewarding to me.
10. _____ My life would be empty if I had never had children.

11. _____ My life would be empty if I were not married.
12. _____ My marriage is the most important thing in life.
13. _____ My marriage gives me more real personal satisfaction than anything else in which I am involved.
14. _____ My marriage is more important to me than anything else in which I am involved.
15. _____ The major satisfactions in my life come from my marriage relationship.

16. _____ It is important to me to have a home of which I can be proud.
17. _____ Having a comfortable and attractive home is of great importance to me.
18. _____ To have a well-run home is one of my life goals.
19. _____ Having a nice home is something to which I am very committed.
20. _____ I want a place to live, but I do not really care how it looks.

PERSONAL ATTITUDES & BELIEFS
This section asks questions about your own attitudes
and beliefs.

The following group of questions is about you. Please record your level of
agreement with each statement using the following scale.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

1. _____ Organization is very important to me.
2. _____ If I do not set the highest standards for myself, I am likely to end up a second-rate person.
3. _____ It is important to me that I be thoroughly competent in everything I do.
4. _____ I am a neat person.
5. _____ I try to be an organized person.
6. _____ I set higher goals than most people.

7. _____ I am very good at focusing my efforts on attaining a goal.
8. _____ I have extremely high goals.
9. _____ Other people seem to accept lower standards for themselves than I do.
10. _____ I try to be a neat person.
11. _____ Neatness is very important to me.
12. _____ I expect higher performance in my daily tasks than most people.
13. _____ I am an organized person.

The statements listed below describe attitudes toward the roles of men and women in society. There are no right or wrong answers, only opinions. Please record your level of agreement with each statement using the following scale.

Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
1	2	3	4	5

1. _____ Women should have as much right as men to go to a bar alone.
2. _____ Clubs for students in nursing should admit only women.
3. _____ Industrial training schools ought to admit more qualified females.
4. _____ Women ought to have the same chances as men to be leaders at work.
5. _____ Keeping track of a child's activities should be mostly the mother's task.
6. _____ Things work out best in a marriage if the husband stays away from housekeeping tasks.

7. _____ Both the husband's and wife's earnings should be controlled by the husband.
8. _____ A woman should not be President of the United States.
9. _____ Women should feel as free to "drop in" on a male friend as vice versa.
10. _____ Males should be given first choice to take courses that train people as school principals.
11. _____ When both husband and wife work outside the home, housework should be equally shared.
12. _____ Women can handle job pressures as well as men can.

13. _____ Male managers are more valuable to a business than female managers.
14. _____ A woman should have as much right to ask a man for a date as a man has to ask a woman for a date.
15. _____ The father, rather than the mother, should give teenage children permission to use the family car.
16. _____ Sons and daughters ought to have an equal chance for higher education.
17. _____ A marriage will be more successful if the husband's needs are considered first.
18. _____ Fathers are better able than mothers to decide the amount of a child's allowance.

19. _____ The mother should be in charge of getting children to after-school activities.
20. _____ A person should be more polite to a woman than to a man.
21. _____ Fathers are not as able to care for their sick children as mothers are.
22. _____ An applicant's sex should be important in job screening.
23. _____ Wives are better able than husbands to send thank you notes for gifts.
24. _____ Choice of college is not as important for women as for men.

FAMILY DESCRIPTION
This section asks questions about your family.

Use the scale below to accurately reflect the level of involvement of both you and your spouse in the following activities.

Wife Does Almost Entirely	Wife Does More Than Husband	Wife & Husband Do About The Same	Husband Does More Than Wife	Husband Does Almost Entirely
1	2	3	4	5

1. _____ Meal preparation
2. _____ Supervise child's morning routine
3. _____ Clean house
4. _____ Pick up/clean child's room
5. _____ Spend time at bedtime with child

6. _____ Laundry
7. _____ Transport child (e.g., to school, a friend's, relatives')
8. _____ General repairs
9. _____ Meal clean-up
10. _____ Car repairs

11. _____ Make arrangements for child care when the child is sick
12. _____ Disciplining child
13. _____ Talk with child about concerns
14. _____ Arrange babysitting/childcare

Please answer the following questions about how **YOU** spend your time during a typical week.

1. How many hours per day at home on average do you spend with your child/children when he/she is awake?

    Workday _____   Day off _____

2. How many hours on average do you spend per day interacting with your child/children (parent and child are actively involved together, as in doing homework, playing a game, or being engaged in a project)?

    Workday _____   Day off _____

3. Apart from sleeping and working, how many hours a day do you spend:

	Workday	Day off
By yourself	_____	_____
With spouse only	_____	_____
With child only (spouse not in same room)	_____	_____
With spouse and child	_____	_____

Assume that you work in a company where the following behaviors are acceptable for both male and female employees. Indicate how likely you would be to participate in each of these, given your current life situation. Using the scale below, place the number indicating your response in the blank before each item.

Highly Unlikely	Unlikely	Neutral	Likely	Highly Likely
1	2	3	4	5

1. _____ Take a part-time job to spend more time with family.
2. _____ Take an extended leave from work to care for children.
3. _____ Refuse to relocate for fear of uprooting family.
4. _____ Work at home to take care of family.
5. _____ Refuse a promotion that would take time away from family life.
6. _____ Take work home with you even if it interfered with family activities.
7. _____ Travel on weekends for job-related reasons.
8. _____ Work late at the office on a continuous basis.
9. _____ Take time off work to care for a sick child.
10. _____ Take parental leave after the birth of a child.

Please provide the following information about you and your family.

1.   Age: _____ years

2.   Sex: *(Please check one.)*

             _____ male

             _____ female

3.   Race: *(Please circle one.)*

    a.   African American   d.   Hispanic
    b.   Asian   e.   Native American
    c.   Caucasian   f.   Other

4.   Education: *(Please circle one.)*

    a.   Some high school
    b.   High school graduate (or equivalent)
    c.   Some college
    d.   College graduate
    e.   Some graduate school
    f.   Completed advanced degree

5.   Average hours worked weekly: _____ hours

6.   Your **individual** annual salary: *(Please circle one.)*

    a.   Under $10,000   g. $60,000 - $69,999
    b. $10,000 - $19,999   h. $70,000 - $79,999
    c. $20,000 - $29,999   i. $80,000 - $89,999
    d. $30,000 - $39,999   j. $90,000 - $99,999
    e. $40,000 - $49,999   k. $100,000 and over
    f. $50,000 - $59,999

7.   Number of years with current employer: _____ years

8.   Number of years in your current field: _____ years

9.   Number of children and their ages:

    Number of boys: _____   Ages: _____

    Number of girls: _____   Ages: _____

10. Relational status: *(Please circle one.)*
    a. Married
    b. Living together unmarried

11. Number of years living together in the same household: _____ years

12. Do you have assistance with childcare and/or homecare from someone other than your spouse (e.g., friend, relative, hired professional)? Please do not include childcare during working hours. *(Please circle one.)*
    a. yes
    b. no

If yes, what type of assistance to you receive? _____

If yes, average number of hours of outside assistance per week: _____

Thank you so much for your participation in this research!

Please provide your name and phone number for notification purposes if you would like to be included in the drawing for the $100 cash prize.

Name of Couple   Phone Number

Limit of one entry per couple.
Chances of winning are approximately 1 in 250.

VITA

Lyse Guttau Wells
1044 Gas Light Lane
Virginia Beach, Virginia 23462
(804) 499-6423

<table>
<tr><td>Doctorate of Philosophy, May 1996</td><td>Bachelor of Science, May 1990</td></tr>
<tr><td>Master of Science, August 1992</td><td>Iowa State University, Ames, Iowa</td></tr>
<tr><td>Old Dominion University, Norfolk, Virginia</td><td>Major: Distributed Studies</td></tr>
<tr><td>Area of Study: Industrial/Organizational Psychology</td><td>Emphases: Business, Psychology,</td></tr>
<tr><td>Major: Organizational/Managerial Psychology</td><td>and Interpersonal and</td></tr>
<tr><td>Minor: Personnel Psychology</td><td>Rhetorical Communication</td></tr>
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While completing her graduate work, Lyse kept busy through her teaching, research, and many projects. Teaching was a part of every semester for five years, first as a teaching assistant in psychological testing and statistics, followed by five semesters of instructing introductory psychology and one semester of organizational psychology. She was also involved in various research projects in the areas of body image, team tasks, employee involvement, total quality management, and work-family issues. Some of this research resulted in three professional presentations at national conferences, An organizational model of women's work-family conflict, Exploring the impact of total quality management in work groups, and Antecedents and consequences of employee involvement: An extended affective model. Lyse did her internship in May of 1993 at Sentara Health System where her primary project was the development and implementation of a work sample assessment for service associates in the health care setting.

As Lyse's primary interest is in applied work, she was involved in many applied projects. Her work in five different organizations ranging from health care to the railroad industry included many different ventures. As a member of many project teams she worked on job analysis, competency development, the improvement of selection procedures, teamwork and diversity assessments, validation studies, the development of a training module, retooling an organization's entry process, and a project to encourage an organization's culture to support total quality management and employee involvement. Lyse began work as a private consultant in January of 1994. Her consulting work involved many exciting projects. She planned and conducted an organization-wide focus group project to identify issues and recommendations for organizational improvement; developed and conducted managerial and employee development classes including classes on delegation, motivation, customer service, stress management, effective interviewing, basic communication, teamwork, and leadership; developed and validated an inventory to measure customer service; planned and participated in team building for a work unit; wrote a research proposal and aided in the design of a longitudinal diabetes study; analyzed and prepared attitude survey information and other data analyses; and researched and compiled reports on many hot business topics.