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A STUDY OF THE RELATIONSHIPS AMONG FAMILY DOMAIN  
ANTECEDENTS, ROLE PRESSURE, AND  
WORK/FAMILY CONFLICT

A Dissertation  
Presented for the  
Doctor of Philosophy  
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Kay Jeanine Loerch

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## DEDICATION

This is dedicated with love to my wonderful husband who has contributed immeasurably, both directly and indirectly, to this dissertation. Mark has been my greatest source of strength. He has made the difficult times bearable and the good times even better. I am forever grateful.

## ABSTRACT

There has recently been an increasing interest concerning the work-nonwork interface. In general, however, the research has tended to overemphasize the study of the impact of the work domain on the family, rather than also looking at how the family affects the work domain. Also, the research has focused on the study of the problems women have integrating work and family, with less attention devoted to understanding the difficulties men may experience. In addition, the research has often been simplistic in nature by assuming direct causal relationships without studying intervening and underlying variables. The purpose in this study was to extend the literature by exploring the impact of family domain antecedents on the work domain for both women and men, and by examining the relationship between role pressure and perceived work/family conflict. In addition, moderating variables and individual difference variables were studied to determine their influence on the work/family conflict process.

The sample consisted of 156 employees holding full-time administrative or support positions in the systems-wide administration at a large southeastern university. All participants were either spouses and/or parents.

A survey questionnaire was used to collect data. The survey was designed to measure time-based (number and ages

of children, dual-career couple status, number of hours worked by the spouse) and strain-based (family conflict, spouse support, quality of the parent and spouse experience) family domain antecedents, role pressure, work/family conflict (time-, strain-, and behavior-based conflict), cognitive complexity, role expectation congruity, and work and family involvement.

Role pressure, role expectation congruity, and behavior-based conflict were new measures developed specifically for this study. The role pressure measure was developed to measure the frequency with which the family domain impacted on the work domain. This was an attempt to measure actual objective pressure separate from the subjective evaluation of whether or not conflict was perceived as a result of the role pressure. The role expectation congruity measure was developed to give an indication of how similar the individual perceived the role expectations to be for their family role versus their work role. The behavior-based conflict measure was developed to measure the compatibility of the actual behaviors expected of the individual in their work and family roles. This was an attempt to tap a behavioral dimension of work/family conflict separate from the time-based conflict measure which gave an indication of role overload, and the strain-based conflict measure which indicated strain created in one role interfering with performance in another role.

Regression techniques were used to analyze the results. The data provided mixed results for the predicted relationships among the variables studied. In terms of the time-based antecedents, number of children in the three age groups (younger than 7, between 7 and 12, and older than 12) appeared to be important in predicting role pressure and work/family conflict for women. For men, dual-career couple status was related to role pressure.

Considering the strain-based antecedents, spouse support was positively related to role pressure but negatively related to behavior-based conflict (role pressure was not related to behavior-based conflict) for men, illustrating a paradoxical relationship. None of the other strain-based antecedents were related to role pressure. In general, the strain-based antecedents appeared to be related to strain- and behavior-based conflict, but not as much to time-based conflict. Family conflict appeared to be the most robust variable in the study; it was consistently related to all three of the work/family conflict variables.

Role pressure seemed to contribute most to explaining the conflict variables when role expectation congruity was analyzed with it as a moderating variable. The role pressure - role expectation congruity moderation model significantly predicted both strain- and behavior-based conflict.

The results for the effect of cognitive complexity indicated that it was directly related to the conflict variables more often than being a moderator. The relationship was positive and held for men but not women. In addition, cognitive complexity seemed to be more related to time- and strain-based conflict than to behavior-based conflict.

In terms of individual difference variables, family involvement was not associated with role pressure, as was hypothesized. Work involvement was related to role expectation congruity, but in a positive direction, rather than in the predicted negative direction. In studying gender differences, men and women reported similar amounts of role pressure and role expectation congruity. Additional analyses showed that women reported higher levels of family involvement and time-based conflict than men, while men reported higher levels of work involvement.

The overall results for the three work/family conflict variables showed that strain- and behavior-based conflict were very similar in terms of the variables that were significantly related to them. When the results were separated by gender, however, it became apparent that strain- and behavior-based conflict were still similar for women, but the patterns of variable relationships for strain- and behavior-based conflict were quite different for men.

In conclusion, the work/family conflict process appeared to be very complex, and the process appeared to be quite different for women and men. In general, most relationships varied depending on gender and which of the three types of work/family conflict was being addressed. Theoretical and practical implications, as well as avenues for further research, were discussed.

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## CHAPTER I

### INTRODUCTION

In recent years, the interaction between people's work and non-work lives has become the subject of much interest. Kanter (1977b) attributes this increase in interest to several factors: general interest in the quality of life, specific social changes, recent intellectual trends, and the evolving character of the society as a whole. Considering the increasing numbers of employed women and two-income families reported in recent labor statistics, the work-family interface is of special importance. For example, a 1982 Census Bureau survey listed that 62% of all married couples with incomes are two-income families ("Two-Career Couples," 1985) and most future projections predict that men and women will spend most of their working years, and will raise their children, in two-income families (e.g., Keith and Schafer, 1980).

Early writers believed that institutions of society and work were highly interdependent (Near, Rice, and Hunt, 1980). Writers like Marx and Durkheim speculated about the effects that the work situation had on workers when they were off the job, and Weber suggested that the institution of work was greatly influenced by nonwork parts of society. Near et al. (1980) state:

Since these early writings, empirical research on the topic of work has followed rather narrower paths . . . .

Unfortunately, the direction of this research seems mostly to miss the main point of the earlier writers--namely that work and other institutions of society are interrelated and inseparable . . . . (p. 415)

[One reason] why these ideas have not been tested is that their current formulation is so vague and simplistic as to discourage empirical analyses. (p. 416)

Wiley (1983) has similar findings about the lack of empirical research on relationships between work and nonwork domains. She concludes that traditional research methods have treated work and nonwork roles as separate and isolated with no comprehensive, integrated models showing the interrelationships between the domains.

Recently, there has been increasing interest and research concerning the antecedent - role conflict - outcome process, especially as it pertains to the work-nonwork interface (e.g., Greenhaus and Beutell, 1985). The research has, however, indicated mixed results and could potentially be extended by addressing several limitations found in the research. Specifically, the research seems to have overemphasized the study of the work domain impact on the family, rather than also looking at how the family affects the work domain. In addition, the research has overemphasized the study of women's work/family problems, with less attention devoted to understanding the difficulties men may experience. Finally, the research has often been simplistic in nature by assuming a direct, causal relationship between antecedents, role conflict, and

outcomes without studying intervening and underlying variables.

In order to fully explicate the work-nonwork interface from a theoretical viewpoint, and the possible conflict that can result at this interface, it is important to study the process through which antecedents from the family domain impact on the work domain, for men as well as women. It is also important to study the moderating variables and personal characteristics which may impact on how these antecedents are related to work/family conflict. Thus, the primary purpose of this study was to explore the effect of family variables on the work domain.

Specifically, this research was proposed in order to more clearly understand how the impact of family domain antecedents on the work domain is related to levels of work/family conflict. This study was also designed to explore the relationship between role pressure and perceived work/family conflict for both men and women. Additionally, it seemed important to be able to examine moderating factors and individual difference variables that might influence the antecedent - role pressure - conflict process. Thus, the moderation effects of cognitive complexity and role expectation congruity on the role pressure - work/family conflict relationship were examined. In terms of individual difference variables, the impact that work and family

involvement had on the work/family conflict process was studied.

A model was developed and used as a framework to examine the relationships among antecedents from the family domain (e.g., time- and strain-based), role pressure, work/family conflict, work/family role expectation congruity, cognitive complexity, and personal characteristics (i.e., gender and family and work involvement). The model served to integrate theoretical and empirical research on the antecedent - role conflict process and to guide hypothesis testing in the current study. A better understanding of the work/family conflict process can potentially assist in future research dealing with the identification of strategies to deal with and reduce the antecedents of work/family conflict, the conflict itself, and the negative outcomes that result from the conflict.

## CHAPTER II

### REVIEW OF THE LITERATURE

To give a basis on which to build the model and hypotheses developed for this study, a review of role theory as it pertains to the basic role process and role conflict, is presented. This review is followed by a discussion of some of the limitations in the previous work/nonwork literature which suggested possible avenues for research and guided this study. This discussion includes a review of the literature dealing with the role conflict - outcome linkage and the antecedent - role conflict linkage. The last two sections of this chapter will describe a theoretical model of the work/family conflict process, focusing on the antecedent - conflict linkage and its intervening variables, and the specific hypotheses that were tested in this study.

#### Role Theory

##### Definition and Conceptualization of a Role

One useful integrative framework with which to study the interface between the work and nonwork domains is role theory. Role theory has been extensively researched and provides concepts which identify the major role variables and linkages.

A role is the set of expectations about behaviors and attitudes which are applied toward an individual. These expectations are sent to the individual by either other people with whom the individual has a relationship, or by the individual herself/himself. Role conflict occurs, according to Kahn, Quinn, Snoek, and Rosenthal (1964), when one set of expectancies are incompatible or competing with another set of expectancies. Kanter (1977b) suggests that the notion of role conflict may have the potential of disproving the "myth of separate worlds" (p. 20) of the work and family domains, to which many sociologists currently prescribe. She feels that studying the role conflict process could serve to link the two systems.

Hall (1975) clarifies the overlapping and possibly conflicting nature of multiple roles by using Miller's (1963) concept of subidentity. Identity is defined as an individual's perception of self in relation to the environment. Subidentity is the portion of the whole identity engaged when the individual is in a certain role. Figure 1 shows the typical subidentities of a married, working mother. The number of subidentities or roles, the integration between subidentities, and the congruence between the subidentity and its role can vary greatly across individuals. The focus of this study was to specifically look at the integration or overlap between the employee subidentity and all other subidentities of family roles (in

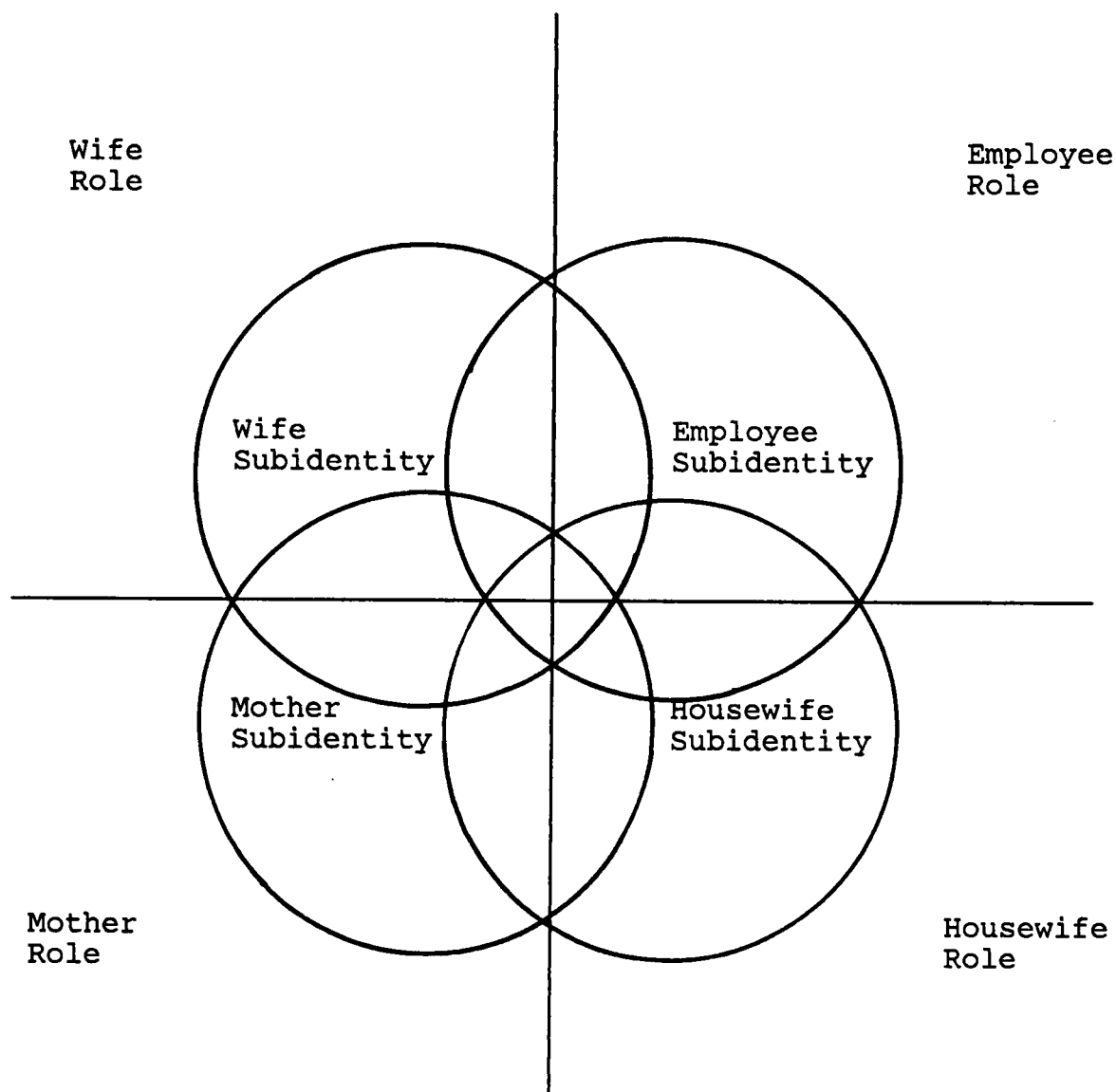
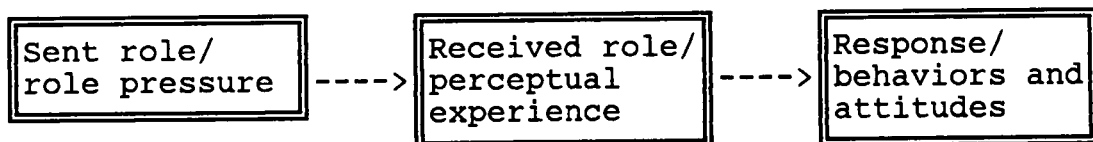


Figure 1. Hypothetical Model of the Roles of a Married Woman; Hall, 1975.

this example, the wife, mother, and housewife subidentities).

### The Role Process

According to Kahn et al. (1964), the role process consists of three separate events. First, role senders (others or the individual herself/himself) communicate expectations to the individual about his/her behavior and/or attitudes. When these expectations are incompatible there is a potential for role conflict. Second, the individual experiences these role pressures. This is a subjective experience based on the individual's perceptions of the expectations that were sent; it is related to but not always the same as the objective role pressures. Kahn et al. (1964), therefore, distinguish between sent roles (objective role pressure) and received roles (subjective perception or experience). Third, after receiving the role, the individual makes a response (behavior and/or attitude). The role process, therefore, looks like this:



## Role Conflict

Most research studies the received role, or the individual's perception of the role pressures or the role conflict. Wiley (1983) believes that it is not the fact that an individual has multiple roles that causes role conflict, rather, it is the integration of the roles and the way in which the roles are viewed that causes perceived conflict.

Kahn et al. (1964) identified three different types of conflict within one role. Intrasender conflict results from a single role sender sending contradictory role pressures, such that the individual cannot comply with both sets of expectations. Intersender conflict is a form of conflict resulting from two different role senders sending incompatible role pressures. Person-role conflict occurs when the role pressures sent for a particular role are in conflict with the individual's needs and values.

Another form of role conflict is interrole conflict, which involves two or more roles. Interrole conflict occurs, according to Kahn et al. (1964) when the expectations from one role which the individual occupies are incompatible with the expectations from another role occupied by the person. Greenhaus and Beutell (1985) propose a special case of interrole conflict, which this paper specifically addresses. They offer a definition of work/family conflict: "a form of interrole conflict in

which the role pressures from the work and family domains are mutually incompatible in some respect" (p. 77).

Role overload is another type of role conflict identified by Kahn et al. (1964). Role overload is different from the other types of role conflict in that the expectations sent by the role senders are not theoretically incompatible or conflicting, rather it is the sheer number of expectations that causes an overload. That is, the individual is being sent too many role pressures to be dealt with in a given time constraint. There is a quantitative element to role overload, whereas the other types of role conflict arise from qualitatively different expectations. Thompson (1985) describes a problem in research on interrole conflict as the exclusion of role overload as a type of work/nonwork role conflict, as well as lack of agreement as to how role overload should be measured. Wiley (1983) also describes the limitations of the research due to problems in distinguishing between interrole conflict and role overload.

#### Limitations of the Work/Nonwork Literature

In general, the work/nonwork research has been limited by an overreliance on studying the effect of the work domain on the family domain, rather than the reverse relationship; the primary identification of women's work/family problems, rather than also identifying men's concerns; and a focus on the simple relationships between role conflict and negative

outcomes, with less attention to intervening and underlying variables. These limitations are discussed separately, as are the implications they raise for research.

### Effect of Work on the Family

A preponderance of the work/family literature has addressed the impact of work on the family domain, with less attention placed on the reverse relationship. According to Hall (1975), those working in the field of organizational behavior have assumed that the effect of work on personal and family roles is much greater than the effect of the family on the work domain. He states a case for increasing the study of this reverse relationship:

More recently, however, with increased concern for personal freedom, mobility, and a revised work ethic, individuals have tended to exert greater personal choice over decisions affecting their work careers, and the impact of personal and family roles on work behavior has increased correspondingly. (Hall, 1975, p. 121)

There seems to be relatively little research that explicitly addresses the impact of the family in the work setting. This lack of research is clearly shown in Pleck's (1977) article which reviews the literature on men and women's work and family roles as components of a work-family role system. His model, shown in Figure 2, is structured to allow the analysis of "how each role articulates with the others to which it is linked, and how variations in the nature of each role, or whether the role is actualized at

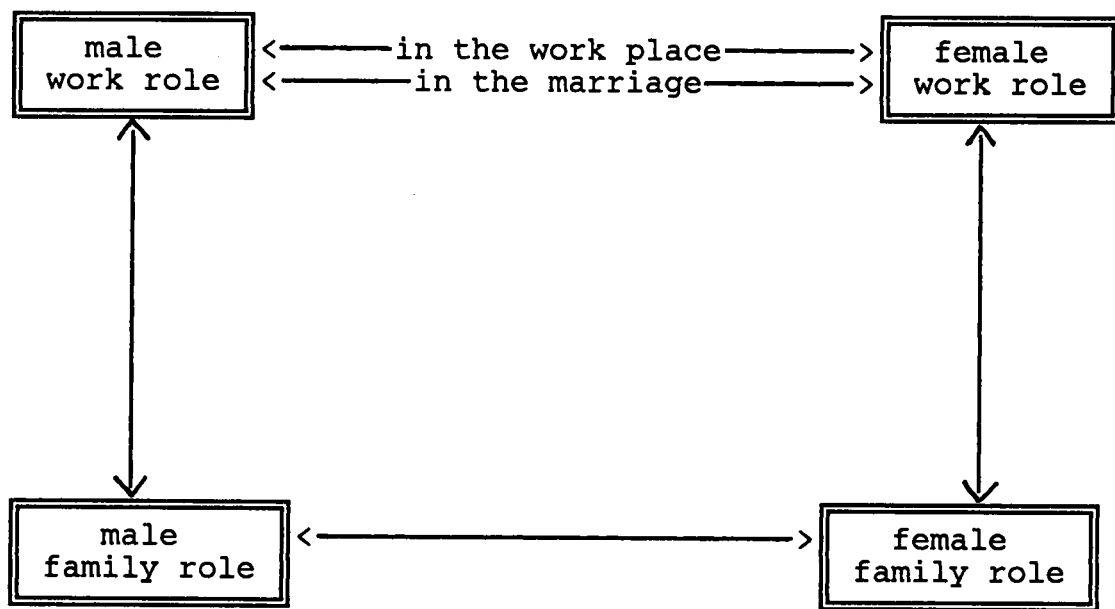


Figure 2. The Work-Family Role System; Pleck, 1977.

all, affects the others" (p. 417). This work-family role system model is helpful in specifying all important relationships. Pleck's (1977) review of each of these relationships, however, shows the dominance of research looking at the effect of the work roles on the family roles. In fact, the only mention of the reverse relationship is in a discussion of structural barriers present in the system which limits the amount to which change in one role affects other roles. One of these barriers is described as the existence of asymmetrically permeable boundaries between work and family roles for both women and men. This buffer is explained by Pleck (1977) as follows:

For women the demands of the family role are permitted to intrude into the work role more than vice versa. . .

For husbands, the work-family role boundary is likewise asymmetrically permeable, but in the other direction. (p. 423)

The validity and extent of these hypotheses, however, remains an unanswered empirical question.

In terms of Pleck's (1977) model, this paper attempts to clarify the relationships which are not explicated in his review; that is, the impact of the male and female family role on the male and female work role. In other words, the two arrows flowing from the family role boxes to the work role boxes were compared in this study.

There are a few notable exceptions to the lack of research considering the family's effect at work: Bailyn (1978) looked at the ways in which careers can be

constrained by the family role. In addition, Costello (1974) examined the role played by the family in situations where a job transfer is refused, and Crouter (1984) found a relationship between spillover from family to work and being a mother with young children. Steers and Rhodes (1978) studied the effect of family roles on absenteeism, and Waite (1980) looked at the relationship between employment patterns and childbearing.

There have also been some studies examining the relationship between work/nonwork interrole conflict and work-related outcomes. Several of these studies found a relationship between interrole conflict and job satisfaction (Cooke and Rousseau, 1984; Jones and Butler, 1980; Pleck, Staines, and Lang, 1980; Staines and O'Conner, 1980; Wiley, 1983). Coburn (1978) and Keith and Schafer (1980) found that interrole conflict and psychological variables were related, and Cooke and Rousseau (1984) found an interrole conflict - physical well-being relationship. There have also been studies that have not confirmed these relationships (e.g., Coburn, 1987; Kopelman, Greenhaus, and Connolly, 1983). It seems that research on work-related consequences of role overload has been equivocal (cf. Shamir, 1983; Verbrugge, 1983; Wiley, 1983).

Although researchers usually focus on the impact of the work situation on the family life, the few studies which are exceptions to the trend indicate that there is growing

evidence that people's concern for the family may have a significant impact on their work situations. Kanter (1977b) outlines several ways in which the family's influence may extend into the work setting. The first way is through cultural traditions carried forward by the family which affect where family members will work, as well as their work attitudes and values. Another effect is felt when the family owns or dominates a business, and the family directly defines work relations. A third category deals with work situations where the family gets directly involved in the worker's job (i.e., the corporation wife). And her final type of influence is probably the most common--where the emotional climate and demands of the family affect family members at work. Voydanoff (1980) also suggests that the effect of the family is important and has great implications for the stability, morale, and productivity of the work force.

Near et al. (1980) developed a model, as shown in Figure 3, depicting the relationships between work and nonwork variables. The model breaks the work and nonwork variables down into separate categories including objective structural conditions and behavioral reactions. Objective structural conditions are situational conditions or structures associated with them; e.g., pay in the work domain, or family size in the nonwork domain. Behavioral reactions are the individual's reactions to the structures, including

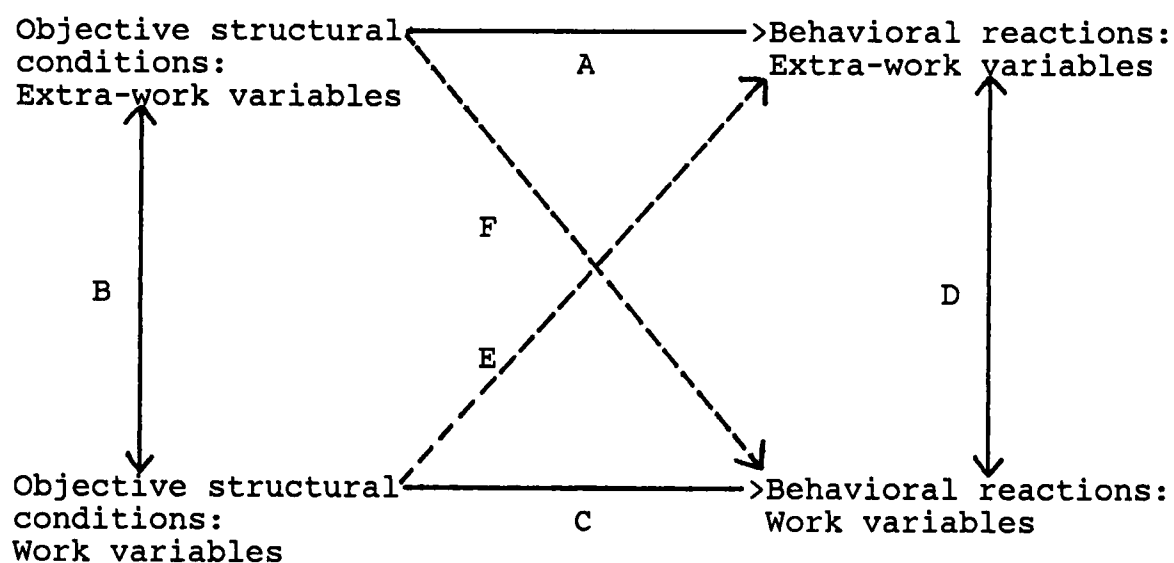


Figure 3. Interrelationships among Research Variables;  
Near, Rice, and Hunt, 1980.

attitudes and behaviors; e.g., absenteeism or job satisfaction in the work domain, or church attendance or satisfaction with family life in the nonwork domain. The authors note that all linkages have been examined in depth, except for linkages E and F--the relationships between social structures in one domain and the individual's reaction in another domain. From a review of the relevant literature, it appears that even less attention has been given to linkage F than to linkage E. Most of the research studying the interrelationships between the work and nonwork domains has considered the relationships between the objective aspects of work on individuals' reactions in the nonwork domain, although this type of research is also relatively scarce.

Near et al. (1980) state that there may be inherent conflict in the combination of the work and nonwork domains; they do not, however, include this in their model. Wiley (1983) extends their model to explicitly incorporate work/nonwork role conflict. The broken lines in Figure 4 indicate Wiley's (1983) additions. In the present study, an additional linkage not shown in either Figure 3 or Figure 4, the linkage from work/nonwork role conflict to the behavioral reactions of work variables, was examined. That is, the degree to which structures associated with life outside the work place, when they collide and intrude on the

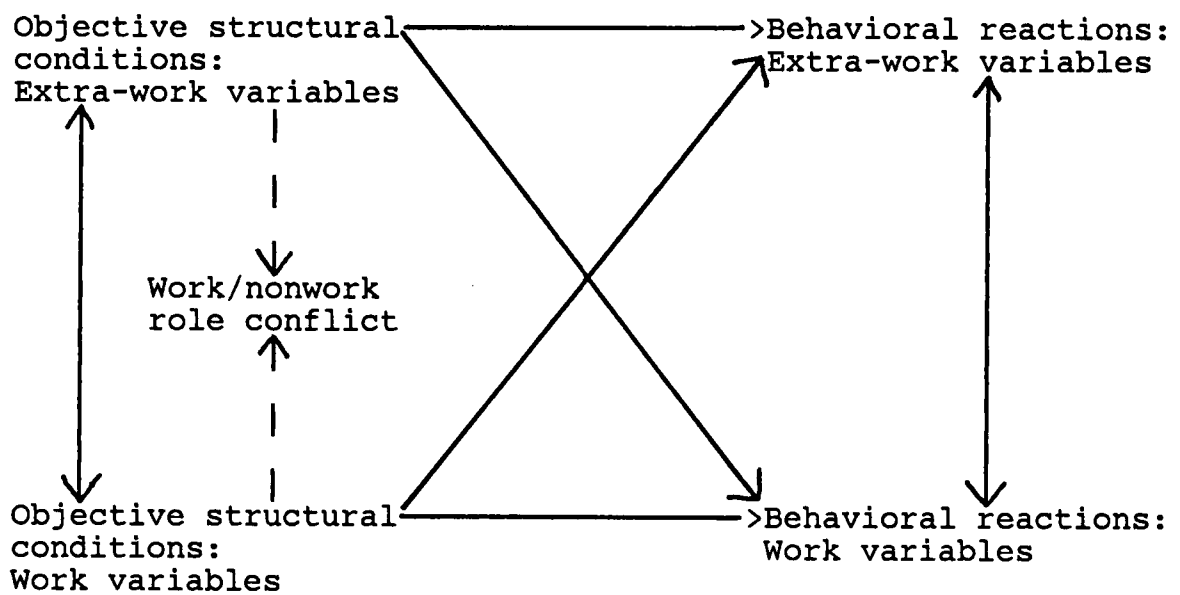


Figure 4. Extension of Near, Rice, and Hunt (1980) Model; Wiley, 1983.

boundaries of structures in the work place, affect individuals in the workplace.

As noted, there seems to be relatively little research examining the impact of the family on the work place. Most of the work/family research has relied on instruments which focus solely on the interference in the family domain by work factors. For example, in studying role conflict between work and family lives, Kopelman, Greenhaus, and Connolly (1983), developed an eight-item scale to measure interrole conflict. Every item in the scale portrays work impacting on the nonwork domain; e.g., "My work schedule often conflicts with my family life," "My work takes up time that I'd like to spend with my family" (p. 204). They do a good job of showing construct validity for this and two other role conflict scales, which is of utmost importance for advancing such research. In order to fully understand the interrelationships of the work and nonwork domains, however, researchers should also examine the effect of the family on the work setting. As such, an attempt to investigate the family impact on the work domain was made in the present study.

### Study of Women

Most of the work/family research has focused on the concerns of women, with less attention placed on identifying men's concerns regarding work/family issues. Both Keith and

Schafer (1980) and Wiley (1983) concluded that research addressing conflict between work and nonwork roles has usually addressed stress and the working women. Jones and Butler (1980) characterized the literature as either speculative or focusing only on the working wife. Kanter (1977b) feels that, although the familial influences that impact on the work setting have been studied for mostly women, men are affected just as strongly on the job by the family.

Bailyn (1970) sums up the problem well:

The role of the educated married woman has been the subject of much debate in the past few decades. . . .

Both research and ideological pronouncements, however, have dealt almost exclusively with the life situation of the woman: with the complications and rewards she faces in trying to combine family and work. And though the importance of the husband is always assumed, little systematic attention has been given to the interplay between the chosen life style of an educated woman and that of her husband. (p. 97)

Bailyn then concludes:

. . . a husband's mode of integrating family and work in his own life is crucial for the success--at least in terms of marital satisfaction--of any attempt of his wife to include a career in her life. There is evidence, as a matter of fact, that identifying the conditions under which men find it possible to give primary emphasis to their families while at the same time functioning satisfactorily in their own careers may be even more relevant to the problems of careers for married women than the continued emphasis on the difficulties women face in integrating family and work. (p. 108)

In his review of the literature, Pleck (1977) described three major topics in research on the effects of a wife and mother working: her children's psychological well-being,

the couple's marital satisfaction and happiness, and marital power. Pleck (1977) concluded that the consensus of the literature seemed to be that, with other variables controlled, a woman's employment had no clear positive or negative effect on her children's well-being; and when her work was freely chosen, it had no effect on the couple's marital happiness and satisfaction. There was evidence that a woman's marital power increased when she goes to work. As for the literature dealing with men, Pleck (1977) found that most dealt with how occupational role characteristics (e.g., status) affected the family; but the restrictive effect of the man's job on his family role has received little attention.

Kanter (1977b) explains that for women, it is assumed that personal ties from outside (mostly family obligations) have a negative impact on women in the work setting. There is, however, very little research to support such a conclusion. She feels that such traditional assumptions have been more of a hindrance than a help to researchers, acting as blindfolds. These assumptions are shown in statements like those of Hall (1975):

The impact of personal and family roles is especially strong for women since many women are opting for both a career and a family, their careers are often interrupted or postponed . . . . Working, married women with families have to manage more roles and role conflict than men, and both women and the employer have to deal with these conflict. (p. 121)

One premise of the current study is that men must also deal with these conflicts; and, indeed, Hall (1975) adds in his last sentence "as sexual equality increases men will become more subject to the role pressures . . . and will, in turn, increase pressure on organizations to provide role support and more flexible work patterns" (p. 131).

The limited amount of research studying the impact of the family on men at work seems understandable given the higher degree of involvement that men have typically had in the "breadwinner" role rather than the "caretaker" role. In general, women stayed home and took primary responsibility for seeing that the needs of the family were met, thereby, decreasing the potential impact the family might have on their husbands at work. The increase of women choosing to have professional careers outside of the home has, however, necessitated sharing the caretaker role with their spouses. Thus, the issue of how men will be affected by increased family responsibilities seems to be a relevant and timely research concern.

Women are entering the work force in dramatically increasing numbers, with the greatest increase being among married women. The employment of mothers with children at home increased nearly 300% between 1940 and 1970 (Laws, 1979). The number of women entering professional work continues to rise--their enrollment in graduate and professional schools showed an increase of approximately 75%

between 1970 and 1975; for men the increase was only 23% (Gray, 1983). The makeup of the typical American family is also changing substantially. In fact, Pifer (1978) reported that a mere 6% of the people live in the traditional family situation with the husband as the breadwinner, a nonworking wife, and two children. Also, recent census data indicates an increase in single-parent families headed by men (Savage, Adair, and Friedman, 1978).

In her review of the current literature, Deaux (1985) found several studies documenting changes in attitudes toward the roles of men and women; mostly a shift away from the traditional role expectations and movement toward more egalitarian attitudes. Beutell and Greenhaus (1986) point out that along with changing roles comes the increase in the possibility of interference, and the blurring of boundaries between work and family. Bailyn (1978) suggests several current forces decreasing the likelihood that nontraditional roles will be associated with a sense of failure. These forces include the documentation of the negative impact of excessive career involvement (i.e., workaholism), recent pressure to revise organizational policies stemming from calls for equal opportunities for women in the work force, and the trend toward a commitment to equitable relationships in young couples beginning their adult lives together, emphasizing equal opportunity for work and family involvement.

With these trends indicating a change in the characteristics of the work force and the family, the traditional assumption that men are not greatly affected by pressures from the family domain when they are at work should be closely examined and not allowed to automatically guide research in the field. These issues seem to be worth looking at analytically because the problems women face continue to be complex, arising from competing role demands and conflicts in the role system; and these same problems may affect men in similar ways. These issues have, in the past, tended to be studied from the perspective of problems and concerns faced by women. It also seems important to look at the difficulties that men may face as the role system changes. That is, moving the work/family conflict problems from a solely women's issue to an organizational issue. As such, this paper takes a more inclusive viewpoint by suggesting that men, as well as women, may have problems combining roles well. Given this view, the consequences of the family impacting on the work setting were examined in this study for both women and men.

### Simplistic Research

Research on role theory has traditionally concentrated on the nature of role conflict and its antecedents and consequences in a simplistic fashion. These studies have either looked at the relationship between mostly objective

antecedents and a measure of role conflict, or the relationship between role conflict and its consequences in terms of behavioral, attitudinal, psychological, or physiological variables. Relatively few studies have looked at variables that could mediate these relationships, especially in terms of the cognitive processes that take place.

Researchers in the work/nonwork literature have tended to treat roles as separate and isolated. Only recently have researchers attempted to build comprehensive, integrated models of the interrelationships between the work and nonwork spheres, including underlying and moderating variables, and adaptations (behavioral and/or attitudinal) to the conflicts. Greenhaus and Beutell (1985) point out the lack of attention to the dynamics underlying interrole conflict, and they stress the need to integrate the complex and growing body of literature. For clarity, the nature of the research will be discussed separately for the role conflict - outcome link, the antecedent - role conflict link, and the intervening factors, such as individual difference variables and moderators, in each of the linkages.

Role conflict - outcome linkage. As already discussed, there have been many studies on the relationships between various forms of interrole conflict and nonwork related outcomes. Pleck's (1977) review shows the equivocal effect

in the family domain, and several studies have shown conflicting results on the relationship between interrole conflict and life satisfaction (cf. Cooke and Rousseau, 1984; Kopelman et al., 1983). The equivocal state of the small amount of literature looking at work-related outcomes has also previously been discussed.

Intervening factors. One reason for the inconsistent findings dealing the the role conflict - outcome linkage may be the simple bivariate nature of the research. A few authors have begun to suggest variables that might moderate the relationship between interrole conflict and work/nonwork related outcomes. Thompson (1985) and Wiley (1983) have shown that the effects of interrole conflict can be mediated by feelings of anxiety. That is, negative work/nonwork outcomes stemming from interrole conflict were exacerbated when the conflict resulted in feelings of stress for the individual.

Hall (1972) suggested that coping mechanisms can intervene between conflicting roles and satisfaction. He proposed three types of coping. Structural role redefinition refers to the individual attempting to deal directly with the role sender to lessen conflict by defining and agreeing on a new set of role expectations. Personal role redefinition refers to individuals changing their own attitudes and perceptions about role expectations without directly changing the actual expectations of their role

sender. Reactive role behavior refers to individuals relying on existing role expectations and attempting to live up to them, without attempting to alter the structural or personal definitions of the role expectations. Although he found significant relationships between the three types of coping behavior and satisfaction, he suggested that future research should go beyond simple bivariate relationships. Later studies by Hall (1975) and others (e.g., Beutell and Greenhaus, 1982; Gray, 1983; Kopelman et al., 1983; Thompson, 1985) have also suggested that coping mechanisms may moderate the relationship between interrole conflict and outcomes.

Antecedent - role conflict linkage. Research considering the relationships between various antecedents and role conflict has been reviewed by Greenhaus and Beutell (1985). As previously noted, they deal specifically with work/family conflict in which there is incompatibility between work and family role pressures. They identify three major forms of work/family conflict: time-based, strain-based, and behavior-based conflict. Time-based conflict is caused by the fact that time spent dealing with the role pressures from one role cannot be spent dealing with pressures from another role. This type of conflict is consistent with Kahn et al.'s (1964) definition of role overload; the conflict could theoretically be avoided by a simple extension of time so that there is enough time to

take care of the requirements of multiple roles. Strain-based conflict is produced when strain created in one role interferes with performance in another role. Greenhaus and Beutell (1985) point out that although time-based and strain-based conflict are conceptually different, they share several common antecedents since extensive time involvement in one role can produce strain symptoms.

Behavior-based conflict arises when behaviors expected in different roles are incompatible. There has been no empirical assessment of behavior-based conflict, although several authors have discussed the differences in behavior expected at work and at home. In their review, Greenhaus and Beutell (1985) divide antecedents into categories according to which of the three types of conflict they are a source of, and according to whether they originate in the work or family domain. Following their example, Figure 5 shows a summary of the studies that have looked at the various antecedents, categorized by time-, strain-, and behavior-based sources of conflict from the work domain. Figure 6 shows antecedents from the family domain.

Intervening factors. An examination of personal characteristics and mediating variables affecting the antecedent - role conflict relationship could move current research past its simplistic nature. One personal characteristic that has been investigated is gender. Several studies have looked at the relationship between

### Time-based:

#### Number hours

worked: Bohen & Viveros-Long (1981)  
Burke, Weir, & Duwors (1980b)  
Hall & Gordon (1973)  
Holohan & Gilbert (1979a)  
Keith & Schafer (1980)  
Pleck, Staines, & Lang (1980)  
Shamir (1983)  
Thompson (1985)

Overtime: Pleck, Staines & Lang (1980)  
Shamir (1983)

Shiftwork: Crouter (1984)  
Pleck, Staines, & Lang (1980)  
Shamir (1983)  
Staines & Pleck (1984)

Inflexible  
work schedule: Bohen & Viveros-Long (1981)  
Herman & Gyllstrom (1977)  
Pleck, Staines, & Lang (1980)  
Ralston & Flanagan (1982)

Type A  
behavior: Burke, Weir, & Duwors (1979,)  
Howard, Cunningham, & Rechnitzer (1977)  
Werbel (1978)

### Strain-based:

Role conflict/  
ambiguity: Bailyn & Schein (1976)  
Burke, Weir, & Duwors (1980b)  
Jones & Butler (1980)  
Kahn, Wolfe, Quinn, Snoek, & Rosenthal (1964)  
Kopelman, Greenhaus, & Connolly (1983)  
Margolis, Kroes, & Quinn (1974)  
Shamir (1983)  
Wiley (1983)

Low leader  
support/  
interaction  
facilitation: Jones & Butler (1980)

Figure 5. Antecedents of Work/Family Conflict from the Work Domain.

**Strain-based: (continued)**

Supervisor  
expectations: Cooke & Rousseau (1984)

Physical/psychological work  
demands: Karasek (1979)  
Pleck, Staines, & Lang (1980)  
Wiley (1983)

Environment instability,  
boundary spanning, stressful  
communication, mental  
concentration: Burke, Weir, & Duwors (1980b)

Task challenge, variety,  
importance, autonomy: Jones & Butler (1980)  
Wiley (1983)  
Job scope: Burke, Weir, & Duwors (1980b)  
Wiley (1983)

Discretion: French & Caplan (1972)  
Jackson (1983)  
Karasek (1979)  
Wiley (1983)

New job, poor person-job fit,  
unfulfilled job expectations: Bartolome & Evans (1980)

Job burnout: Jackson & Maslach (1982)

Interaction fatigue: Kanter (1977b)

**Behavior-based:**

Expected work behavior/male  
managerial stereo-types (self-  
reliance, emotional stability,  
aggressiveness, objectivity;  
impersonality, logic, power,  
authority; emotional  
restrictedness): Bartolome (1972)  
Burke & Bradshaw (1981)  
Greiff & Munter (1980)  
Schein (1973)  
Steiner (1972)  
Walker (1976)

Figure 5. (Continued)

### **Time-based:**

- Marital status: Barnett & Baruch (1985)  
Herman & Gyllstrom (1977)  
Thompson (1985)  
Wiley (1983)
- Parental status: Barnett & Baruch (1985)  
Bohen & Viveros-Long (1981)  
Crouter (1984)  
Holohan & Gilbert (1979a)  
Pleck, Staines, & Lang (1980)  
Staines & O'Conner (1980)
- Age of children: Beutell & Greenhaus (1980)  
Crouter (1984)  
Greenhaus & Kopelman (1981)  
Hall (1975)  
Pleck, Staines, & Lang (1980)  
Staines & O'Conner (1980)
- Number of children: Bohen & Viveros-Long (1981)  
Cartwright (1978)  
Keith & Schafer (1980)  
Thompson (1985)  
Wiley (1983)
- Number of hours  
worked by spouse: Beutell & Greenhaus (1982)  
Greenhaus & Kopelman (1981)  
Keith & Schafer (1980)  
Locksley (1980)  
Pleck, Staines, & Lang (1980)

### **Strain-based:**

- Family conflict: Kopelman, Greenhaus, & Connolly (1983)
- Supportive/  
compatible spouse: Beutell & Greenhaus (1982, 1983)  
Crouter (1984)  
Chadwick, Albrecht, & Kunz (1976)  
Eiswirth-Neems & Handal (1978)  
Holohan & Gilbert (1979a)
- Quality of experience: Barnett & Baruch (1985)

Figure 6. Antecedents of Work/Family Conflict from the Family Domain.

**Behavior-based:**

Male family expected behavior  
(nurturant, emotional, vulnerable,  
warm; emotional openness): Bartolome (1972)  
Burke & Bradshaw (1981)  
Greiff & Munter (1980)  
Steiner (1972)  
Walker (1976)

Figure 6. (Continued)

gender and role conflict; the results, however, have not been consistent. A few studies have found that women experience more work/family conflict than men (e.g., Bohen and Viveros-Long, 1981; Keith and Schafer, 1980), and some have found no relationship between gender and interrole conflict (e.g., Holohan and Gilbert, 1979a; Shamir, 1983; Wiley, 1983). Most have found that women and men experience different types of conflict (e.g., Herman and Gyllstrom, 1977; Pleck et al., 1980; Thompson, 1985). In their review of the literature, Greenhaus and Beutell (1982) found that out of 14 female-male comparisons, 7 showed no gender differences, 5 indicated greater conflict for women, and 2 exhibited greater conflict for men. Thompson (1985) sums up the conflicting gender difference results like this: ". . . it seems likely that gender is too broad a category, and may be masking salient characteristics of the person and situation" (p. 31).

Important differences in the way men and women experience role pressures and conflict do not reflect gender per se, so much as gender-related roles, which are based on general societal definitions of gender-appropriate behaviors and attitudes. These roles have been heavily grounded in a division of labor between the "instrumental" husband and the "expressive" wife, as first proposed by Talcott Parsons (cited in Nieva and Gutek, 1981, p. 117). Crouter (1984) states: "The omnipresent influence of sex roles both inside

and outside the family is a pervasive theme in the literature on the family in general and the work/family interface specifically" (p. 437). It seems, then, that gender and role expectations based on gender are important factors to consider in the examination of the antecedent - role conflict relationship.

In addition to gender, other individual differences that will be examined include level of family and work involvement. Several researchers have suggested that the importance of a role, or role involvement, may be related to work/family conflict (e.g., Bartolome & Evans, 1979). Greenhaus and Beutell (1985) list two ways in which being highly involved in a role can increase the likelihood of interrole conflict. First, an increase in time devoted to the role may decrease the amount of time that can be spent in other roles. Second, high involvement may cause mental preoccupation with that role, even when trying to comply with the demands from other roles.

Studies examining the relationship between role involvement and work/family conflict have provided mixed results. Greenhaus and Kopelman (1981) and Staines and O'Conner (1980) found a significant positive relationship between work involvement and work/family conflict. The results from two studies by Holohan and Gilbert (1979a, 1979b) did not show a significant relationship between work involvement and work/family conflict. Separating family

involvement into spouse and parent involvement, and work/family conflict into job-spouse and job-parent conflict, Frone and Rice (in press) found that spouse involvement moderated the relationship between work involvement and job-spouse conflict. They also noted that work involvement had a direct positive relationship with job-parent conflict, regardless of level of parent involvement.

In the present study, therefore, careful attention is paid to the levels and types of work/family conflict which women and men experience, from the perspective of gender role expectations and the way these roles are changing, as well as individual characteristics like work and family involvement that may influence each individual's interpretation of their role. This helps clarify the affect of individual differences on the work/family conflict process, and moves research beyond a simplistic level.

Besides addressing individual differences, a possible underlying process involved in the antecedent - conflict linkages was explored in the present study. Studies focusing on the interrole conflict process have ignored mediating factors, tending to assume a direct causal relationship between mostly objective antecedents and conflict. Wiley (1983) finds a major weakness in the studies to be the fact that the results say little or nothing about the processes through which antecedents result

in role conflict. She suggests that role conflict results from the joint effects of personal characteristics and perceived role characteristics; therefore, role conflict is viewed as a function of an individual differences X situation interaction. This would give a possible explanation for the inconsistent findings for many proposed antecedents. Wiley (1983) also states that multiple roles may be necessary, by definition, but not sufficient for the occurrence of interrole conflict. Most people are fulfilling at least two roles at one time, but the majority do not report excessive conflict. This leads Wiley (1983) to suggest that role conflict is a function of the number of roles and the characteristics of the individual and/or the characteristics of the roles themselves.

The cognitive process through which role pressures are interpreted as conflict has not been well-researched. One exception is Bailyn's (1978) idea of accommodation, defined as the degree to which work demands are fitted into family requirements. The problem of emphasizing the impact of work on the family, while ignoring the reverse effect is obvious in the definition, but the concept is a good one and deserves further attention. Bailyn (1978) describes this concept on a continuum with extreme points represented by the male executive, who focuses primarily on work requirements, as most non-accommodative, and the traditional

female, whose interests outside the home are secondary, as the most accommodative.

In this study, the concept of accommodation is recast into a perspective which describes the integration of pressures from two or more roles simultaneously. Specifically, the focus is on factors that affect the way the family role is integrated into the work role. It is proposed that individuals go through a cognitive process of comparing family role expectations to work role expectations (in this case, when the family role intrudes into the work place). Interrole conflict arises if the expectations from the two roles are not compatible and/or if the individual is unable to handle the cognitive processes involved in dealing with expectations from two sources simultaneously, and the two roles cannot be integrated.

Potential to integrate the family and work roles may involve a psychological and a sociological component. The psychological component, cognitive complexity, is explicated by the individual's cognitive capacity to handle complexity --how able the person is to deal with, organize, and act in, complex situations requiring attention to multiple, possibly conflicting, cues from several sources at the same time. That is, cognitive complexity refers to how well the individual is able to juggle several roles, expectations, demands, and responsibilities simultaneously. The sociological component, work/family role expectation

congruity, is based on the expectations that are currently being sent, and have been sent in the past, to the individual about the various roles being occupied. These expectations are sent by significant others in the individual's environment as well as by society in general. Thus, the link between role pressure and perceived role conflict is moderated by the individual's ease in integrating the competing role pressures, or levels of cognitive complexity and role expectation congruity.

A concept related to the idea of integration, which was defined by Goode (1960) and studied by such researchers as Burr (1972), Bailyn and Schein (1976), and most recently by Wiley (1983), is compartmentalization. Wiley (1983) found compartmentalization, defined as ". . . a sense of separation, distinctiveness, or lack of interference among major activities or responsibilities within their work and nonwork roles" (p. 68), to be a meaningful variable in the role conflict process; lack of compartmentalization was positively related to role conflict. It seems important to look not only at the separation of roles, but also at the integration of roles. Since many people are not able to achieve a significant level of compartmentalization or separation of their different roles, it seems important to study how they deal with and integrate their roles when they are faced with simultaneous pressures from multiple roles.

## Theoretical Model of the Work/Family Conflict Process

The proposed model of the work/family conflict process which was developed for the present study is shown in Figure 7. This model served as an organizational framework within which to study the various relationships between the variables of interest. The work and family domains are shown separately with antecedent conditions from the family domain impacting on the work domain. The family domain antecedents include the time- and strain-based antecedents discussed in Greenhaus and Beutell (1985) (e.g., parental status, number of hours worked by the spouse, family conflict, spouse support, and quality of experience). As the family domain antecedents impact on an individual in their work domain, the individual experiences role pressure. That is, pressures from two or more roles are being exerted on the individual at the same time. In this model, structural conditions from the family domain impact on the individual while the individual is in the work domain. That is, time- and strain-based antecedents from the family role intrude into the work place. For example, when an individual's child calls at work to ask permission to go to a friend's house, role pressure is being exerted on the individual since the individual must deal with the child in a parental manner while in the work domain, which is exerting its own set of role demands. This intrusion is a source of role pressure for the individual, regardless of

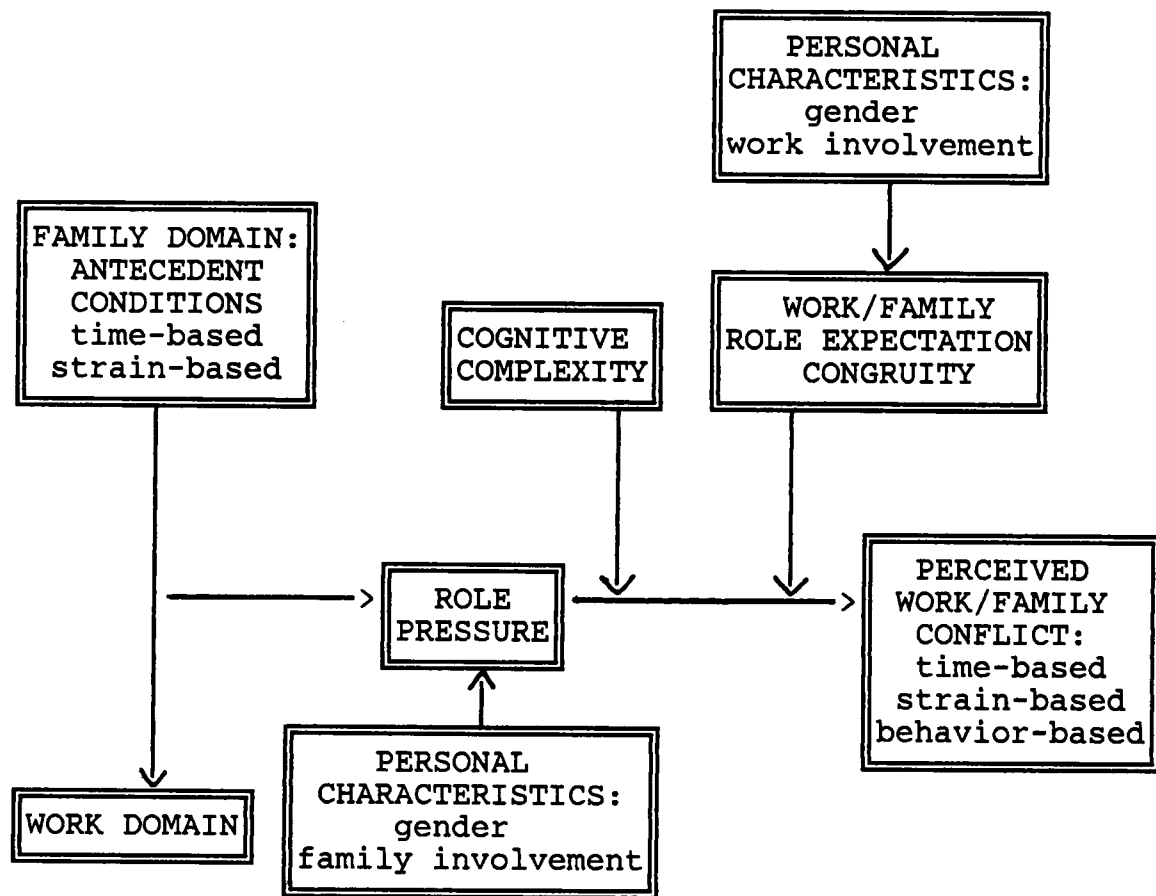


Figure 7. Theoretical Model of the Work/Family Conflict Process.

the way it is perceived. Role pressure is not, as pointed out by Kahn et al. (1964), isomorphic with perceived role conflict; the conflict is a subjective experience interpreted by the individual. It is important to make the distinction, therefore, between role pressure and perceived work/family conflict in order to understand the effect of any moderating variables.

Potential to integrate, indicated in the model by the psychological component (i.e., cognitive complexity) and the sociological component (i.e., work/family role expectation congruity), was hypothesized to moderate the role pressure - work/family conflict relationship. Integration potential is determined by the individual's level of cognitive complexity (i.e., their ability to juggle several roles at once) and work/family role expectation congruity (i.e., perceived similarity of the expected behaviors for the work and family roles). Both of these elements were hypothesized to moderate the relationship between role pressure and perceived work/family conflict. For example, someone who experiences many role pressures but is able to integrate the pressures from the different roles may perceive the same or even a lesser amount of conflict as someone who is not subject to as many role pressures but can't integrate the role pressures that are being exerted.

In one situation, the individual may not have problems with incompatible behavior expectations, but may experience

time- or strain-based conflict from the sheer number of times that role pressure is exerted, or from the strain of having to deal with the role pressure so many times. In this case, a simple extension of time, although not always possible, would alleviate the conflict. In a different case, the individual may not experience time- or strain-based conflict because the family domain doesn't intrude into the work domain very often, but the individual may experience behavior-based conflict when the family role expectations intrude into the workplace and are at odds with work role expectations. Since this type of conflict is more than an issue of not having enough time, it is possible that it may be a more serious and difficult type of conflict to deal with.

Personal characteristics are shown in two places in the model. Gender and family involvement were expected to have an effect on the amount of role pressure the individual experiences. In contrast, gender and work involvement were hypothesized to impact on the individual's degree of work/family role expectation congruity.

### Hypotheses

The first hypothesis deals with the linkage between the antecedent conditions and role pressure. The model proposes that time- and strain-based antecedents from the family domain influence the amount of role pressure in the work

domain. The first hypothesis, therefore, is that antecedent conditions in the family domain (i.e., from Figure 6: number and age of children, dual-career couple status, number of hours worked by the spouse, family conflict, spouse support, quality of the parent experience, and quality of the spouse experience) are related to the amount of role pressure when the antecedents impact on the work domain. It was expected that the more time- and strain-based antecedents present in the family domain, the greater the resulting role pressure.

Hypothesis 1.a.: Antecedent conditions in the family domain (time- and strain-based antecedents) are positively related to levels of role pressure.

Another related hypothesis, addresses the effect of specific antecedents such as dual-career couple and parental status on role pressure for men. As more men become part of the increasing number of dual-career couples (dual-career couple status is considered to be a time-based antecedent although it is not listed in Figure 6), they will take on an even greater share of the family responsibilities (especially when children are present in the family) and may experience increasing levels of role pressure. Keith and Schafer (1980) have found that men in dual-career couples have become increasingly involved in household and family responsibilities. Herman and Gyllstrom (1977) predict that as men are faced with increasing role pressure from the two domains simultaneously, their ability to integrate the roles

will be very important. This author considers dual-career couple status and parental status to be family domain antecedents with effects on the conflict process, and to be of special interest. This hypothesis, therefore, predicts that men who are part of a dual-career couple and/or are parents experience more role pressure than men who are not parents or part of a dual-career couple.

Hypothesis 1.b.: Dual-career couple status and parental status are related to role pressure. Specifically of interest, men who are part of a dual-career couple or are parents experience greater role pressure than men who are not part of a dual-career couple or are parents.

The second set of hypotheses addresses the personal characteristics that may be related to the amount of role pressure. Gender is studied as an important individual difference variable, from the context of gender-related role expectations rather than as gender itself. The majority of the literature would suggest that, in the workplace, women are more likely to experience role pressure from the family domain than are men. For example, Hall (1972) states that since women most often bear primary responsibility for the family's children, they will be more likely to feel the competing demands from the family domain while at work. Pleck (1977) believes that the demands of the family role are permitted to intrude into the work role more for women than for men; he explains this phenomenon with the gender role expectation that women will take responsibility for the

family. Thus, women, more so than men, may experience more role pressure from the family domain due to differences in gender-related role expectations.

Hypothesis 2.a.: Gender is related to role pressure; i.e., women experience more role pressure from the family domain than do men.

Another personal characteristic variable which could serve as an individual difference factor in the antecedent - role pressure link is family involvement. There has been some research demonstrating a relationship between role importance and interrole conflict; however, such research is scarce and includes mixed results (cf., Staines and O'Conner, 1980 and Wiley, 1983). Conceivably, the more involved the individual is in the family role, the more likely it is that family demands will surface in the individual's work role.

Hypothesis 2.b.: Family involvement is positively related to role pressure.

The third set of hypotheses deals with the linkage between role pressure and perceived work/family conflict. The first hypothesis in this set states that role pressure is related to perceived work/family conflict. Level of role pressure is an indication of how often pressures from the family domain occur for the individual in the work domain. It is expected that increasing amounts of role pressure increases the potential for the individual to perceive work/family conflict.

Hypothesis 3.a.: Role pressure is positively related to perceived work/family conflict.

Role pressure is a measure of the frequency with which family domain pressures impact the work domain. With an increase in role pressure, therefore, it is expected that there is an increase in the time spent dealing with these pressures and in the amount of strain produced by the interference of one role by pressure from another. Role pressure is not expected, however, to be as strongly related to incompatible behavior expectations. From this line of reasoning the second hypothesis in this set was determined: role pressure is more strongly related to time- and strain-based work/family conflict than to behavior-based conflict. It is interesting to study the different types of work/family conflict; there are important implications for different methods of coping and/or reducing conflict depending on which type of conflict is present.

Hypothesis 3.b.: The relationship between role pressure and work/family conflict is stronger for time- and strain-based conflict than for behavior-based conflict.

The last two hypotheses in this set address the effect that integration potential variables have on the role conflict process. Cognitive complexity was viewed as a moderating variable which influences the role pressure - work/family conflict link. Thus, individuals who are more cognitively complex should be able to experience more role

pressure without perceiving work/family conflict than individuals who are less cognitively complex.

Hypothesis 3.c.: Cognitive complexity moderates the relationship between role pressure and perceived work/family conflict.

Individuals who are experiencing a high level of congruity between the family role expectations and their work role expectations should also be able to experience more role pressure without perceiving work/family conflict than individuals who are experiencing low levels of congruity between their roles. The individual who perceives a high degree of similarity between the expectations from the family and work domains should more easily integrate demands from the family domain into their work role, without creating conflict, since the behaviors are seen as being compatible. As such, it was hypothesized that work/family role expectation congruity is another moderating variable which influences the role pressure - work/family conflict link.

Hypothesis 3.d.: Work/family role expectation congruity moderates the relationship between role pressure and perceived work/family conflict.

The fourth set of hypotheses address work/family role expectation role congruity. As in the third set of hypotheses, this set includes a hypothesis that addresses the different types of work/family conflict. Since role expectations are behavior-based antecedents, the congruity of role expectations should be related to the amount of

behavior-based work/family conflict. Since most interrole conflict research has focused on time- and strain-based conflict, it is important to explicate the variables related to behavior-based work/family conflict. In addition, separating the different types of conflict will allow future research to study the outcomes of the different types of conflict and assess the possibly varying degrees of seriousness of the types of conflict. For example, behavior-based work/family conflict may be more difficult to deal with than time- and strain-based conflict. From this line of reasoning we arrived at the first hypothesis in this set, that role expectation congruity will be more strongly related to perceived behavior-based work/family conflict than to time- or strain-based conflict.

Hypothesis 4.a.: The relationship between work/family role expectation role congruity and perceived work/family conflict is stronger for behavior-based conflict than for time- and strain-based conflict.

The second hypothesis in this set addresses the personal characteristics that may be related to work/family role expectation role congruity. Gender is studied as one individual difference factor, in relation to gender-related role expectations. The literature would suggest that women are better able to achieve a smooth integration of the work and family roles because they tend to have greater role congruity. Kanter (1977b) points out the fact that many typical women's jobs parallel traditional family

relationships; e.g., secretary as wife, teacher as mother. Nieva and Gutek (1981) expand on this theme, portraying women's jobs as extensions of the wife and mother roles; most female-dominated jobs (e.g., nurse, teacher, social worker, librarian) have a major service-giving component, as do the wife and mother roles. Since many of the behavioral postures (i.e., service-giving) of traditional women's jobs are very similar to those expected at home, there should not be a significant incompatibility between the behavioral role expectations in the family and work domains, thus making integration of the family role into the work domain relatively easy for women, compared to men.

A similar proposition is raised by Burr (1972), who describes role transition (originated by Cottrell, 1942) as the process of moving in and out of roles in a social system, and who goes on to discuss the concept of role incompatibility: ". . . the degree to which demands of one role are incompatible with the demands of other roles the person is occupying" (p. 411). This hypothesis would propose that men have a higher level of role incompatibility at work than do women. Greenhaus and Beutell (1985) list several authors who have suggested that the behavioral styles expected of men at work are at odds with those expected from members in their family domain. To make role integration even more difficult for these men who are caught between conflicting role expectations, Greenhaus and Beutell

(1985) write: "Men traditionally have experienced stronger sanctions for noncompliance with work role demands than for noncompliance with family demands" (p. 83). Greiff and Munter (1980) agree with this assumption, stating that men's roles have been made clearer than women's in terms of the organization.

Hall's (1972) concept of simultaneous versus sequential role performance relates to this hypothesis from a slightly different perspective. He believes that men, although they have as many different roles to fulfill as do women, have roles that are salient at different times and, therefore, operate sequentially, decreasing the potential of incompatible interrole demands. Women, on the other hand, are more likely to experience role pressures from two or more roles simultaneously, since their family responsibilities continue throughout the work day. If women are, indeed, routinely faced with simultaneous role demands, and men with sequential role demands, then women should be able to integrate the family role into the work domain since they have to do it on a regular basis. Men, however, are not normally faced with simultaneous demands from both the work and family domains, and, therefore, may be less able to integrate the roles.

Hypothesis 4.b.: Gender is related to work/family role expectation role congruity; i.e., women experience a greater degree of work/family role expectation congruity than do men.

As with the first set of hypotheses, this hypothesis (4.b.), that women's family and work role expectations are more congruent than men's, has a related hypothesis which addresses changing societal circumstances and roles. As women become increasingly involved in and committed to their careers, which they may perceive to call for more of the male model of behavior and less of the traditional female service-oriented behavior, they may experience increasing lack of congruity between their work and family role expectations and find themselves having greater difficulty integrating the family role into the work setting. Hall (1975) proposes that as an individual's career subidentity grows, the work role becomes more important, increasing the level of motivation to perform in that role and, at the same time, demanding a greater time commitment which may produce time- and/or strain-based conflict. In addition, Korman and his associates have found that many "successful" managers have alienated themselves from roles outside the work domain (Korman and Korman, 1980; Korman, Wittig-Berman, and Lang, 1981). Cartwright (1978) also predicts increasing internal conflict for women faced with:

. . . conflict in normative value priorities which expect a professional woman to be committed to work "just like a man" at the same time she is normatively advised to place her family first and act "just like a woman." Conflicts between assertiveness, competency, and leadership on the one hand and perceived attractiveness, intimacy, and "femininity" on the other present difficulties . . . for women. (pp. 185-186)

This hypothesis predicted that women who are highly involved in their work experience lower levels of work/family role expectation congruity than do women who are less highly work involved.

Hypothesis 4.c.: Work involvement is negatively related to work/family role expectation role congruity. Specifically of interest, women with higher work involvement experience less work/family role expectation congruity than do women with lower work involvement.

The hypotheses that will be tested are summarized as follows:

- 1.a. Antecedent conditions in the family domain (time- and strain-based antecedents) are positively related to levels of role pressure.
- 1.b. Dual-career couple status and parental status are related to role pressure. Specifically of interest, men who are part of a dual-career couple or are parents experience greater role pressure than do men who are not part of a dual-career couple or are parents.
- 2.a. Gender is related to role pressure; i.e., women experience more role pressure from the family domain than do men.
- 2.b. Family involvement is positively related to role pressure.
- 3.a. Role pressure is positively related to perceived work/family conflict.

- 3.b. The relationship between role pressure and work/family conflict is stronger for time- and strain-based conflict than for behavior-based conflict.
- 3.c. Cognitive complexity moderates the relationship between role pressure and perceived work/family conflict.
- 3.d. Work/family role expectation congruity moderates the relationship between role pressure and work/family conflict.
- 4.a. The relationship between work/family role expectation congruity and perceived work/family conflict is stronger for behavior-based conflict than for time- and strain-based conflict.
- 4.b. Gender is related to work/family role expectation congruity; i.e., women experience a greater degree of work/family role expectation congruity than do men.
- 4.c. Work involvement is negatively related to work/family role expectation congruity. Specifically of interest, women with higher work involvement experience less work/family role expectation congruity than do women with lower work involvement.

## CHAPTER III

### METHODOLOGY

#### Participants

Two subject groups were involved in this study: one group was used for the pilot testing of several newly developed instruments, and another group for the major study to test the hypotheses. The pilot study was conducted in order to assess the reliability of the measures, as well as the clarity of the measures and the questionnaire. Open-ended questions were included for the generation of possible additional items. A total of 35 questionnaires were analyzed from the pilot study: 24 employees and 11 graduate students from a large southeastern university. Twenty of these questionnaires were included with the large sample for hypothesis testing, due to the similarity of the questionnaires for the two groups and due to the fact that the two groups came from the same population.

The main group consisted of 400 employees of a large southeastern university, randomly chosen from a population of 622 employees holding administrative or support positions in the systems-wide administration. A total of 195 questionnaires were returned, yielding a 49% response rate. Since the main focus of this study was on understanding the impact of family domain antecedents on the work domain, only data from subjects who reported being married or living with

someone, or who were parents, were used. A total of 156 questionnaires were usable, including the 20 questionnaires from the pilot sample. A power analysis was conducted to determine the number of subjects needed. The results indicated that a sample size of 92 was needed to achieve power of .80. The computations are shown in Appendix A.

For the sample of 156, 59% of the respondents were female and 41% were male. The respondents varied in terms of age, marital and parental status, educational level, employment status, and employment status of the spouse. Table 1 shows the breakdown of these demographics for the full sample. Table 2 shows the demographics for men and Table 3 shows them for women.

### Procedure

A survey questionnaire was used to collect data. Respondents reviewed a cover letter which assured them of anonymity and confidentiality in responding to the questionnaire. They were asked to return the completed survey directly to the author, if they agreed to participate in the study.

In order to test the hypotheses, the questionnaire was designed to measure the following perceptual, psychological, and demographic variables: time-based antecedents (total number and ages of children, status as member of a dual-career couple, and number of hours worked by the spouse),

Table 1. Demographic Statistics for the Sample (N = 156).

| Variable                              | <u>M</u> | <u>SD</u> | <u>N</u> (%) |
|---------------------------------------|----------|-----------|--------------|
| Age.....                              | 38.6     | 10.4      |              |
| <u>Marital Status</u>                 |          |           |              |
| Single.....                           |          |           | 2 ( 1.3)     |
| Separated.....                        |          |           | 2 ( 1.9)     |
| Divorced.....                         |          |           | 10 ( 6.4)    |
| Married.....                          |          |           | 141 (90.4)   |
| # Years Married.....                  | 14.5     | 11.3      |              |
| <u>Parental Status</u>                |          |           |              |
| Don't Have Children.....              |          |           | 40 (25.6)    |
| Have Children.....                    |          |           | 116 (74.4)   |
| # Years Parent.....                   | 15.3     | 10.8      |              |
| # Children.....                       | 2.0      | 1.0       |              |
| # Children < 7.....                   | .6       | .7        |              |
| # Children 7-12.....                  | .3       | .6        |              |
| # Children > 12.....                  | 1.1      | 1.1       |              |
| <u>Highest Educational Level</u>      |          |           |              |
| High School.....                      |          |           | 12 ( 7.7)    |
| Technical School.....                 |          |           | 5 ( 3.2)     |
| Some College.....                     |          |           | 38 (24.4)    |
| College Degree.....                   |          |           | 41 (26.3)    |
| Some Graduate Work.....               |          |           | 23 (14.7)    |
| Master's Degree.....                  |          |           | 25 (16.0)    |
| Doctorate Degree.....                 |          |           | 9 ( 5.8)     |
| <u>Employment Status</u>              |          |           |              |
| Job Level:                            |          |           |              |
| Clerical/Support.....                 |          |           | 50 (32.5)    |
| Paraprofessional/Technical.....       |          |           | 8 ( 5.2)     |
| Other Professional.....               |          |           | 43 (27.9)    |
| Asst./Assoc. Director/Supervisor..... |          |           | 17 (11.0)    |
| Director/Manager.....                 |          |           | 26 (16.9)    |
| President/Vice President.....         |          |           | 10 ( 6.5)    |
| # Hours Worked/Week on the Job....    | 42.8     | 6.7       |              |
| Job Status:                           |          |           |              |
| Job.....                              |          |           | 49 (32.0)    |
| Career.....                           |          |           | 104 (68.0)   |
| <u>Spouses' Employment Status</u>     |          |           |              |
| Not Employed.....                     |          |           | 41 (26.0)    |
| Employed.....                         |          |           | 115 (74.0)   |
| # Hours Worked/Week on the Job..      | 43.1     | 10.4      |              |
| Job Status:                           |          |           |              |
| Job.....                              |          |           | 33 (28.7)    |
| Career.....                           |          |           | 82 (71.3)    |

Table 2. Demographic Statistics for Men (N = 64).

| Variable                              | <u>M</u> | <u>SD</u> | <u>N</u> (%) |
|---------------------------------------|----------|-----------|--------------|
| <u>Age</u> .....                      | 43.0     | 9.3       |              |
| <u>Marital Status</u>                 |          |           |              |
| Single.....                           |          |           | 1 ( 1.6)     |
| Separated.....                        |          |           | 1 ( 1.6)     |
| Divorced.....                         |          |           | 2 ( 3.1)     |
| Married.....                          |          |           | 60 (93.8)    |
| # Years Married.....                  | 17.2     | 11.7      |              |
| <u>Parental Status</u>                |          |           |              |
| Don't Have Children.....              |          |           | 9 (14.6)     |
| Have Children.....                    |          |           | 55 (85.9)    |
| # Years Parent.....                   | 17.4     | 10.5      |              |
| # Children.....                       | 2.2      | 1.0       |              |
| # Children < 7.....                   | .5       | .8        |              |
| # Children 7-12.....                  | .4       | .7        |              |
| # Children > 12.....                  | 1.3      | 1.1       |              |
| <u>Highest Educational Level</u>      |          |           |              |
| High School.....                      |          |           | 4 ( 6.3)     |
| Technical School.....                 |          |           | 0 ( 0.0)     |
| Some College.....                     |          |           | 5 ( 7.8)     |
| College Degree.....                   |          |           | 14 (21.9)    |
| Some Graduate Work.....               |          |           | 16 (25.0)    |
| Master's Degree.....                  |          |           | 15 (23.4)    |
| Doctorate Degree.....                 |          |           | 8 (12.5)     |
| <u>Employment Status</u>              |          |           |              |
| Job Level:                            |          |           |              |
| Clerical/Support.....                 |          |           | 2 ( 3.1)     |
| Paraprofessional/Technical.....       |          |           | 3 ( 4.7)     |
| Other Professional.....               |          |           | 19 (29.7)    |
| Asst./Assoc. Director/Supervisor..... |          |           | 11 (17.2)    |
| Director/Manager.....                 |          |           | 20 (31.3)    |
| President/Vice President.....         |          |           | 9 (14.1)     |
| # Hours Worked/Week on the Job....    | 46.3     | 6.6       |              |
| Job Status:                           |          |           |              |
| Job.....                              |          |           | 7 (10.9)     |
| Career.....                           |          |           | 57 (89.1)    |
| <u>Spouses' Employment Status</u>     |          |           |              |
| Not Employed.....                     |          |           | 21 (32.8)    |
| Employed.....                         |          |           | 43 (67.2)    |
| # Hours Worked/Week on the Job..      | 37.8     | 8.1       |              |
| Job Status:                           |          |           |              |
| Job.....                              |          |           | 19 (44.2)    |
| Career.....                           |          |           | 24 (55.8)    |

Table 3. Demographic Statistics for Women (N = 92).

| Variable                              | <u>M</u> | <u>SD</u> | <u>N</u> (%) |
|---------------------------------------|----------|-----------|--------------|
| <u>Age</u> .....                      | 35.5     | 10.1      |              |
| <u>Marital Status</u>                 |          |           |              |
| Single.....                           |          |           | 1 ( 1.1)     |
| Separated.....                        |          |           | 2 ( 2.2)     |
| Divorced.....                         |          |           | 8 ( 8.7)     |
| Married.....                          |          |           | 81 (88.0)    |
| # Years Married.....                  | 12.4     | 10.5      |              |
| <u>Parental Status</u>                |          |           |              |
| Don't Have Children.....              |          |           | 31 (33.7)    |
| Have Children.....                    |          |           | 61 (66.3)    |
| # Years Parent.....                   | 13.5     | 10.7      |              |
| # Children.....                       | 1.8      | .9        |              |
| # Children < 7.....                   | .6       | .7        |              |
| # Children 7-12.....                  | .2       | .5        |              |
| # Children > 12.....                  | 1.0      | 1.2       |              |
| <u>Highest Educational Level</u>      |          |           |              |
| High School.....                      |          |           | 8 ( 8.7)     |
| Technical School.....                 |          |           | 5 ( 5.4)     |
| Some College.....                     |          |           | 33 (35.9)    |
| College Degree.....                   |          |           | 27 (29.3)    |
| Some Graduate Work.....               |          |           | 7 ( 7.6)     |
| Master's Degree.....                  |          |           | 10 (10.9)    |
| Doctorate Degree.....                 |          |           | 1 ( 1.1)     |
| <u>Employment Status</u>              |          |           |              |
| Job Level:                            |          |           |              |
| Clerical/Support.....                 |          |           | 48 (53.3)    |
| Paraprofessional/Technical.....       |          |           | 5 ( 5.6)     |
| Other Professional.....               |          |           | 24 (26.7)    |
| Asst./Assoc. Director/Supervisor..... |          |           | 6 ( 6.7)     |
| Director/Manager.....                 |          |           | 6 ( 6.7)     |
| President/Vice President.....         |          |           | 1 ( 1.1)     |
| # Hours Worked/Week on the Job....    | 40.4     | 5.5       |              |
| Job Status:                           |          |           |              |
| Job.....                              |          |           | 42 (47.2)    |
| Career.....                           |          |           | 47 (52.8)    |
| <u>Spouses' Employment Status</u>     |          |           |              |
| Not Employed.....                     |          |           | 20 (21.7)    |
| Employed.....                         |          |           | 72 (78.3)    |
| # Hours Worked/Week on the Job..      | 45.3     | 10.4      |              |
| Job Status:                           |          |           |              |
| Job.....                              |          |           | 14 (19.4)    |
| Career.....                           |          |           | 58 (80.6)    |

strain-based antecedents (spouse support, family conflict, quality of the parent experience, and quality of the spouse experience), role pressure, perceived work/family conflict (time-, strain-, and behavior-based conflict), cognitive complexity, work/family role expectation congruity, level of family involvement, level of work involvement, and gender. Existing measures with established reliability and validity were used when possible. A pilot study was utilized to establish the psychometric characteristics of the scales developed specifically for this study. A sample questionnaire is presented in Appendix B.

### Measures

All measures were written to be consistent within scales; that is, all items were stated such that agreement was indicative of whatever the scale was measuring, and such that none required reverse scoring. After using the same format in their study on role conflict, Kopelman, Greenhaus, and Connolly (1983) write:

This avoided the recently discovered problem that variations in wording (positive versus negative) can account for far more response content than item content. (Indeed, Tracy and Johnson (1981), upon reanalyzing the Rizzo et al. data found that the wording of the items accounted for two to ten times more item variability than did the content of the items.) (p. 206)

All scales used a five- or six-point Likert response format.

## Antecedent Conditions from the Family Domain

Time-based antecedents. The time-based antecedents from the family domain, as identified in Figure 6, were assessed by the collection of information regarding parental status and number of hours worked by the respondent's spouse. For parental status, both the total number of children, and the ages of the children were collected. This was done in response to suggestions such as those from Voydanoff (1980), that work-family research should examine the effect of different stages in the life cycle of the family on the dependent variables being studied. Crouter (1984) stratified her sample by three life-cycle stages of children: preschool, latency, and adolescent/young adult. Following her example, children were categorized by three age groups: younger than 7 years old, between the ages of 7 and 12, and older than 12 years old.

In addition, status as a member of a dual-career couple was assessed and considered to be a time-based antecedent. Dual-career couple status was operationalized by the subject's response to the questions "Do you consider your present position to be a job or a career?" and "Does your spouse/partner consider her/his position to be a job or a career?". This self-classification system was validated by Holohan and Gilbert (1979b). In order to be classified as a dual-career couple, the subject had to respond with the "career" choice for both questions. If they responded to

the question with one "career" and one "job" response, they were classified as a career-job couple; and if they responded with "job" to both questions, they were classified as a dual-job couple. These time-based antecedent variables were analyzed together to give a single indication of influence of time-based antecedents, as well as being analyzed separately.

Strain-based antecedents. The strain-based antecedents from the family domain, as identified in Figure 6, were measured by scales described below assessing spouse support, family conflict, and quality of experience. These variables were analyzed together to give a single indication of influence of strain-based antecedents, as well as being analyzed separately.

Spouse support. The degree of support given by the spouse or partner was measured by a three-item scale adapted from Holohan and Gilbert (1979a). Subjects indicated on a five-point scale (1 = strongly disagree to 5 = strongly agree) the favorability of their spouse/partner's attitude. Items in the scale were: "My spouse/partner has a favorable attitude toward my being a professional," "My spouse/partner provides a high degree of emotional support for my professional work," and "My spouse/partner feels positive about my degree of commitment to my professional work." The mean of the three responses was used as an index of spouse

or partner support, and higher scores indicated higher levels of spouse support.

Family conflict. An eight-item scale developed by Kopelman, Greenhaus, and Connolly (1983) to tap relationship, life style, and personal interests as sources of conflict was used to measure family conflict. Subjects used a five-point scale (1 = strongly disagree to 5 = strongly agree). Items, which are listed in Figure 8, addressed differences with spouse/partner about choice of friends and entertainment, spending time alone and with relatives, and goals as a couple. Other items addressed conflict between the individual's and the family's needs and desires, including "My family does not enjoy doing some of the things I'd like to do," "Because of my family situation, I have too little time to pursue my personal interests," and "My family responsibilities force me to do things I'd rather not do." The mean across all items was used to indicate the level of family conflict. Higher scores indicated higher levels of family conflict.

Quality of experience. Quality of the subject's experience with the spouse/partner role and with the parent role were measured by two modified scales from the quality of experience measure developed by Baruch, Barnett, and Rivers (1983). The two scales measured the quality of the subject's experience within each role by indexing the difference between the mean level of rewards and the mean

1. My family does not enjoy doing some of the things I'd like to do.
2. My spouse/partner and I have different ideas about who our friends should be.
3. Because of my family situation, I have too little time to pursue my personal interests.
4. My family responsibilities force me to do things I'd rather not do.
5. My spouse/partner and I have different ideas about spending time with relatives.
6. My spouse/partner and I have different preferences with respect to entertainment.
7. My spouse/partner and I differ about spending time alone.
8. My spouse/partner and I have different goals for us as a couple.

Note: Items were rated on a five-point scale (1 = strongly disagree to 5 = strongly agree).

Figure 8. Items in Measure of Family Conflict; Kopelman, Greenhaus, and Connolly, 1983.

level of concerns reported. Subjects were asked to indicate how rewarding each item was, or how much each item was a concern. For example, items assessing the role of spouse/partner included "Having someone to take care of you" (reward) and "Not getting enough appreciation or attention" (concern), while items assessing the parental role included "The love they show" (reward) and "The financial strain" (concern). All items are presented in Figure 9. The mean score for level of concern was subtracted from the mean score for level of reward in each role, which gave an index of the quality of experience in that role. A higher score indicated a higher level of quality of experience.

### Role Pressure

The amount of role pressure was measured by a scale developed specifically for this study. Twelve items were developed by this author to measure the amount of role pressure that exists when the family domain impacts on the work domain. This was an attempt to measure actual objective pressure separate from the subjective evaluation of whether or not conflict was perceived as a result of the role pressure. Subjects responded on a five-point scale (1 = never to 5 = often, 5 or more times per week) to items tapping the frequency of family demands intruding in the workplace, including tending to home concerns, presence of child(ren) or spouse in the workplace, and getting or making

Rewards in Spouse/Partner Role:

The companionship  
Having someone take care of you  
Having a spouse/partner who is easy to get along with  
The physical affection  
Being able to go to your spouse/partner with your problems  
The sexual relationship  
Your spouse/partner's backing you up  
The enjoyment of doing things for your spouse/partner  
Your spouse/partner seeing you as someone special,  
    appreciating you  
Having a spouse/partner who contributes to the family income  
Having a spouse/partner whose personality fits yours  
Your spouse/partner's willingness to share in the housework  
Good communication

Concerns in Spouse/Partner Role:

Your spouse/partner's being unavailable or not home enough  
Poor communication  
Your spouse/partner's physical health  
Not getting enough appreciation or attention  
Your spouse/partner's job/career problems  
Problems in your sexual relationship  
Lack of companionship  
Your spouse/partner's job instability  
Problems for you caused by demands of your spouse/partner's  
    job/career  
Not getting along, personality clashes  
Conflict over who does housework  
Not getting enough emotional support - your spouse/partner  
    not backing you up

Figure 9. Items in Measure of Quality of Experience;  
Baruch, Barnett, and Rivers, 1983.

### Rewards in Parent Role:

Being needed by them  
The pleasure you get from their accomplishments  
Helping them develop  
The love they show  
Feeling proud of how they are turning out  
Liking the kind of people they are  
Being able to go to them with problems  
Enjoying doing things with them  
The help they give you  
The meaning and purpose they give your life  
Being the best caretaker for them - being special and  
irreplaceable  
The way they get along together  
Seeing them mature and change  
The way they change you for the better

### Concerns in Parent Role:

The financial strain  
Feeling trapped or bored  
Worrying about their physical well-being - health problem,  
accidents, and so forth  
Their fighting and not getting along with each other  
The heavy demands and responsibilities  
Worrying about the teen-age years - getting into trouble,  
drugs, sex  
Not being sure if you're doing the right thing for them  
Their not showing appreciation or love  
Problems with their schooling or education  
Feeling disappointed in what they're like - the kind of  
people they are  
Not having enough control over them  
Their needing you less as they get older  
Your having too many arguments and conflicts with them  
Their interference in your relationship with your spouse

Note: Items were rated indicating how rewarding or how much concern each of the items was using a five-point scale (1 = not at all to 5 = extremely).

Figure 9. (Continued)

telephone calls from or to children, teachers/caretakers, or spouse. All items are presented in Figure 10; they include such as items as "How often do you make phone calls regarding home/family responsibilities while you are at work?" and "How often does your child(ren) call you at work?" The mean response indicated the frequency of role pressure for the subject, with higher scores indicating higher frequency of role pressure.

#### Perceived Work/Family Conflict

Perceived work/family conflict was measured by scales described below assessing time-, strain-, and behavior-based conflict. Complete listings of items in each of the three measures are presented in Figure 11.

Time-based conflict. Since Greenhaus and Beutell (1985) equate time-based conflict to role overload, measurement of time-based conflict was accomplished through the use of an eight-item scale adapted from Thompson's (1985) measure of role overload. Following the schema of having no items requiring reverse scoring, two items were changed to reflect this trend. An additional item dealing with leisure time was omitted since the present study was only interested in conflict between work and family domains. Subjects responded using a five-point scale (1 = strongly disagree to 5 = strongly agree) to items such as "I often feel rushed to do all the things I have to" and "I don't have enough time

1. How often at work do you tend to things that concern the home; for example, making lists, paying bills, or running errands?
2. How often does your child(ren) call you at work?
3. How often does your child(ren)'s caretaker, school personnel, or others call you at work regarding your child(ren)?
4. How often do you call your child(ren) or your child(ren)'s teacher, school personnel, or caretaker while you are at work?
5. How often does your spouse/partner call you at work?
6. How often do you call your spouse/partner while you are at work?
7. How often is your child(ren) with you in your work place?
8. How often does your spouse visit you in your work place?
9. How often do you make phone calls regarding home or family responsibilities; for example, calling the insurance company or planning social engagements?
10. How often do you receive phone calls at work regarding home or family matters; for example, calls from the plumber?
11. How often do you leave work due to childcare responsibilities; for example, taking them to appointments or picking them up?
12. How often do you make phone calls or talk to individuals at work in order to fulfill parental responsibilities; for example, selling cookies or raffle tickets?

Note: Items were rated by indicating frequency of each item using a five-point scale (1 = never to 5 = often, 5 or more times per week).

Figure 10. Items in Measure of Role Pressure.

Time-Based Conflict, Thompson, 1985:

1. It often seems like I have too much work for one person to do.
2. I never seem to have enough time to do everything that is expected of me.
3. I often feel rushed to do all the things I have to do.
4. I don't have enough time to do all the things I have to do.
5. I often feel overloaded or over-worked because of my job and family responsibilities.
6. I often feel my attention is divided among several activities.
7. Sometimes I feel like I am working two full-time jobs - one at work and one at home.
8. I don't have a lot of time on my hands.

Strain-Based Conflict, Wiley, 1983:

1. My family responsibilities make it difficult for me to spend as much time on job-related activities as my boss expects.
2. Because of my family, I can't involve myself in my job as much as I would like.
3. My family life interferes with my job.
4. I sometimes have to miss work to see that family responsibilities are met.
5. I don't have much energy to devote to work because of the family demands in my life.

Figure 11. Items in Measures of Perceived Work/Family Conflict.

Behavior-Based Conflict:

1. It is difficult behaving like a parent or spouse/partner and acting like a professional worker at the same time.
2. I have problems dealing with family matters at work because my role as a parent or spouse/partner calls for behavior that is different from my behavior at work.
3. I face family demands while I'm at work that call for behaviors or attitudes that are incompatible with those called for by my work demands.
4. When I have to deal with a family member or home matter while I'm at work, I am caught between two incompatible ways of behaving.
5. When I need to switch from my role as worker to my role as spouse/partner or parent while I'm at work, I feel conflict between the two roles.

Note: Items were rated on a five-point scale (1 = strongly disagree to 5 = strongly agree).

Figure 11. (Continued)

to do all the things I have to do." All items are listed in Figure 11. Level of time-based conflict was determined by the mean response to the seven items. Higher scores indicated a greater amount of conflict.

Strain-based conflict. Measurement of strain-based conflict from the family domain intruding into the work place was measured by a scale made up of five items from Wiley's (1983) factor labeled "nonwork role interference with work role" (e.g., "My family life interferes with my job" and "I sometimes have to miss work to see that family responsibilities are met"). Subjects responded to the five items using a five-point scale (1 = strongly disagree to 5 = strongly agree), revised to be more specific to the family domain. A complete presentation of all items is found in Figure 11. The mean response across all five items determined the level of strain-based conflict. Higher scores indicated a greater amount of conflict.

Behavior-based conflict. A five-item scale was developed by the author to specifically measure behavior-based conflict. No previously developed measures of interrole conflict seemed to tap this behavioral dimension. The items were written to reflect a basic incompatibility of the actual behaviors expected of a worker versus a parent or spouse/partner. Items listed in Figure 11 include "It is difficult behaving like parent or spouse/partner and acting like a professional worker at the same time" and "When I

have to deal with a family member or home matter while I'm at work, I am caught between two incompatible ways of behaving." Items were rated on a five-point scale (1 = strongly disagree to 5 = strongly agree). The mean response determined level of behavior-based conflict. Higher scores indicated a greater amount of conflict.

### Cognitive Complexity

A modified version of the role construct repertory (REP) test was used as a measure of cognitive complexity. The original REP test was based on Kelley's (1955, 1963) personal construct theory which posits that people possess a system of constructs which are personal, bipolar abstractions used to structure the person's world. Kelley (1955, 1963) proposed that by constructing a matrix with names of people in familiar roles (e.g., mother, wife, boss) along the top and a list of dichotomous constructs (e.g., loving - harsh, lazy - energetic, kind - cruel) along the side, we can get an idea of how an individual's world is construed. The matrix can be factor-analyzed to see whether the individual is employing a variety of different constructs, or a few constructs using different names. We can see whether the people in the individual's life are perceived quite similarly or are perceived along several different dimensions.

Bieri, a student of Kelly, believed that this gridform of the REP test could provide a map of an individual's cognitive dimensions. He theorized that a complex cognitive structure indicates higher differentiation among persons in the individual's life, thus a measure of cognitive complexity. Bieri developed a modified REP test described as measuring an aspect of cognitive complexity called differentiation, defined as the ability to perceive social behavior as multidimensional (Bieri, Atkins, Briar, Leaman, Miller, and Tripodi, 1966). A more cognitively complex individual possesses a more highly differentiated system of dimensions for perceiving others' behaviors. The scale has been shown to be related to ability to integrate inconsistent information in an impression-formation task (Petronko and Perin, 1970). Of the measures reviewed by this author, differentiation as measured by Bieri's modified REP test seemed to come closest to the conceptualization of cognitive complexity relevant to this study. The construct validity of the scale is given by Bieri et al., 1966.

The modified REP test consists of a matrix of 10 selected familiar roles and 10 provided bipolar adjectives and requires subjects to use each adjective to describe, on a six-point rating scale, a person they know for each role. Cognitive complexity is measured by comparing the similarity of ratings for every adjective pair with ratings of every other adjective pair. A score of one is given for every

exact agreement between any two ratings on any one role. There is a possible  $n(n-1)/2 = 45$  row combinations and ten columns, so the highest possible score was 450. A low score initially indicates high cognitive complexity; for clarity, these scores were then subtracted from the highest actual score so that a high score indicated high cognitive complexity.

Figure 12 presents the complete measure, along with instructions. In the present study, a high level of cognitive complexity indicates increasing ability to scan the environment and organize potentially conflicting stimuli. This should facilitate the individual's ability to integrate the various cues from the work and family roles more easily than someone who is less cognitively complex and less able to simultaneously handle conflicting cues from different scores.

#### Work/Family Role Expectation Congruity

The congruity of work and family role expectations was measured by a list of 19 role expectations based on Greenhaus and Beutell's (1985) behavior-based antecedents, as well as discussions found in Greenhalgh and Gilkey (1986), Kanter (1977a), Kasten (1986), Lipton (1986), and Sekaran (1986) about the characteristics that are often expected of women and men. Subjects responded (1 = very similar expectations to 5 = very dissimilar expectations) to

Write the initials of the person who fits each of the following role descriptions in the appropriate blanks along the top of the grid below, beginning with your own name. If you cannot remember a person's name, write something about him/her which will clearly bring to your mind the person's identity. If there is no one who exactly fits the role (i.e., brother or sister), write the name of someone who has most nearly filled that role in your life. No person should be chosen for more than one role. Each blank must be filled.

1. In the first blank, write your own initials.
2. Next, write the initials of a person you dislike.
3. In the third blank, write your mother's initials. If you grew up with a stepmother, write her initials instead.
4. Write the initials of a person you know whom you would like to help.
5. Next, write the initials of your father. If you grew up with a stepfather, write his initials.
6. Write the initials of your closest present friend of the same sex as yourself.
7. Write the initials of your closest present friend of the opposite sex.
8. Write the initials of a person with whom you feel least comfortable.
9. Write the initials of a boss.
10. Write the initials of a person you know who is difficult to understand.

After filling in each blank, take each person, one at a time, and go the column under their name filling in each box with a rating from list of adjectives along the right side of the grid. Rate each person, from +3 to -3, on each dimension listed (i.e., outgoing - shy) according to where that person falls on the scale.

Figure 12. Cognitive Complexity Measure; Bieri et al., 1966.

| 1. | 2. | 3. | 4. | 5. | 6. | 7. | 8. | 9. | 10. | +3            | +2 | +1 | -1            | -2 | -3 |
|----|----|----|----|----|----|----|----|----|-----|---------------|----|----|---------------|----|----|
|    |    |    |    |    |    |    |    |    |     | outgoing      |    |    | shy           |    |    |
|    |    |    |    |    |    |    |    |    |     | adjusted      |    |    | maladjusted   |    |    |
|    |    |    |    |    |    |    |    |    |     | decisive      |    |    | indecisive    |    |    |
|    |    |    |    |    |    |    |    |    |     | calm          |    |    | excitable     |    |    |
|    |    |    |    |    |    |    |    |    |     | cheerful      |    |    | ill humored   |    |    |
|    |    |    |    |    |    |    |    |    |     | responsible   |    |    | irresponsible |    |    |
|    |    |    |    |    |    |    |    |    |     | considerate   |    |    | inconsiderate |    |    |
|    |    |    |    |    |    |    |    |    |     | independent   |    |    | dependent     |    |    |
|    |    |    |    |    |    |    |    |    |     | interesting   |    |    | dull          |    |    |
|    |    |    |    |    |    |    |    |    |     | interested in |    |    | self absorbed |    |    |
|    |    |    |    |    |    |    |    |    |     | others        |    |    |               |    |    |
|    |    |    |    |    |    |    |    |    |     | +3            | +2 | +1 | -1            | -2 | -3 |

Figure 12. (Continued)

indicate the similarity between expectations for each characteristic at work versus at home. Items were then recoded such that a higher score indicates a higher level of role expectation congruity. Characteristics included: self-reliant, emotionally open, aggressive, sympathetic, analytical, loyal, compromising, self-confident, agreeable, nurturing, dominant, warm, reliable, ambitious, sensitive, emotionally detached, considerate, competitive, and supportive. Work/family role expectation congruity was operationalized as the mean rating across all 19 items. This gave an indication of how similar the individual perceived the role expectations to be for the family role versus the work role. Higher scores indicated a higher degree of similarity or congruity perceived between the two roles.

### Personal Characteristics

In addition to gender, the personal characteristics studied as individual difference variables were family involvement and work involvement. These measures are described below.

Family involvement. Family involvement was assessed using a four-item scale revised from the work involvement scale described below, with items written to focus on family rather than work. Subjects responded (1 = strongly disagree to 5 = strongly agree) to items which addressed getting

satisfaction from the family, and level of importance of and personal involvement in the family. Items included: "The most important things that happen to me involve my family," "The major satisfaction in my life comes from my family," "I am very much involved personally in my family," and "Family is more important than most things in life." Mean response across all items gave an indication of family involvement. Higher scores indicated a greater degree of family involvement.

Work involvement. Degree of involvement with work was measured with seven items from Thompson's (1985) factor labeled "central life interest job involvement," revised to exclude items requiring reverse scoring. Items, which are listed in their entirety in Figure 13, included "I live, eat, and breath my job" and "I am very much involved personally in my work." Subject's responded (1 = strongly disagree to 5 = strongly agree) to the seven items, and the mean response across all items determined level of work involvement. Higher scores indicated a greater degree of work involvement.

#### Additional Demographic Information and Personal Characteristics

Along with the demographic items already mentioned in the time-based antecedents section, several other demographic variables of interest were collected. These

1. The most important things that happen to me involve my work.
2. The major satisfaction in my life comes from my job.
3. I live, eat, and breathe my job.
4. I am very much involved personally in my work.
5. Work is more important than most things in life.
6. I'll stay overtime to finish a job, even if I'm not paid for it.
7. I often find it easy to "lose myself" in my work.

Note: Items were rated on a five-point scale (1 = strongly disagree to 5 = strongly agree).

Figure 13. Items in Measure of Work Involvement; Thompson, 1985.

included age, marital status (single, married, separated, divorced, or widowed), highest level of education completed (high school, technical school, some college, college degree, some graduate work, master's degree, or doctorate degree), level of job (clerical/support staff, paraprofessional/technical staff, other professional staff, assistant/associate director/supervisor, director/manager, or president/vice president - assistant/associate), and number of hours worked each week on the job.

### Data Analyses

Tests of internal consistency (coefficient alpha) were used to determine the reliability of the scales. Descriptive statistics (including mean, standard deviation, and range), and correlations among the scales were also computed. Simple and multiple regression analyses were the major statistical techniques used to test the hypotheses. The Statistical Analysis System (1986) was used to run all computer analyses at The University of Tennessee Computing Center.

Missing values in the calculation of mean scores were disregarded; the mean was calculated using the remaining observations. For the regression analyses, if any variable was missing, the whole observation was excluded from all estimates.

## CHAPTER IV

### RESULTS

In this chapter, the results of the data analyses are reported. First, findings of the pilot study are described, followed by a description of the psychometric properties and descriptive statistics of the scales. The last section of this chapter presents data relevant to the testing of the hypotheses postulated in Chapter II.

#### Pilot Study

Results from the pilot study were used to assure the clarity of the questionnaire as well as to test the reliability of the measures. All measures showed sufficient levels of internal reliability (coefficient alpha), and were judged to be acceptable. The wording of the instructions and formatting of the questionnaire were slightly adjusted to improve clarity and accuracy, in response to comments solicited through the pilot survey. Due to the similarity of the questionnaires sent to the pilot sample and the main sample, and because part of the pilot study was drawn from the same population as the full sample, 20 of the pilot questionnaires were included with the main group in the hypotheses testing analyses.

## Psychometric Properties of the Scales and Descriptive Statistics

Table 4 presents descriptive statistics for all the variables used in the study, along with internal consistency estimates of reliability (coefficient alpha) for each measure. Table 5 shows the descriptive statistics for women and Table 6 shows them for men. Table 7 shows the intercorrelations among the major variables.

### Tests of Hypotheses

#### Hypothesis 1.a.

It was predicted in Hypothesis 1.a. that antecedent conditions in the family domain (time- and strain-based antecedents) would be positively related to reported levels of role pressure. The time-based antecedents examined were the number and ages of children, dual-career couple status, and the number of hours worked each week by the spouse. The strain-based antecedents included family conflict, spouse support, quality of the parent experience, and quality of the spouse experience.

Time-based antecedents. To assess the relationships between dual-career couple status and other variables, dummy coding was used to represent two categories of dual-career couple status. If both partners in the marriage/relationship held what they reported to be careers, rather

Table 4. Descriptive Statistics and Coefficient Alpha  
Reliability Estimates for Measures in the Study.

| Variable (# of items)                           | <u>N</u> | <u>M</u> | <u>SD</u> | Actual<br>Range | $\alpha$ |
|-------------------------------------------------|----------|----------|-----------|-----------------|----------|
| Antecedents                                     |          |          |           |                 |          |
| Spouse Support <sup>a</sup> (3)                 | 140      | 4.0      | .80       | 1.0-5.0         | .89      |
| Family Conflict <sup>a</sup> (8)                | 156      | 2.6      | .71       | 1.0-4.4         | .79      |
| Quality of Spouse<br>Experience <sup>b</sup>    | 142      | 1.9      | 1.24      | -2.2-4.0        | -        |
| Spouse Rewards <sup>a</sup> (13)                | 142      | 3.8      | .72       | 1.2-5.0         | .89      |
| Spouse Concerns <sup>a</sup> (12)               | 142      | 1.9      | .72       | 1.0-4.2         | .85      |
| Quality of Parent<br>Experience <sup>b</sup>    | 112      | 2.0      | .79       | -.1-3.9         | -        |
| Parent Rewards <sup>a</sup> (14)                | 115      | 4.1      | .57       | 2.4-5.0         | .86      |
| Parent Concerns <sup>a</sup> (14)               | 112      | 2.1      | .62       | 1.0-4.0         | .83      |
| Role Pressure <sup>a</sup> (12)                 | 156      | 2.2      | .52       | 1.3-4.5         | .73      |
| Work/Family Conflict                            |          |          |           |                 |          |
| Time-Based Conflict <sup>a</sup> (8)            | 156      | 3.5      | .70       | 1.4-5.0         | .86      |
| Strain-Based Conflict <sup>a</sup> (5)          | 155      | 2.2      | .62       | 1.0-3.6         | .69      |
| Behavior-Based Conflict <sup>a</sup> (5)        | 155      | 2.3      | .74       | 1.0-4.0         | .82      |
| Moderators                                      |          |          |           |                 |          |
| Cognitive Complexity <sup>c</sup>               | 122      | 225.8    | 39.52     | 86-289          | -        |
| Role Expectation<br>Congruity <sup>a</sup> (19) | 153      | 3.6      | .54       | 2.2-5.0         | .88      |
| Family Involvement <sup>a</sup> (4)             | 155      | 4.1      | .68       | 2.0-5.0         | .80      |
| Work Involvement <sup>a</sup> (7)               | 156      | 2.8      | .61       | 1.3-4.4         | .81      |

<sup>a</sup>Measure had a possible range of 1 to 5, with 1 indicating low levels of the variable and 5 indicating high levels of the variable.

<sup>b</sup>Measure had a possible range of -4 to 4, with -4 indicating low levels of the variable and 4 indicating high levels of the variable. As in the study which introduced the measure (Baruch, Barnett, & Rivers, 1983), scores on this measure were determined by subtracting the mean of the concern scale from the mean of the reward scale.

<sup>c</sup>Measure had a possible range of 45 to 450, with 45 indicating low levels of the variable and 450 indicating high levels of the variable.

Table 5. Descriptive Statistics for Measures in the Study for Women.

| Variable (# of items)                        | <u>N</u> | <u>M</u> | <u>SD</u> | Actual Range |
|----------------------------------------------|----------|----------|-----------|--------------|
| Antecedents                                  |          |          |           |              |
| Spouse Support <sup>a</sup> (3)              | 79       | 3.9      | .82       | 1.0-5.0      |
| Family Conflict <sup>a</sup> (8)             | 92       | 2.6      | .73       | 1.0-4.1      |
| Quality of Spouse Experience <sup>b</sup>    | 81       | 1.8      | 1.33      | -1.5-4.0     |
| Spouse Rewards <sup>a</sup> (13)             | 81       | 3.8      | .77       | 1.7-5.0      |
| Spouse Concerns <sup>a</sup> (12)            | 81       | 2.0      | .72       | 1.0-4.0      |
| Quality of Parent Experience <sup>b</sup>    | 57       | 2.0      | .74       | -0.1-3.9     |
| Parent Rewards <sup>a</sup> (14)             | 60       | 4.2      | .46       | 3.0-5.0      |
| Parent Concerns <sup>a</sup> (14)            | 57       | 2.2      | .64       | 1.1-4.0      |
| Role Pressure <sup>a</sup> (12)              | 92       | 2.2      | .54       | 1.3-4.5      |
| Work/Family Conflict                         |          |          |           |              |
| Time-Based Conflict <sup>a</sup> (8)         | 92       | 3.6      | .70       | 1.9-5.0      |
| Strain-Based Conflict <sup>a</sup> (5)       | 92       | 2.3      | .64       | 1.0-3.6      |
| Behavior-Based Conflict <sup>a</sup> (5)     | 92       | 2.4      | .76       | 1.0-4.0      |
| Moderators                                   |          |          |           |              |
| Cognitive Complexity <sup>c</sup>            | 70       | 226.2    | 41.21     | 86-282       |
| Role Expectation Congruity <sup>a</sup> (19) | 91       | 3.5      | .57       | 2.2-5.0      |
| Family Involvement <sup>a</sup> (4)          | 92       | 4.2      | .63       | 2.8-5.0      |
| Work Involvement <sup>a</sup> (7)            | 92       | 2.7      | .63       | 1.3-4.4      |

<sup>a</sup>Measure had a possible range of 1 to 5, with 1 indicating low levels of the variable and 5 indicating high levels of the variable.

<sup>b</sup>Measure had a possible range of -4 to 4, with -4 indicating low levels of the variable and 4 indicating high levels of the variable. As in the study which introduced the measure (Baruch, Barnett, & Rivers, 1983), scores on this measure were determined by subtracting the mean of the concern scale from the mean of the reward scale.

<sup>c</sup>Measure had a possible range of 45 to 450, with 45 indicating low levels of the variable and 450 indicating high levels of the variable.

Table 6. Descriptive Statistics for Measures in the Study for Men.

| Variable (# of items)                        | <u>N</u> | <u>M</u> | <u>SD</u> | Actual Range |
|----------------------------------------------|----------|----------|-----------|--------------|
| Antecedents                                  |          |          |           |              |
| Spouse Support <sup>a</sup> (3)              | 61       | 4.1      | .77       | 2.0-5.0      |
| Family Conflict <sup>a</sup> (8)             | 64       | 2.6      | .71       | 1.3-4.4      |
| Quality of Spouse Experience <sup>b</sup>    | 61       | 1.9      | 1.12      | -2.2-3.7     |
| Spouse Rewards <sup>a</sup> (13)             | 61       | 3.7      | .65       | 1.2-4.9      |
| Spouse Concerns <sup>a</sup> (12)            | 61       | 1.8      | .70       | 1.0-4.2      |
| Quality of Parent Experience <sup>b</sup>    | 55       | 1.9      | .85       | -0.4-3.5     |
| Parent Rewards <sup>a</sup> (14)             | 55       | 3.9      | .64       | 2.4-5.0      |
| Parent Concerns <sup>a</sup> (14)            | 55       | 2.0      | .57       | 1.0-3.5      |
| Role Pressure <sup>a</sup> (12)              | 64       | 2.2      | .49       | 1.3-3.7      |
| Work/Family Conflict                         |          |          |           |              |
| Time-Based Conflict <sup>a</sup> (8)         | 64       | 3.4      | .69       | 1.4-4.9      |
| Strain-Based Conflict <sup>a</sup> (5)       | 63       | 2.2      | .61       | 1.0-3.6      |
| Behavior-Based Conflict <sup>a</sup> (5)     | 63       | 2.2      | .70       | 1.0-3.8      |
| Moderators                                   |          |          |           |              |
| Cognitive Complexity <sup>c</sup>            | 52       | 225.1    | 37.03     | 105-289      |
| Role Expectation Congruity <sup>a</sup> (19) | 62       | 3.6      | .47       | 2.3-4.6      |
| Family Involvement <sup>a</sup> (4)          | 63       | 3.9      | .71       | 2.0-5.0      |
| Work Involvement <sup>a</sup> (7)            | 64       | 3.0      | .53       | 1.3-4.1      |

<sup>a</sup>Measure had a possible range of 1 to 5, with 1 indicating low levels of the variable and 5 indicating high levels of the variable.

<sup>b</sup>Measure had a possible range of -4 to 4, with -4 indicating low levels of the variable and 4 indicating high levels of the variable. As in the study which introduced the measure (Baruch, Barnett, & Rivers, 1983), scores on this measure were determined by subtracting the mean of the concern scale from the mean of the reward scale.

<sup>c</sup>Measure had a possible range of 45 to 450, with 45 indicating low levels of the variable and 450 indicating high levels of the variable.

Table 7. Zero-Order Pearson Correlations Among Measures in the Study.\*

| Variable                         | 1  | 2               | 3                | 4   | 5               | 6                | 7                | 8                | 9                | 10              | 11               | 12              | 13              | 14               | 15               | 16              | 17               | 18 |
|----------------------------------|----|-----------------|------------------|-----|-----------------|------------------|------------------|------------------|------------------|-----------------|------------------|-----------------|-----------------|------------------|------------------|-----------------|------------------|----|
| 1. # Children -                  | 14 | 39 <sup>c</sup> | 55 <sup>c</sup>  | 03  | 10              | -17              | 02               | -03              | 25 <sup>a</sup>  | 14              | 08               | 01              | -07             | -11              | -15              | 08              | 05               |    |
| 2. # Children < 7                | -  | 13              | -60 <sup>c</sup> | -04 | 29 <sup>a</sup> | 05               | -20 <sup>a</sup> | 03               | -22 <sup>a</sup> | -14             | 32 <sup>c</sup>  | 06              | 13              | 21 <sup>a</sup>  | 10               | 12              | -23              |    |
| 3. # Children 7-12               |    | -               | -27 <sup>b</sup> | 08  | 13              | 09               | -19              | -14              | -08              | 05              | 04               | 21 <sup>a</sup> | -05             | 01               | 07               | 13              | 10               |    |
| 4. # Children > 12               |    |                 | -                | 01  | -17             | -22 <sup>a</sup> | 25 <sup>a</sup>  | 03               | 39 <sup>c</sup>  | 19 <sup>a</sup> | -17              | -14             | -11             | -23 <sup>a</sup> | -23 <sup>a</sup> | -08             | 14               |    |
| 5. Dual-Career Couple Status**   |    |                 |                  | -   | 13              | -09              | 28 <sup>b</sup>  | 15               | 16               | 39 <sup>c</sup> | -14              | 26 <sup>b</sup> | -01             | 07               | -09              | 08              | 21 <sup>a</sup>  |    |
| 6. # Hours Worked by Spouse      |    |                 |                  |     | -               | 04               | -15              | -09              | -09              | -07             | 10               | 13              | 05              | 13               | 12               | 19              | -18              |    |
| 7. Family Conflict               |    |                 |                  |     |                 | -                | -47 <sup>c</sup> | -28 <sup>b</sup> | -65 <sup>c</sup> | 05              | -08              | -04             | 30 <sup>c</sup> | 47 <sup>c</sup>  | 48 <sup>c</sup>  | 13              | -19 <sup>a</sup> |    |
| 8. Spouse Support                |    |                 |                  |     |                 |                  | -                | 14               | 50 <sup>c</sup>  | 16              | 03               | 10              | -08             | -23 <sup>b</sup> | -23 <sup>b</sup> | 00              | 06               |    |
| 9. Quality of Parent Experience  |    |                 |                  |     |                 |                  |                  | -                | 25 <sup>a</sup>  | 00              | 18               | 00              | 12              | -17              | -18              | -01             | 24 <sup>a</sup>  |    |
| 10. Quality of Spouse Experience |    |                 |                  |     |                 |                  |                  |                  | -                | 07              | 16               | 03              | -09             | -30 <sup>c</sup> | -37 <sup>c</sup> | -13             | 15               |    |
| 11. Work Involvement             |    |                 |                  |     |                 |                  |                  |                  |                  | -               | -33 <sup>c</sup> | 04              | 13              | 01               | 02               | -03             | 28 <sup>c</sup>  |    |
| 12. Family Involvement           |    |                 |                  |     |                 |                  |                  |                  |                  |                 | -                | -04             | 18 <sup>a</sup> | 05               | 01               | 05              | -07              |    |
| 13. Role Pressure                |    |                 |                  |     |                 |                  |                  |                  |                  |                 |                  | -               | 04              | 23 <sup>b</sup>  | 14               | -02             | -11              |    |
| 14. Time-Based Conflict          |    |                 |                  |     |                 |                  |                  |                  |                  |                 |                  |                 | -               | 32 <sup>c</sup>  | 29 <sup>c</sup>  | 22 <sup>a</sup> | -10              |    |
| 15. Strain-Based Conflict        |    |                 |                  |     |                 |                  |                  |                  |                  |                 |                  |                 |                 | -                | 55 <sup>c</sup>  | 21 <sup>a</sup> | -19 <sup>a</sup> |    |
| 16. Behavior-Based Conflict      |    |                 |                  |     |                 |                  |                  |                  |                  |                 |                  |                 |                 |                  | -                | 16              | -25 <sup>b</sup> |    |
| 17. Cognitive Complexity         |    |                 |                  |     |                 |                  |                  |                  |                  |                 |                  |                 |                 |                  |                  | -               | -25 <sup>b</sup> |    |
| 18. Role Expectation Congruity   |    |                 |                  |     |                 |                  |                  |                  |                  |                 |                  |                 |                 |                  |                  |                 | -                |    |

\*Decimal points have been omitted.

\*\*Dummy coded as dual-career couple if both were reported as "career", and as non-dual-career couple if one or both were reported as "job". Correlations indicate the multiple  $R$  for the two classifications of dual-career couple status. A positive correlation indicates individuals who were members of a dual-career couple also reported higher levels of the other variable than did members of non-dual-career couples.

<sup>a</sup> $p < .05$ , <sup>b</sup> $p < .01$ , <sup>c</sup> $p < .001$ .

than jobs, they were classified as a dual-career couple. If one or both partners had what they reported to be a job, rather than a career, they were classified as a non-dual-career couple. As shown in Table 7, the multiple correlation between role pressure and dual-career couple status was significant ( $R = .26, p < .01$ ), indicating that being a member of a dual-career couple was related to higher levels of role pressure. The multiple correlation resulting from a regression using dummy variables is equivalent to the conventional eta and can thus be used as an assessment of strength of association (Nie, Hull, Jenkins, Steinbrenner, & Bent, 1975). Total number of children was not significantly related to role pressure ( $r = .01$ ), nor was number of hours worked by the spouse ( $r = .13$ ).

In addition to analyzing the effect of the total number of children, the effect of the ages of the children was tested by creating three age categories of children: number of children under 7 years of age, number of children between 7 and 12 years old, and number of children older than 12. As shown in Table 7, number of children between 7 and 12 years old was significantly related to role pressure ( $r = .21, p < .05$ ), indicating that having more children in this age group was related to increasing levels of role pressure. As shown in Table 7, however, the correlations between role pressure and the number of children younger than 7 ( $r = .06$ ) and older than 12 ( $r = -.14$ ) were not significant.

To determine the unique amount of variance accounted for by each of the time-based antecedents, role pressure was regressed on the number of children, dual-career couple status, and number of hours worked by the spouse. The results from this analysis were not significant ( $R^2 = .08$ , n.s.). When a similar analysis was performed using the number of children in each of the separate age groups instead of the total number of children, the regression analysis was still not significant ( $R^2 = .10$ , n.s.). These results are presented in Table 8.

Strain-based antecedents. The zero-order correlations of the strain-based antecedents with role pressure are reported in Table 7. As noted, the correlations between role pressure and family conflict ( $r = -.04$ ), spouse support ( $r = .10$ ), quality of the parent experience ( $r = .001$ ), and quality of the spouse experience ( $r = .03$ ) were not significant. When role pressure was regressed on family conflict, spouse support, quality of the parent experience, and quality of the spouse experience simultaneously, the analysis was not significant ( $R^2 = .06$ , n.s., see Table 9). Overall, Hypothesis 1.a. was not supported for the relationship between time- and strain-based antecedents and role pressure.

Table 8. Multiple Regression Analyses of Role Pressure on Time-Based Antecedents.

| Variable                               | $pr^{2a}$ | $R^2$ | $F_{R^2}$ |
|----------------------------------------|-----------|-------|-----------|
| Number of Children                     | .003      |       |           |
| Dual-Career Couple Status <sup>b</sup> | .04       |       |           |
| Number of Hours Worked by Spouse       | .03       |       |           |
|                                        |           | .08   | 2.19      |
| Number of Children < 7                 | .004      |       |           |
| Number of Children 7-12                | .02       |       |           |
| Number of Children > 12                | .003      |       |           |
| Dual-Career Couple Status <sup>b</sup> | .03       |       |           |
| Number of Hours Worked by Spouse       | .03       |       |           |
|                                        |           | .10   | 1.62      |

<sup>a</sup> $pr^2$  refers to the partial correlation coefficient.

<sup>b</sup>Dummy coded as dual-career couple if both were reported as "career", and as non-dual-career couple if one or both were reported as "job".

\* $p < .05$ , \*\* $p < .01$ , \*\*\* $p < .001$ .

Table 9. Multiple Regression Analysis of Role Pressure on Strain-Based Antecedents.

| Variable                     | Beta <sup>a</sup> | <u>R</u> <sup>2</sup> | <u>F</u> <sub>R</sub> <sup>2</sup> |
|------------------------------|-------------------|-----------------------|------------------------------------|
| Family Conflict              | -.06              |                       |                                    |
| Spouse Support               | .27*              |                       |                                    |
| Quality of Parent Experience | .004              |                       |                                    |
| Quality of Spouse Experience | -.16              |                       |                                    |
|                              |                   | .06                   | 1.40                               |

<sup>a</sup>Beta refers to the standardized regression coefficient and indicates the parameter estimate controlling for all other variables in the model.

\*  $p < .05$ , \*\*  $p < .01$ , \*\*\*  $p < .001$ .

### Hypothesis 1.b.

It was hypothesized that dual-career couple status and parental status would be related to role pressure. Of special interest was how these two antecedents affect men, who may be even more susceptible to this effect as their roles continue to change.

To study the effect of being a parent, role pressure was regressed on number of children, as well as number of children in the three age groups, along with dual-career couple status. Table 10 shows the results for the overall sample and for men and women separately. As discussed in the previous section, in the full sample, dual-career couple status and number of children between the ages of 7 and 12 were each related to role pressure ( $R = .26$ ,  $p < .01$  and  $r = .21$ ,  $p < .05$ , respectively). When role pressure was regressed onto total number of children and dual-career couple status, the results were not significant ( $R^2 = .05$ , n.s.). When role pressure was regressed onto the number of children in the three separate age groups and dual-career couple status, the analysis was also not significant ( $R^2 = .07$ , n.s.).

For the male sample, the individual correlation between role pressure and dual-career couple status was significant ( $R = .36$ ,  $p < .05$ ), but the total number of children was not significant ( $r = .03$ ). When role pressure was regressed onto the total number of children and dual-career couple

Table 10. Multiple Regression Analyses of Role Pressure on Number of Children and Dual-Career Couple Status for the Overall Sample and for Men and Women.

| Variable                               | <u>r</u> | <u>pr</u> <sup>2a</sup> | <u>R</u> <sup>2</sup> | <u>F</u> <sub>R</sub> <sup>2</sup> |
|----------------------------------------|----------|-------------------------|-----------------------|------------------------------------|
| <u>Overall</u>                         |          |                         |                       |                                    |
| Number of Children                     | .01      | .01                     |                       |                                    |
| Dual-Career Couple Status <sup>b</sup> | .26**    | .05                     |                       |                                    |
|                                        |          |                         | .05                   | 2.02                               |
| Number of Children < 7                 | .06      | .01                     |                       |                                    |
| Number of Children 7 - 12              | .21*     | .03                     |                       |                                    |
| Number of Children > 12                | -.14     | .01                     |                       |                                    |
| Dual-Career Couple Status <sup>b</sup> | .26**    | .05                     |                       |                                    |
|                                        |          |                         | .07                   | 1.43                               |
| <u>Men</u>                             |          |                         |                       |                                    |
| Number of Children                     | .03      | .03                     |                       |                                    |
| Dual-Career Couple Status <sup>b</sup> | .36*     | .17*                    |                       |                                    |
|                                        |          |                         | .18                   | 3.63*                              |
| Number of Children < 7                 | .12      | .01                     |                       |                                    |
| Number of Children 7-12                | .14      | .01                     |                       |                                    |
| Number of Children > 12                | -.14     | .02                     |                       |                                    |
| Dual-Career Couple Status <sup>b</sup> | .36*     | .16*                    |                       |                                    |
|                                        |          |                         | .18                   | 1.71                               |

Table 10. (Continued)

| Variable                               | <u>r</u> | <u>pr</u> <sup>2a</sup> | <u>R</u> <sup>2</sup> | <u>F</u> <sub>R</sub> <sup>2</sup> |
|----------------------------------------|----------|-------------------------|-----------------------|------------------------------------|
| <u>Women</u>                           |          |                         |                       |                                    |
| Number of Children                     | -.04     | .00                     |                       |                                    |
| Dual-Career Couple Status <sup>b</sup> | .21      | .002                    |                       |                                    |
|                                        |          |                         | .002                  | .04                                |
| Number of Children < 7                 | .01      | .01                     |                       |                                    |
| Number of Children 7-12                | .28*     | .04                     |                       |                                    |
| Number of Children > 12                | -.16     | .004                    |                       |                                    |
| Dual-Career Couple Status <sup>b</sup> | .21      | .002                    |                       |                                    |
|                                        |          |                         | .05                   | .46                                |

<sup>a</sup>pr<sup>2</sup> refers to the partial correlation coefficient.

<sup>b</sup>Dummy coded as dual-career couple if both were reported as "career", and as non-dual-career couple if one or both were reported as "job". Correlations indicate the multiple R for the two classifications of dual-career couple status. A positive correlation indicates individuals who were members of a dual-career couple also reported higher levels of the other variable than did members of non-dual-career couples.

\*p < .05, \*\*p < .01, \*\*\*p < .001.

status together, the analysis was significant ( $R^2 = .18$ ,  $p < .05$ ), and dual-career couple status accounted for a significant amount of unique variance ( $pr^2 = .17$ ,  $p < .05$ ). This indicated that for men, being member of a dual-career couple was related to higher levels of role pressure.

For men, the correlations between the number of children in each of the three age categories (younger than 7, between 7 and 12, and older than 12) and role pressure were nonsignificant (.12, .14, and -.14, respectively). When role pressure was regressed onto these three variables and dual-career couple status, for men, the analysis was not significant ( $R^2 = .18$ , n.s.). Overall, it appeared that dual-career couple status was a more important antecedent for predicting role pressure for men than was the number and ages of children.

For women, only the number of children between the ages of 7 and 12 was significantly related to level of role pressure ( $r = .28$ ,  $p < .05$ ). The correlations between role pressure and total number of children ( $r = -.04$ ), number of children younger than 7 ( $r = .01$ ), number of children older than 12 ( $r = -.16$ ), and dual-career couple status ( $r = .21$ ) were not significant. The multiple regression of role pressure onto the total number of children and dual-career couple status was not significant ( $R^2 = .002$ , n.s.) and neither was the regression of role pressure onto the three

age groups of children and dual-career couple status ( $\underline{R}^2 = .05$ ).

Hypothesis 1.b., therefore, was not supported for the full sample. For men, dual-career couple status did appear to be an important antecedent related to reported level of role pressure, although parental status was not. For women, parental status in terms of the number of children between the ages of 7 and 12 appeared to be an important antecedent.

#### Hypothesis 2.a.

It was predicted in Hypothesis 2.a. that gender would be related to role pressure in that women would report higher levels of role pressure than would men. To assess the relationship between gender and other variables, dummy coding was used to represent men and women separately. When role pressure was regressed onto gender, the results indicated that gender was not significantly predictive of role pressure ( $\underline{F} = .57$ ,  $\underline{R}^2 = .004$ , n.s.); therefore, this hypothesis was not supported.

#### Hypothesis 2.b.

It was hypothesized that family involvement would be related to role pressure such that individuals with higher levels of family involvement would also have higher levels of role pressure. The results of the regression of role

pressure on family involvement showed that there was not a significant relationship between family involvement and role pressure ( $B = -.04$ ,  $R^2 = .002$ , n.s.). Thus, Hypothesis 2.b. was not supported.

#### Hypothesis 3.a.

It was predicted that role pressure would be positively related to perceived work/family conflict. To determine the extent to which role pressure was predictive of the three different types of conflict, each type of work/family conflict was individually regressed on role pressure; the results of which are shown in Table 11.

As can be seen in the table, role pressure was only predictive of strain-based conflict ( $R^2 = .05$ ,  $p < .01$ ), indicating that increasing levels of role pressure were related to increasing levels of strain-based conflict. Hypothesis 3.a., therefore, was supported for strain-based conflict only, since the results from the analyses of time- and behavior-based conflict were not significant ( $R^2 = .002$  and  $.02$ , n.s., respectively).

#### Hypothesis 3.b.

It was hypothesized that the relationship between role pressure and work/family conflict would be stronger for time- and strain-based conflict than for behavior-based

Table 11. Regression Analyses of Time-, Strain-, and Behavior-Based Conflict on Role Pressure.

| Variable                       | <u>r</u> | Beta <sup>a</sup> | <u>R</u> <sup>2</sup> | <u>F</u> <sub>R</sub> <sup>2</sup> |
|--------------------------------|----------|-------------------|-----------------------|------------------------------------|
| <u>Time-Based Conflict</u>     |          |                   |                       |                                    |
| Role Pressure                  | .04      | .04               | .002                  | .25                                |
| <u>Strain-Based Conflict</u>   |          |                   |                       |                                    |
| Role Pressure                  | .23**    | .23**             | .05                   | 8.65**                             |
| <u>Behavior-Based Conflict</u> |          |                   |                       |                                    |
| Role Pressure                  | .14      | .14               | .02                   | 3.13                               |

<sup>a</sup>Beta refers to the standardized regression coefficient and indicates the parameter estimate controlling for all other variables in the model.  
 \* $p < .05$ , \*\* $p < .01$ , \*\*\* $p < .001$ .

conflict. To test this hypothesis, the zero-order correlations between role pressure and time- and strain-based conflict were each compared to the correlation between role pressure and behavior-based conflict. The differences were tested using Hotelling's t-test (as suggested for testing the difference between correlation coefficients based on a single sample, see Cohen and Cohen, 1975). The correlation between role pressure and time-based conflict ( $r = .04$ ) was not larger than the correlation between role pressure and behavior-based conflict ( $r = .14$ ), nor were the correlations significantly different ( $t = 1.1$ , d.f. = 152, n.s.). The correlation between role pressure and strain-based conflict ( $r = .23$ ) was also not significantly stronger than the correlation between role pressure and behavior-based conflict ( $t = 1.2$ , df = 152, n.s.). Hypothesis 3.b., therefore, was not supported.

#### Hypothesis 3.c.

It was hypothesized that cognitive complexity would moderate the relationship between role pressure and work/family conflict. That is, the relationship between role pressure and work/family conflict was hypothesized to be a function of the level of cognitive complexity. For example, at higher levels of role pressure, individuals with higher levels of cognitive complexity were expected to

experience lower levels of work/family conflict than individuals with lower levels of cognitive complexity.

To test the effect of cognitive complexity as a moderator for time-, strain-, and behavior-based conflict, a series of regression analyses was conducted regressing role pressure, cognitive complexity, and the corresponding interaction term on each of the three types of work/family conflict. The results are presented in Table 12. The first analysis done for each type of work/family conflict was a simple regression of the specific conflict variable onto role pressure, to get an indication of the direct relationship. The second analysis was a multiple regression of the conflict variable on role pressure and cognitive complexity together. The third analysis adds the role pressure X cognitive complexity interaction term as an additional independent variable in the regression. A significant interaction between role pressure and cognitive complexity would suggest the presence of a moderating effect (James and Brett, 1984); therefore, if the beta for the interaction term is significant, there is an indication of a moderator. In addition, a significant increment in  $R^2$  when the interaction term is added to the other two independent variables also shows evidence for the moderator.

Since there has been no previous research assessing the direct relationships of cognitive complexity on work/family conflict, the relationship between cognitive complexity and

Table 12. Regression Analyses of Time-, Strain-, and Behavior-Based Conflict on Role Pressure, Cognitive Complexity, and the Corresponding Interaction Term.

| Variable                     | Beta <sup>a</sup> | $\underline{R}^2$ | $\underline{F}_{R^2}$ | $\Delta \underline{R}^2$ | $\underline{F}\Delta R^2$ |
|------------------------------|-------------------|-------------------|-----------------------|--------------------------|---------------------------|
| <u>Time-Based Conflict</u>   |                   |                   |                       |                          |                           |
| Role Pressure                | .04               | .002              | .25                   |                          |                           |
| Role Pressure                | .05               |                   |                       |                          |                           |
| Cognitive Complexity         | .22*              |                   |                       |                          |                           |
|                              |                   | .05               | 3.30*                 | .05                      | 6.32*                     |
| Role Pressure                | .37               |                   |                       |                          |                           |
| Cognitive Complexity         | .22*              |                   |                       |                          |                           |
| Interaction Term             | -.36              |                   |                       |                          |                           |
|                              |                   | .08               | 3.38*                 | .03                      | 3.88                      |
| <u>Strain-Based Conflict</u> |                   |                   |                       |                          |                           |
| Role Pressure                | .23**             | .05               | 8.65**                |                          |                           |
| Role Pressure                | .27**             |                   |                       |                          |                           |
| Cognitive Complexity         | .21*              |                   |                       |                          |                           |
|                              |                   | .12               | 7.78***               | .07                      | 9.55**                    |
| Role Pressure                | .03               |                   |                       |                          |                           |
| Cognitive Complexity         | .22*              |                   |                       |                          |                           |
| Interaction Term             | .28               |                   |                       |                          |                           |
|                              |                   | .13               | 5.98***               | .01                      | 1.37                      |

Table 12. (Continued)

| Variable                       | Beta <sup>a</sup> | $\underline{R}^2$ | $\underline{F}_{R^2}$ | $\Delta \underline{R}^2$ | $\underline{F}_{\Delta R^2}$ |
|--------------------------------|-------------------|-------------------|-----------------------|--------------------------|------------------------------|
| <u>Behavior-Based Conflict</u> |                   |                   |                       |                          |                              |
| Role Pressure                  | .14               | .02               | 3.13                  |                          |                              |
| Role Pressure                  | .20*              |                   |                       |                          |                              |
| Cognitive Complexity           | .16               |                   |                       |                          |                              |
|                                |                   | .07               | 4.15*                 | .05                      | 6.45*                        |
| Role Pressure                  | .14               |                   |                       |                          |                              |
| Cognitive Complexity           | .16               |                   |                       |                          |                              |
| Interaction Term               | .07               |                   |                       |                          |                              |
|                                |                   | .07               | 2.79*                 | .00                      | .00                          |

<sup>a</sup>Beta refers to the standardized regression coefficient and indicates the parameter estimate controlling for all other variables in the model.

\* $p < .05$ , \*\* $p < .01$ , \*\*\* $p < .001$ .

each of the work/family conflict variables was tested, in addition to the relationship between the three conflict variables and cognitive complexity and role pressure together, and with the interaction term, as was noted above. All regression analyses are reported in Table 12, except for the direct tests of cognitive complexity on each of the work/family conflict variables, which are reported in the text.

The results for time-based conflict indicate that the role pressure X cognitive complexity interaction term was not statistically significant ( $R^2$  increment = .03, n.s.). Thus, cognitive complexity did not serve as a moderator of the role pressure - time-based conflict relationship.

The results for time-based conflict do indicate, however, that cognitive complexity contributed significantly to role pressure in the prediction of time-based conflict ( $R^2$  increment = .05,  $p < .05$ ). In addition, to test the direct effect of cognitive complexity on time-based conflict, a regression of time-based conflict on cognitive complexity alone showed that cognitive complexity was significantly related to time-based conflict ( $B = .22$ ,  $R^2 = .05$ ,  $F = 6.20$ ,  $p < .05$ ). These results indicated that cognitive complexity was directly related to time-based conflict, as was cognitive complexity and role pressure together.

The results for strain-based conflict showed the role pressure X cognitive complexity interaction term was not significant, nor did it account for additional variance in the prediction of strain-based conflict ( $R^2$  increment = .01, n.s.). This indicated that cognitive complexity did not moderate the role pressure - strain-based conflict relationship.

In further examining the results for strain-based conflict, when strain-based conflict was regressed on cognitive complexity and role pressure together, there was significantly more variance accounted for than when strain-based conflict was regressed on role pressure alone ( $R^2$  increment = .07,  $p < .01$ ), although role pressure by itself was significantly related to strain-based conflict ( $R^2 = .05$ ,  $p < .05$ ). In a direct test, a regression of strain-based conflict on cognitive complexity alone indicated a significant relationship ( $B = .21$ ,  $R^2 = .04$ ,  $F = 5.39$ ,  $p < .05$ ).

The results for behavior-based conflict showed that the role pressure X cognitive complexity interaction term was not significant, nor did it account for additional variance in the prediction of behavior-based conflict ( $R^2$  increment = .00, n.s.). The results indicated, therefore, that cognitive complexity did not serve as a moderator for the role pressure - behavior-based conflict relationship.

Further examination of the behavior-based conflict results showed that cognitive complexity contributed significantly to role pressure in the regression with behavior-based conflict. Together, they accounted for more variance in behavior-based conflict ( $R^2$  increment = .05,  $p < .05$ ) than role pressure alone. By itself, cognitive complexity was not related to behavior-based conflict ( $B = .16$ ,  $R^2 = .02$ ,  $F = 2.98$ . n.s.).

Hypothesis 3.c., therefore was not supported since none of the interaction terms were significant for either time-, strain-, or behavior-based conflict. Cognitive complexity alone was significantly related to time- and strain-based conflict, as was role pressure and cognitive complexity together. Role pressure and cognitive complexity were also significant for behavior-based conflict.

#### Hypothesis 3.d.

It was hypothesized that work/family role expectation congruity would moderate the relationship between role pressure and work/family conflict, such that at higher levels of role pressure, individuals with higher levels of role expectation congruity would experience lower levels of work/family conflict than would individuals with lower levels of role expectation congruity.

To test the effect of role expectation congruity as a moderator for time-, strain-, and behavior-based conflict, a

series of regression analyses was performed regressing the three types of work/family conflict on role pressure, role expectation congruity, and the the role pressure X role expectation congruity interaction term. These results are shown in Table 13. As was done for cognitive complexity, the direct relationships between role expectation congruity and the three conflict variables will also be assessed and reported in the text.

The results, as shown in Table 13, indicate that the interaction term was not significant nor did it account for any additional variance in time-based conflict ( $\underline{R}^2 = .02$ , n.s.). In addition, role expectation congruity did not contribute significantly to the prediction of time-based conflict when added with role pressure in the regression analysis ( $\underline{R}^2 = .01$ , n.s.). The direct test of the role expectation congruity - time-based conflict relationship was also nonsignificant ( $\underline{B} = -.10$ ,  $\underline{R}^2 = .01$ ,  $\underline{F} = 1.54$ , n.s.).

The results for strain-based conflict, however, did indicate that the role pressure X role expectation congruity interaction was statistically significant for strain-based conflict ( $\underline{B} = -.41$ ,  $p < .05$ ). In addition, the interaction term contributed an  $\underline{R}^2$  increment of .03 ( $p < .05$ ). A test of the direct relationship between role expectation congruity and strain-based conflict showed that role expectation congruity alone was significantly related to

Table 13. Regression Analyses of Time-, Strain-, and Behavior-Based Conflict on Role Pressure, Role Expectation Congruity, and the Corresponding Interaction Term.

| Variable                     | Beta <sup>a</sup> | $\underline{R}^2$ | $\underline{F}_R^2$ | $\Delta \underline{R}^2$ | $\underline{F}_{\Delta R}^2$ |
|------------------------------|-------------------|-------------------|---------------------|--------------------------|------------------------------|
| <u>Time-Based Conflict</u>   |                   |                   |                     |                          |                              |
| Role Pressure                | .04               | .002              | .25                 |                          |                              |
| Role Pressure                | .02               |                   |                     |                          |                              |
| Role Expectation Congruity   | -.10              |                   |                     |                          |                              |
|                              |                   | .01               | 7.90                | .01                      | 1.52                         |
| Role Pressure                | -.24              |                   |                     |                          |                              |
| Role Expectation Congruity   | -.09              |                   |                     |                          |                              |
| Interaction Term             | .28               |                   |                     |                          |                              |
|                              |                   | .03               | 1.24                | .02                      | 3.09                         |
| <u>Strain-Based Conflict</u> |                   |                   |                     |                          |                              |
| Role Pressure                | .23**             | .05               | 8.65**              |                          |                              |
| Role Pressure                | .21**             |                   |                     |                          |                              |
| Role Expectation Congruity   | -.17*             |                   |                     |                          |                              |
|                              |                   | .08               | 6.33**              | .03                      | 4.92*                        |
| Role Pressure                | .58**             |                   |                     |                          |                              |
| Role Expectation Congruity   | -.18*             |                   |                     |                          |                              |
| Interaction Term             | -.41*             |                   |                     |                          |                              |
|                              |                   | .11               | 5.94***             | .03                      | 5.06*                        |

Table 13. (Continued)

| Variable                       | Beta <sup>a</sup> | $\underline{R}^2$ | $\underline{F}_{R^2}$ | $\Delta \underline{R}^2$ | $\underline{F}_{\Delta R^2}$ |
|--------------------------------|-------------------|-------------------|-----------------------|--------------------------|------------------------------|
| <u>Behavior-Based Conflict</u> |                   |                   |                       |                          |                              |
| Role Pressure                  | .14               | .02               | 3.13                  |                          |                              |
| Role Pressure                  | .11               |                   |                       |                          |                              |
| Role Expectation Congruity     | -.24**            |                   |                       |                          |                              |
|                                |                   | .07               | 5.97**                | .05                      | 8.12**                       |
| Role Pressure                  | .52**             |                   |                       |                          |                              |
| Role Expectation Congruity     | -.25**            |                   |                       |                          |                              |
| Interaction Term               | -.45*             |                   |                       |                          |                              |
|                                |                   | .11               | 6.09***               | .04                      | 6.74**                       |

<sup>a</sup>Beta refers to the standardized regression coefficient and indicates the parameter estimate controlling for all other variables in the model.

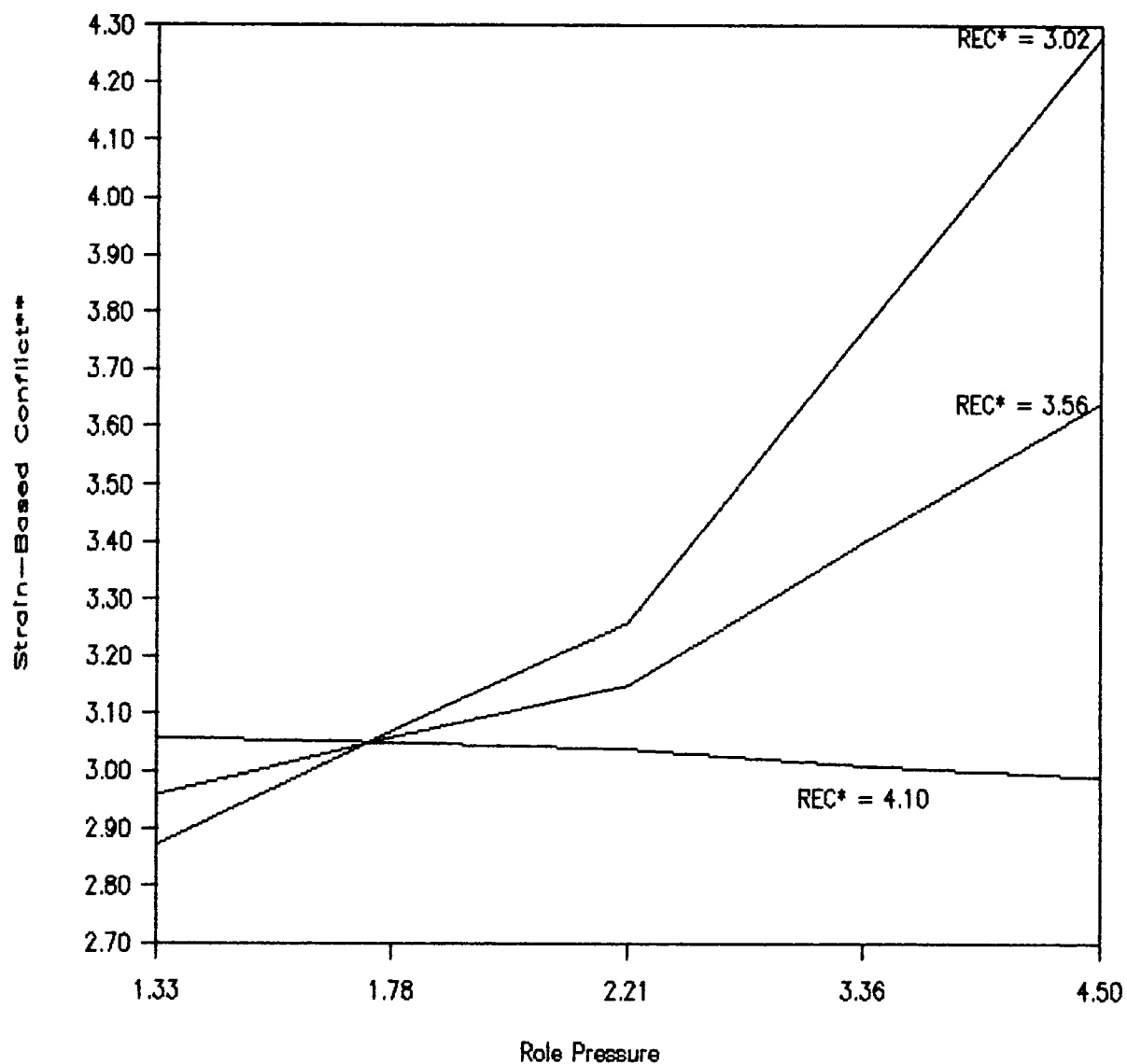
\* $p < .05$ , \*\* $p < .01$ , \*\*\* $p < .001$ .

strain-based conflict ( $B = -.19$ ,  $R^2 = .04$ ,  $F = 5.55$ ,  $p < .05$ ).

The results of the moderation term were plotted to clarify the relationship. Figure 14 shows the relationship between role pressure, role expectation congruity, and strain-based conflict. As predicted, at higher levels of role pressure, the higher the level of reported role expectation congruity, the lower the level of strain-based conflict.

To further examine the moderating role of role expectation congruity for strain-based conflict, a sub-group analysis using Fisher's  $z$  to  $z$  transformation was performed (see Cohen and Cohen, 1975). Subgroups were formed to represent high and low levels of role expectation congruity: those whose scores fell in the top one third of the sample were classified as having high role expectation congruity and those whose scores fell in the bottom one third of the sample were classified as having low role expectation congruity. The moderating hypothesis would receive additional support if the role pressure - strain-based conflict relationship was significantly greater in the low role expectation congruity group than in the high role expectation congruity group.

Results showed that for the high role expectation congruity group, the correlation between role pressure and strain-based conflict was  $-.02$  ( $n = 59$ ). For the low role



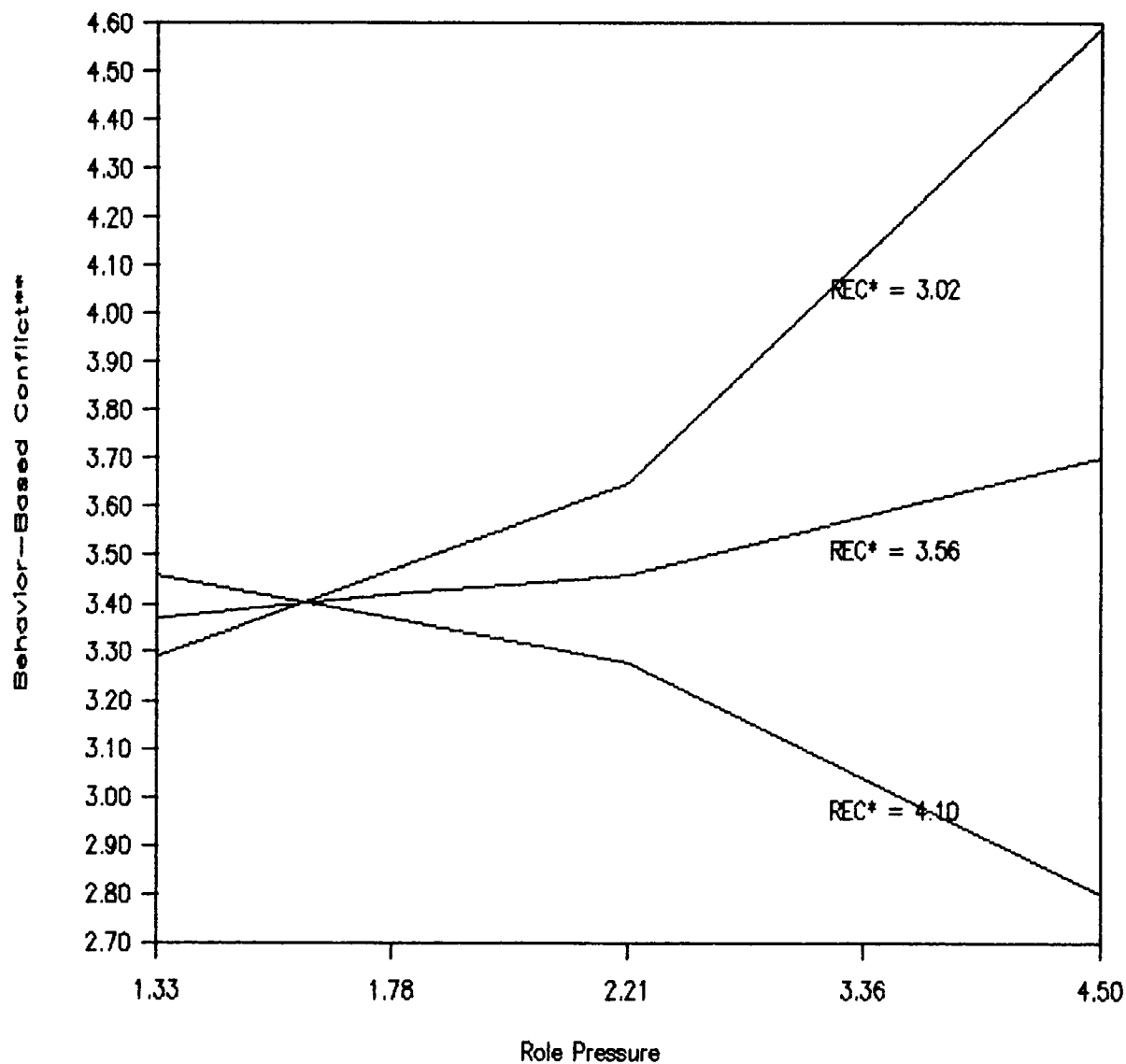
\*REC denotes Role Expectation Congruity.  
 \*\*Strain-Based Conflict values are the beta parameter estimates.

Figure 14. The Relationships Between Role Pressure, Strain-Based Conflict, and Role Expectation Congruity for the Full Sample.

expectation congruity group, the correlation between role pressure and strain-based conflict was .30 ( $n = 52$ ). The sub-group analysis showed the correlation for the low role expectation congruity group was significantly greater ( $z = 1.72, p < .05$ ) than for the high role expectation congruity group, thus showing further evidence of the moderating effect of role expectation congruity on the role pressure - strain-based conflict relationship.

The results for behavior-based conflict showed that the role pressure X role expectation congruity interaction was significant ( $B = -.45, p < .05$ ), indicating that role expectation congruity served as a moderator for the role pressure - behavior-based conflict relationship. In addition, the interaction term contributed an  $R^2$  increment of .04, ( $p < .01$ ) for behavior-based conflict. The direct role expectation congruity - behavior-based conflict relationship was also significant ( $B = -.35, R^2 = .06, F = 10.08, p < .01$ ).

The results were plotted to clarify the moderated relationships. Figure 15 shows the relationship between role pressure, role expectation congruity, and behavior-based conflict. As predicted, at the higher levels of role pressure, individuals with higher levels of role expectation congruity experienced lower levels of behavior-based conflict than did individuals with lower levels of role expectation congruity.



\*REC denotes Role Expectation Congruity.

\*\*Behavior-Based Conflict values are the beta parameter estimates.

Figure 15. The Relationships Between Role Pressure, Behavior-Based Conflict, and Role Expectation Congruity for the Full Sample.

To further examine role expectation congruity as a moderator in the role pressure - behavior-based conflict relationship, a sub-group analysis was performed using the same groups that were used for the sub-group analysis of the strain-based conflict results. The results indicated that the correlation between role pressure and behavior-based conflict was significantly greater ( $z = 2.43$ ,  $p < .01$ ) for individuals in the low role expectation congruity group ( $r = .28$ ,  $n = 52$ ) than for individuals in the high role expectation congruity group ( $r = -.19$ ,  $n = 59$ ). This gives additional support for the hypothesized moderating effect.

Hypothesis 3.d., therefore, was supported for both strain- and behavior-based conflict, and not for time-based conflict. Role expectation congruity moderated the relationships between role pressure and strain- and behavior-based conflict.

#### Hypothesis 4.a.

It was predicted in Hypothesis 4.a. that the relationship between work/family role expectation congruity and perceived work/family conflict would be stronger for behavior-based conflict than for time- and strain-based conflict. The zero-order correlations indicated that the correlations were in the direction predicted, with the role expectation congruity - behavior-based conflict correlation ( $r = -.25$ ,  $p < .01$ ) being larger than the correlations

between role expectation congruity and either time- ( $\underline{r} = -.10$ ) or strain-based ( $\underline{r} = -.19$ ,  $p < .05$ ) conflict. As in Hypothesis 3.b., the differences were tested using Hotelling's t-test. The correlation between role expectation congruity and behavior-based conflict was significantly greater than the correlation between role expectation congruity and time-based conflict ( $\underline{t} = 1.9$ ,  $df = 149$ ,  $p < .05$ ), but not significantly greater than the correlation between role expectation congruity and strain-based conflict ( $\underline{t} = .83$ ,  $df = 149$ ,  $p < .20$ ). Hypothesis 4.a., therefore, was partially supported.

#### Hypothesis 4.b

It was hypothesized in 4.b. that gender would be related to work/family role expectation congruity such that women would experience higher levels than would men. To determine whether gender predicted level of role expectation congruity, role expectation congruity was regressed on gender. Gender was not significantly related to role expectation congruity ( $\underline{R}^2 = .01$ ,  $\underline{F} = 1.94$ , n.s.); therefore, Hypothesis 4.b. was not supported.

#### Hypothesis 4.c.

It was hypothesized that work involvement would be negatively related to work/family role expectation congruity

such that individuals with higher levels of work involvement would experience a relatively lower level of role expectation congruity. The nature of the relationship for women is of special interest, since this may be an increasingly common occurrence for women who have become highly career-oriented. Table 14 shows that the overall relationship between role expectation congruity and work involvement was positively significant ( $B = .28, p < .001$ ), which was in the opposite direction from that predicted. The results for both women and men were very similar ( $B = .25$  and  $.28, p < .05$ , respectively). While the relationships between work involvement and role expectation congruity were significant for the overall sample, and men and women separately, the results did not support the hypothesis, due to the direction of the relationships.

#### Additional Analyses

After the initial analyses were performed to test the hypotheses, it was determined that two additional issues needed to be addressed to further clarify the interrole conflict process. Additional analyses were performed to determine the appropriate placement of role pressure in the antecedent - outcome link, and to further study the effect of gender on the interrole conflict process.

Placement of role pressure. The antecedent - role pressure - work/family conflict linkage was further tested.

Table 14. Regression Analyses of Role Expectation Congruity on Work Involvement.

| Variable         | <u>r</u>       | Beta <sup>a</sup> | <u>R</u> <sup>2</sup> | <u>F</u> <sub>R</sub> <sup>2</sup> |
|------------------|----------------|-------------------|-----------------------|------------------------------------|
|                  | <u>Overall</u> |                   |                       |                                    |
| Work Involvement | .28***         | .28***            | .08                   | 12.86***                           |
|                  | <u>Women</u>   |                   |                       |                                    |
| Work Involvement | .25*           | .25*              | .07                   | 6.15*                              |
|                  | <u>Men</u>     |                   |                       |                                    |
| Work Involvement | .28*           | .28*              | .08                   | 5.15*                              |

<sup>a</sup>Beta refers to the standardized regression coefficient and indicates the parameter estimate controlling for all other variables in the model.

\* $p < .05$ , \*\* $p < .01$ , \*\*\* $p < .001$ .

In the original framework, role pressure was suggested as a mediator of the relationships between family domain time- and strain-based antecedents and the work/family conflict variables. (See James and Brett, 1984, for an explanation of mediators.) It may be, however, that role pressure does not mediate the antecedent - conflict relationship, but instead is simply an additional antecedent. If this is the case, then the time- and strain-based antecedents may be directly related to work/family conflict and not necessarily correlated with role pressure.

To test whether role pressure served as a mediator, a series of regression analyses was conducted regressing each of the work/family conflict variables on the time- and strain-based antecedents, after partialling out the effect of role pressure. If the antecedent - work/family conflict relationship was significant to begin with, a mediation effect by role pressure would be shown by a reduction in the beta's or the partial correlation coefficients for the antecedents, after adding role pressure to the model. In addition, if role pressure was mediating the antecedent - work/family conflict relationship, the increment in  $R^2$  after adding the antecedents to a model with role pressure already in it should be nonsignificant, since the antecedents shouldn't account for any additional variance in the conflict variable beyond that accounted for by role pressure.

Time-based antecedents. Table 15 shows the results for the time-based antecedents. As was done in Hypothesis 1.a., two sets of variables were used in the analyses to predict time-, strain-, and behavior-based conflict. These included the total number of children, dual-career couple status, and number of hours worked by the spouse in one analysis, and the number of children under 7, between 7 and 12, and over 12 years old, dual-career couple status, and number of hours worked by the spouse in the other analysis.

When time- and strain-based conflict were regressed on the two sets of time-based antecedents, none of the antecedents were significantly related to time- or strain-based conflict.

When behavior-based conflict was regressed on the two groups of time-based antecedents, number of hours worked by the spouse was significant in both groups of antecedents ( $\text{pr}^2 = .07$  and  $.05$ ,  $p < .05$ , respectively), as well as the total number of children in the first group ( $\text{pr}^2 = .05$ ,  $p < .05$ ) and number of children older than 12 in the second group ( $\text{pr}^2 = .07$ ,  $p < .05$ ). Behavior-based conflict was then regressed on the antecedents and role pressure, to determine whether role pressure was a mediator. As shown in Table 15, there was essentially no reduction in the partial correlation coefficients, suggesting that role pressure was not functioning as a mediator. In addition, the increment in  $\text{R}^2$  when the antecedents were added to role pressure was

Table 15. Regression Analyses of Time-, Strain-, and Behavior-Based Conflict on Time-Based Antecedents and Role Pressure.

| Variable                               | $pr^{2a}$ | $R^2$ | $F_{R^2}$ | $\Delta R^2$ | $F_{\Delta R^2}$ |
|----------------------------------------|-----------|-------|-----------|--------------|------------------|
| <u>Time-Based Conflict</u>             |           |       |           |              |                  |
| Role Pressure                          | .002      | .002  | .25       |              |                  |
| Time-Based Antecedents                 |           |       |           |              |                  |
| Number of Children                     | .001      |       |           |              |                  |
| Dual-Career Couple Status <sup>b</sup> | .00       |       |           |              |                  |
| Number of Hours Worked by Spouse       | .01       | .02   | .46       |              |                  |
| Antecedents & Role Pressure            |           |       |           |              |                  |
| Role Pressure                          | .03       |       |           |              |                  |
| Number of Children                     | .01       |       |           |              |                  |
| Dual-Career Couple Status <sup>b</sup> | .001      |       |           |              |                  |
| Number of Hours Worked by Spouse       | .01       | .05   | .85       | .05          | 3.84***          |
| Time-Based Antecedents                 |           |       |           |              |                  |
| Number of Children < 7                 | .00       |       |           |              |                  |
| Number of Children 7-12                | .003      |       |           |              |                  |
| Number of Children > 12                | .01       |       |           |              |                  |
| Dual-Career Couple Status <sup>b</sup> | .00       |       |           |              |                  |
| Number of Hours Worked by Spouse       | .01       | .02   | .30       |              |                  |
| Antecedents & Role Pressure            |           |       |           |              |                  |
| Role Pressure                          | .03       |       |           |              |                  |
| Number of Children < 7                 | .00       |       |           |              |                  |
| Number of Children 7-12                | .01       |       |           |              |                  |
| Number of Children > 12                | .01       |       |           |              |                  |
| Dual-Career Couple Status <sup>b</sup> | .00       |       |           |              |                  |
| Number of Hours Worked by Spouse       | .003      | .05   | .59       | .05          | 3.74**           |

Table 15. (Continued)

| Variable                               | $pr^{2a}$ | $R^2$ | $F_{R^2}$ | $\Delta R^2$ | $F_{\Delta R^2}$ |
|----------------------------------------|-----------|-------|-----------|--------------|------------------|
| <u>Strain-Based Conflict</u>           |           |       |           |              |                  |
| Role Pressure                          | .05**     | .05   | 8.65**    |              |                  |
| Time-Based Antecedents                 |           |       |           |              |                  |
| Number of Children                     | .004      |       |           |              |                  |
| Dual-Career Couple Status <sup>b</sup> | .001      |       |           |              |                  |
| Number of Hours Worked by Spouse       | .02       | .02   | .56       |              |                  |
| Antecedents & Role Pressure            |           |       |           |              |                  |
| Role Pressure                          | .08*      |       |           |              |                  |
| Number of Children                     | .01       |       |           |              |                  |
| Dual-Career Couple Status <sup>b</sup> | .001      |       |           |              |                  |
| Number of Hours Worked by Spouse       | .01       | .10   | 2.05      | .05          | 4.06**           |
| Time-Based Antecedents                 |           |       |           |              |                  |
| Number of Children < 7                 | .002      |       |           |              |                  |
| Number of Children 7-12                | .00       |       |           |              |                  |
| Number of Children > 12                | .01       |       |           |              |                  |
| Dual-Career Couple Status <sup>b</sup> | .00       |       |           |              |                  |
| Number of Hours Worked by Spouse       | .01       | .03   | .44       |              |                  |
| Antecedents & Role Pressure            |           |       |           |              |                  |
| Role Pressure                          | .11*      |       |           |              |                  |
| Number of Children < 7                 | .001      |       |           |              |                  |
| Number of Children 7-12                | .00       |       |           |              |                  |
| Number of Children > 12                | .01       |       |           |              |                  |
| Dual-Career Couple Status <sup>b</sup> | .001      |       |           |              |                  |
| Number of Hours Worked by Spouse       | .005      | .11   | 1.38      | .06          | 4.79**           |

Table 15. (Continued)

| Variable                               | $pr^{2a}$ | $R^2$ | $F_{R^2}$ | $\Delta R^2$ | $F_{\Delta R^2}$ |
|----------------------------------------|-----------|-------|-----------|--------------|------------------|
| <u>Behavior-Based Conflict</u>         |           |       |           |              |                  |
| Role Pressure                          | .02       | .02   | 3.13      |              |                  |
| Time-Based Antecedents                 |           |       |           |              |                  |
| Number of Children                     | .05*      |       |           |              |                  |
| Dual-Career Couple Status <sup>b</sup> | .01       |       |           |              |                  |
| Number of Hours Worked by Spouse       | .07*      |       |           |              |                  |
|                                        |           | .11   | 2.98*     |              |                  |
| Antecedents & Role Pressure            |           |       |           |              |                  |
| Role Pressure                          | .01       |       |           |              |                  |
| Number of Children                     | .06*      |       |           |              |                  |
| Dual-Career Couple Status <sup>b</sup> | .02       |       |           |              |                  |
| Number of Hours Worked by Spouse       | .06*      |       |           |              |                  |
|                                        |           | .12   | 2.40      | .10          | 8.30***          |
| Time-Based Antecedents                 |           |       |           |              |                  |
| Number of Children < 7                 | .02       |       |           |              |                  |
| Number of Children 7-12                | .001      |       |           |              |                  |
| Number of Children > 12                | .07*      |       |           |              |                  |
| Dual-Career Couple Status <sup>b</sup> | .02       |       |           |              |                  |
| Number of Hours Worked by Spouse       | .05*      |       |           |              |                  |
|                                        |           | .13   | 2.07      |              |                  |
| Antecedents & Role Pressure            |           |       |           |              |                  |
| Role Pressure                          | .01       |       |           |              |                  |
| Number of Children < 7                 | .02       |       |           |              |                  |
| Number of Children 7-12                | .002      |       |           |              |                  |
| Number of Children > 12                | .07*      |       |           |              |                  |
| Dual-Career Couple Status <sup>b</sup> | .02       |       |           |              |                  |
| Number of Hours Worked by Spouse       | .05       |       |           |              |                  |
|                                        |           | .14   | 1.79      | .12          | 9.91***          |

<sup>a</sup> $pr^2$  refers to the partial correlation coefficient.

<sup>b</sup>Dummy coded as dual-career couple if both were reported as "career", and as non-dual-career couple if one or both were reported as "job".

\* $p < .05$ , \*\* $p < .01$ , \*\*\* $p < .001$ .

significant in both groups ( $R^2$  increment = .10 and .12,  $p < .001$ , respectively), giving further indication of a lack of a mediation effect.

Strain-based antecedents. Table 16 reports the results for the strain-based antecedents. Time-, strain-, and behavior-based conflict were each regressed on the four strain-based antecedents. In all three cases, only family conflict was significantly related to the conflict variable ( $B = .47$ ,  $p < .05$ ; .47 and .45,  $p < .001$ , respectively for time-, strain-, and behavior-based conflict). The conflict variables were then regressed on the antecedents, together with role pressure to assess its mediating effect. As shown in Table 16, none of the beta's for family conflict decreased; thus, there was no evidence for the mediating effect of role pressure. In addition, the significant increase in  $R^2$  when the antecedents were added to role pressure ( $R^2$  increment = .15,  $p < .01$ ; .26 and .23,  $p < .001$ , respectively) corroborates this evidence.

Overall, there was no evidence that supported role pressure as a mediator for the antecedent - work/family conflict relationship. Rather, role pressure may best be considered an additional antecedent. This conclusion is drawn with one caveat in mind. These analyses did not take into account the fact that role pressure does not seem to be directly related to work/family conflict in a linear fashion. In most cases it seems to be related to the

Table 16. Regression Analyses of Time-, Strain-, and Behavior-Based Conflict on Strain-Based Antecedents and Role Pressure.

| Variable                     | Beta <sup>a</sup> | $\underline{R}^2$ | $\underline{F}_{R^2}$ | $\Delta \underline{R}^2$ | $\underline{F}_{\Delta R^2}$ |
|------------------------------|-------------------|-------------------|-----------------------|--------------------------|------------------------------|
| <u>Time-Based Conflict</u>   |                   |                   |                       |                          |                              |
| Role Pressure                | .04               | .001              | .25                   |                          |                              |
| Strain-Based Antecedents     |                   |                   |                       |                          |                              |
| Family Conflict              | .47**             |                   |                       |                          |                              |
| Spouse Support               | .02               |                   |                       |                          |                              |
| Quality of Parent Experience | -.05              |                   |                       |                          |                              |
| Quality of Spouse Experience | .25               |                   |                       |                          |                              |
|                              |                   | .13               | 3.48**                |                          |                              |
| Antecedents & Role Pressure  |                   |                   |                       |                          |                              |
| Role Pressures               | .14               |                   |                       |                          |                              |
| Family Conflict              | .48**             |                   |                       |                          |                              |
| Spouse Support               | -.02              |                   |                       |                          |                              |
| Quality of Parent Experience | -.05              |                   |                       |                          |                              |
| Quality of Spouse Experience | .26               |                   |                       |                          |                              |
|                              |                   | .15               | 3.18**                | .15                      | 4.06**                       |
| <u>Strain-Based Conflict</u> |                   |                   |                       |                          |                              |
| Role Pressure                | .23**             | .05               | 8.65**                |                          |                              |
| Strain-Based Antecedents     |                   |                   |                       |                          |                              |
| Family Conflict              | .47***            |                   |                       |                          |                              |
| Spouse Support               | .08               |                   |                       |                          |                              |
| Quality of Parent Experience | -.02              |                   |                       |                          |                              |
| Quality of Spouse Experience | -.07              |                   |                       |                          |                              |
|                              |                   | .24               | 7.10***               |                          |                              |
| Antecedents & Role Pressure  |                   |                   |                       |                          |                              |
| Role Pressure                | .27**             |                   |                       |                          |                              |
| Family Conflict              | .48***            |                   |                       |                          |                              |
| Spouse Support               | .01               |                   |                       |                          |                              |
| Quality of Parent Experience | -.02              |                   |                       |                          |                              |
| Quality of Spouse Experience | -.03              |                   |                       |                          |                              |
|                              |                   | .31               | 8.08***               | .26                      | 8.68***                      |

Table 16. (Continued)

| Variable                       | Beta <sup>a</sup> | $\underline{R}^2$ | $\underline{F}_{R^2}$ | $\Delta \underline{R}^2$ | $\underline{F}_{\Delta R^2}$ |
|--------------------------------|-------------------|-------------------|-----------------------|--------------------------|------------------------------|
| <u>Behavior-Based Conflict</u> |                   |                   |                       |                          |                              |
| Role Pressure                  | .14               | .02               | 3.13                  |                          |                              |
| Strain-Based Antecedents       |                   |                   |                       |                          |                              |
| Family Conflict                | .45***            |                   |                       |                          |                              |
| Spouse Support                 | -.15              |                   |                       |                          |                              |
| Quality of Parent Experience   | -.11              |                   |                       |                          |                              |
| Quality of Spouse Experience   | .15               |                   |                       |                          |                              |
|                                |                   | .24               | 7.32***               |                          |                              |
| Antecedents & Role Pressure    |                   |                   |                       |                          |                              |
| Role Pressure                  | .12               |                   |                       |                          |                              |
| Family Conflict                | .46***            |                   |                       |                          |                              |
| Spouse Support                 | -.18              |                   |                       |                          |                              |
| Quality of Parent Experience   | -.11              |                   |                       |                          |                              |
| Quality of Spouse Experience   | .16               |                   |                       |                          |                              |
|                                |                   | .25               | 6.21***               | .23                      | 7.05***                      |

<sup>a</sup>Beta refers to the standardized regression coefficient and indicates the parameter estimate controlling for all other variables in the model.

\* $p < .05$ , \*\* $p < .01$ , \*\*\* $p < .001$ .

conflict variables after controlling for the moderating effect of role expectation congruity. A stronger test of role pressure as a mediator would include role expectation congruity and the role expectation X role pressure interaction in the analyses examining the antecedent - role pressure - work/family conflict relationships.

Since role pressure did not appear to be a mediator according to the analyses done in this study, the direct relationships between the antecedents and work/family conflict were examined. Table 17 shows the zero-order correlations between all the time- and strain-based antecedents and the work/family conflict variables. For time-based conflict, family conflict ( $r = .30, p < .001$ ) was the only strain-based antecedent significantly related to it. Results for strain-based conflict indicated that number of children under 7 ( $r = .21, p < .05$ ) and over 12 ( $r = -.23, p < .01$ ) years of age, as well as family conflict ( $r = .47, p < .001$ ), spouse support ( $r = -.23, p < .01$ ), and quality of the spouse experience ( $r = -.30, p < .001$ ) were significant. For behavior-based conflict, number of children over 12 years old ( $r = -.23, p < .01$ ), family conflict ( $r = .48, p < .001$ ), spouse support ( $r = -.23, p < .01$ ), and quality of the spouse experience ( $r = -.37, p < .001$ ) were each significantly related. Overall, these results indicated that number of children under 7 and over 12 years old were the only time-based antecedents

Table 17. Correlations Between Time- and Strain-Based Antecedents and Work/Family Conflict Variables.

| Antecedents                            | Time-Based Conflict | Strain-Based Conflict | Behavior-Based Conflict |
|----------------------------------------|---------------------|-----------------------|-------------------------|
| <u>Time-Based:</u>                     |                     |                       |                         |
| # of Children                          | -.07                | -.11                  | -.15                    |
| # Children < 7                         | .13                 | .21*                  | .10                     |
| # Children 7-12                        | -.05                | .01                   | .07                     |
| # Children > 12                        | -.11                | -.23**                | -.23**                  |
| # Hours Worked by Spouse               | .05                 | .13                   | .12                     |
| Dual-Career Couple Status <sup>a</sup> | -.01                | .07                   | -.09                    |
| <u>Strain-Based:</u>                   |                     |                       |                         |
| Family Conflict                        | .30***              | .47***                | .48***                  |
| Spouse Support                         | -.08                | -.23**                | -.23**                  |
| Quality of Parent Experience           | -.12                | -.17                  | -.18                    |
| Quality of Spouse Experience           | -.09                | -.30***               | -.37***                 |

<sup>a</sup>Dummy coded as dual-career couple if both were reported as "career", and as non-dual-career couple if one or both were reported as "job". Correlations indicate the multiple  $R$  for the two classifications of dual-career couple status. A positive correlation indicates individuals who were members of a dual-career couple also reported higher levels of the other variable than did members of non-dual-career couples.

\* $p < .05$ , \*\* $p < .01$ , \*\*\* $p < .001$ .

significantly related to the conflict variables. Most of the strain-based antecedents, however, were related to the conflict measures; especially strain- and behavior-based conflict.

Effect of Gender. Previous research has suggested that gender may be related to the experience of interrole conflict (see Chapter II). Several additional analyses were performed to further explore the effect that gender differences may have on the work/family conflict process. First of all, each of the major variables was regressed on gender (excluding role pressure and role expectation congruity; see Hypotheses 2.a. and 4.b. for results) to determine its predictive value. As can be seen in Table 18, gender was related to time-based conflict, and family and work involvement. Women experienced significantly higher levels of time-based conflict ( $R = -.18, p < .05$ ) and family involvement ( $R = -.24, p < .01$ ), and men experienced higher levels of work involvement ( $R = .23, p < .01$ ).

The analyses from Hypothesis 1.b. already addressed the relationship between role pressure and two of the time-based antecedents (parental and dual-career couple status) for the total sample and for men and women separately (see Table 10). Table 19 shows the relationships between all of the time-based antecedents for women. In addition to the results already discussed in Hypothesis 1.b., the correlation for hours worked each week by the spouse was not

Table 18. Regression Analyses of Major Variables on Gender<sup>a</sup>.

| Variable                            | <u>R</u> | <u>R</u> <sup>2</sup> | <u>F</u> <sub>R</sub> <sup>2</sup> |
|-------------------------------------|----------|-----------------------|------------------------------------|
| <u>Spouse Support</u>               |          |                       |                                    |
| Gender                              | .09      | .008                  | 1.11                               |
| <u>Family Conflict</u>              |          |                       |                                    |
| Gender                              | -.02     | .0003                 | .04                                |
| <u>Quality of Spouse Experience</u> |          |                       |                                    |
| Gender                              | .03      | .001                  | .15                                |
| <u>Quality of Parent Experience</u> |          |                       |                                    |
| Gender                              | -.02     | .0003                 | .03                                |
| <u>Time-Based Conflict</u>          |          |                       |                                    |
| Gender                              | -.18*    | .03                   | 5.29*                              |
| <u>Strain-Based Conflict</u>        |          |                       |                                    |
| Gender                              | -.10     | .01                   | 1.68                               |
| <u>Behavior-Based Conflict</u>      |          |                       |                                    |
| Gender                              | -.13     | .02                   | 2.45                               |
| <u>Cognitive Complexity</u>         |          |                       |                                    |
| Gender                              | -.01     | .0002                 | .02                                |
| <u>Family Involvement</u>           |          |                       |                                    |
| Gender                              | -.24**   | .06                   | 9.01**                             |
| <u>Work Involvement</u>             |          |                       |                                    |
| Gender                              | .23**    | .05                   | 8.42**                             |

<sup>a</sup>Gender was dummy coded for female and male. A positive multiple R indicates the mean score was higher for men than for women.

\* $p < .05$ , \*\* $p < .01$ , \*\*\* $p < .001$ .

Table 19. Multiple Regression Analyses of Role Pressure on Time-Based Antecedents for Women.

| Variable                               | <u>r</u> | <u>pr</u> <sup>2a</sup> | <u>R</u> <sup>2</sup> | <u>F</u> <sub>R</sub> <sup>2</sup> |
|----------------------------------------|----------|-------------------------|-----------------------|------------------------------------|
| Number of Children                     | -.04     | .01                     |                       |                                    |
| Dual-Career Couple Status <sup>b</sup> | .21      | .01                     |                       |                                    |
| Number of Hours Worked by Spouse       | .09      | .13*                    |                       |                                    |
|                                        |          |                         | .13                   | 1.90                               |
| Number of Children < 7                 | .01      | .03                     |                       |                                    |
| Number of Children 7-12                | .28*     | .00                     |                       |                                    |
| Number of Children > 12                | -.16     | .01                     |                       |                                    |
| Dual-Career Couple Status <sup>b</sup> | .21      | .01                     |                       |                                    |
| Number of Hours Worked by Spouse       | .09      | .11*                    |                       |                                    |
|                                        |          |                         | .16                   | 1.31                               |

<sup>a</sup>pr<sup>2</sup> refers to the partial correlation coefficient.

<sup>b</sup>Dummy coded as dual-career couple if both were reported as "career", and as non-dual-career couple if one or both were reported as "job". Correlations indicate the multiple R for the two classifications of dual-career couple status. A positive correlation indicates individuals who were members of a dual-career couple also reported higher levels of the other variable than did members of non-dual-career couples.

\*p < .05, \*\*p < .01, \*\*\*p < .001.

significant ( $r = .09$ ). When number of hours worked by the spouse was combined with number of children and dual-career couple status, the full model was not significant ( $R^2 = .13$ , n.s.). Similarly, when the three age groups of children were entered together with dual-career couple status and number of hours worked by the spouse, the model did not reach significance ( $R^2 = .16$ , n.s.).

The results for the regression of role pressure onto the time-based antecedents for men are reported in Table 20. When the variable of the number of hours worked by the spouse was added to total number of children and dual-career couple status, the full model did not reach significance ( $R^2 = .20$ , n.s.). When the three age groups of children were entered with dual-career couple status and number of hours worked by the spouse, the model was not significant ( $R^2 = .20$ , n.s.).

Table 21 shows the results for the strain-based antecedents separated by gender. The results indicated that spouse support was an important antecedent in predicting role pressure for men. It was significantly correlated with role pressure ( $r = .38$ ,  $p < .01$ ) and, when entered with the other three strain-based antecedents, accounted for a significant amount of unique variance ( $B = .67$ ,  $p < .001$ ). This indicates that as level of spouse support increases so does level of role pressure, which is in the opposite direction than was predicted. The correlations between role

Table 20. Multiple Regression Analyses of Role Pressure on Time-Based Antecedents for Men.

| Variable                               | <u>r</u> | <u>pr</u> <sup>2a</sup> | <u>R</u> <sup>2</sup> | <u>F<sub>R</sub></u> <sup>2</sup> |
|----------------------------------------|----------|-------------------------|-----------------------|-----------------------------------|
| Number of Children                     | .03      | .03                     |                       |                                   |
| Dual-Career Couple Status <sup>b</sup> | .36**    | .16*                    |                       |                                   |
| Number of Hours Worked by Spouse       | .22      | .02                     |                       |                                   |
|                                        |          |                         | .20                   | 2.64                              |
| Number of Children < 7                 | .12      | .01                     |                       |                                   |
| Number of Children 7-12                | .14      | .01                     |                       |                                   |
| Number of Children > 12                | -.14     | .02                     |                       |                                   |
| Dual-Career Couple Status <sup>b</sup> | .36**    | .15*                    |                       |                                   |
| Number of Hours Worked by Spouse       | .22      | .02                     |                       |                                   |
|                                        |          |                         | .20                   | 1.49                              |

<sup>a</sup>pr<sup>2</sup> refers to the partial correlation coefficient.

<sup>b</sup>Dummy coded as dual-career couple if both were reported as "career", and as non-dual-career couple if one or both were reported as "job". Correlations indicate the multiple R for the two classifications of dual-career couple status. A positive correlation indicates individuals who were members of a dual-career couple also reported higher levels of the other variable than did members of non-dual-career couples.

\*p < .05, \*\*p < .01, \*\*\*p < .001.

Table 21. Multiple Regression Analyses of Role Pressure on Strain-Based Antecedents for Men and Women.

| Variable                     | <u>r</u> | Beta <sup>a</sup> | <u>R</u> <sup>2</sup> | <u>F</u> <sub>R</sub> <sup>2</sup> |
|------------------------------|----------|-------------------|-----------------------|------------------------------------|
| <u>Men</u>                   |          |                   |                       |                                    |
| Family Conflict              | .01      | .21               |                       |                                    |
| Spouse Support               | .38**    | .67***            |                       |                                    |
| Quality of Parent Experience | .14      | .14               |                       |                                    |
| Quality of Spouse Experience | .07      | -.19              |                       |                                    |
|                              |          |                   | .26                   | 4.06**                             |
| <u>Women</u>                 |          |                   |                       |                                    |
| Family Conflict              | -.08     | -.25              |                       |                                    |
| Spouse Support               | -.07     | -.01              |                       |                                    |
| Quality of Parent Experience | -.16     | -.18              |                       |                                    |
| Quality of Spouse Experience | .01      | -.18              |                       |                                    |
|                              |          |                   | .04                   | .47                                |

<sup>a</sup>Beta refers to the standardized regression coefficient and indicates the parameter estimate controlling for all other variables in the model.

\*  $p < .05$ , \*\*  $p < .01$ , \*\*\*  $p < .001$ .

pressure and family conflict ( $r = .01$ ), quality of the parent experience ( $r = .14$ ), and quality of the spouse experience ( $r = .07$ ) were nonsignificant. Together the four antecedents accounted for 26% of the variance in role pressure, and the model reached significance ( $F = 4.06$ ,  $p < .01$ ).

For women, the correlations between role pressure and family conflict ( $r = -.08$ ), spouse support ( $r = -.07$ ), quality of the parent experience ( $r = -.16$ ) and quality of the spouse experience ( $r = .01$ ) were nonsignificant, as was the full model ( $R^2 = .04$ , n.s.).

To summarize the analyses of the regression of role pressure on the time- and strain-based antecedents for women and men separately, it appears that number of children between the ages of 7 and 12 was an important antecedent of role pressure for women. Dual-career couple status and level of spouse support were related to role pressure for men. In addition, full models of time-based antecedents were not significantly predictive of role pressure for either men or women. The full model of strain-based antecedents was predictive of role pressure for men only.

Since the evidence in the previous section suggests that role pressure was not a mediator between the antecedents and work/family conflict, it is important to look at the direct antecedent - conflict relationships. Table 22 shows the zero-order correlations between the time- and strain-based

Table 22. Correlations Between Time- and Strain-Based Antecedents and Work/Family Conflict Variables for Women and Men.

| Antecedents                            | Time-Based Conflict |            | Strain-Based Conflict |            | Behavior-Based Conflict |            |
|----------------------------------------|---------------------|------------|-----------------------|------------|-------------------------|------------|
|                                        | <u>Women</u>        | <u>Men</u> | <u>Women</u>          | <u>Men</u> | <u>Women</u>            | <u>Men</u> |
| <u>Time-Based:</u>                     |                     |            |                       |            |                         |            |
| # of Children                          | -.04                | .01        | -.17                  | .02        | -.19                    | -.03       |
| # Children < 7                         | .27*                | -.02       | .25*                  | .16        | .08                     | .11        |
| # Children 7-12                        | -.01                | -.004      | .002                  | .06        | -.04                    | .25        |
| # Children > 12                        | -.19                | .02        | -.28*                 | -.14       | -.18                    | -.25       |
| # Hours Worked by Spouse               | -.05                | -.001      | .16                   | -.05       | .01                     | .28        |
| Dual-Career Couple Status <sup>a</sup> | .07                 | -.08       | .13                   | -.002      | -.03                    | -.20       |
| <u>Strain-Based:</u>                   |                     |            |                       |            |                         |            |
| Family Conflict                        | .35***              | .22        | .44***                | .52***     | .43***                  | .55***     |
| Spouse Support                         | -.05                | -.10       | -.25*                 | -.19       | -.19                    | -.27*      |
| Quality of Parent Experience           | -.25                | -.04       | -.20                  | -.15       | -.26                    | -.12       |
| Quality of Spouse Experience           | -.18                | .07        | -.33**                | -.26*      | -.39***                 | -.33**     |

<sup>a</sup>Dummy coded as dual-career couple if both were reported as "career", and as non-dual-career couple if one or both were reported as "job". Correlations indicate the multiple  $R$  for the two classifications of dual-career couple status. A positive correlation indicates individuals who were members of a dual-career couple also reported higher levels of the other variable than did members of non-dual-career couples.

\* $p < .05$ , \*\* $p < .01$ , \*\*\* $p < .001$ .

antecedents and time-, strain-, and behavior-based conflict for women and men.

Time-based conflict. For women, number of children younger than 7 ( $r = .27, p < .05$ ) and family conflict ( $r = .35, p < .001$ ) were significantly related to time-based conflict. None of the antecedents were significantly related to time-based conflict for men.

Strain-based conflict. For both men and women, family conflict ( $r = .52$  and  $.44, p < .001$ , respectively) and quality of the spouse experience ( $r = -.26, p < .01$  and  $-.33, p < .01$ , respectively) were related to strain-based conflict. In addition, number of children under 7 ( $r = .25, p < .05$ ) and over 12 ( $r = -.28, p < .05$ ) years old, and spouse support ( $r = -.25, p < .05$ ) were significantly related to strain-based conflict for women only.

Behavior-based conflict. For both women and men, family conflict ( $r = .43$  and  $.55, p < .001$ , respectively) and quality of the spouse experience ( $r = -.39, p < .001$  and  $-.33, p < .01$ , respectively) were related to behavior-based conflict. Spouse support ( $r = -.27, p < .05$ ) was significantly related to behavior-based conflict for men only.

To summarize, it appeared that different antecedents were related to different types of work/family conflict depending on gender. Variables involving numbers of children in the different age groups seemed to be more

important for women. Time-based conflict was not predicted as well as strain- and behavior-based conflict, and conflict for women seemed to be better predicted than conflict for men. Family conflict appeared to be a very good predictor for all types of conflict and for both women and men. Quality of the spouse experience also seemed to be related to strain- and behavior-based conflict for both women and men.

In addition to studying the antecedent - work/family conflict link for men and women, the moderating effects of cognitive complexity and role expectation congruity on the role pressure - work/family conflict relationship (Hypotheses 3.c. and 3.d.) were analyzed separately by gender.

Cognitive complexity. A series of regression analyses was conducted on the female and male samples to test the effect of cognitive complexity as a moderator by regressing role pressure, cognitive complexity and the role pressure X cognitive complexity interaction term on each of the three types of work/family conflict. In addition, the direct relationships between cognitive complexity and work/family conflict were tested.

The results for women are shown in Table 23. The analyses for time- and behavior-based conflict indicated that the role pressure X cognitive complexity interaction term was not significant, nor was role pressure by itself.

Table 23. Regression Analyses of Time-, Strain-, and Behavior-Based Conflict on Role Pressure, Cognitive Complexity, and the Corresponding Interaction Term for Women.

| Variable                     | Beta <sup>a</sup> | $\underline{R}^2$ | $\underline{F}_{R^2}$ | $\Delta \underline{R}^2$ | $\underline{F}_{\Delta R^2}$ |
|------------------------------|-------------------|-------------------|-----------------------|--------------------------|------------------------------|
| <u>Time-Based Conflict</u>   |                   |                   |                       |                          |                              |
| Role Pressure                | -.07              | .004              | .38                   |                          |                              |
| Role Pressure                | -.07              |                   |                       |                          |                              |
| Cognitive Complexity         | .21               |                   |                       |                          |                              |
|                              |                   | .05               | 1.79                  | .05                      | 3.58                         |
| Role Pressure                | .07               |                   |                       |                          |                              |
| Cognitive Complexity         | .20               |                   |                       |                          |                              |
| Interaction Term             | -.16              |                   |                       |                          |                              |
|                              |                   | .06               | 1.29                  | .01                      | .71                          |
| <u>Strain-Based Conflict</u> |                   |                   |                       |                          |                              |
| Role Pressure                | .24*              | .06               | 5.51*                 |                          |                              |
| Role Pressure                | .28*              |                   |                       |                          |                              |
| Cognitive Complexity         | .15               |                   |                       |                          |                              |
|                              |                   | .10               | 3.73*                 | .04                      | 3.02                         |
| Role Pressure                | -.10              |                   |                       |                          |                              |
| Cognitive Complexity         | .17               |                   |                       |                          |                              |
| Interaction Term             | .43               |                   |                       |                          |                              |
|                              |                   | .13               | 3.40*                 | .03                      | 2.31                         |

Table 23. (Continued)

| Variable                       | Beta <sup>a</sup> | $\underline{R}^2$ | $\underline{F}_{R^2}$ | $\Delta \underline{R}^2$ | $\underline{F}_{\Delta R^2}$ |
|--------------------------------|-------------------|-------------------|-----------------------|--------------------------|------------------------------|
| <u>Behavior-Based Conflict</u> |                   |                   |                       |                          |                              |
| Role Pressure                  | .10               | .01               | .86                   |                          |                              |
| Role Pressure                  | .19               |                   |                       |                          |                              |
| Cognitive Complexity           | .16               |                   |                       |                          |                              |
|                                |                   | .06               | 2.18                  | .05                      | 3.62*                        |
| Role Pressure                  | .20               |                   |                       |                          |                              |
| Cognitive Complexity           | .16               |                   |                       |                          |                              |
| Interaction Term               | -.02              |                   |                       |                          |                              |
|                                |                   | .06               | 1.43                  | .00                      | .00                          |

<sup>a</sup>Beta refers to the standardized regression coefficient and indicates the parameter estimate controlling for all other variables in the model.  
 \* $p < .05$ , \*\* $p < .01$ , \*\*\* $p < .001$ .

The direct tests of cognitive complexity and time- and behavior-based conflict showed that it was not significantly related to either ( $B = .21$  and  $.16$ ,  $R^2 = .05$  and  $.02$ ,  $F = 3.22$  and  $1.77$ , n.s., respectively). Role pressure was significantly related to strain-based conflict ( $B = .24$ ,  $p < .05$ ); however, cognitive complexity ( $B = .14$ ,  $R^2 = .02$ ,  $F = 1.39$ , n.s.) and the interaction term were not significant. Thus, for women, cognitive complexity was not a moderator variable for the role pressure - conflict relationship.

Table 24 shows the results for men. For time-based conflict, the role pressure X cognitive complexity interaction term was significant ( $B = -.58$ ,  $p < .05$ ) and showed a significant increment in  $R^2$  of  $.09$  ( $p < .05$ ). Cognitive complexity was not directly related to time-based conflict ( $B = .24$ ,  $R^2 = .06$ ,  $F = 3.03$ , n.s.). Figure 16 shows the plotted estimates which indicate that the results were in the predicted direction, such that at higher levels of role pressure, men with higher levels of cognitive complexity experienced lower levels of time-based conflict while men with low levels of cognitive complexity experienced relatively more time-based conflict.

A sub-group analysis did not show further support for the moderation effect of cognitive complexity on the role pressure - time-based conflict relationship. The correlation between role pressure and time-based conflict was not significantly greater ( $z = .28$ , n.s.) for men who

Table 24. Regression Analyses of Time-, Strain-, and Behavior-Based Conflict on Role Pressure, Cognitive Complexity, and the Corresponding Interaction Term for Men.

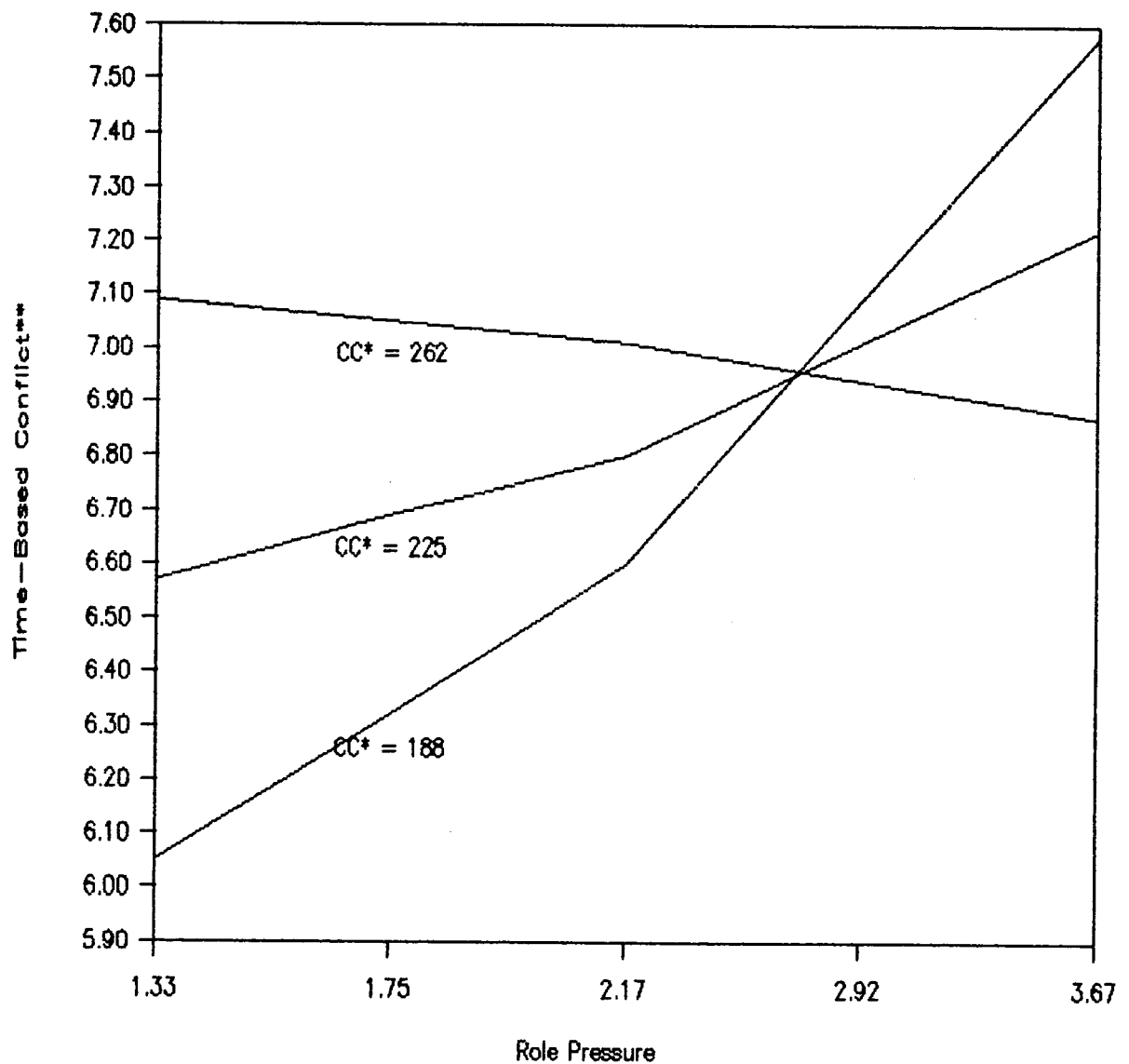
| Variable                     | Beta <sup>a</sup> | $\underline{R}^2$ | $\underline{F}_{R^2}$ | $\Delta \underline{R}^2$ | $\underline{F}_{\Delta R^2}$ |
|------------------------------|-------------------|-------------------|-----------------------|--------------------------|------------------------------|
| <u>Time-Based Conflict</u>   |                   |                   |                       |                          |                              |
| Role Pressure                | .20               | .04               | 2.41                  |                          |                              |
| Role Pressure                | .22               |                   |                       |                          |                              |
| Cognitive Complexity         | .24               |                   |                       |                          |                              |
|                              |                   | .10               | 2.82                  | .06                      | 3.40                         |
| Role Pressure                | .71**             |                   |                       |                          |                              |
| Cognitive Complexity         | .26*              |                   |                       |                          |                              |
| Interaction Term             | -.58**            |                   |                       |                          |                              |
|                              |                   | .19               | 3.75*                 | .09                      | 5.56*                        |
| <u>Strain-Based Conflict</u> |                   |                   |                       |                          |                              |
| Role Pressure                | .21               | .04               | 2.73                  |                          |                              |
| Role Pressure                | .22               |                   |                       |                          |                              |
| Cognitive Complexity         | .31*              |                   |                       |                          |                              |
|                              |                   | .15               | 4.23*                 | .11                      | 6.60*                        |
| Role Pressure                | .14               |                   |                       |                          |                              |
| Cognitive Complexity         | .31*              |                   |                       |                          |                              |
| Interaction Term             | .10               |                   |                       |                          |                              |
|                              |                   | .15               | 2.82*                 | .00                      | .00                          |

Table 24. (Continued)

| Variable                       | Beta <sup>a</sup> | $\underline{R}^2$ | $\underline{F}_{R^2}$ | $\Delta \underline{R}^2$ | $\underline{F}_{\Delta R^2}$ |
|--------------------------------|-------------------|-------------------|-----------------------|--------------------------|------------------------------|
| <u>Behavior-Based Conflict</u> |                   |                   |                       |                          |                              |
| Role Pressure                  | .21               | .04               | 2.74                  |                          |                              |
| Role Pressure                  | .21               |                   |                       |                          |                              |
| Cognitive Complexity           | .15               |                   |                       |                          |                              |
|                                |                   | .07               | 1.75                  | .03                      | 1.65                         |
| Role Pressure                  | .08               |                   |                       |                          |                              |
| Cognitive Complexity           | .14               |                   |                       |                          |                              |
| Interaction Term               | .15               |                   |                       |                          |                              |
|                                |                   | .07               | 1.26                  | .00                      | .00                          |

<sup>a</sup>Beta refers to the standardized regression coefficient and indicates the parameter estimate controlling for all other variables in the model.

\* $p < .05$ , \*\* $p < .01$ , \*\*\* $p < .001$ .



\*CC denotes Cognitive Complexity.  
 \*\*Time-Based Conflict values are the beta parameter estimates.

Figure 16. The Relationships Between Role Pressure, Time-Based Conflict, and Cognitive Complexity for Men.

were classified as having low levels of cognitive complexity ( $\bar{r} = .27$ ,  $n = 29$ ) than for men who were classified as having high levels of cognitive complexity ( $\bar{r} = .19$ ,  $n = 19$ ). The results for the moderation effect, therefore, are mixed.

The results, shown in Table 24, indicated that neither for strain- nor behavior-based conflict was the role pressure X cognitive complexity interaction term significant; therefore, cognitive complexity was not a moderator for the role pressure - conflict relationship. The results did indicate, however, that cognitive complexity contributed significantly ( $R^2 = .15$ ,  $p < .05$ ) to role pressure, in the prediction of strain-based conflict for men. Cognitive complexity was directly related to strain-based conflict ( $B = .31$ ,  $R^2 = .10$ ,  $F = 5.37$ ,  $p < .05$ ), but was not directly related to behavior-based conflict ( $B = .15$ ,  $R^2 = .02$ ,  $F = 1.13$ , n.s.).

To summarize, a moderation effect for cognitive complexity was found only for time-based conflict for men. In addition, cognitive complexity alone, and with role pressure, was a significant predictor of strain-based conflict for men, while role pressure alone was significant predictor of strain-based conflict for women.

Role expectation congruity. Regression analyses were conducted to assess the moderating effect of role expectation congruity on the role pressure - work/family conflict relationship for men and women. Role pressure,

role expectation congruity, and the interaction term were regressed on time-, strain-, and behavior-based conflict. In addition, the direct relationships between role expectation congruity and the work/family conflict variables was assessed.

The results for men are shown in Table 25. For both time- and strain-based conflict, the interaction term was significant ( $B = .61$  and  $-.69$ ,  $p < .01$ , respectively) and showed significant increases in  $R^2$  (.06 and .08,  $p < .05$ , respectively). Role expectation congruity was not directly related to either time-based conflict ( $B = -.11$ ,  $R^2 = .01$ ,  $F = .66$ , n.s.) or strain-based conflict ( $B = -.21$ ,  $R^2 = .05$ ,  $F = 2.75$ , n.s.). The full model predicting time-based conflict, however, did not reach significance ( $F = 2.44$ , n.s.).

Figure 17 shows the results for strain-based conflict. As can be seen, the results were in the predicted direction; at higher levels of role pressure, men with low levels of role expectation congruity experienced more strain-based conflict than men at higher levels of role expectation congruity. A sub-group analysis provided further support for the hypothesized moderation effect of role expectation congruity on the role pressure - strain-based conflict relationship. For men in the high role expectation congruity group, the correlation between role pressure and strain-based conflict was  $-.21$  ( $n = 23$ ); which was

Table 25. Regression Analyses of Time-, Strain-, and Behavior-Based Conflict on Role Pressure, Role Expectation Congruity, and the Corresponding Interaction Term for Men.

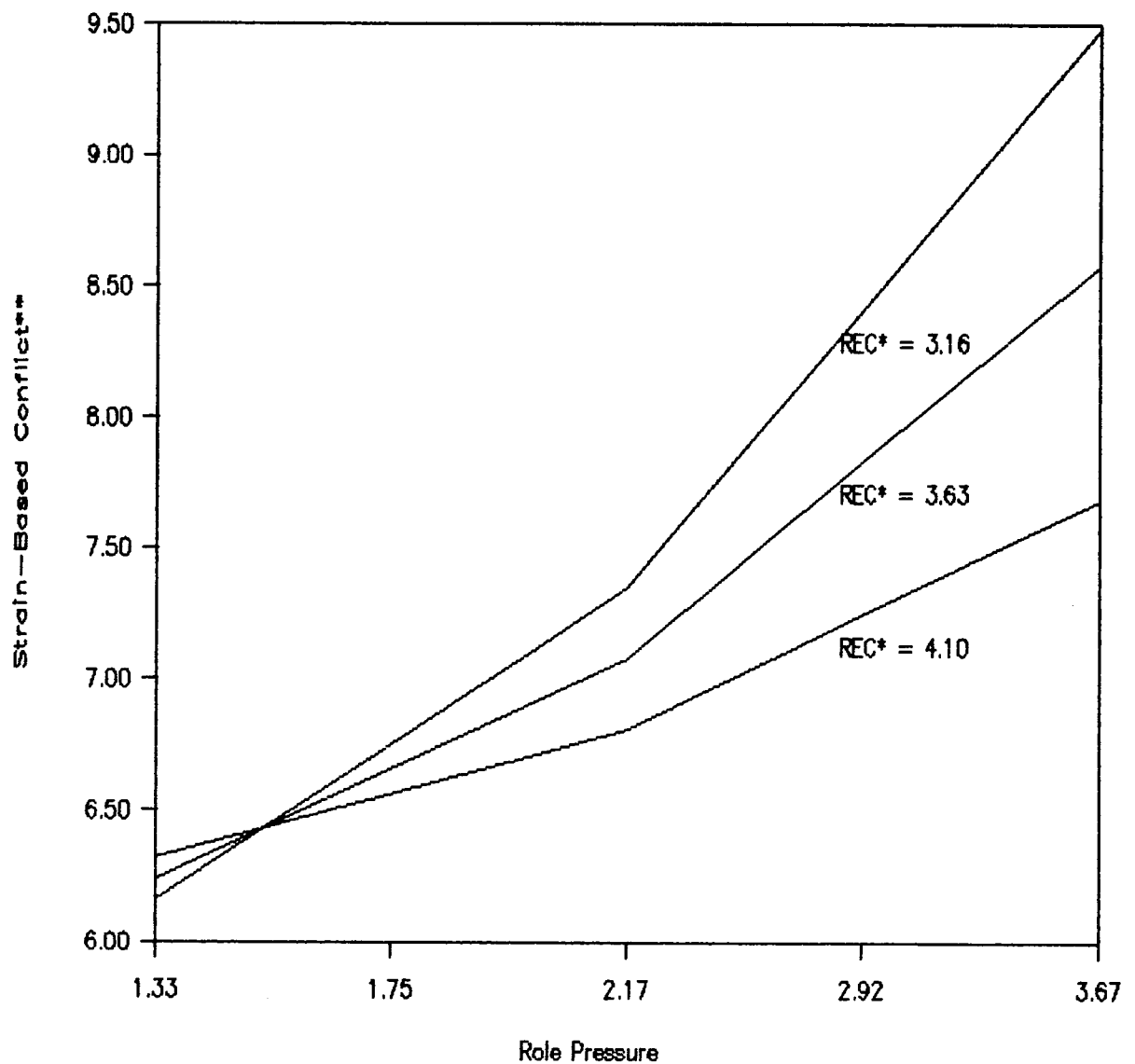
| Variable                     | Beta <sup>a</sup> | $\underline{R}^2$ | $\underline{F}_{R^2}$ | $\Delta \underline{R}^2$ | $\underline{F}_{\Delta R^2}$ |
|------------------------------|-------------------|-------------------|-----------------------|--------------------------|------------------------------|
| <u>Time-Based Conflict</u>   |                   |                   |                       |                          |                              |
| Role Pressure                | .20               | .04               | 2.41                  |                          |                              |
| Role Pressure                | .20               |                   |                       |                          |                              |
| Role Expectation Congruity   | -.07              |                   |                       |                          |                              |
|                              |                   | .05               | 1.47                  | .01                      | .64                          |
| Role Pressure                | -.37              |                   |                       |                          |                              |
| Role Expectation Congruity   | -.09              |                   |                       |                          |                              |
| Interaction Term             | .61*              |                   |                       |                          |                              |
|                              |                   | .11               | 2.44                  | .06                      | 4.05*                        |
| <u>Strain-Based Conflict</u> |                   |                   |                       |                          |                              |
| Role Pressure                | .21               | .04               | 2.73                  |                          |                              |
| Role Pressure                | .16               |                   |                       |                          |                              |
| Role Expectation Congruity   | -.18              |                   |                       |                          |                              |
|                              |                   | .07               | 2.16                  | .03                      | 1.97                         |
| Role Pressure                | .79**             |                   |                       |                          |                              |
| Role Expectation Congruity   | -.15              |                   |                       |                          |                              |
| Interaction Term             | -.69*             |                   |                       |                          |                              |
|                              |                   | .15               | 3.41*                 | .08                      | 5.65*                        |

Table 25. (Continued)

| Variable                       | Beta <sup>a</sup> | $\underline{R}^2$ | $\underline{F}_{R^2}$ | $\Delta \underline{R}^2$ | $\underline{F}_{\Delta R^2}$ |
|--------------------------------|-------------------|-------------------|-----------------------|--------------------------|------------------------------|
| <u>Behavior-Based Conflict</u> |                   |                   |                       |                          |                              |
| Role Pressure                  | .21               | .04               | 2.74                  |                          |                              |
| Role Pressure                  | .13               |                   |                       |                          |                              |
| Role Expectation Congruity     | -.28*             |                   |                       |                          |                              |
|                                |                   | .11               | 3.54*                 | .07                      | 4.80*                        |
| Role Pressure                  | .48               |                   |                       |                          |                              |
| Role Expectation Congruity     | -.26*             |                   |                       |                          |                              |
| Interaction Term               | -.38              |                   |                       |                          |                              |
|                                |                   | .13               | 2.94*                 | .02                      | 1.38                         |

<sup>a</sup>Beta refers to the standardized regression coefficient and indicates the parameter estimate controlling for all other variables in the model.

\* $p < .05$ , \*\* $p < .01$ , \*\*\* $p < .001$ .



\*REC denotes Role Expectation Congruity.

\*\*Strain-Based Conflict values are the beta parameter estimates.

Figure 17. The Relationships Between Role Pressure, Strain-Based Conflict, and Role Expectation Congruity for Men.

significantly different ( $z = 1.93$ ,  $p < .05$ ) than the same correlation for men in the low role expectation congruity group ( $r = .38$ ,  $n = 24$ ).

For behavior-based conflict for men, Table 25 shows that the role pressure X role expectation congruity interaction term was not significant, indicating role expectation congruity was not playing a moderating role between role pressure and behavior-based conflict. The results also indicated that role expectation congruity contributed significantly to role pressure in the prediction of behavior-based conflict for men ( $R^2$  increment = .07,  $p < .05$ ). Also, role expectation congruity was directly related to behavior-based conflict ( $B = -.31$ ,  $R^2 = .09$ ,  $F = 6.06$ ,  $p < .05$ ).

The predicted moderation effect for role expectation congruity, therefore, was indicated for strain-based conflict for men. In addition, role expectation congruity alone, and with role pressure, was a significant predictor of behavior-based conflict.

The results for women are shown in Table 26. The results for time- and strain-based conflict revealed that role expectation congruity did not moderate the role pressure - conflict relationships. For strain-based conflict, role pressure was significantly predictive ( $B = .24$ ,  $p < .05$ ). Role expectation congruity was not directly related to time-based conflict ( $B = -.07$ ,  $R^2 = .005$ ,  $F =$

Table 26. Regression Analyses of Time-, Strain-, and Behavior-Based Conflict on Role Pressure, Role Expectation Congruity, and the Corresponding Interaction Term for Women.

| Variable                     | Beta <sup>a</sup> | $\underline{R}^2$ | $\underline{F}_{R^2}$ | $\Delta \underline{R}^2$ | $\underline{F}_{\Delta R^2}$ |
|------------------------------|-------------------|-------------------|-----------------------|--------------------------|------------------------------|
| <u>Time-Based Conflict</u>   |                   |                   |                       |                          |                              |
| Role Pressure                | -.07              | .004              | .38                   |                          |                              |
| Role Pressure                | -.10              |                   |                       |                          |                              |
| Role Expectation Congruity   | -.07              |                   |                       |                          |                              |
|                              |                   | .02               | .65                   | .02                      | 1.84                         |
| Role Pressure                | -.07              |                   |                       |                          |                              |
| Role Expectation Congruity   | -.08              |                   |                       |                          |                              |
| Interaction Term             | -.04              |                   |                       |                          |                              |
|                              |                   | .02               | .44                   | .00                      | .00                          |
| <u>Strain-Based Conflict</u> |                   |                   |                       |                          |                              |
| Role Pressure                | .24*              | .06               | 5.51*                 |                          |                              |
| Role Pressure                | .23**             |                   |                       |                          |                              |
| Role Expectation Congruity   | -.15              |                   |                       |                          |                              |
|                              |                   | .08               | 3.68*                 | .02                      | 1.96                         |
| Role Pressure                | .46               |                   |                       |                          |                              |
| Role Expectation Congruity   | -.16              |                   |                       |                          |                              |
| Interaction Term             | -.25              |                   |                       |                          |                              |
|                              |                   | .09               | 2.79*                 | .01                      | .98                          |

Table 26. (Continued)

| Variable                       | Beta <sup>a</sup> | $\underline{R}^2$ | $\underline{F}_{R^2}$ | $\Delta \underline{R}^2$ | $\underline{F}_{\Delta R^2}$ |
|--------------------------------|-------------------|-------------------|-----------------------|--------------------------|------------------------------|
| <u>Behavior-Based Conflict</u> |                   |                   |                       |                          |                              |
| Role Pressure                  | .10               | .01               | .86                   |                          |                              |
| Role Pressure                  | .09               |                   |                       |                          |                              |
| Role Expectation Congruity     | -.20*             |                   |                       |                          |                              |
|                                |                   | .05               | 2.35                  | .04                      | 3.79                         |
| Role Pressure                  | .57*              |                   |                       |                          |                              |
| Role Expectation Congruity     | -.23*             |                   |                       |                          |                              |
| Interaction Term               | -.54*             |                   |                       |                          |                              |
|                                |                   | .10               | 3.18*                 | .05                      | 4.95*                        |

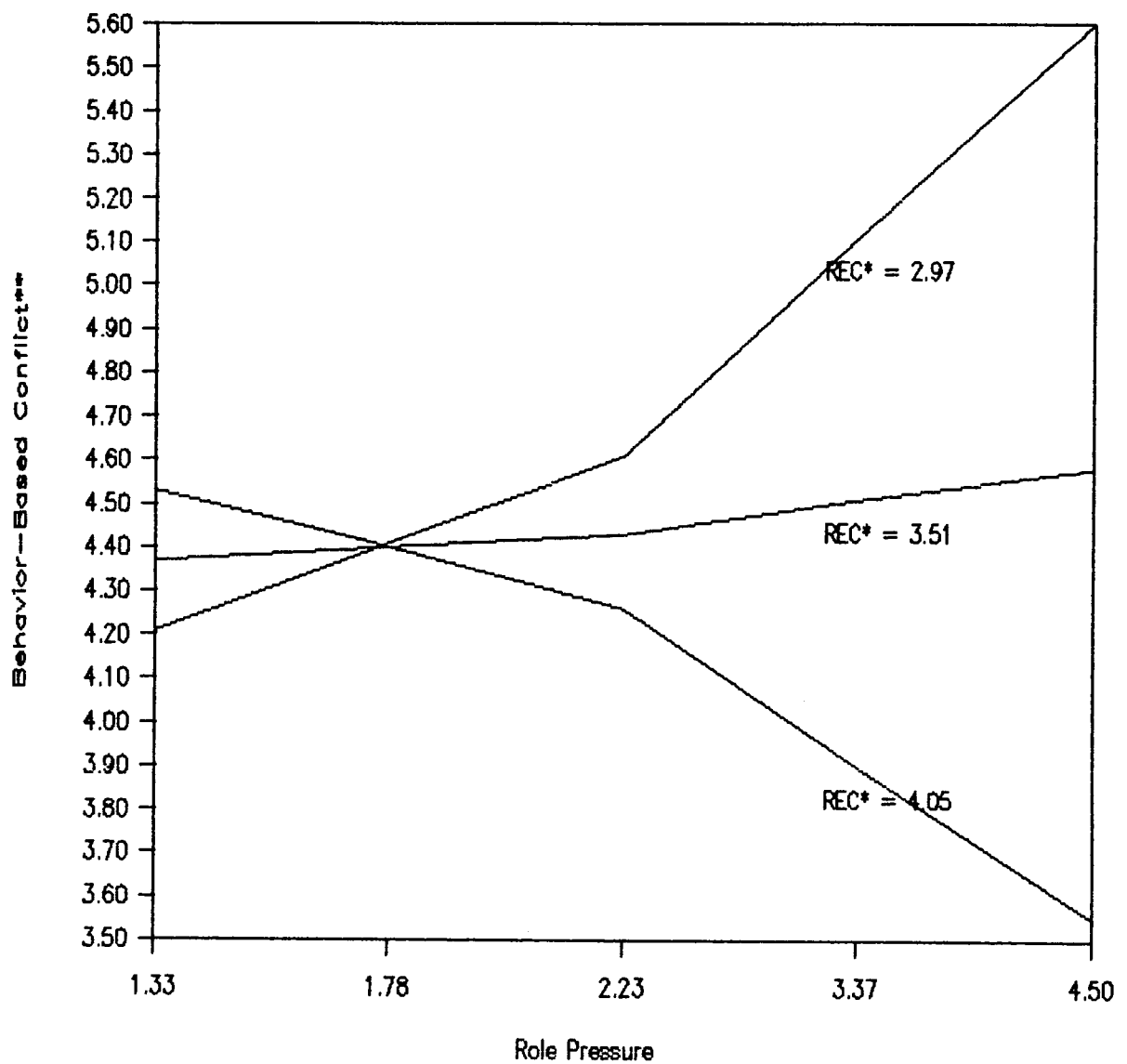
<sup>a</sup>Beta refers to the standardized regression coefficient and indicates the parameter estimate controlling for all other variables in the model.

\* $p < .05$ , \*\* $p < .01$ , \*\*\* $p < .001$ .

.40, n.s.) or strain-based conflict ( $B = -.16$ ,  $R^2 = .03$ ,  $F = 2.35$ , n.s.).

The results for behavior-based conflict did indicate, however, that the interaction term contributed significantly ( $B = -.54$ ,  $R^2$  increment = .05,  $p < .05$ ) to the prediction of behavior-based conflict for women. Role expectation congruity was not directly related to behavior-based conflict ( $B = -.21$ ,  $R^2 = .04$ ,  $F = 4.04$ , n.s.). The plotted results, shown in Figure 18, indicate that at higher levels of role pressure, women with higher levels of role expectation congruity experienced less behavior-based conflict than women with lower levels of role expectation congruity, as was predicted.

A sub-group analysis gave further evidence of the moderating effect of role expectation congruity between role pressure and behavior-based conflict. The correlation between role pressure and behavior-based conflict was significantly different ( $z = 2.00$ ,  $p < .05$ ) between women in the low role expectation congruity group ( $r = .23$ ,  $n = 33$ ) and women in the high role expectation congruity group ( $r = -.28$ ,  $n = 33$ ). The predicted moderation effect for role expectation congruity, therefore, was indicated for behavior-based conflict only for women.



- \*REC denotes Role Expectation Congruity.  
 \*\*Behavior-Based Conflict values are the beta parameter estimates.

Figure 18. The Relationships Between Role Pressure, Behavior-Based Conflict, and Role Expectation Congruity for Women.

## CHAPTER V

### DISCUSSION

The purpose of this study was to explore the impact of family domain antecedents on the work domain for women and men, and to examine the role that role pressure plays in the amount of work/family conflict perceived by the individual. In addition, moderating variables and individual difference variables were studied to determine their influence on the interrole conflict process. In this chapter, the major findings of the study are discussed, along with the limitations of the study and the theoretical and practical implications which can be drawn from the results.

#### Discussion of Hypotheses

##### Time- and Strain-Based Antecedents - Role Pressure Relationships

The results from tests of Hypothesis 1.a. indicated that dual-career couple status and number of children between the ages of 7 and 12 were related to role pressure. That is, being part of a dual-career couple, as opposed to a dual-job or career-job couple, and increasing number of children between 7 and 12 was related to higher levels of role pressure. The remaining time-based antecedents (total number of children, number of hours worked by the spouse, and number of children younger than 7 and older than 12

years old) were not significantly related to level of role pressure. It seems possible that the items in the measure of role pressure used in this study may have been more appropriate for parents with children in the 7 to 12 age group, and that role pressure for parents with children younger than 7 and older than 12 needs to be measured with more appropriate items. For example, two items addressed telephone calls to or from children (or school personnel) which would be less likely for children too young to use the phone.

The results indicated that the strain-based antecedents (family conflict, spouse support, and quality of the spouse and parent role) were not related to role pressure for the full sample. The additional analyses conducted for women and men separately indicated that spouse support was the only strain-based antecedent that was related to the amount of role pressure reported. This relationship existed for men only, and was in the opposite direction from that predicted. It was expected that increasing levels of spouse support would be related to decreasing levels of role pressure. For men, however, individuals who reported having higher levels of spouse support also reported higher levels of role pressure than did individuals who reported having lower levels of spouse support. It may be that men who have more supportive wives also allow more role demands from the family domain to impact on the work domain, increasing

reported amounts of role pressure. Or the reverse relationship may be functioning such that men who are experiencing higher levels of role pressure require more support from their spouses, so their wives are being more supportive to help them deal with their increased levels of role pressure. When the spouses of men with higher levels of role pressure realize that their husbands are experiencing a greater amount of role pressure, they may then become more supportive.

In Hypothesis 1.b., the impact of children and dual-career couple status on role pressure was examined for men and women separately. Results showed that dual-career couple status was related to role pressure for men. For women, number of children between the ages of 7 and 12 was related to role pressure. These findings seem to suggest that the factors related to role pressure may be different for women and men.

#### Time- and Strain-Based Antecedents - Work/Family Conflict Relationships

Previous research has looked mainly at the direct relationships of family domain antecedents with work/family conflict (see Greenhaus & Beutell, 1985 for a thorough review of the literature). In additional analyses in the present study, these relationships were also tested. For the time-based antecedents, number of children younger than

7 was positively related to strain-based conflict, and number of children older than 12 was negatively related to strain- and behavior-based conflict. The positive correlation between the number of children younger than 7 and work/family conflict corroborates previous research that suggest younger children, more dependent on their parents, tend to exert more extensive role pressure (cf., Greenhaus & Kopelman, 1981). The negative correlation for number of children older than 12 is consistent with previous research (cf., Fernandez, 1986) which documents decreased stresses for parents as the age of their children increases. Perhaps parents with older children are older themselves, more experienced with parental responsibilities, and better able to cope effectively with the demands of their children. Or it may be that older children are better able to care for themselves, as well as their younger siblings, thus decreasing the amount of conflict experienced by their parent. The lack of nonsignificant results for total number of children is inconsistent with previous research indicating that the number of children in a family is positively related to work/family conflict (cf., Bohen & Viveros-Long, 1981). Beutell & Greenhaus (1982) suggest, however, that this relationship holds mostly for women with spouses who are highly work involved. This could explain the findings, since many of the previous studies sampled women only, while this study sampled both women and men.

For strain-based antecedents, family conflict was significantly related to all three work/family conflict variables such that the greater the level of family conflict, the greater the level of time-, strain-, and behavior-based conflict. For other strain-based antecedents, spouse support and quality of the spouse experience were negatively related to strain- and behavior-based conflict such that the higher the level of spouse support and quality of the spouse experience, the lower the level of conflict. These findings replicate the results from previous research. For example, Kopelman, Greenhaus, and Connolly (1983) found that increasing levels of family conflict exacerbated levels of work/family conflict, while Holahan and Gilbert (1979a) found that a supportive spouse may act as a buffer, protecting the individual from high levels of work/family conflict. The results from Barnett and Baruch's (1985) research indicate that having a high quality of experience in the spouse and/or parent role may also have a buffering effect, decreasing levels of work/family conflict.

Following up on indications that the work/family conflict process may vary depending on gender, the direct antecedent - work/family conflict relationships were examined for men and women separately. For time-based conflict, number of children younger than 7 and family conflict were both positively related to it for women; none

of the antecedents, however, were significantly related to level of time-based conflict for men. For strain-based conflict reported by women, number of children younger than 7 and level of family conflict were positively related to it, and number of children older than 12, spouse support, and quality of the spouse experience were negatively related to it. For men, strain-based conflict was positively related to family conflict and negatively related to quality of the spouse experience. For both women and men, behavior-based conflict was positively related to family conflict and negatively related to quality of the spouse experience. For men, spouse support was also negatively related to behavior-based conflict.

The results from the analyses examining the direct antecedent - conflict relationships for men and women did not replicate previous research investigating the effects of the number of hours worked by the spouse and dual-career couple status. The results for the number of hours worked by the spouse variable indicated that it was not significantly related to any of the three work/family conflict variables. This was not consistent with past research which found that women's level of work/family conflict was positively related to the number of hours worked by their husbands, while men's level of work/family conflict was unrelated to the number of hours worked by their wives (Keith & Schafer, 1980). In addition, the

results which found that dual-career couple status was unrelated to the work/family conflict variables, did not appear to replicate findings of previous studies indicating that husbands with managerial or professional wives (that is, dual-career couples) experienced more work/family conflict than men with nonmanagerial or nonprofessional wives (that is, one career-one job couple), as cited in Greenhaus and Kopelman, (1981); although results from the present study did show that men in dual-career couple marriages experienced higher levels of role pressure than did men who were not in dual-career marriages.

In general, the strain-based antecedents tended to be more highly correlated with the work/family conflict variables than were the time-based antecedents, and the relationships were affected by gender. Overall, the antecedents were more highly related to the work/family conflict variables for women than for men, especially in terms of the time-based antecedents. Number of children in the three age groups seemed to be important in its relation to work/family conflict for women, but not for men. Specifically, number of children younger than 7 was related to both time-, and strain-based conflict for women, while number of children older than 12 showed a negative relationship with strain-based conflict for women.

### Role Pressure - Work/Family Conflict Relationships

In Hypotheses 3.a. and 3.b. the direct relationships between role pressure and the work/family conflict variables were examined. The results indicated that role pressure was significantly and positively related to strain-based conflict, and this relationship varied as a function of gender. The direct linear relationship between role pressure and strain-based conflict was significant for the full sample and for women only. Role pressure was not significantly related to time- or behavior-based conflict for the total sample or for women or men separately. This suggests that as the level of role pressure increases, the level of strain-based conflict that the individual perceives also increases. A rival hypothesis, which cannot be ruled out without causal analysis or longitudinal research, is that as the level of strain-based conflict rises, so does the level of role pressure. Perhaps as the individual experiences increasing strain-based conflict, the frequency with which the family impacts on the work domain also increases.

It was also hypothesized that the relationships between role pressure and time- and strain-based conflict would be stronger than the relationship between role pressure and behavior-based conflict. The results, however, did not indicate support for significant differences between the correlations.

### Moderators of the Role Pressure - Work/Family Conflict Relationships

In Hypotheses 3.c. and 3.d., cognitive complexity and role expectation congruity were examined as moderators of the role pressure - work/family conflict relationships. Overall, role expectation congruity was found to serve as a moderator more consistently than was cognitive complexity. In fact, in only one case did cognitive complexity serve as a moderator of a role pressure - work/family conflict relationship. Specifically, there was a significant moderating effect of cognitive complexity on the role pressure - time-based conflict relationship for men only. For role expectation congruity, results indicated a significant interaction between role expectation congruity and role pressure for both strain- and behavior-based conflict for the full sample. In addition, women experienced a moderating effect of role expectation congruity on the role pressure - behavior-based conflict relationship, and men experienced a significant moderating effect of role expectation congruity on the role pressure - strain-based conflict relationships.

The sub-group analyses gave further support for all of these moderating effects except for the moderating effects of cognitive complexity and role expectation congruity on the role pressure - time-based conflict relationship for men. The results from the role pressure - time-based

conflict sub-group analysis, split by levels of cognitive complexity, showed that although the correlations were not found to be significantly higher for individuals in the low cognitive complexity group, they were in the predicted direction. Since the decrease in the sample sizes of the groups (due to the sub-grouping split) decreased the power of the sub-group analyses and increased chances of a Type I error occurring, and in view of the consistency of the results in general, the moderation effect of cognitive complexity can be interpreted as supporting the hypothesis, but with caution until the results are replicated by further research. Of course, all results should be regarded as exploratory only, due to the cross-sectional data of the present study.

In general, the results from the analyses examining the moderation effects of cognitive complexity and role expectation congruity showed that role expectation congruity appeared to have a stronger moderation effect, overall, than did cognitive complexity. Cognitive complexity showed a moderation effect only for the role pressure - time-based conflict relationship, and that was for men only and had mixed results. In general, these findings make sense when we consider the results for the full sample, which indicated that cognitive complexity by itself was positively related to time-based conflict, and that for men, cognitive complexity was positively related to strain-based conflict.

These findings suggest that the more cognitively complex a person was, the more work/family conflict they experienced. It could be that the more cognitively complex a person was, the more they scanned the environment for various cues and the more likely they were to pick up on conflicting stimuli, resulting in more work/family conflict. The effect of cognitive complexity on the conflict variables, therefore, may be mixed, in that it causes the person to pick up on different and possibly conflicting cues in the environment, but it also allows the person to organize and integrate the conflicting cues easier. This may be why the results for cognitive complexity were mixed. Another possible explanation for the positive relationship between cognitive complexity and work/family conflict is that as the individual experiences more conflict they become more cognitively complex. This would suggest that as the individual continues to deal with work/family conflict, they are required to handle complex stimuli and they achieve higher levels of cognitive complexity. Lower levels of work/family conflict may not require as much cognitive complexity, so the individual does not need to develop higher levels of cognitive complexity. The plausibility of this alternative hypothesis is influenced by the degree to which cognitive complexity is a stable psychological trait.

In addition, the moderating effect of role expectation congruity seemed to be strongest for the relationships

between role pressure and strain- and behavior-based conflict, rather than between role pressure and time-based conflict. This pattern seems consistent with the findings that role expectation congruity was negatively related to behavior-based conflict for men, and the findings from Hypothesis 4.a., which indicated that the correlation between role expectation congruity and behavior-based conflict was significantly greater than the role expectation congruity - time-based conflict correlation. Considering the nature of role expectation congruity, which is the similarity an individual perceives between their family and work role expectations, it would make sense that this would not necessarily help a person deal with too many things to do in too little time (i.e., time-based conflict). It may, however, help decrease the level of strain-based conflict the person experiences when the family role impacts on the work role, since the roles are seen as being compatible.

Also, perceiving more role expectation congruity could decrease the amount of behavior-based conflict an individual experiences when they are faced with family domain expectations in the work domain. Since they would not be faced with incongruent role expectations, they would not perceive conflict from feeling like they had to behave differently in the two roles (i.e., behavior-based conflict). Thus, high levels of role pressure would not be translated into high levels of strain- and behavior-based

conflict for individuals with high levels of role expectation congruity. When the individual is in the workplace, they are faced with one set of role expectations, and when they are around family members they are faced with another set of role expectations. The person who perceives a high level of congruity between these two sets of role expectations would be less likely to perceive conflict in the situation where their family role expectations are impacting on them at the same time as their work role expectations. If the two sets of expectations are similar, they will be more easily integrated. For the person who does not perceive similarity between them, however, they will not be as easily integrated and conflict may arise.

It is interesting that the moderating effect of role expectation congruity appears to create varying degrees of a nonlinear relationship between role pressure and work/family conflict (see Figures 14, 15, 17, and 18). At lower levels of role pressure, there is a weaker relationship between role pressure and the conflict variable for all levels of role expectation congruity. As role pressure increases past the midpoint or mean level, the relationship between role pressure and the conflict variable increases, depending on the level of role expectation congruity. This may indicate a threshold effect for role pressure in that individuals can handle a certain amount of role pressure without experiencing increasing work/family conflict, regardless of

level of role expectation congruity. But once the level of role pressure crosses a threshold, the individual begins experiencing a marked change in levels of work/family conflict; and the amount and direction of the change in the level of work/family conflict seems to depend on the level of role expectation congruity perceived by the individual. Future research, with larger sample sizes to increase the power of the analyses, should test the presence of a curvilinear relationship between role pressure and work/family conflict, along with the moderating effect of role expectation congruity.

#### Effect of Gender

In addition to the separate analyses for women and men already discussed from analyses of the antecedent - role pressure relationships and the antecedent - work/family conflict relationships, tests for Hypotheses 2.a. and 4.a., and several other analyses, were used to further explore the effect of gender on the work/family conflict process. As noted in the results, neither of these hypotheses were supported. Results indicated that level of role pressure (Hypotheses 2.a.) and role expectation congruity (Hypothesis 4.a.) were not significantly different for men and women. Results from the additional analyses indicated that women experienced significantly more time-based conflict and

family involvement than men, while men experienced more work involvement than women.

It seems that the women and men in this sample may still be adhering to traditional roles where women are more family-oriented and men are more career-oriented, as suggested by Nieva and Gutek (1981). Or perhaps in this sample the women reported more family involvement and the men reported more work involvement due to differences between their life stages. That is, the female and male samples in the present study appeared to be dissimilar in several ways. The descriptive statistics showed that the women in the sample tended to be younger, were in lower job levels, had been parents and/or spouses for fewer years, and perceived their positions to be a job rather than a career more often than did the men in the sample. It may be then, that the women were at a different life stage than were the men, such that the family was more salient; while for men, their work may have been more salient at their later stage in life. These results, therefore, may be due to the different stages of life that the women and men were in, and the role expectations associated with these different stages, rather than strictly due to gender differences per se.

## Individual Differences

Hypotheses 2.b. and 4.c. dealt with the impact that family and work involvement had on the conflict process. Results indicated that family involvement was not positively related to role pressure as hypothesized in 2.b. Work involvement was related to role expectation congruity, but in the opposite direction than was predicted in Hypothesis 4.c., such that higher levels of work involvement were related to higher levels of role expectation congruity. It was expected that higher levels of work involvement would be related to lower levels of role expectation congruity. Perhaps individuals who have achieved higher levels of role expectation congruity can handle higher levels of work involvement, or those with greater work involvement see more similarities between their work and family role expectations. When the expectations from the family and work roles are congruent, the individual may feel more comfortable getting more involved in their work role.

## Summary

A summary of the major findings will help clarify the implications for the results. These will be organized by the three work/family conflict variables.

Time-based conflict. Figure 19 depicts the results for the variables found to be significantly related to time-

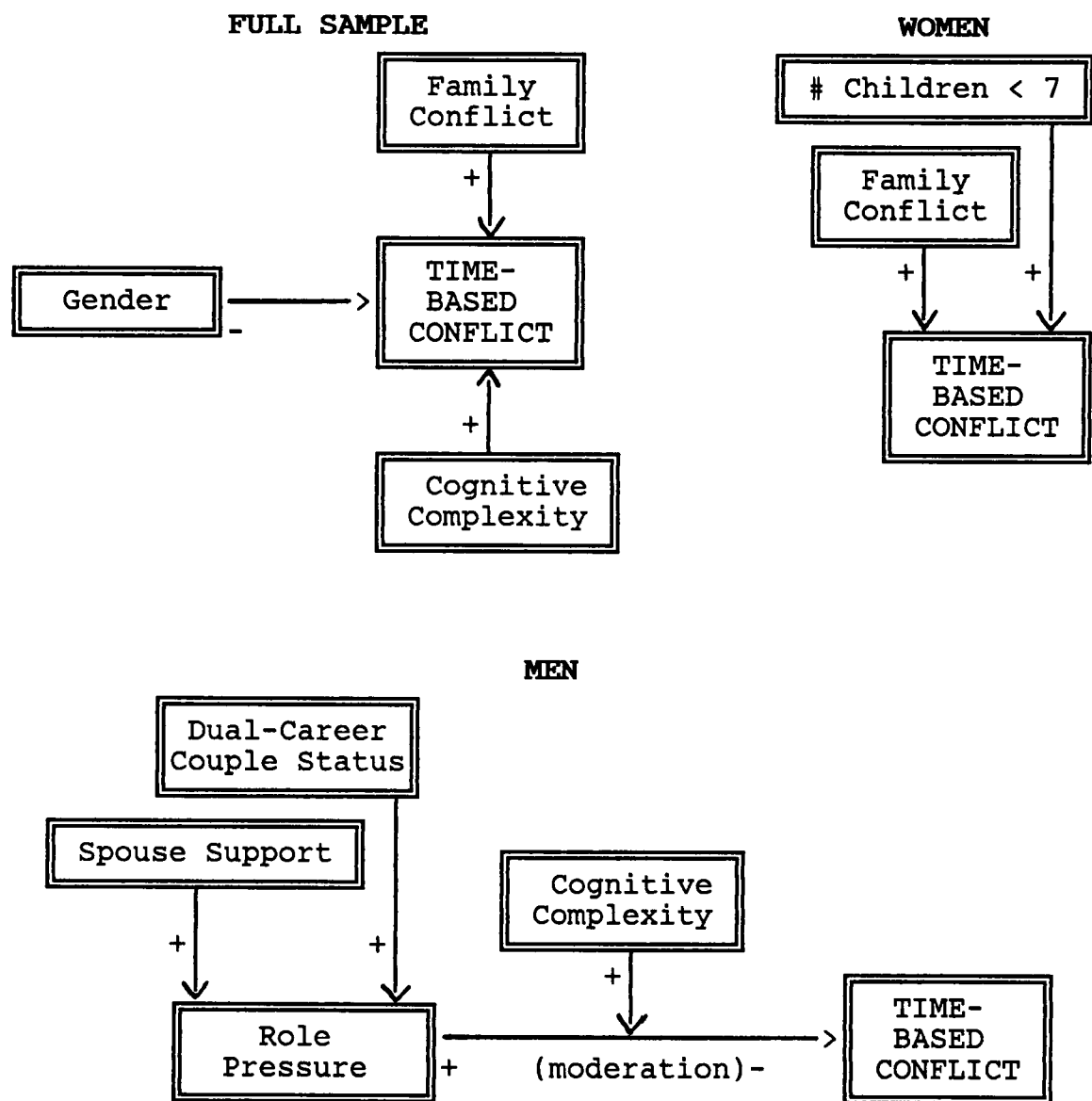


Figure 19. Framework of the Relationships in the Time-Based Conflict Process for the Full Sample, for Women, and for Men.

based conflict for the full sample, and for women and men separately. As was noted, for the full sample, family conflict was the only antecedent variable significantly related to time-based conflict. In addition, gender and level of cognitive complexity were related to time-based conflict such that women and individuals with higher levels of cognitive complexity experienced more time-based conflict.

For women, two family domain variables were positively related to time-based conflict. These were the number of children less than 7 years old and the level of family conflict.

For men, cognitive complexity moderated the role pressure - time-based conflict relationship. Also, dual-career couple status and spouse support were related to role pressure, such that men who were part of a two-career couple, or who reported high levels of spouse support, experienced more role pressure than men who were not members of a dual-career couple or who reported lower levels of spouse support.

Strain-based conflict. Figure 20 depicts the results for the variables found to be significantly related to strain-based conflict for the full sample, and for men and women separately. Results from the full sample indicated that five family domain antecedents were related to strain-based conflict: number of children under 7 years of age and

# FULL SAMPLE

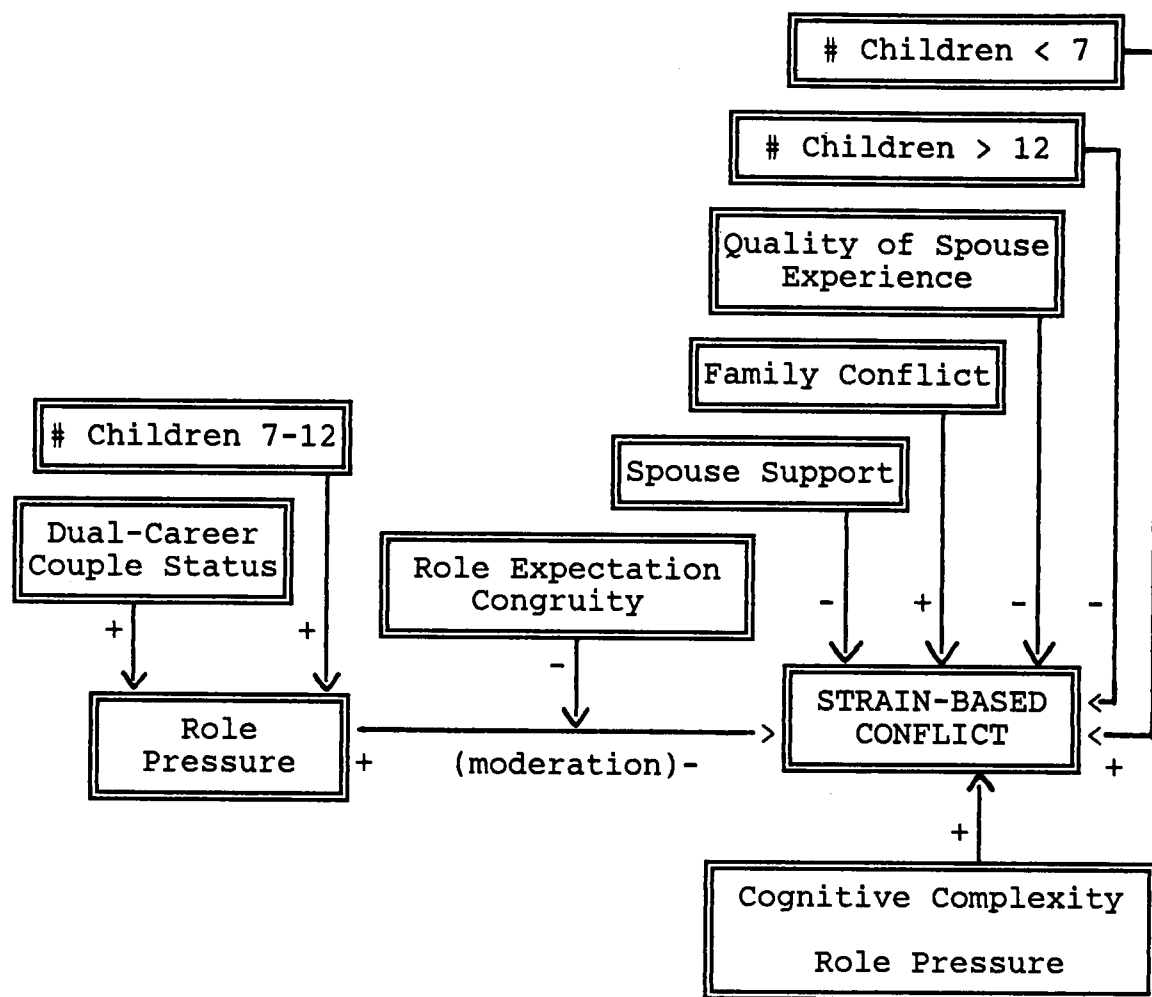
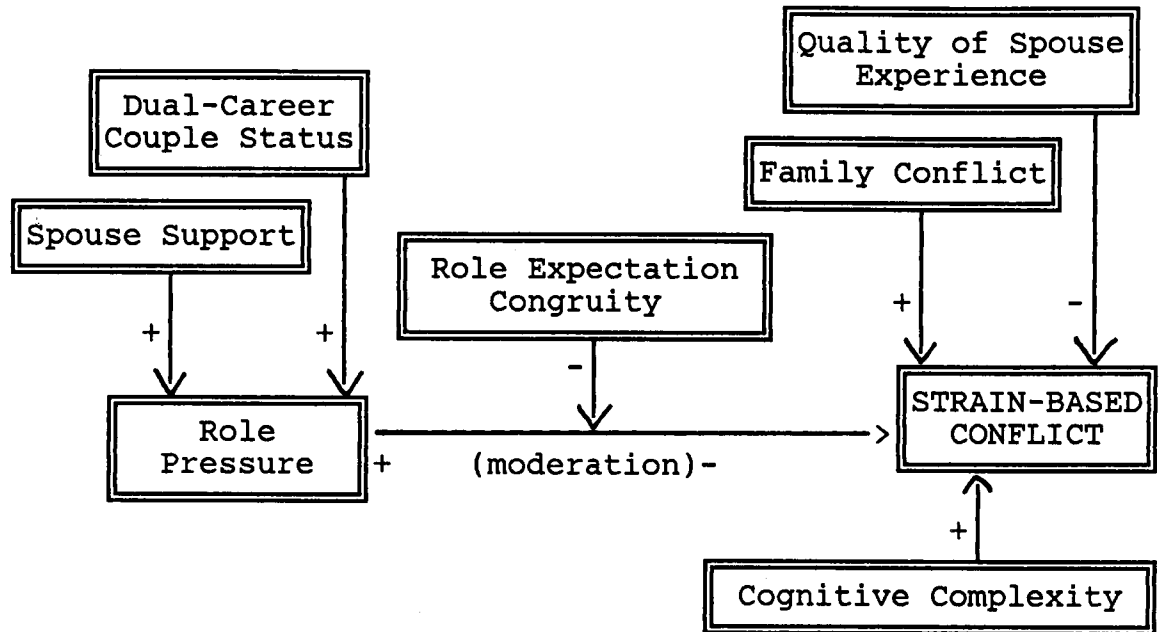


Figure 20. Framework of the Relationships in the Strain-Based Conflict Process for the Full Sample, for Men, and for Women.

# MEN



# WOMEN

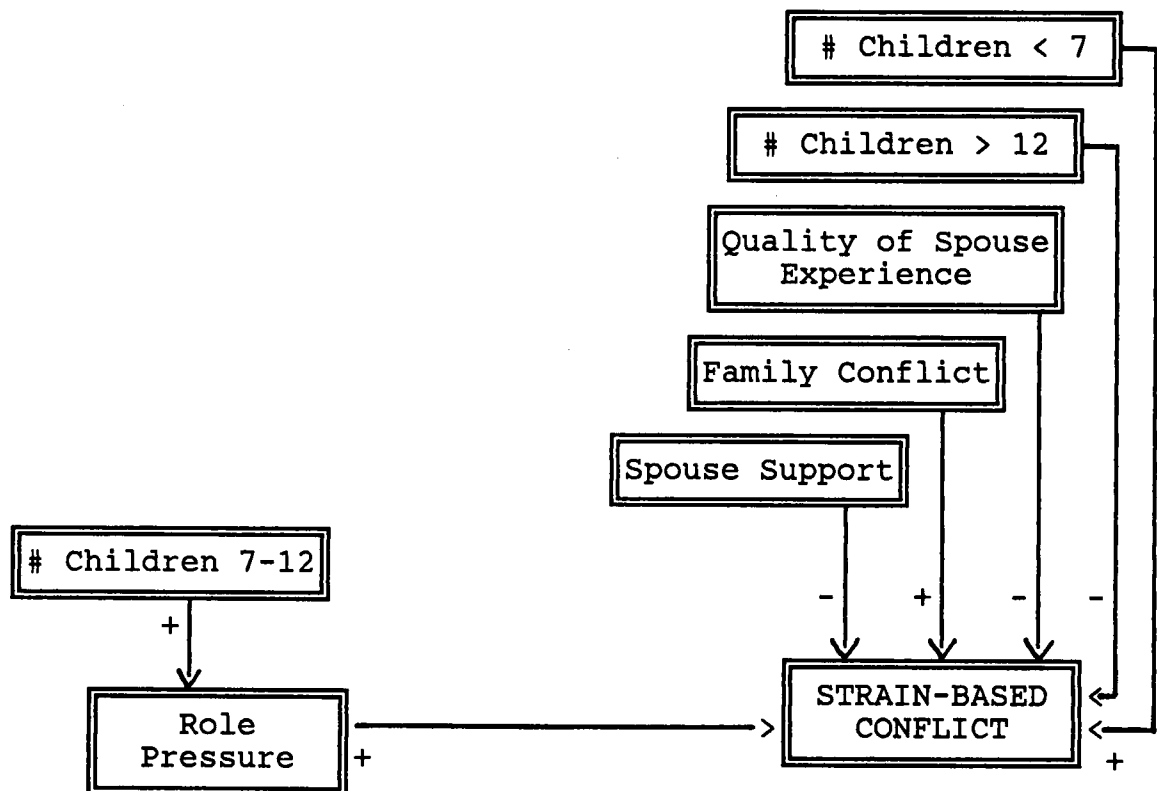


Figure 20. (Continued)

family conflict had positive relationships, while number of children over 12 years of age, spouse support, and quality of the spouse experience had negative relationships. Levels of role pressure and cognitive complexity regressed together were related to strain-based conflict. In addition, the interaction between role pressure and role expectation congruity was significant, indicating that role expectation congruity moderated the role pressure - strain-based conflict relationship. Dual-career couple status and number of children between 7 and 12 years old were found to be associated with level of reported role pressure.

For men, quality of the spouse experience showed a negative relationship with strain-based conflict, and family conflict showed a positive relationship with strain-based conflict, as did level of cognitive complexity. In addition, role expectation congruity moderated the role pressure - strain-based conflict relationship. Factors found to be related to role pressure for men were dual-career couple status and a high level of spouse support.

For women, number of children younger than 7 and family conflict were positively related to strain-based conflict, and number of children older than 12, spouse support, and quality of the spouse experience were negatively related to strain-based conflict. Role pressure, which was predicted by number of children between 7 and 12, was positively related to strain-based conflict for women.

Behavior-based conflict. Figure 21 depicts the results for the variables found to be significantly related to behavior-based conflict for the full sample, and for women and men separately. The relationships between four family domain antecedents and behavior-based conflict were significant for the full sample: number of children older than 12, spouse support, and quality of the spouse experience had negative relationships, and family conflict had a positive relationship with behavior-based conflict. Regressed together, cognitive complexity and role pressure were positively related to behavior-based conflict. In addition, the role pressure X role expectation congruity interaction was significantly related to behavior-based conflict, indicating that role expectation congruity moderated the role pressure - behavior-based conflict relationship. Role pressure was related to dual-career couple status and number of children between 7 and 12 years old.

For women, a high level of family conflict and a low level of quality of the spouse experience were related to behavior-based conflict. Also, the role pressure - behavior-based conflict relationship was moderated by role expectation congruity. The number of children between the ages of 7 and 12 was related to role pressure.

For men, family conflict was positively related to behavior-based conflict, and spouse support and quality of

# FULL SAMPLE

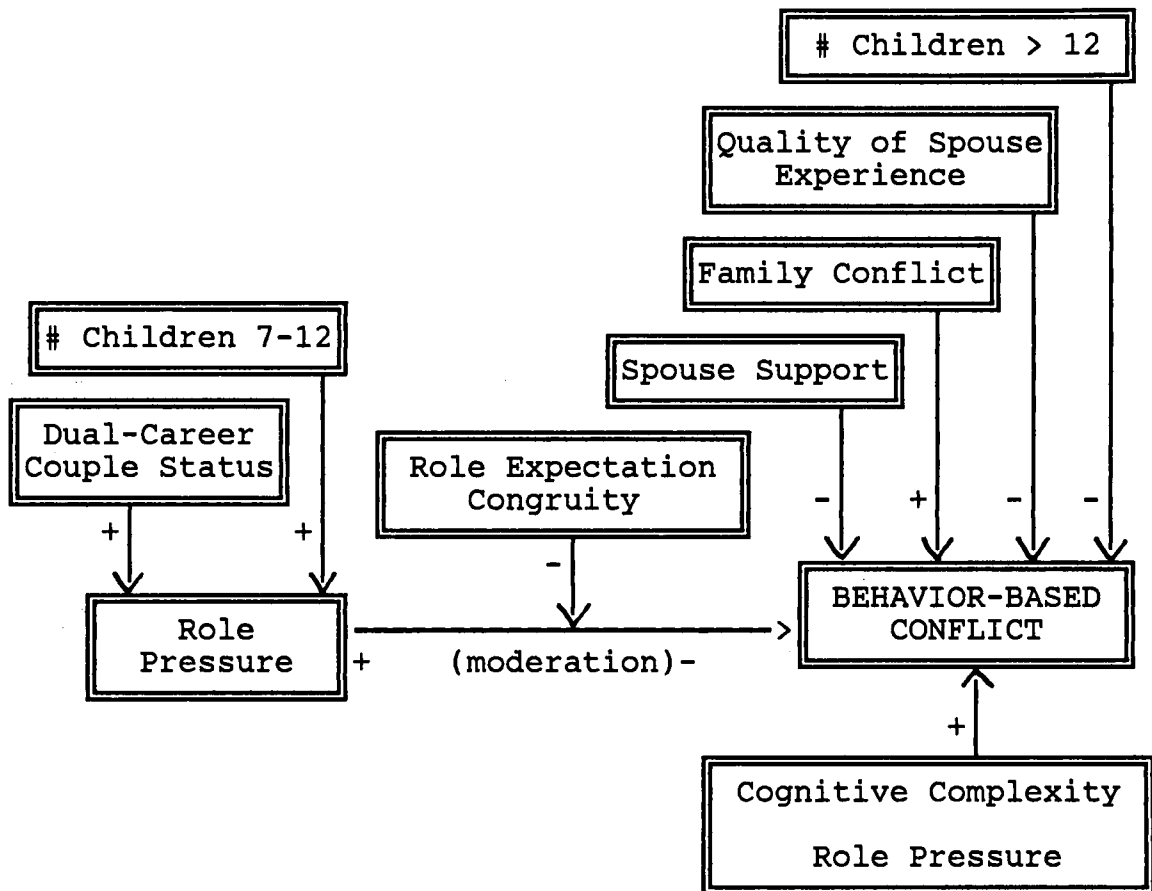


Figure 21. Framework of the Relationships in the Behavior-Based Conflict Process for the Full Sample, for Women, and for Men.

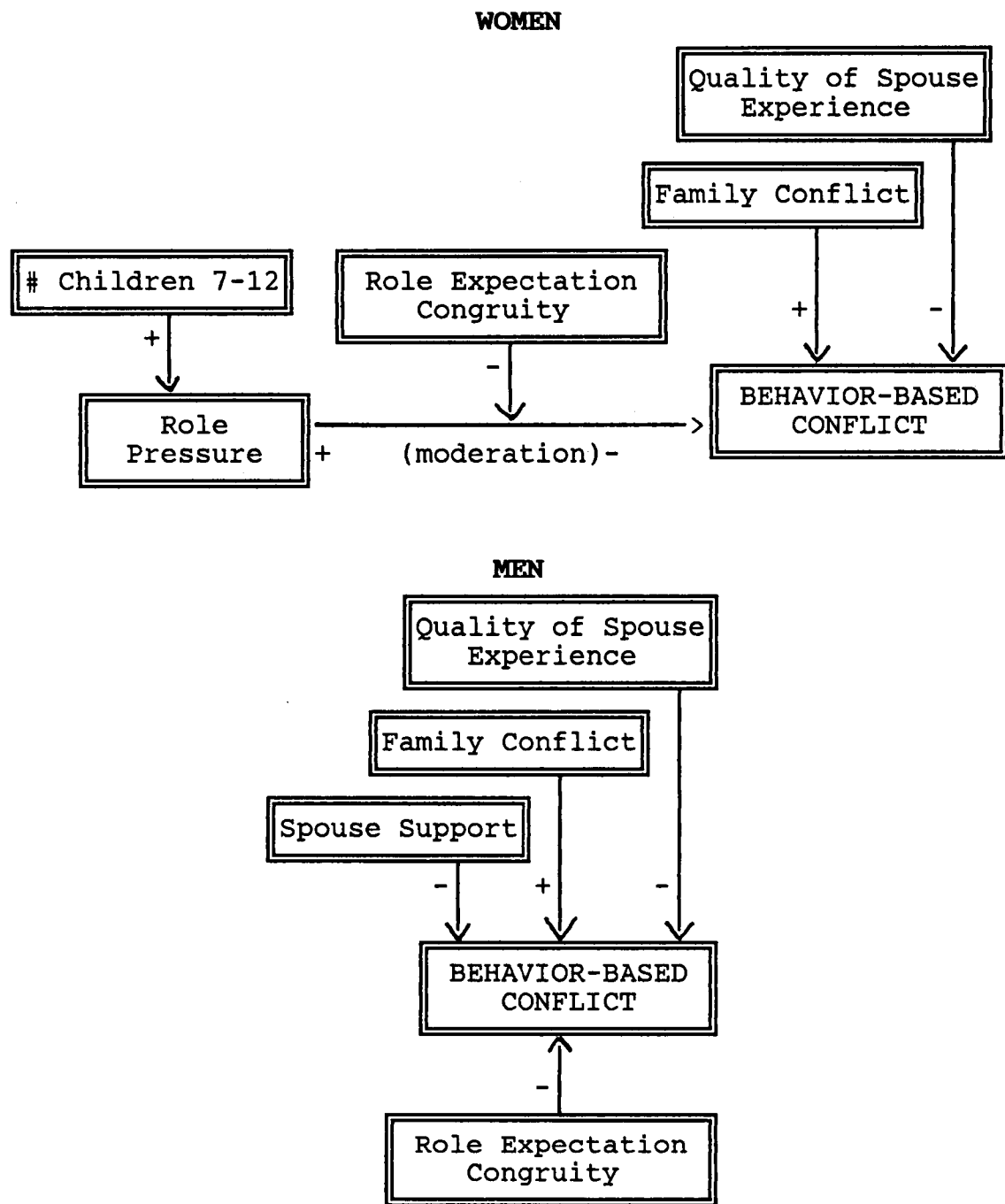


Figure 21. (Continued)

the spouse experience were negatively related to behavior-based conflict. In addition, the level of role expectation congruity was positively related to behavior-based conflict.

Taking all results into consideration, it seems important to study the different types of work/family conflict variables separately. As stated by Thompsen (1985), ". . . ignoring the richness and complexity of the interrole conflict construct will inhibit researchers from discovering the nature of the role stress process." (p. 128) The variables that are related to time-based conflict do not seem to have been identified as well as those related to strain- and behavior-based conflict.

It also appears to be important to study the intermediate variables that may have moderating effects on the antecedent - conflict relationships. The results of the present study indicate that role expectation congruity is usually a moderator variable for the role pressure - work/family conflict relationship. Cognitive complexity is sometimes a moderator and sometimes an antecedent of work/family conflict. It appears that role expectation congruity is important to the prediction of strain- and behavior-based conflict, but not time-based conflict. Cognitive complexity seems to be more predictive of time- and strain-based conflict than of behavior-based conflict.

Role pressure does not appear to be a mediator in the antecedent - conflict relationship. Instead, it seems to be

best thought of as an additional antecedent. To further test this finding, future research needs to also consider role pressure as a mediator when the moderating effect of role expectation congruity on the role pressure - work/family conflict relationship is also included in the analyses. Some of the family domain antecedents are directly related to role pressure but not to the conflict variables, and some are directly related to the conflict variables but not to role pressure.

In addition, it seems to be essential in clarifying and understanding the work/family conflict process to look at the effect of gender. The results of the present study provide evidence that the work/family conflict process may be quite different for women and men. In general, cognitive complexity appears to be a more important variable in determining work/family conflict for men than for women. In terms of family domain antecedents, women seem to be more affected by the number of children in the various age groups (especially young children) than do men. This finding stresses the importance of continued research on the work/nonwork interface, and the possible conflict resulting from this interface. This seems to be particularly important given the ever increasing percentage of married women with children who are in the labor force. In 1985, 12.8 million married women with children under the age of 18 were employed, an increase of 225% from 5.7 million in 1960.

The group accounting for the largest part of this increase was women with children younger than 6 years of age. Nearly half of the women in this country with children less than one year old are now returning to the workforce (Guidubaldi, Nastasi, Cleminshaw, & Perry, 1986). The Bureau of Labor Statistics predicts that by 1990, of all women in the work force, 72% will also be mothers (Spruell, 1986).

The results of the present study which indicate that women may experience higher levels of family involvement and lower levels of work involvement than do men, as well as higher levels of time-based conflict, is consistent with the recent writings of researchers in the field suggesting that the problems of integrating work and family life with the resulting problems of role overload may be more severe for women than men. For example, as pointed out by Nieva and Gutek (1981):

Even though employment is becoming increasingly important in women's lives, and both male and female attitudes on work issues are rapidly changing, by and large women are still expected to accommodate their work lives to the demands of home and hearth. Interrupted patterns and part-time employment still characterize the labor force activity of many women who adopt such employment behaviors in order to design their work around their family lives. (p. 119)

Men appear to be more affected by being part of a dual-career couple than do women, and with the increase of married professional women in the labor force comes an increase in the number of dual-career couples. If, indeed, men in dual-career couples experience higher levels of role

pressure, the effects of conflict will be felt just as greatly by them as by women. Pleck (1977) addresses the consequences of altering the traditional norms of unequal division of household work and child care, segregated by gender:

. . . if and when these norms break down, the demands of the male work role will emerge as the crucial constraint on how much men can increase their family role. Expansion of the scope of the male family role without accommodating changes in the male work role will lead to role strain in men similar to the strains now faced by working wives. While this distribution of strain throughout the role system will be more equitable than the current one, it will continue to be a source of instability. (p. 424)

#### Limitations of the Study

Several limitations of this study should be mentioned before discussing the theoretical and practical implications of the study. A major problem of the study was that several measures were developed specifically for this study and must, therefore, be considered exploratory. The results from this study are best interpreted as a first step in the process of establishing validity for the measures of role pressure, role expectation congruity, behavior-based conflict, and family involvement. Since the hypotheses were tested using data from the same sample on which these new measures were first used, the results must be replicated using different data in order to cross-validate the results and to make stronger statements about the findings.

Another problem with this, and most other research being done in the area, is the use of self-report questionnaire data alone, raising the possibility of artificially inflated correlations among the variables due to common method variance. Future research should consider other types of data collection, for example, collecting additional data from family members or coworkers, or asking respondents to keep diaries recording incidents of family domain role pressure in the work place.

A third caveat for this study was the lack of ability to draw causal inferences from the data, due to the correlational nature of the study. Although cross-sectional studies such as this one can provide useful data regarding the strength and direction of the relationships of interest, the results remain subject to alternative explanations. Since several hypotheses imply a causal ordering of variables, longitudinal data must be collected to accurately test them by ruling out the possibility of reverse causation. It would be interesting and effective to take repeated measures at different developmental stages in an individual's life, focusing on critical times when the emergence of a new role, or adaptation of an already existing role, is taking place (e.g., marriage, birth of a child, starting a new job, getting a promotion). In addition, it is possible that length of time in a role will affect how well the individual is able to integrate it with

other roles so that the results could change over time. Greenhaus and Beutell (1982) also suggest that different forms of conflict may vary in duration, which is another longitudinal issue.

In addition to the variables studied, there are other variables which may also have an effect on the work/family conflict variables, such as socio-economic status, job level, organizational climate, possible rewards and sanctions in both the work and family domains, past experience, individual values and needs, level of self-esteem, locus of control, etc. Future research should address additional variables in order to better clarify the antecedents and moderators of the role pressure - work/family conflict relationship.

Another limitation was the nature of the sample used in the study. All data was collected from one university, which has specific characteristics that set it apart from all other organizations and which may reduce the generalizability of the results to other organizations. The response rate was 49%, which is often considered to be an adequate rate for survey research. Information about the nonrespondents, however, was not available, so it was not possible to judge how the two groups may differ.

An additional limitation addresses the relationship between sample size and power to reject the null hypothesis. It is possible that the sample sizes, especially in the

cases of men and women being analyzed separately and when the sub-group analyses further decreased the number of observations in each group, were not large enough to attain the power needed to make it possible to detect true effects. In order to decrease the chances of Type I errors, future research should use as large a sample size as possible.

### Theoretical Implications

The results of the present study help explicate the work/family conflict process. This seems important from a theoretical as well as an organizational perspective since an understanding of people's behavior at work requires an understanding of the interdependencies of work and family roles, and the problems that arise when these interdependencies are not complimentary. This study contributes several new ideas to the field, as well as validating several issues that already existed.

The study of the impact of family domain variables revealed that there were several variables originating in the family domain that have an impact on the individual in the work place, and that should be carefully studied and included in the research of workers and organizations. Kanter (1977b) lists research addressing the different patterns of work-family connection (specifically separation vs. integration), and the characteristic benefits, costs,

and dilemmas associated with each, as a high priority item for social and behavioral scientists.

In addition, the interrole conflict process was shown to be different depending on gender. In order to fully understand the process, then, it appears important to include individual characteristics and individual difference variables. Although the hypothesized relationships concerning work and family involvement were not supported by the results, it seems important to continue to study them. Perhaps they impact the work/family conflict process through relationships with other variables. It may be that they should be studied simultaneously since several researchers have suggested that persons who are highly involved in both work and family would be especially vulnerable to work/family conflict due to higher levels of pressure from each domain (cf., Greenhaus & Beutell, 1982). Greenhaus and Beutell (1982) also address causal issues by questioning whether work involvement is a cause or a consequence of work/family conflict.

It also seems theoretically important to conceptually separate antecedents (in this case, family domain antecedents), from the experience of role pressure, and perceived work/family conflict. In making these distinctions, it becomes possible to study how the different antecedents impact at different places in the process, and to understand the effect of moderating variables.

Inclusion of moderating variables like cognitive complexity and role expectation congruity help further clarify the underlying processes, especially cognitive processes, which determine how and why interrole conflict is created, and to help explain some of the conflicting results in the field. In addition to the two moderators addressed in this study, Greenhaus and Beutell (1985) suggest that role salience may function as a moderator between externally-produced role pressure and work/family conflict, such that for individuals who are experiencing high levels of role pressure, if both the work and family roles are highly salient, the individual will experience higher levels of work/family conflict than individuals for whom one or both of the roles are less salient. This is based on the assumption that role saliency causes the individual to be especially responsive to environmental pressures since being successful in the role is particularly important to the individual. Once the antecedent - outcome process is understood, ways to deal with and reduce the factors that lead to interrole conflict, the conflict itself, and the negative outcomes that result from conflict can be tested.

The findings of this study also highlight the importance of conceptually distinguishing between the various types of work/family conflict. Behavior-based conflict, introduced in this study, appears to be a promising addition to time- and strain-based conflict. A better understanding of the

different types of work/family conflict will go a long way towards helping explicate the whole interrole conflict process.

Future research needs to give careful attention to the interrole conflict process as society changes and the roles of men and women adjust to meet these changes. According to Nieva and Gutek (1981):

The mere numbers of women entering the work force make change in many basic social forms inevitable. Not only are more women seeking employment, more women are taking on uninterrupted work patterns, and increasingly women are committed to seek success, promotions, and responsibility. (pp. 133-134)

As women become more involved in careers, Pleck (1977) agrees that changes in the workplace for both women and men will be necessary:

As the paid work role has evolved in modern society, it has come to call for full time, continuous work from the end of one's education to retirement, desire to actualize one's potential to the fullest, and subordination of other roles to work. This conception of the work role has been, in effect, the male model of the work role. Women, because of the family responsibilities traditionally assigned to them, have had considerable difficulty fitting themselves to this male model of work. To a large extent, it has been possible for men in modern society to work according to this model precisely because women have subordinated their own potential work role and accepted such an extensive role in the family. (p. 425)

Currently, women who pursue a career are also expected to follow the traditional male work model, while at the same time, attempting to fulfill their traditional family responsibilities (i.e., the "superwoman" syndrome). Nieva and Gutek (1981) describe the present system as consisting

of wives and families acting as shock absorbers and nurturers, allowing men to work at high levels of efficiency. They go on to describe the increasingly prevalent assimilationist model which holds that women will have increased employment opportunities while the basic role system remains the same, resulting in overburdened women with responsibilities for both career and family. They conclude that this model ". . . rejects the potential contribution that alternative values and structures can bring for all individuals, males and females, who work. The assimilationist model cannot be the goal of sexual equity at work. Virtually every institution in society must change to achieve equity at work" (p. 136). Pleck (1977) agrees with this point of view:

However, it does not seem possible for large numbers of families to function with both partners following the traditional male work model. Such a pattern could become widespread only if fertility dropped significantly further or if household work and childcare services become inexpensive, widely available, and socially accepted on a scale hitherto unknown. In the absence of such developments, greater equality in the sharing of work and family roles by women and men will ultimately require the development of a new model of the work role and a new model for the boundary between work and the family which gives higher priority to family needs. (p. 425)

In addition to the logistical problems of dealing with both work and family demands, men also face the problem of conflicting role expectations from others who still subscribe to traditional roles. As suggested by Rapoport and Rapoport (1978), men who share family obligations with

their wives are faced with the dilemma of being seen as a committed worker and ignoring family responsibilities while at work, or of being ridiculed and having their masculinity questioned when they allow their family responsibilities to intrude at work.

Researchers have suggested similar conflicting role expectations for the increasing number of women who choose to become highly career-oriented. Nieva and Gutek (1981) suggest that:

Women employees in a male setting face the basic challenge of finding a comfortable fit between the often disparate demands of their [gender] roles and their work roles. Performing successfully in the female [gender] role can be seen as a mutually exclusive, zero-sum game. If a woman is successful at work, she becomes, almost by definition, less successful at being a woman. (p. 59)

They conclude that, although the interactions between men and women in the workplace may be simplified by the carry over of gender roles, the spillover of the female role is usually neither relevant nor useful to the task at hand. Rapoport and Rapoport (1978) also predict that women in dual-career couples will be met with stereotyped negative expectations at work. In response, they may attempt to prove their competence by pushing themselves past their physical limits and setting higher standards for themselves than for their male coworkers. Pleck (1977) believes that women in higher status jobs may be faced with a work role that is more like the male model, taking priority over the family role and being able to do less family work.

## Practical Implications

In terms of implications for organizations, clearer understanding of the entire interrole conflict process can not only help organizations better deal with work/family issues, but can also show management that the issues are of importance and relevance to them. John Fernandez, AT&T division manager of personnel services, is quoted by Spruell (1986) as saying:

This really isn't a welfare issue for women; it's a corporate issue. If people come to work under stress, if they don't show up because of child care problems, if they deal with family issues during working hours, if they come in late and leave early, there's an impact on the corporate bottom line. You want your employees to be productive individuals, and to have that, the corporation has to assist. (p. 30)

Problems handling both work and family responsibilities simultaneously have become very salient for both men and women at work, which can create an organizational problem. Spruell (1986) describes the "three o'clock syndrome:"

. . . many employed mothers, and fathers with working wives, do not leave their worries behind after leaving their children for work. The "three o'clock syndrome" refers to reduced productivity and higher error and accident rates as employees' minds turn to their children being let out of school. A similar syndrome can start as early as 8:00 a.m. for anxious parents dropping infants off at day care. (p. 30)

. . . . .  
Working parents want corporation support for their families in terms of time, money, and peace of mind. They seek relief from worries such as how to ensure that starting your family doesn't mean ending your career; how to explain to the boss that it is your turn--not your wife's--to stay home with your sick child; where to find a quality day-care center or day-care home; where

to find one with hours convenient to your work schedule; where to find one with openings; and how to pay the annual child-care costs that can eat through half a pay check. (p. 32)

The main challenge is convincing corporations that their response to work-family issues can decrease absenteeism, turnover, and tardiness; and can increase morale, loyalty, and productivity. Organizations have recently come under increasing pressure to play a significant role in helping their employees deal with the work/family interface by being more responsive to the family needs of employees. Calls for improved family support policies and programs, however, have been founded mostly on ethical and humanitarian grounds, which goes against the "bottom-line" production orientation of most organizations. As Orthner and Pittman (1986) point out, it should not be surprising that, without a more solid research foundation, quantitatively oriented organizations have been slow to respond. They state:

Nevertheless, most of these organizations have been somewhat reluctant to change their personnel policies, alter benefit programs, or invest resources into new facilities such as child-care or family counseling centers without evidence that these changes will have positive outcomes in organizational effectiveness. Senior managers reason that increases in employee costs must be balanced against gains that can be measured in areas such as improved recruitment, reduced turnover, increased job morale, and improved performance and productivity. (p. 573)

Lack of valid research remains a stumbling block, although Spruell (1986) sights one study that showed lowered absenteeism and turnover rates in an employee group which was able to use a company sponsored day care center. In

addition, Orthner and Pittman (1986) found that job commitment was significantly related to organizational support for families and to the support provided by the immediate family. Also, from a survey study of nearly 5,000 employees from 5 large companies, Fernandez (1986) concluded that two of the most important solutions to the work/family conflict issue involve very little cost to the company. He concluded that training supervisors to be responsive, sensitive, and flexible in handling employee problems could pay large dividends, and flexible work options could similarly increase productivity and reduce stress at minimal cost to the company.

Without empirical studies by organizational researchers examining the influence of the family on work behavior, organizational policy makers will continue to believe in the "myth of separate worlds," the image of compartmentalization separating the work and family domains, as described by Kanter (1977b). A national survey by Harris and Associates (1981) demonstrated the fact that most personnel managers are not aware of the possible affect of the family on their employees. The results of the survey showed that 62% of the working adults considered their families when making work schedule decisions, while only 16% of the personnel managers in the study predicted that employees would consider the family to be an important factor. In another survey of companies by Kopelman, Rosenweig, and Lally (1982), only 20%

considered the dual-career couple to be an organizational problem.

Beutell and Greenhaus (1986) suggest that such attitudes may result from organizations wanting to avoid dealing with the private lives of their employees. Beutell and Greenhaus (1986) feel that this avoidance may be inadvertently allowing adverse effects on employees' feelings of well-being and longevity in the organization due to excessive work/family conflict allowed to go unchecked. They suggest several organizational strategies to promote successful role integration: (a.) presentation of realistic information in terms of realistic job previews and alternative career options; (b.) development of flexible work patterns; (c.) job redesign to match employee skills and abilities and to reduce work stressors; (d.) establishment of support services to help employees in managing stress, meeting child care needs, and providing employee assistance programs; and (e.) integration of career and human resource systems to provide incorporation of life planning activities in career planning programs, accurate information about the organization in general and consequences of alternative career paths in particular, flexibility in the selection of career moves, realistic performance feedback and an open dialogue between workers and management, inclusion of employee values and aspirations on inventories used to

counsel employees, and assessment techniques for selection, promotion, and feedback.

The specific results of this study would suggest several strategies for organizations to consider in assisting their employees in their attempts to integrate their work and family roles. It would seem that men could benefit most from policies and programs designed to help them deal with their dual-career couple marriages. O'Neil, Fishman, and Kinsella-Shaw (in press) encourage special consideration given to dual-career couples in career development planning since they require a more complex and distinct career development process. The way in which each spouse's career is planned, maintained, and terminated will significantly affect the other spouse's career development. They suggest conjoint career counseling to help two-career couples identify dilemmas, transition, and conflicts in their joint careers, to assist them in cooperative problem solving, and to encourage them to cope with strength, cooperation, and positive resolve. Greenhaus (1987) stresses the importance of career planning and management for all individuals:

In sum, active career management--specifically, career management that incorporates work and nonwork issues--is vital to enhancing one's quality of life. A common element that cuts across all components of career management is communication. People need to enlarge their scope of thinking--about work, family, and personal values--and discuss these issues with supportive people on a regular bases, not just when a crisis appears. (pp. 230-231)

For women, it seems most important to address the issues involved in child care in general, which could range from providing day care facilities to planning sessions with spouses on the division of labor in the home. Training seminars can allow individuals with children to gain new parenting skills and can allow individuals without children to become more sensitive to the problems and conflicts that parents must deal with. A broad range of options exists for company support of child care: referral services, vouchers redeemable at child care centers of the individual's choice or discounts at selected centers, funding of community centers, or on-site child care centers. Parental leaves are becoming more commonplace and legislative bills have been introduced to make them mandatory. In his book devoted to corporate policies on child care, Fernandez (1986) discusses resistance to the company support of child care:

The objections to corporate involvement in financing child care are many: it is too costly; it is unfair to those employees who have no children; it is impractical; it is not "the company's business." In most cases, these arguments are not valid. Cost must be viewed in terms of productivity gains and potential tax savings, not as a give-away to families who cannot handle their personal lives. Equity issues can be resolved through cafeteria benefit plans. Corporations that do not offer such plans should view the equity issue not in the light of individual feelings of unfairness but with the understanding that corporate financial support of child care is an investment in corporate resources--its working parents--which will positively affect profits and ensure jobs for all employees. . . .

The real reason that few companies have been active in providing child care assistance has little relationship to such objections. It is based on the belief that child care is just a woman's problem. To the top-level managers, most of whom are men whose wives

are traditional, full-time homemakers, child care is not a personal problem. 'If these managers would take the time, however, to look closely at the nature of their work force and at the toll child care problems are taking on their employees' productivity, they would realize that child care is a personnel problem, and one that must be dealt with. (pp. 170-171)

For both women and men, an employee assistance program could help deal with the problems of high family conflict, and low spouse support and quality of the spouse experience through individual or joint counseling. Programs dealing with the renegotiation of roles could help increase the role expectation congruity of employees, as well as educating supervisors on appropriate role expectations at work for men and women. Culbert and Renshaw (1972) describe a seminar designed to strengthen individuals' analytical and problem solving skills which could be applied to a wide variety of work/family conflict issues.

Increased organizational flexibility can also help employees manage the work-family interface by helping them take care of family responsibilities without sacrificing career commitment. Flexible work schedules, rethinking relocation practices, allowing nepotism, job sharing, permanent part-time work, working out of the home, and half-day vacation time are all ways an organization can assist employees in dealing with work/family conflict through flexible work options.

A general education of organization members on the work/family conflict process and the problems that arise

from this process could increase flexibility, understanding, and tolerance in the relationships between all employees. Supervisors could gain a better understanding of their subordinates' problems and develop skills to effectively deal with work group conflict (Fernandez, 1986).

### Conclusion

In conclusion, employees are currently expected to deal with work/family conflict on their own and outside of the workplace. This study shows that this expectation may be unrealistic and, more importantly from a corporation viewpoint, ineffective for both women and men. From a theoretical perspective, this study helps explicate the work/family conflict process. This study examined the interrole conflict process in which the family intrudes into the work domain. Specifically, the relationships between time- and strain-based antecedents and role pressure were examined. In addition, the relationships between role pressure and the work/family conflict variables (time-, strain-, and behavior-based conflict) were studied, as well as the moderating effects that cognitive complexity and role expectation congruity had on the relationship. Also, the role that work and family involvement played in the work/family conflict process was examined. Finally, gender differences were analyzed.

The results were quite complex, but when they were considered as a whole, several patterns emerged. In terms of the time-based antecedents, number of children in the three age groups appeared to be important in predicting role pressure and work/family conflict for women. For men, dual-career couple status was related to role pressure. Considering the strain-based antecedents, for men, spouse support was positively related to role pressure but negatively related to behavior-based conflict (role pressure was not related to behavior-based conflict), illustrating a paradoxical relationship which needs further investigating. None of the other strain-based antecedents were related to role pressure. Family conflict appeared to be the most robust variable in the study; it was consistently related to the work/family conflict variables. Further research needs to assess these relationships carefully to determine whether family conflict is a proxy for the work/family conflict variables, rather than a separate antecedent. In general, the strain-based antecedents appeared to be related to strain- and behavior-based conflict, but not as much to time-based conflict.

Role pressure seemed to contribute most to explaining the conflict variables when role expectation congruity was entered as a moderator. The role pressure - role expectation congruity moderation model significantly predicted both strain- and behavior-based conflict.

The results for the effect of cognitive complexity were not consistent. Cognitive complexity was directly related to the conflict variables more often than being a moderator, and the relationship was positive. Cognitive complexity also seemed to be more related to time- and strain-based conflict than to behavior-based conflict, and these relationships were noted for men only.

The overall results for the three work/family conflict variables showed that strain- and behavior-based conflict were very similar in terms of the variables that were significantly related to them. When the results were separated by gender, however, it became apparent that strain- and behavior-based conflict were still fairly similar for women, but for men, the pattern of variables relationships for strain- and behavior-based conflict were quite different. In addition, time-based conflict appears to be different from both strain- and behavior-based conflict.

Overall, these findings have several implications for future research. First, antecedents from the family domain do appear to have an effect on the work domain, but the relationships are far from simple. Second, it seems important to study role pressure separately from other antecedents so that its relationship to the conflict variables, especially with moderating variables, can be better understood. Third, role expectation congruity as a

moderating variable appeared to be useful in explaining the complex relationships in the work/family conflict process. Other moderators should be considered as well. Fourth, it seems evident that in order to understand the conflict process, different types of conflict should be examined separately. As increasing numbers of researchers begin to discover the complexities of the work-family interface, global measures of work/family conflict no longer seem appropriate. And last, it appears that gender differences are important, especially from the perspective of socially acceptable/desirable gender-related role expectations. Future research will need to take all of these issues into consideration in order to start getting a clearer picture of what is going on in the work/family conflict process.

Although work and family roles can often be compatible and mutually supportive, the possibilities for problems arising from interference between the domains, leaving the individual at risk for work/family conflict, are substantial. With the continued increase in numbers of working women, dual-career families, and single heads of households; the blurring of gender role distinctions; the increased expectations regarding high quality work and family involvements; the introduction of nontraditional marriages, such as commuter marriages; the increase in work being done from the home connected to the workplace by a computer terminal and the increase in whole businesses being

run out of the home; the continuing debate concerning the role of government in easing work-family issues; the increasing interest in quality of life; the rethinking of the meaning of life success; and a host of other social trends, comes an attempt by people to find alternative strategies for balancing work and family demands. A more complete understanding of the work/family conflict process can provide insight into ways to accomplish role integration in today's society.

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## APPENDIX

APPENDIX A  
POWER ANALYSIS

## POWER ANALYSIS

For Multiple Regression (Chapter 9\*):

Power = .80 (by convention, p. 56\*)

Effect Size ( $R^2$ ) = .13 (by convention, p. 413\*)

Significance Level = .05 (by convention, p. 12\*)

Noncentrality Parameter (L) = 12.83 (from table, p. 441\*)

Degrees of Freedom (u) = 5 (for most conservative number)

$$(p. 445^*) \quad N = \frac{L (1 - R^2)}{R^2} + u + 1$$

$$N = \frac{12.83 (1 - .13)}{.13} + 5 + 1$$

$$N = 92$$

TOTAL NUMBER OF SUBJECTS REQUIRED = 92

\*From: Cohen, J. (1977). Statistical power analysis for the behavioral sciences. NY: Academic Press.

APPENDIX B  
SAMPLE QUESTIONNAIRE

April 6, 1987

The relationship between the work and nonwork areas of people's lives is an issue of increasing importance in today's complex world. To further the study of these types of concerns, and to broaden our understanding of how work and nonwork demands affect people, I am supporting a survey on the topic to be conducted by Kay Loerch. Ms. Loerch is a graduate assistant in the Office of Personnel Services; she will be using the results of this survey in a dissertation to complete her Ph.D. requirements in Industrial/Organizational Psychology.

The survey will be conducted among randomly selected University-wide Administration employees and will be strictly anonymous and confidential. Only group level analyses of the data collected will be performed.

I encourage you to complete the attached survey as openly and honestly as possible and return it to Ms. Loerch by April 22. By supporting research within the university population we can learn a great deal about this specific group of individuals, as well as furthering general knowledge in this important field.

Thank you for your cooperation.



Eli Fly  
Vice President for Business and Finance

April 6, 1987

Never before has there been so much interest in the interaction between people's work and nonwork lives. Increasingly, the combination of work and family is becoming important to both women and men. Little research exists, however, which examines how people deal with nonwork issues when they are in the workplace, and how they handle work and nonwork demands simultaneously.

To address these important issues, Vice President Eli Fly has agreed to a survey involving University-wide Administration employees. Your participation is voluntary, yet it is greatly encouraged in order for the results to be representative of university employees.

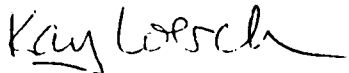
The survey takes about 30 minutes to complete. Your responses will be anonymous and completely confidential; the results will be analyzed and presented in aggregate form only. It is important that you respond to all relevant questions on the survey. Please mail it to me, using the enclosed campus mail envelope, by April 22.

If you would like a summary of the survey results, please write "Copy of Results Requested," your name, and work address on a piece of paper and mail it to me separately at the address below. To ensure anonymity, do not put this information on the survey itself.

I hope you will find the survey to be interesting. If you have any questions about the survey or study, please call me at 974-2243.

Thank you for your assistance.

Sincerely,



Kay Loerch  
Graduate Assistant  
Office of Personnel Services  
711E Andy Holt Tower  
CAMPUS

After reading the previous cover letter, please complete all relevant sections of this questionnaire and return it in the attached self-addressed envelope via campus mail. If you have any questions, call Kay Loerch at 4-2243. Thank you.

A. Please answer the following general questions:

1. Current marital status: (check one)
  - ☐ single, never married
  - ☐ married or living with a partner
  - ☐ separated
  - ☐ divorced
  - ☐ widowed
2. Your age in years: \_\_\_\_\_
3. Your gender: ☐ female ☐ male
4. Do you have children? ☐ yes ☐ no
5. Average number of hours you spend on the job each week: \_\_\_\_\_
6. Do you consider your present position to be a job or a career? (check one)
  - ☐ job ☐ career
7. Your highest level of education completed: (check one)
  - ☐ high school
  - ☐ technical school
  - ☐ some college
  - ☐ college degree
  - ☐ some graduate work
  - ☐ master's degree
  - ☐ doctorate degree
  - ☐ other: \_\_\_\_\_
8. Level of job: (check one)
  - ☐ clerical/support staff
  - ☐ paraprofessional/technical staff
  - ☐ other professional staff
  - ☐ assistant/associate director/supervisor
  - ☐ director/manager
  - ☐ president/vice president (asst./assoc.)

B. Please use the following scale to indicate your level of agreement with each statement.

|                   |          |                            |       |                |
|-------------------|----------|----------------------------|-------|----------------|
| 1                 | 2        | 3                          | 4     | 5              |
| strongly disagree | disagree | neither agree nor disagree | agree | strongly agree |

1. ☐ It often seems like I have too much work for one person to do.
2. ☐ The most important things that happen to me involve my work.
3. ☐ I often feel rushed to do all the things I have to do.
4. ☐ The major satisfaction in my life comes from my job.
5. ☐ I never seem to have enough time to do everything that is expected of me.
6. ☐ I live, eat, and breathe my job.
7. ☐ I don't have enough time to do all the things I have to do.
8. ☐ Work is more important than most things in life.
9. ☐ I often feel my attention is divided among several activities.
10. ☐ I am very much involved personally in my work.
11. ☐ I don't have a lot of time on my hands.
12. ☐ I'll stay overtime to finish a job, even if I'm not paid for it.
13. ☐ I often find it easy to "lose myself" in my work.

C. This measure looks at the way in which you perceive others in your life. Write the initials of the person who fits each of the following role descriptions in the appropriate blanks along the top of the grid below, beginning with your own name. If you cannot remember a person's name, write something about him/her which will clearly bring to your mind the person's identity. If there is no one who exactly fits the role (i.e., brother or sister), write the name of someone who has most nearly filled that role in your life. No person should be chosen for more than one role. Each blank must be filled.

1. In the first blank, write your own initials.
2. In the second blank, write the initials of a person you dislike.
3. In the third blank, write your mother's initials. If you grew up with a stepmother, write her initials instead.
4. Write the initials of a person you know whom you would like to help.
5. Next, write the initials of your father. If you grew up with a stepfather, write his initials.
6. Write the initials of your closest present friend of the same sex as yourself.
7. Write the initials of your closest present friend of the opposite sex.
8. Write the initials of a person with whom you feel least comfortable.
9. Write the initials of a boss.
10. Write the initials of a person you know who is difficult to understand.

After filling in each blank, take each person, one at a time, and go down the column under their name filling in each box with a rating from the list of adjectives along the right side of the grid. Rate each person, from +3 to -3, on each dimension listed (i.e., outgoing - shy) according to where that person falls on the scale.

| 1. | 2. | 3. | 4. | 5. | 6. | 7. | 8. | 9. | 10. | +3                   | +2 | +1 | -1 | -2 | -3            |
|----|----|----|----|----|----|----|----|----|-----|----------------------|----|----|----|----|---------------|
|    |    |    |    |    |    |    |    |    |     | outgoing             |    |    |    |    | shy           |
|    |    |    |    |    |    |    |    |    |     | adjusted             |    |    |    |    | maladjusted   |
|    |    |    |    |    |    |    |    |    |     | decisive             |    |    |    |    | indecisive    |
|    |    |    |    |    |    |    |    |    |     | calm                 |    |    |    |    | excitable     |
|    |    |    |    |    |    |    |    |    |     | interested in others |    |    |    |    | self absorbed |
|    |    |    |    |    |    |    |    |    |     | cheerful             |    |    |    |    | ill humored   |
|    |    |    |    |    |    |    |    |    |     | responsible          |    |    |    |    | irresponsible |
|    |    |    |    |    |    |    |    |    |     | considerate          |    |    |    |    | inconsiderate |
|    |    |    |    |    |    |    |    |    |     | independent          |    |    |    |    | dependent     |
|    |    |    |    |    |    |    |    |    |     | interesting          |    |    |    |    | dull          |
|    |    |    |    |    |    |    |    |    |     | +3                   | +2 | +1 | -1 | -2 | -3            |

If you are not currently married or living with a partner, and you do not have children, STOP HERE.

If you are currently married or living with a partner, but do not have children, GO TO PART F.

If you have children, whether or not you are currently married or living with a partner, please continue to answer ALL QUESTIONS.

D. Use the following scale to indicate on the average the frequency of each statement.

|       |            |             |             |             |
|-------|------------|-------------|-------------|-------------|
| 1     | 2          | 3           | 4           | 5           |
| never | rarely     | sometimes   | frequently  | often       |
|       | (less than | (1 - 2      | (3 - 4      | (5 or more  |
|       | once/week) | times/week) | times/week) | times/week) |

1. \_\_\_\_\_ How often does your child(ren) call you at work?
2. \_\_\_\_\_ How often does your child(ren)'s caretaker, school personnel, or others call you at work regarding your child(ren)?
3. \_\_\_\_\_ How often do you call your child(ren) or your child(ren)'s teacher, school personnel, or caretaker while you're at work?
4. \_\_\_\_\_ How often is your child(ren) with you in the work place?
5. \_\_\_\_\_ How often do you leave work due to childcare responsibilities; for example, taking them to appointments or picking them up?
6. \_\_\_\_\_ How often do you make phone calls or talk to individuals at work in order to fulfill parental responsibilities; for example, selling cookies or raffle tickets?

E. Please answer the following questions.

1. Number of total years you have been a parent: \_\_\_\_\_ years.
2. Ages of children living with you: \_\_\_\_\_  
Ages of children not living with you: \_\_\_\_\_
3. In thinking about your child(ren), use the following scale to indicate how rewarding you currently find each item to be.

|            |          |            |              |           |
|------------|----------|------------|--------------|-----------|
| 1          | 2        | 3          | 4            | 5         |
| not at all | somewhat | moderately | considerably | extremely |

- \_\_\_\_\_ Being needed by them
- \_\_\_\_\_ The pleasure you get from their accomplishments
- \_\_\_\_\_ Helping them develop
- \_\_\_\_\_ The love they show
- \_\_\_\_\_ Feeling proud of how they are turning out
- \_\_\_\_\_ Liking the kind of people they are
- \_\_\_\_\_ Being able to go to them with problems
- \_\_\_\_\_ Enjoying doing things with them
- \_\_\_\_\_ The help they give you
- \_\_\_\_\_ The meaning and purpose they give your life
- \_\_\_\_\_ Being the best caretaker for them - being special and irreplaceable
- \_\_\_\_\_ The way they get along together
- \_\_\_\_\_ Seeing them mature and change
- \_\_\_\_\_ The way they change you for the better

4. In thinking about your child(ren), use the following scale to indicate how much each item is currently a concern.

|            |          |            |              |           |
|------------|----------|------------|--------------|-----------|
| 1          | 2        | 3          | 4            | 5         |
| not at all | somewhat | moderately | considerably | extremely |

- \_\_\_ The financial strain
- \_\_\_ Feeling trapped or bored
- \_\_\_ Worrying about their physical well-being - health problem, accidents, and so forth
- \_\_\_ Their fighting and not getting along with each other
- \_\_\_ The heavy demands and responsibilities
- \_\_\_ Worrying about the teenage years - getting into trouble, drugs, sex
- \_\_\_ Not being sure if you're doing the right thing for them
- \_\_\_ Their not showing appreciation or love
- \_\_\_ Problems with their schooling or education
- \_\_\_ Feeling disappointed in what they're like - the kind of people they are
- \_\_\_ Not having enough control over them
- \_\_\_ Their needing you less as they get older
- \_\_\_ Your having too many arguments and conflicts with them

If you have children, but are not currently married or living with a partner, GO TO PART J; otherwise, please continue answering ALL QUESTIONS.

- F. Using the following scale, indicate your level of agreement with each statement.

|                   |          |                            |       |                |
|-------------------|----------|----------------------------|-------|----------------|
| 1                 | 2        | 3                          | 4     | 5              |
| strongly disagree | disagree | neither agree nor disagree | agree | strongly agree |

1. \_\_\_ My spouse/partner has a favorable attitude toward my being a professional.
2. \_\_\_ My spouse/partner provides a high degree of emotional support for my professional work.
3. \_\_\_ My spouse/partner feels positive about my degree of commitment to my professional work.
4. \_\_\_ My spouse/partner and I have different ideas about who our friends should be.
5. \_\_\_ My spouse/partner and I have different ideas about spending time with relatives.
6. \_\_\_ My spouse/partner and I differ about spending time alone.
7. \_\_\_ My spouse/partner and I have different preferences with respect to entertainment.
8. \_\_\_ My spouse/partner and I have different goals for us as a couple.

- G. Please answer the following general questions.

1. Is your spouse/partner formally employed? \_\_\_ yes \_\_\_ no
  - a. If yes, how many hours on the average does your spouse/partner work each week: \_\_\_
  - b. Does your spouse/partner consider her/his present position to be a job or a career?  
\_\_\_ job \_\_\_ career
2. Number of total years you have been married or living with a partner: \_\_\_ years.

H. Please answer the following questions.

1. In thinking about your relationship with your spouse/partner, use the following scale to indicate how rewarding you currently find each item to be.

|            |          |            |              |           |
|------------|----------|------------|--------------|-----------|
| 1          | 2        | 3          | 4            | 5         |
| not at all | somewhat | moderately | considerably | extremely |

- \_\_\_ The companionship
- \_\_\_ Having someone take care of you
- \_\_\_ Having a spouse/partner who is easy to get along with
- \_\_\_ The physical affection
- \_\_\_ Being able to go to your spouse/partner with your problems
- \_\_\_ The sexual relationship
- \_\_\_ Your spouse/partner's backing you up
- \_\_\_ The enjoyment of doing things for your spouse/partner
- \_\_\_ Your spouse/partner seeing you as someone special, appreciating you
- \_\_\_ Having a spouse/partner who contributes to the family income
- \_\_\_ Having a spouse/partner whose personality fits yours
- \_\_\_ Your spouse/partner's willingness to share in the housework
- \_\_\_ Good communication

2. In thinking about your relationship with your spouse/partner, use the following scale to indicate how much each item is currently a concern.

|            |          |            |              |           |
|------------|----------|------------|--------------|-----------|
| 1          | 2        | 3          | 4            | 5         |
| not at all | somewhat | moderately | considerably | extremely |

- \_\_\_ Your spouse/partner's being unavailable or not home enough
- \_\_\_ Poor communication
- \_\_\_ Your spouse/partner's physical health
- \_\_\_ Not getting enough appreciation or attention
- \_\_\_ Your spouse/partner's job/career problems
- \_\_\_ Problems in your sexual relationship
- \_\_\_ Lack of companionship
- \_\_\_ Your spouse/partner's job instability
- \_\_\_ Problems for you caused by demands of your spouse/partner's job/career
- \_\_\_ Not getting along, personality clashes
- \_\_\_ Conflict over who does housework
- \_\_\_ Not getting enough emotional support - your spouse/partner not backing you up

- I. Use the following scale to indicate on the average the frequency of each statement.

|       |                                    |                                    |                                     |                                    |
|-------|------------------------------------|------------------------------------|-------------------------------------|------------------------------------|
| 1     | 2                                  | 3                                  | 4                                   | 5                                  |
| never | rarely<br>(less than<br>once/week) | sometimes<br>(1 - 2<br>times/week) | frequently<br>(3 - 4<br>times/week) | often<br>(5 or more<br>times/week) |

1. \_\_\_ How often does your spouse/partner call you at work?
2. \_\_\_ How often do you call your spouse/partner while you're at work?
3. \_\_\_ How often does your spouse/partner visit you at your work place?

J. Please use the following scale to indicate your level of agreement with each statement.

|                      |          |                               |       |                   |
|----------------------|----------|-------------------------------|-------|-------------------|
| 1                    | 2        | 3                             | 4     | 5                 |
| strongly<br>disagree | disagree | neither agree<br>nor disagree | agree | strongly<br>agree |

1. \_\_\_ I have problems dealing with family matters at work because my role as a parent or spouse/partner calls for behavior that is different from my behavior at work.
2. \_\_\_ I often feel overloaded or over-worked because of my job and family responsibilities.
3. \_\_\_ My family life interferes with my job.
4. \_\_\_ My family does not enjoy doing some of the things I'd like to do.
5. \_\_\_ The most important things that happen to me involve my family.
6. \_\_\_ It is important to me to be able to integrate my family role into my work role.
7. \_\_\_ It is difficult behaving like a parent or spouse/partner and acting like a professional worker at the same time.
8. \_\_\_ Sometimes I feel like I am working two full-time jobs - one at work and one at home.
9. \_\_\_ Because of my family situation, I have too little time to pursue my personal interests.
10. \_\_\_ Because of my family, I can't involve myself in my job as much as I would like.
11. \_\_\_ The major satisfaction in my life comes from my family.
12. \_\_\_ When I need to switch from my role as worker to my role as spouse/partner or parent while I'm at work, I feel conflict between the two roles.
13. \_\_\_ When I have to deal with a family member or home matter while I'm at work, I am caught between two incompatible ways of behaving.
14. \_\_\_ My family responsibilities force me to do things I'd rather not do.
15. \_\_\_ My family responsibilities make it difficult for me to spend as much time on job-related activities as my boss expects.
16. \_\_\_ I am very much involved personally in my family.
17. \_\_\_ I sometimes have to miss work to see that family responsibilities are met.
18. \_\_\_ Family is more important than most things in life.
19. \_\_\_ It is important to me to be able to combine the demands of my family commitments in with the demands of my work life.
20. \_\_\_ I don't have much energy to devote to work because of the family demands in my life.
21. \_\_\_ I face family demands while I'm at work that call for behaviors or attitudes that are incompatible with those called for by my work demands.
22. \_\_\_ My boss thinks it is appropriate for individuals in my work group to spend work time on family related matters.

K. For each characteristic listed in the table below, compare how much each is expected of you at work with what is expected of you at home. Use the following scale to indicate how similar the expectations for each characteristic are for work vs. home.

|                                      |                              |                                                        |                                 |                                         |
|--------------------------------------|------------------------------|--------------------------------------------------------|---------------------------------|-----------------------------------------|
| 1<br>very<br>similar<br>expectations | 2<br>similar<br>expectations | 3<br>neither similar<br>nor dissimilar<br>expectations | 4<br>dissimilar<br>expectations | 5<br>very<br>dissimilar<br>expectations |
|--------------------------------------|------------------------------|--------------------------------------------------------|---------------------------------|-----------------------------------------|

|                      | Work vs.<br>Home |
|----------------------|------------------|
| Self-reliant         |                  |
| Emotionally open     |                  |
| Aggressive           |                  |
| Sympathetic          |                  |
| Analytical           |                  |
| Loyal                |                  |
| Compromising         |                  |
| Self-confident       |                  |
| Agreeable            |                  |
| Nurturing            |                  |
| Dominant             |                  |
| Warm                 |                  |
| Reliable             |                  |
| Ambitious            |                  |
| Sensitive            |                  |
| Emotionally detached |                  |
| Considerate          |                  |
| Competitive          |                  |
| Supportive           |                  |

L. Use the following scale to indicate on the average the frequency of each statement.

|            |                                         |                                         |                                          |                                         |
|------------|-----------------------------------------|-----------------------------------------|------------------------------------------|-----------------------------------------|
| 1<br>never | 2<br>rarely<br>(less than<br>once/week) | 3<br>sometimes<br>(1 - 2<br>times/week) | 4<br>frequently<br>(3 - 4<br>times/week) | 5<br>often<br>(5 or more<br>times/week) |
|------------|-----------------------------------------|-----------------------------------------|------------------------------------------|-----------------------------------------|

1. \_\_\_\_ How often at work do you tend to things that concern the home; for example, making lists, paying bills, or running errands?
2. \_\_\_\_ How often do you make phone calls at work regarding home or family responsibilities; for example, calling the insurance company or planning social engagements?
3. \_\_\_\_ How often do you receive phone calls at work regarding home or family matters; for example, calls from the plumber?

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M. Using the scale below, indicate how you feel about each of these aspects of your life.

|           |         |                     |       |                        |         |          |
|-----------|---------|---------------------|-------|------------------------|---------|----------|
| 1         | 2       | 3                   | 4     | 5                      | 6       | 7        |
| delighted | pleased | mostly<br>satisfied | mixed | mostly<br>dissatisfied | unhappy | terrible |

1. \_\_\_ Your own family life—your spouse/partner, your marriage, your children, if any.
2. \_\_\_ The way you spend your spare time, your nonworking activities.
3. \_\_\_ The amount of free time you have.
4. \_\_\_ The amount of relaxation in your life.
5. \_\_\_ The number of good, close friends you have.
6. \_\_\_ The people you see socially.
7. \_\_\_ The religious fulfillment in your life.
8. \_\_\_ How much you help people or groups in this community.
9. \_\_\_ The people you work with—your co-workers.
10. \_\_\_ The work you do on your job—the work itself.
11. \_\_\_ The pay and fringe benefits you get, and the security of your job.
12. \_\_\_ What it is like where you work—the physical surroundings.
13. \_\_\_ The supervision you receive on your job.
14. \_\_\_ The opportunities for promotion and advancement on your job.
15. \_\_\_ Your job as a whole.
16. \_\_\_ Your house/apartment.
17. \_\_\_ The neighborhood you live in.
18. \_\_\_ The community you live in.
19. \_\_\_ Outdoor places you can go in your spare time around here.
20. \_\_\_ Nearby places you can use for recreation or sports.
21. \_\_\_ The entertainment you get from TV, radio, movies, and local events.
22. \_\_\_ All things considered, your life as a whole.

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Thank you for your participation.

## VITA

Kay Jeanine Loerch was born in Lincoln, Nebraska on December 18, 1957. She attended elementary schools in Kearney, Nebraska, and graduated from Fremont High School in Fremont, Nebraska in June, 1976. The following September, she entered Kearney State College, and in June, 1980 she received a Bachelor of Science degree in Psychology. She then served as a graduate assistant in a non-degree capacity in the Psychology Department at Kearney State College, and worked as a case manager for mentally handicapped adults for two years. In the fall of 1982 she accepted a graduate assistantship at The University of Tennessee, Knoxville and began study toward a Doctor of Philosophy degree with a major in Industrial/Organizational Psychology. This degree was awarded in August, 1987. While at the university, she taught in the Departments of Management and Office Systems Management, and she worked in the Offices of Instructional Support and Personnel Services.

The author is a member of Psi Chi, Alpha Omicron Pi, Academy of Management, American Society for Training and Development, and the American, Southeastern, and Tennessee Psychological Associations.

The author is married to Mark Alan Ryan, an assistant manager with K-Mart, who is also from Nebraska. She has a big baby named Dreamboat Annie (a 60 pound Doberman).