Journal of Family Issues

http://jfi.sagepub.com

Work-Family Facilitation and Conflict, Working Fathers and Mothers, Work-Family Stressors and Support

E. Jeffrey Hill

Journal of Family Issues 2005; 26; 793
DOI: 10.1177/0192513X05277542

The online version of this article can be found at:
http://jfi.sagepub.com/cgi/content/abstract/26/6/793

Published by:
SAGE
http://www.sagepublications.com

Additional services and information for *Journal of Family Issues* can be found at:

Email Alerts: http://jfi.sagepub.com/cgi/alerts

Subscriptions: http://jfi.sagepub.com/subscriptions

Reprints: http://www.sagepub.com/journalsReprints.nav

Permissions: http://www.sagepub.com/journalsPermissions.nav

Citations http://jfi.sagepub.com/cgi/content/refs/26/6/793

Downloaded from http://jfi.sagepub.com at SAGE Publications on September 24, 2009

Work-Family Facilitation and Conflict, Working Fathers and Mothers, Work-Family Stressors and Support

E. JEFFREY HILL
Brigham Young University School of Family Life

Work-family research frequently focuses on the conflict experienced by working mothers. Using data from the National Study of the Changing Workforce (N = 1,314), this study also examined work-family facilitation and working fathers. Ecological systems, family stress, family resilience, and sex role theories were used to organize the data and create hypotheses. Work-to-family facilitation was positively related to job satisfaction and life satisfaction, and negatively related to individual stress. Family-to-work facilitation was positively related to marital satisfaction, family satisfaction, and life satisfaction, and negatively related to organizational commitment. Working fathers reported long work hours (49 hours/week), major involvement in household responsibilities (46 hours/week), and a work culture less supportive of their family life than working mothers reported. However, working fathers reported less work-family conflict, less individual stress, and greater family satisfaction, marital satisfaction, and life satisfaction than working mothers. The results support including facilitation and gender in future work-family research.

Keywords: *job satisfaction; marital satisfaction; work and family; work-family conflict; work-family facilitation; working fathers; working mothers*

Conflict has been the dominant paradigm for most work-family research during the past quarter century (Parasuraman & Greenhaus, 2002). It is based on a scarcity hypothesis that the relationship of work and family comprise a zero-sum game (Friedman, Christensen, & DeGroot, 1998). Because work and family are seen as greedy institutions (Pittman, 1994) and because individual resources of time and energy are viewed as fixed,

Author's Note: *I wish to give special thanks to the Families and Work Institute that provided the data for this study and to the Family Studies Center of the Brigham Young University School of Family Life and the Marriott School of Management for their financial support of my capable research assistants Jennifer Anderson, Ryan Anderson, Chelsea Boss, Jeremy Boyle, Laura Koch, and David Latham who aided in the preparation of this manuscript.* *Please address correspondence concerning this article to E. Jeffrey Hill, Associate Professor, Home and Family Living, School of Family Life, Brigham Young University, 2052 JFSB, Provo, UT 84602; e-mail: jeff_hill@byu.edu.*

JOURNAL OF FAMILY ISSUES, Vol. 26 No. 6, September 2005 793-819
DOI: 10.1177/0192513X05277542
© 2005 Sage Publications

Downloaded from http://jfi.sagepub.com at SAGE Publications on September 24, 2009

conflict is seen as inevitable. However, is conflict all there is in the relationship between family and work? Some researchers are now asking whether work and family may also facilitate one another (Grzywacz & Marks, 2000; Kirchmeyer, 1992). The concept of facilitation is gaining a place on the work-family map and is defined as "the extent to which participation at work (or home) is made easier by virtue of the experiences, skills, and opportunities gained or developed at home (or work)" (Frone, 2003, p. 145). Work-family facilitation is an area ripe for empirical investigation and theory building (Frone, 2003).

In addition, work-family research has rarely looked at working fathers discretely nor focused on the degree to which they experience work-family conflict or work-family facilitation. Our contemporary culture often assumes that "conflict between the demands of the workplace and those of the family will . . . be felt more strongly by women and will take a larger toll on them" (Barnett, 1998, p. 127). Working mothers cope with a daunting and well-studied set of challenging work-family conflicts. Researchers have been slower to acknowledge that working fathers might also experience similar work-family challenges (Cohen, 1993) or even that work-family issues are relevant to them (Pleck, 1993). However, recent data from divergent sources are beginning to document that fathers may now experience levels of work-family conflict similar to those reported by mothers (Frone, 2003; E. J. Hill, Martinson, Hawkins, & Ferris, 2003). It is time for additional inquiry related to work-family issues and working fathers (Parasuraman & Greenhaus, 2002).

The purpose of this article is to take broad theoretical and empirical strokes examining work-family facilitation and work-family conflict, as well as working fathers and working mothers. We used data from the 1997 National Study of the Changing Workforce (NSCW; Bond, Galinsky, & Swanberg, 1998), a large, nationally representative data set of employed adults in the United States. We employed a broad ecological conceptual framework (Voydanoff, 2002) combined with family stress theory (Dennis, 1996; R. Hill, 1949; McCubbin & Patterson, 1983), family resilience theory (Grzywacz & Bass, 2003; Patterson, 2002), and sex role theory (Pleck, 1977; Voydanoff, 2002) to select and organize work-family variables and hypothesize their relationships.

THEORETICAL MODEL

The conceptual model for the current study is grounded in ecological systems theory (Bronfenbrenner, 1986) and based specifically on part of

Downloaded from http://jfi.sagepub.com at SAGE Publications on September 24, 2009

Voydanoff's (2002) application of that theory to work-family research. Ecological systems theory posits that the work microsystem and family microsystem interact and influence one another through permeable boundaries to create the work-family mesosystem. This relationship is seen as bidirectional; that is, work affects family and family affects work. The ecological perspective theorizes that work, family, and individual characteristics interact in ways that may be facilitative and conflictual. It also recognizes that each pertinent work, family, or individual characteristic may have additive or interactive effects on the work-family mesosystem.

In our theoretical model (see Figure 1), consistent with Voydanoff's (2002) application of ecological systems theory, work, family, and individual characteristics are seen to have direct effects on work, family, and individual outcomes and as direct effects on the perception of work-family conflict and facilitation. We see gender as a social category that may have additive effects on work-family conflict and facilitation and work, family, and individual outcomes. Gender may also have interactive influence by moderating the relationships between work, family, and individual characteristics and work, family, and individual outcomes and the relationships between work, family, and individual characteristics and the perception of work-family conflict and facilitation.

To provide a theoretical rationale for creating hypotheses, we apply family stress theory, including the classic ABCX theory (R. Hill, 1949) and the double ABCX theory (Dennis, 1996; McCubbin & Patterson, 1983), family resilience theory (Grzywacz & Bass, 2003; Patterson, 2002), and traditional sex role theory as applied to the work-family role system (Pleck, 1977).

Classic ABCX theory (R. Hill, 1949) posits that (A) stressors and (B) resources (informal and formal social supports) interact with (C) meanings given to the stressor, to affect (X) distress or crisis. The double ABCX theory (McCubbin & Patterson, 1983) expanded the ABCX theory to consider stressor pileup occurring over time (Dennis, 1996). Family resilience theory posits that the "family's resources or capabilities allow it to thrive in the face of significant risk" (Grzywacz & Bass, 2003, p. 249). In other words, the outcome of the interplay of A, B, and C may be either positive and facilitative, or stressful and crisis inducing. Family resilience theory proposes that demands (stressors, strains, daily hassles) and capabilities (resources, coping behaviors) interact with meanings (situational, family identity, world view) to lead to family adjustment or family adaptation (Patterson, 2002). We used this theory because its emphasis on

Downloaded from http://jfi.sagepub.com at SAGE Publications on September 24, 2009

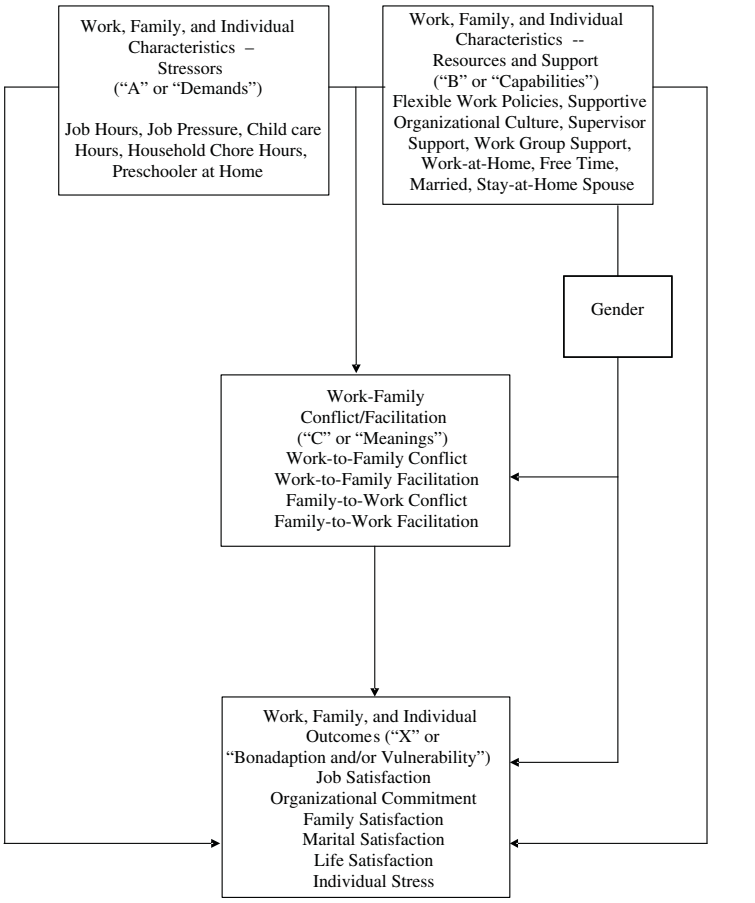

Figure 1: Conceptual Model

adjustment and adaptation is in harmony with our emphasis on facilitation.

Using family stress theory and family resilience theory, and based on our review of the literature, we categorized our work, family, and individual characteristics into either (A) stressors or (B) resources and support. Stressors correspond to *A* in the ABCX model in family stress theory, or demands in family resilience theory. We identified weekly job hours and job pressure as work stressors, and weekly child care hours, weekly household chore hours, and preschooler at home as family stressors. Resources and support correspond to *B* in the ABCX model, or capabilities

Downloaded from http://jfi.sagepub.com at SAGE Publications on September 24, 2009

in family resilience theory. We have identified flexible work policies, supportive organizational culture, supervisor support, work group support, and work-at-home as work resources and support. We have identified marriage and stay-at-home spouse as family resources and support, and free hours as an individual resource and support. We see the perception of work-family conflict and facilitation as corresponding to the *C* in the ABCX model, or meanings in family resilience theory. We include work-to-family conflict (WF conflict), work-to-family facilitation (WF facilitation), family-to-work conflict (FW conflict), and family-to-work facilitation (FW facilitation) in this category because they constitute meanings given to the stressors, resources, and support. Theoretically, interaction of these three leads to *X* in the ABCX model, or positive outcomes (bonadaptation) and negative outcomes (vulnerability) in family resilience theory. We identified job satisfaction and organizational commitment as work outcomes; family satisfaction and marital satisfaction as family outcomes; and life satisfaction and individual stress as individual outcomes.

We used traditional sex role theory as applied to the work-family role system (Pleck, 1977) to create hypotheses about the additive and moderating (interactive) influence of gender. This theory proposes that fathers are more invested at work and mothers are more invested in family because of traditional roles. Hence, in the WF mesosystem, the influence of work on family would be stronger for fathers and that of family on work would be stronger for mothers.

REVIEW OF THE LITERATURE

We briefly review some relevant literature related to the conceptual model and our particular emphasis on work-family facilitation and working fathers. However, an exhaustive review of this extensive literature is beyond the scope of this short paper.

WF CONFLICT AND WF FACILITATION

WF conflict is most frequently defined (Frone, 2003) as a form of interrole conflict in which the role pressures from the work and family domains are mutually incompatible in some respect. That is, participation in the work [family] role is made more difficult by virtue of the participation in the family [work] role" (Greenhaus & Beutell, 1985, p. 77). Inherent in this definition is the bidirectional nature of WF conflict. There is WF con-

Downloaded from http://jfi.sagepub.com at SAGE Publications on September 24, 2009

flict, where aspects of work life are deleterious to family life; however, there is also FW conflict, where aspects of family life are deleterious to work life. However, almost all research has either been limited to WF conflict or has confounded the bidirectionality of the construct (Frone, 2003). Much research has focused on the direct effects of WF conflict on various aspects of work and family life. Frone (2003) reported "the results consistently show that work-to-family conflict is reported to occur more frequently than family-to-work conflict" (p. 149). Countless studies have shown WF conflict and FW conflict to be associated with "dissatisfaction and distress within the work and family domains" (Parasuraman & Greenhaus, 2002).

To a limited degree, scholars have also studied the positive facilitative relationship of work and family. In the past, it has been called *positive work-family spillover* (Almeida, McDonald, & Grzywacz, 2002; Crouter, 1984) or *work-family enhancement* (Barnett, 1998; Voydanoff, 2002). WF facilitation is an emerging term and is defined as "the extent to which participation at work (or home) is made easier by virtue of the experiences, skills, and opportunities gained or developed at home (or work)" (Frone, 2003, p. 145). This concept is also bidirectional. A factor analysis presented by Grzywacz and Marks (2000) shows that a four-dimensional model including WF conflict, WF facilitation, FW conflict, and FW facilitation as distinct constructs best fit the data. However, to date, very little research has focused on WF facilitation (Frone, 2003). Grzywacz and Bass (2003) found that FW facilitation buffered the negative effects of WF conflict on depression and problem drinking but that no similar relationship was found with WF facilitation.

GENDER

Relatively few studies have specifically focused on work-family and gender, and this represents a critical gap in work-family research (Parasuraman & Greenhaus, 2002). Many studies have either been conducted with exclusively female samples (e.g., Bernas & Major, 2000) or have ignored gender in the analyses (Barnett, 1998). Notwithstanding, Frone (2003) summarized that, in many samples with divergent characteristics, there are no meaningful differences in levels of WF conflict and FW conflict. Grzywacz and Marks (2000) found this to be the case with their measures of WF facilitation and FW facilitation as well. However, a number of studies show that significant differences do exist, albeit findings are

Downloaded from http://jfi.sagepub.com at SAGE Publications on September 24, 2009

somewhat contradictory. Duxbury and Higgins (1991) found significant differences between fathers and mothers in predicting the strength of numerous paths in a comprehensive work-family model. Ayree (1992) also found differences suggesting that role ambiguity seems to intrude more severely from work to family life for men than for women. Scott (2001) reported that men had less difficulty in combining work responsibilities and family relations than women. Furthermore, Hammer, Allen, and Grisgby (1997) found that men report lower levels of WF conflict but higher family involvement than women. Likewise, E. J. Hill et al. (2003) found that working fathers reported lower levels of FW conflict than working mothers. Given the contradictory findings from the limited research, an examination of the additive and moderating (interactive) relationship of gender in this work-family model seems to be in order.

WORK, FAMILY, AND INDIVIDUAL CHARACTERISTICS—STRESSORS

In general, the research shows that what we have defined as work-family stressors contribute to WF conflict and are negatively related to measures of work, family and individual well-being. Work stressors appear to be more strongly associated with work outcomes and family stressors to be more associated with family outcomes (Frone, 2003). Major, Klein, and Ehrhart (2002) reported that the number of work hours was related to increased WF conflict, decreased mental and physical health, and decreased family functioning. Greenhaus, Collins, and Shaw (2003) found that those who spent more time in family than in work reported a higher quality of life. Mauno and Kinnunen (1999) found that job pressure was negatively related to marital satisfaction. Barnett and Gareis (2002) found that involvement in low-control household chores was related to poorer marital satisfaction for female professionals working reduced hours.

WF CHARACTERISTICS—RESOURCES AND SUPPORT

In general, research reveals that measures of work, family, individual resources, and support are associated with less WF conflict and enhanced work, family, and individual well-being. Galinsky, Bond, and Friedman (1996) found that parents had better outcomes when they had greater organizational and supervisor support. Having a powerful supervisor to buffer the employee from negative career ramifications has been seen as enabling the employee's use of flexible work benefits (Blair-Loy & Wharton, 2002). The availability of flexible WF benefits has been found to re-

Downloaded from http://jfi.sagepub.com at SAGE Publications on September 24, 2009

late to greater organizational commitment (Thompson, Beauvais, & Lyness, 1999) and productivity (E. J. Hill, Miller, Weiner, & Colihan, 1998). However, two other studies found that neither access to (Galinsky et al., 1996) nor use of (Scarlach, 2001) WR programs was related to lower levels of WF conflict.

WORK, FAMILY, AND INDIVIDUAL OUTCOMES

Some studies report that WF conflict, but not FW conflict, is negatively related to job satisfaction (Noor, 2002) and organizational commitment (Greenhaus, Parasuraman, & Collins, 2001) and that WF conflict is related to decreased family and life satisfaction. However, FW conflict has been found as a precursor to turnover intentions and other work dissatisfaction (Frone, 2003). The relationship between flexible benefits and marital satisfaction is not always straightforward. Barnett and Gareis (2002) found that female physicians working part-time actually reported lower marital quality if they performed more low-schedule-control household tasks. Beutell and Wittig (1999) found that men reported significantly higher levels of life satisfaction than women. WF conflict was shown to be a positive predictor of individual stress for women (Noor, 2002).

RESEARCH QUESTION AND HYPOTHESES

Based on ecological systems theory, family stress theory, family resilience theory, work-family sex role theory, the review of literature, and our model (see Figure 1), we have the following research question and five hypotheses.

Research Question 1: How are working fathers and working mothers in the United States similar or different from one another on measures of work, family, and individual characteristics, WF conflict and facilitation, and work, family, and individual outcomes?

Hypothesis 1: Work, family, and individual stressors will be positively related to WF conflict, FW conflict, and individual stress and negatively related to WF facilitation, FW facilitation, and work, family, and individual satisfaction.

Hypothesis 2: Work, family, and individual resources and support will be positively related to WF facilitation, FW facilitation, and work, family, and individual satisfaction and negatively related to WF conflict, FW conflict, and individual stress.

Downloaded from http://jfi.sagepub.com at SAGE Publications on September 24, 2009

Hypothesis 1: WF conflict and facilitation will have direct effects on work, family, and individual outcomes. WF conflict and FW conflict will be negatively related to work, family, and individual satisfaction and positively related to individual stress. WF facilitation and FW facilitation will be positively related to work, family, and individual satisfaction and negatively related to individual stress.

Hypothesis 4: Gender will be significantly related to work-family conflict/facilitation and work, family, and individual outcomes. There will be a positive relationship between being a working father and WF conflict and WF facilitation; and a negative relationship between being a working father and FW conflict and FW facilitation.

Hypothesis 5: Gender will moderate the relationship between work, family, and individual characteristics and work-family conflict and facilitation and the relationship between work-family facilitation and conflict and work, family, and individual outcomes.

METHOD

These data come from the 1997 NSCW survey developed and conducted by the Families and Work Institute. A total of 3,551 telephone interviews were completed with a nationwide cross-section of employed adults in 1997. The overall response rate was 53% of the estimated eligible households. Because working parents have been shown to have higher levels of WF conflict, greater individual stress, and poorer life outcomes than workers who do not have children (Galinsky et al., 1996), we decided to select employees with children younger than age 18 years for the current study. Because the conditions of the workplace for self-employed workers vary so much, we eliminated them from our analyses. Our sample consisted of 1,314 wage and salaried workers, with 680 fathers and 634 mothers.

MEASUREMENT (SEE APPENDIX FOR SPECIFIC NSCW VARIABLES USED)

Work, family, and individual characteristics—Stressors. Job hours consisted of the total weekly work hours at the respondent's main job. Job pressure consisted of three items, (alpha = .47). child care hours was calculated by multiplying the number of workday child care hours by 5 and the number of nonworkday child care hours by 2, and then summing the two products. Household chore hours was calculated in the same way.

Downloaded from http://jfi.sagepub.com at SAGE Publications on September 24, 2009

Preschooler at home was when the respondent indicated that a child 6 years of age or younger lived with them at home.

Work, family, and individual characteristic—Resources and support. Flexible work policies was the proportion of a set of flexible work policies the respondent believed were offered by his or her employer. Supportive organizational culture consisted of a four-question scale (alpha = .76), Supervisor support (job) consisted of a four-question scale (alpha = .82), supervisor support (family) consisted of a five-question scale (alpha = .86), and work group support consisted of a two-question scale (alpha = .73). Work-at-home indicated the respondent worked mainly from home. Free hours was calculated in the same way as child care hours and household chore hours to determine weekly hours in free-time activities. Married indicated the respondent had a spouse in a legal marital relationship. Stay-at-home spouse indicated the respondent was legally married to a spouse who did not work for pay.

WF conflict and facilitation. WF conflict consisted of an 8-item scale (alpha = .88), WF facilitation consisted of a 2-item scale (alpha = .55), FW conflict consisted of a 5-item scale (alpha = .77), and FW facilitation was measured by a single item.

Work, family, and individual outcomes. Job satisfaction, organizational commitment, family satisfaction, marital satisfaction, and life satisfaction were each measured by single, global items. Individual stress was measured with a two-question scale (alpha = .68).

RESULTS

The results are organized around the research question and five hypotheses.

> *Research Question 1*: How are working fathers and working mothers in the United States similar or different from one another on measures of work, family, and individual characteristics, WF conflict and facilitation, and work, family, and individual outcomes?

As expected, the data show that working fathers are generally more invested in work and less invested in family than working mothers (see Table 1). They report longer weekly work hours on the job (+8.2) but fewer

Downloaded from http://jfi.sagepub.com at SAGE Publications on September 24, 2009

weekly hours in child care (–7.1), and household chores (–6.9). They are more likely to have a preschooler at home than working mothers. In addition, working fathers report less supportive organizational culture but more family and individual resources and support (more likely to be married, more likely to have a stay-at-home spouse, and greater weekly hours for free activities, [+3.8]). In addition, working fathers report less WF conflict and FW conflict than working mothers; however, there was no difference in the levels of WF facilitation or FW facilitation. Finally, working fathers report higher levels of family, marital, and life satisfaction, and lower levels of individual stress than working mothers. However, there are no significant differences in levels of job satisfaction and job commitment.

Hypothesis 1: Work, family, and individual stressors will be positively related to WF conflict, FW conflict, and individual stress, and negatively related to WF facilitation, FW facilitation, and work, family, and individual satisfaction.

Job hours (see Table 2) provided limited support for this hypothesis. It was positively related to WF conflict and negatively related to life satisfaction but not significantly related to anything else. Job pressure provided somewhat stronger support. It had the strongest positive relationship to WF conflict, FW conflict, and individual stress of all the work, family, and individual characteristics but was not significantly related to WF facilitation, FW facilitation, or any measure of work, family, and individual satisfaction. Child care hours provided no support for this hypothesis at all. In fact, the only significant results were in the opposite direction than anticipated. It was positively related to WF facilitation, family satisfaction, and life satisfaction. Household chore hours provided no support for this hypothesis and was unrelated to any measures of WF conflict and facilitation and work, family, and individual outcomes. Other than being negatively related to job satisfaction, preschooler-at-home was unrelated to any other measures.

Hypothesis 2: Work, family, and individual resources and support will be positively related to WF facilitation, FW facilitation, and work, family, and individual satisfaction, and negatively related to WF conflict, FW conflict, and individual stress.

Those measures related to support on the job (flexible benefits, supportive organizational culture, supervisor support—job, and work group

(text continues on page 808)

Downloaded from http://jfi.sagepub.com at SAGE Publications on September 24, 2009

TABLE 1
Descriptive Statistics: Comparison of Working Fathers and Working Mothers on Work-Family Stressors, Work-Family Resources and Support, Work-Family Conflict and Facilitation, and Work, Family, and Individual Outcomes

	Total		*Working Fathers* (n = *680)*		*Working Mothers* (n = *634)*	
	M	SD	M	SD	M	SD
Work, family, and individual stressors						
Job hours***	44.56	12.15	48.52	11.20	40.33	11.70
Job pressure	3.05	.69	3.06	.65	3.03	.73
Child care hours***	28.16	17.55	24.70	15.96	31.83	18.42
Household chore hours***	24.49	15.20	21.18	13.42	28.01	16.16
Preschooler at home***	.54	.72	.61	.77	.46	.67
Work, family, and individual resources and support						
Flexible work policies	1.54	.22	1.54	.23	1.54	.22
Supportive work culture***	3.01	.78	2.94	.77	3.08	.79
Supervisor support (Job)	3.45	.61	3.43	.58	3.46	.64
Supervisor support (Family)	3.33	.68	3.31	.66	3.35	.69
Work group support	3.42	.68	3.38	.67	3.45	.70
Work-at-home	.21	.41	.21	.41	.21	.41
Free hours***	11.56	10.12	13.14	10.56	9.87	9.33
Married***	.75	.43	.85	.35	.65	.48
Stay-at-home spouse***	.17	.37	.29	.45	.03	.18
Work-family conflict and facilitation						
Work-to-family conflict*	2.98	.92	2.93	.89	3.03	.95
Work-to-family facilitation	2.56	.89	2.57	.92	2.54	.85

Downloaded from http://jfi.sagepub.com at SAGE Publications on September 24, 2009

Family-to-work conflict**	2.01	.69	1.96	.69	2.07	.68
Family-to-work facilitation	2.80	1.11	2.84	1.16	2.76	1.06
Work, family, and individual outcomes						
Job satisfaction	3.38	.68	3.37	.66	3.40	.70
Job commitment	2.47	.74	2.45	.74	2.50	.74
Family satisfaction***	2.91	.85	3.00	.81	2.81	.88
Marital satisfaction**	3.26	.79	3.32	.75	3.16	.85
Life satisfaction**	3.15	.71	3.21	.67	3.09	.74
Individual stress***	2.54	.99	2.33	.92	2.77	1.00

NOTE: *$p < .05$. **$p < .01$. ***$p < .001$

Downloaded from http://jfi.sagepub.com at SAGE Publications on September 24, 2009

TABLE 2
Multivarate Analyses (Standardized Betas) (Fathers, *n* = *680; Mothers, n* = 634)

	Work-to-Family Conflict	*Work-to-Family Facilitation*	*Family-to-Work Conflict*	*Family-to-Work Facilitation*	*Job Satisfaction*	*Organizational Commitment*	*Family Satisfaction*	*Marital Satisfaction*	*Life Satisfaction*	*Individual Stress*
Work, family, and individual stressors										
Job hours	.208***	–.013	–.039	.021	.031	.002	.000	.006	–.059*	.019
Job pressure	.244***	–.040	.194***	–.001	.002	.013	–.031	.014	–.020	.151***
Child care hours	–.032	.105***	–.020	.032	.031	–.019	.186***	.067	.082**	–.065*
Household chore hours	.016	.026	–.033	–.033	.018	.008	–.019	–.024	–.011	.048
Preschooler at home	.001	–.019	.053	–.023	–.084***	–.028	–.054	–.091**	–.015	.007
Work, family, and individual support										
Flexible benefits	–.152***	.106***	.016	–.039	.117***	.065*	.034	.043	.168***	–.095**
Supportive organizational culture	–.129***	–.009	–.123***	–.048	.148***	.130***	.088**	.048	.093**	–.050
Supervisor support (Job)	–.164***	.134***	–.059	–.095*	.218***	.179***	.059	.008	.141***	–.099*
Supervisor support (Family)	.027	.011	.030	.101*	–.014	–.013	.041	.095*	–.035	–.003
Work group support	–.166***	.131***	–.041	.049	.333***	.133***	.071*	.038	.183***	–.108***
Work-at-home (0 = no, 1 = yes)	.012	.072*	.094***	.073*	.029	–.003	–.021	–.003	–.002	–.008
Free hours	–.087***	.093***	–.087**	.022	.005	–.058*	.027	.030	.090***	–.100***
Married (0 = no, 1 = yes)	–.002	–.022	–.050	–.012	.022	.118***	.130***	NA	.110***	–.048
Stay-at-home spouse (0 = no, 1 = yes)	.009	.006	.016	.086**	–.007	.019	.075*	.113***	.038	–.018
Gender (0 = Mother, 1 = Father)	–.137***	.040	–.076*	.004	.018	–.038	.099**	.082*	.066*	–.210***
R^2	.322	.118	.098	.022	.363	.154	.344	.058	.201	.170

Downloaded from http://jfi.sagepub.com at SAGE Publications on September 24, 2009

Work-to-family conflict and facilitation (separate regressions)						
Work-to-family conflict (WF conflict)	–.321***	–.193***	–.218***	–.118***	–.388***	.491***
Work-to-family facilitation (WF facilitation)	.150***	.058	–.041	–.006	.113***	–.062*
Family-to-work conflict (FW conflict)	–.038	–.001	–.147***	–.137***	–.049	.076**
Family-to-work facilitation (FW facilitation)	.029	–.077**	.097****	.124***	.074**	.010
Gender (0 = Mother, 1 = Father)	.038	–.043	.087***	.081**	.053**	.195***
R^2	.162	.051	.128	.073	.224	.351

NOTE: *$p < .05$. **$p < .01$. ***$p < .001$.

Downloaded from http://jfi.sagepub.com at SAGE Publications on September 24, 2009

support) provided relatively strong support for this hypothesis. As predicted, flexible benefits was positively related to WF facilitation, job satisfaction, organizational commitment, and life satisfaction, and negatively related to WF conflict and individual stress. However, it was not significantly related to FW conflict, FW facilitation, family satisfaction, or marital satisfaction. As predicted, supportive organizational culture was positively related to job satisfaction, organizational commitment, family satisfaction, and life satisfaction, and negatively related to WF conflict and FW conflict. However, it was not significantly related to WF facilitation, FW facilitation, marital satisfaction, or individual stress. As predicted, supervisor support (job) was positively related to WF facilitation, job satisfaction, organizational commitment, and life satisfaction, and negatively related to WF conflict and individual stress. However, it was not related to FW conflict, family satisfaction, and marital satisfaction. Contrary to this hypothesis, it was negatively related to FW facilitation. As predicted, supervisor support (family) was positively related to FW facilitation and marital satisfaction. However, it was unrelated to all the rest of the variables. As predicted, work group support was positively related to WF facilitation and organizational commitment, had the strongest positive relationship with job satisfaction and life satisfaction of all the work-family characteristics, and was negatively related to WF conflict and individual stress. Work-at-home provided mixed support for this hypothesis. As predicted, it was positively related to WF facilitation and FW facilitation. However, it was not related to WF conflict or any of the work, family, and individual outcomes; and contrary to this hypothesis, it was positively related to FW conflict. As predicted, free hours was positively related to WF facilitation and life satisfaction, was negatively related to WF conflict and FW conflict, and had the strongest negative relationship with individual stress of any of the work-family characteristics. It was not significantly related to FW facilitation, family satisfaction, or marital satisfaction. Contrary to this hypothesis, it was negatively related to organizational commitment. Being married supported the hypothesis in that it was positively related to organizational commitment, family satisfaction, and life satisfaction. However, it was not related to WF conflict, WF facilitation, FW conflict, FW facilitation, job satisfaction, or individual stress. Finally, as predicted, having a stay-at-home spouse was positively related to FW facilitation and family satisfaction and had the strongest positive relationship to marital satisfaction. However, it was not significantly related to any of the other variables.

Downloaded from http://jfi.sagepub.com at SAGE Publications on September 24, 2009

Hypothesis 3: WF conflict and facilitation will have direct effects on work, family, and individual outcomes. WF conflict and FW conflict will be negatively related to work, family, and individual satisfaction and positively related to individual stress. WF facilitation and FW facilitation will be positively related to work, family, and individual satisfaction and negatively related to individual stress.

WF conflict completely supported the hypothesis. Its strongest direct relationship was to individual stress. FW conflict supported the hypothesis somewhat. It was negatively related to family satisfaction and marital satisfaction, and positively related to individual stress. However, it was not significantly related to job satisfaction, organizational commitment, or life satisfaction. WF facilitation also provided some support for the hypothesis. It was positively related to job satisfaction and life satisfaction and negatively related to individual stress. However, it was not significantly related to organizational commitment, family satisfaction, or marital satisfaction. Finally, FW facilitation supported the hypothesis in that it was positively related to family satisfaction, marital satisfaction, and life satisfaction. However, it was not significantly related to job satisfaction and individual stress. Contrary to the hypothesis, it was negatively related to organizational commitment.

Hypothesis 4: Gender will be significantly related to WF conflict and facilitation and work, family, and individual outcomes after controlling for work, family, and individual characteristics. There will be a positive relationship between working father and WF conflict and WF facilitation and a negative relationship between working father and FW conflict and FW facilitation.

In support of this hypothesis about gender (see Table 2), being a working father was positively related to FW conflict. However, contrary to our hypothesis, it was negatively related to WF conflict. It was not significantly related to either type of facilitation (WF facilitation or FW facilitation). Being a working father was positively related to family satisfaction, marital satisfaction, and life satisfaction and negatively related to individual stress. It was not significantly related to job satisfaction or organizational commitment.

Hypothesis 5: Gender will moderate the relationship between work, family, and individual characteristics and WF conflict and facilitation and the relationship between WF facilitation and conflict and work, family, and individual outcomes.

We found five significant interactions where gender moderated the relationship between WF stressors and support and WF conflict and facilita-

Downloaded from http://jfi.sagepub.com at SAGE Publications on September 24, 2009

tion (see Figure 1). First, the positive relationship of job hours and WF conflict was weaker for working fathers than for working mothers. Second, the relationship between child care hours and WF facilitation was not significant for working fathers, though it was positive for working mothers. Third, the relationship between job hours and FW conflict was negative for working fathers but positive for working mothers. Fourth, the relationship between child care hours and FW facilitation was negative for working fathers and positive for working mothers. Fifth, the relationship between supportive organizational culture and FW facilitation was negative for working fathers and positive for working mothers. We found two significant interactions in which gender moderated the relationship between WF facilitation and conflict and work, family, and individual outcomes. First, FW facilitation was less positively related to marital satisfaction for working fathers than for working mothers. Second, FW facilitation was negatively related to organizational commitment for working fathers but positively related to organizational commitment for working mothers.

DISCUSSION

The results of the current study, using data from a large, nationally representative sample, support the inclusion of WF facilitation measures in future WF research as independent, moderating, and dependent variables. This research also provides justification to more frequently consider using gender as a variable in work-family studies.

WF FACILITATION

WF facilitation has been understudied (Frone, 2003), and there is little theoretical development to predict what relationships it will have with work, family, and individual outcomes. The current study reveals that aspects of ecological systems theory, family stress theory, and family resilience theory may be useful in illuminating WF facilitation and should be considered as theoretical bases of future research. As was theoretically predicted, the relationships between WF facilitation and work, family, and individual outcomes carry the opposite sign as WF conflict in every case. However, the relationships between WF facilitation and the outcomes are not as strong as the relationships between WF conflict and those same outcomes. This may be a methodological artifact, in that the measures of WF facilitation are not as well developed or tested as WF con-

Downloaded from http://jfi.sagepub.com at SAGE Publications on September 24, 2009

flict. It may be that conflict is just more overpowering than facilitation. The research implication is that work must go forward to develop strong measures of WF facilitation.

However, these data suggest that WF facilitation is more complex than just being the flip side to WF conflict. It is surprising to note, and contrary to our theory-derived hypothesis, FW facilitation was negatively related to organizational commitment; that is, the more family was seen as facilitating work, the less the commitment of the respondent to the organization. One possible explanation is that if one is open to influence from family to work, it may be one's connection to family is preeminent and one may be more likely to look for a different job when it does not meet family needs.

GENDER—WORKING FATHERS

The primary conclusion to be drawn is that including gender as a variable in WF research and focusing specifically on working fathers is necessary for a complete understanding of WF results. These data illustrate that traditional sex role theory still predicts working fathers' allocation of time vis-à-vis working mothers: Working fathers are more likely to invest time in paid work and less likely to invest time in child care and household chores. However, it should be noted that the difference is less than one might suppose. Combining weekly child care and household chores hours, working fathers report a full "second shift" of household labor, 46 hours per week. This represents 77% of the total household labor reported by working mothers. At their main paid job, working fathers report working 48 hours per week, 20% more than working mothers, the equivalent of a full extra day's work per week. Working fathers were just as likely as mothers to report job pressure and more likely to have a preschooler at home. In spite of these extensive work and family demands, working fathers were significantly less likely to see their work culture as supportive of their work and family needs. It may be that the current suite of WF programs typically offered by corporations is geared to the needs of working mothers and does not adequately meet the needs of working fathers. Or it may be that fathers feel the work culture supports their use of programs that otherwise would be helpful. This is in harmony with biases reported against men using corporate programs to manage work and family demands (Levine & Pittinsky, 1999). The implication is that corporations should examine their implementation of family-friendly benefits to make them more "father-friendly."

Downloaded from http://jfi.sagepub.com at SAGE Publications on September 24, 2009

Even though working fathers saw the work culture as less supportive, they reported less WF conflict and FW conflict. One obvious possible explanation is that fathers are 10 times more likely than mothers to have a stay-at-home spouse. However there was no empirical support for this explanation in the data. In multivariate analyses, having a stay-at-home spouse was not significantly related to either WF conflict or FW conflict. Another possibility is that working fathers have significantly more free time. This suggests that carving more individual time out of busy schedules may be a beneficial strategy for all working parents.

The fact that gender moderates several of the relationships is interesting. For example, the strength of the relationship between job hours and WF conflict was not as strong for fathers as for mothers. This means that extra hours at work for fathers does not translate into additional WF conflict as readily as it does for mothers. This may help explain contradictory findings in WF research about the relationship of job hours to WF conflict. The implication is that gender should almost always be included as a variable in this type of research.

STRESSORS, RESOURCES, AND SUPPORT

A message from the current study is that to more accurately employ family stress theory and family resilience theory to WF issues, more work must be done to identify what are stressors, and what are resources and support, for each gender. As expected, job hours and job pressure behaved similar to stressors in all of the analyses. It is surprising to note, there was no evidence that time spent providing child care acts as a stressor. It was not significantly related to WF conflict or FW conflict. In fact, it was associated with significantly greater WF facilitation and less individual stress. Rather than being a stressor, it appears that spending more time with one's own children enhances the perception that work is beneficial to family life and enables one to deal more successfully with individual stress. Because of this, corporations may want to put more emphasis on flexibility options that enable parents to invest more time in their children.

These data confirm that the components of the WF agenda pursued by many large corporations (e.g., flexible work policies, family-supportive organizational culture, family-supportive management, etc.) are related to WF conflict and facilitation and work, family, and individual outcome measures as expected. It is surprising, however, that manager support of the employee on the job itself had a stronger relationship to WF conflict and WF facilitation than manager support of the parent in family responsi-

Downloaded from http://jfi.sagepub.com at SAGE Publications on September 24, 2009

bilities. One implication for companies is that investment in sound management development may not only help the bottom line but also reduce WF conflict and enhance WF facilitation.

In summary, the current study unveils just the tip of the iceberg of how studying facilitation and gender will enhance our view of the relationship between work and family. Moreover, it clearly shows that they should be on the map for future theoretical and empirical development.

LIMITATIONS

That the NSCW is cross-sectional in nature is a limitation. Having longitudinal data would strengthen the examination of these issues. Also, it is unknown if and how the 53% who responded to the NSCW differed from the 47% who did not. There may be differential selection biases for working fathers and working mothers. The measures of WF facilitation in the NSCW were not fully developed, and some scales with less than desirable alphas were included.

Downloaded from http://jfi.sagepub.com at SAGE Publications on September 24, 2009

APPENDIX
Mapping of Study Variables to Variables in the National Study of the Changing Workforce (NSCW) Public-Use Data File (Column # in parentheses)

Work, Family, and Individual Characteristics—Stressors		
Variable name	NSCW Variable	NSCW Description of Variable
Job hours	rhrwkma (431)	All hours/week at main job (include overtime paid or unpaid)
Job pressure	$\alpha = .47$	pressure (497) mean.2 (qwc2r, qwc6r, qwc12r)
	qwc2r (494)	Job requires that I work very fast (Reverse)
	qwc6r (495)	Job requires that I work very hard (Reverse)
	qwc12r (496)	Never have enough time to get everything done (Reverse)
Child care hours		compute kidshrs = (5 × rchildw) + (2× rchildnw)
	rchildw (534)	Workday hours child care
	rchildnw (535)	Nonworkday hours child care
Household chore hours		compute chore hrs = (5× rchorew) + (2× rchorenw)
	rchorew (532)	Workday hours for chores
	rcjpremw (533)	Nonworkday hours for chores
Preschoolers at home	numkid6 (402)	Number of children younger than age 6 years in household
Work, family, and individual characteristics—Resources and support		
Flexible work pool	Flexible (488)	Time and leave benefits (average of nine items)
	qbp20(186)	Allowed days off for sick child w/o pay/vacation loss or pay and/or vacation loss
	qbp22a (188)	Allowed to choose own starting and quitting times

Downloaded from http://jfi.sagepub.com at SAGE Publications on September 24, 2009

	dayflex (486)	Daily flexibility in starting and/or quitting time
	qbp24 (191)	Women allowed time off after childbirth
	qbp25 (192)	Men allowed time off when they become fathers
	qbp21x2r (481)	Time off during workday for family
	wrkhome (482)	Now work/could work some/all regular hours at home
	ptftopt (484)	Part-time option if full-time; full-time option if part-time—same position
	qwc9x2r (487)	I decide when I take breaks
Supportive organizational culture	$\alpha = .76$	Culture (507)
	qwc17 (100)	Unwritten rule: Can't care for family on company time
	qwc19 (102)	Putting family needs ahead of job not viewed favorably
	QWC21 (104)	Work-family problems are workers' problem not company's
	qwc22 (105)	Must choose between advancement and attn to family life
Supervisor support (job)	$\alpha = .82$	superj (518)
	qsup6r (508)	Supervisor keeps me informed of things I need to do job well
	qsup7r (509)	Supervisor has realistic expectations of my job performance
	qsup8r (510)	Supervisor recognizes when I do a good job
	qsup9r (511)	Supervisor is supportive when I have a personal and/or family matter
		Note: Means inserted for missing values
Supervisor support (family) $\alpha = .86$	superf (519)	
	qsup10r (512)	Supervisor fair when responding to personal and/or family needs
	qsup11r (513)	Supervisor accommodates me when I have family business
	qsup12r (514)	Supervisor is understanding when I talk about family issues

(continued)

Downloaded from http://jfi.sagepub.com at SAGE Publications on September 24, 2009

APPENDIX *(continued)*

	qsup13r (515)	I feel comfortable bringing up family issues with supervisor
	qsup14r (516)	Supervisor cares about effects of work on family life
		Note: Means inserted for missing values
Work group support	$\alpha = .73$	MEAN.2 (COWORK1, COWORK2)
	cowork1 (504)	Feel part of the group of people I work with
	cowork2 (505)	Look forward to being with people I work with each day
Work-at-home	wrkhome3 (483)	0 = doesn't work from home, 1 = works from home
Free hours		free hrs = (5 × rselfw) + (2 × rselfnw).
	rselfw (536)	Workday hours for self
	rselfnw (537)	Nonworkday hours for self
Marriage	married1 (393)	Marital status (legal) (0 = not married, 1 = married)
Stay-at-home spouse	spsemp (447)	Spouse employed for pay (0 = employed, 1 = at home)
Working father	kidles18 (396)	Any child younger than age 18 years in household
		IF SEX = 1 AND KIDLES18 = 1 DADSMOMS = 1.
		IF SEX = 2 AND KIDLES18 = 1 DADSMOMS = 0.
		0 = Mother, 1 = Father
Work-family conflict and facilitation		
Work-family conflict	$\alpha = .88$	mean.2 (qpw1r, qpw2r, qpw4r, qwf10r, qwf12r, qwf8r, qwf9r)
	qpw1 (292)	Feel emotionally drained from work (past 3 months)
	qpw2 (293)	Feel used up at the end of workday (past 3 months)
	qpw4 (295)	Feel burned out and/or stressed by work (past 3 months)
	qwf10 (271)	Not having energy to do things w/family because of job (freq)
	qwf12 (274)	Not being in good mood at home because of job (freq)

Downloaded from http://jfi.sagepub.com at SAGE Publications on September 24, 2009

	qwf8 (269)	Not having enough time for self because of job (freq)
	qwf9 (270)	Not having energy to do things w/family because of job (freq)
Work-family facilitation	$\alpha = .55$	mean.2 (qwf10ar, qwf12ar)
	qwf10a (272)	Having more energy to do things w/family because of job (freq)
	qwf12a (275)	Being in a better mood at home because of job (freq)
Family-work conflict	$\alpha = .77$	mean.2 (qwf13r, qwf14r, qwf15r, qwf16r, qwf17r)
	qpw3 (294)	Feel tired when got up to face job (past 3 months)
	qwf13 (276)	Family life keep from getting work done on time (freq)
	qwf14 (277)	Family life keep from taking on extra work (freq)
	qwf15 (278)	Family life keep from doing as good a job at work (freq)
	qwf16 (279)	Family life drain energy needed on job (freq)
	qwf17 (281)	Family life keep from concentrating on job (freq)
Family-work facilitation	qwf16ar (280)	Having more energy to do job because of family life (freq)
Work, family, and individual outcomes		
Job satisfaction	jobsat1 (526)	How satisfied with job
Job commitment	qwc51 (128)	Make genuine effort to find new job within next year
Family satisfaction	qpw13r (300)	Overall satisfaction with family life
Marital satisfaction	qsp22r (263)	Overall satisfaction with marriage and/or relationships
Life satisfaction	qpw12r (299)	Overall life satisfaction
Personal stress	alpha = .68	mean.2 (qpw5r, qpw6r).
	qpw5r (544)	How often minor health problems
	qpw6r (545)	How often nervous and/or stressed (last 3 months)

Downloaded from http://jfi.sagepub.com at SAGE Publications on September 24, 2009

REFERENCES

Almeida, D. M., McDonald, D. A., & Grzywacz, J. E. (2002). Work-family spillover and daily reports of work and family stress in the adult labor force. *Family Relations*, *51*(1), 28-36.

Ayree, S. (1992). Antecedents and outcomes of work-family conflict among married professional women: Evidence from Singapore. *Human Relations*, *45*(8), 813-837.

Barnett, R. C. (1998). Toward a review and reconceptualization of the work/family literature. *Genetic, Social, and General Psychology Monographs*, *124*, 125-182.

Barnett, R. C., & Gareis, K. G. (2002). Full-time and reduced-hours work schedules and marital quality. *Work and Occupations*, *29*(3), 364-379.

Bernas, K. H., & Major, D. (2000). Contributors to stress resistance: Testing a model of women's work-family conflict. *Psychology of Women Quarterly*, *24*(2), 170-178.

Beutell, N. J., & Wittig, B. U. (1999). Predictors of work-family conflict and satisfaction with family, job, career, and life. *Psychological Reports*, *85*(3, Pt. 1), 893-903.

Blair-Loy, M., & Wharton, A. S. (2002). Employees' use of work-family policies and the workplace social context. *Social Forces*, *80*(3), 813-845.

Bond, J. T., Galinsky, E., & Swanberg, J. E. (1998). *The 1997 National Study of the Changing Workforce*. New York: Families and Work Institute.

Bronfenbrenner, U. (1986). Ecology of the family as a context for human development: Research perspectives. *Developmental Psychology*, *22*, 723-742.

Cohen, T. F. (1993). What do fathers provide? Reconsidering the economic and nurturant dimensions of men as parents. In J. C. Hood (Ed.), *Men, work, and family* (pp. 1-22). Newbury Park, CA: Sage.

Crouter, A. C. (1984). Spillover from family to work: The neglected side of the work-family interface. *Human Relations*, *37*, 425-442.

Dennis, S. A. (1996). *The influence of workplace stressors, resources, and perceptions on work-to-family spillover: An application of the double ABCX model* (Doctoral Dissertation: Utah State University, 1996). *Dissertation Abstracts International*, *57*(3-A), 1335.

Duxbury, L. E., &, Higgins, C. A. (1991). Gender differences in work-family conflict. *Journal of Applied Psychology*, *76*(1), 60-74.

Friedman, S. D., Christensen, P., & DeGroot, J. (1998, November-December). Work and life: The end of the zero-sum game. *Harvard Business Review*, *76*(6), 119-129.

Frone, M. R. (2003). Work-family balance. In J. C. Quick & L. E. Tetrick (Eds.), *Handbook of occupational health psychology* (pp. 143-162). Washington, DC: American Psychological Association.

Galinsky, E., Bond, J. T., & Friedman, D. E. (1996). The role of employers in addressing the needs of employed parents. *Journal of Social Issues*, *52*, (3), 111-136.

Greenhaus, J. H., & Beutell, N. J. (1985). Sources of conflict between work and family roles. *Academy of Management Review*, *10*(1), 76-88.

Greenhaus, J. H., Collins, K. M., & Shaw, J. D. (2003). The relation between work-family balance and quality of life. *Journal of Vocational Behavior*, *63*(3), 510-531.

Greenhaus, J. H., Parasuraman, S., & Collins, K. M. (2001). Career involvement and family involvement as moderators of relationships between work-family conflict and withdrawal from a profession. *Journal of Occupational Health Psychology*, *6*(2), 91-100.

Grzywacz, J. G., & Bass, B. L. (2003). Work, family, and mental health: Testing different models of work-family fit. *Journal of Marriage and Family*, *65*(1), 248-262.

Downloaded from http://jfi.sagepub.com at SAGE Publications on September 24, 2009

Grzywacz, J. G., & Marks, N. F. (2000). Reconceptualizing the work-family interface: An ecological perspective on the correlates of positive and negative spillover between work and family. *Journal of Occupational Health Psychology*, *5*, 111-126.

Hammer, L. B., Allen, E., & Grigsby, T. D. (1997). Work-family conflict in dual-earner couples: Within-individual and crossover effects of work and family. *Journal of Vocational Behavior*, *50*(2), 185-203.

Hill, E. J., Martinson, V., Hawkins, A., & Ferris, M. (2003). Studying "working fathers": Comparing fathers' and mothers' work-family conflict, fit, and adaptive strategies in a global high-tech company. *Fathering*, *1*, 239-261.

Hill, E. J., Miller, B. C., Weiner, S. P., & Colihan, J. (1998). Influences of the virtual office on aspects of work and work/life balance. *Personnel Psychology*, *51*, 667-683.

Hill, R. (1949). *Families under stress: Adjustment to the crisis of war separation and reunion*. New York: Harper.

Kirchmeyer, C. (1992). Perceptions of work-to-work spillover: Challenging the common view of conflict-ridden domain relationships. *Basic and Applied Social Psychology*, *13*, 231-249.

Levine, J., & Pittinsky, T. (1999). *Working fathers: New strategies for balancing work and family*. Reading, MA: Addison-Wesley.

Major, V. S., Klein, K. S., & Ehrhart, M. G. (2002). Work time, work interference with family and psychological distress. *Journal of Applied Psychology*, *87*(3), 427-436.

Mauno, S., & Kinnunen, U. (1999). The effects of job stressors on marital satisfaction in Finnish dual-earner couples. *Journal of Organizational Behavior*, *20*(6), 879-895.

McCubbin, H., & Patterson, J. (1983). The family stress process: The double ABCX model of family adjustment and adaptation. *Marriage and Family Review*, *6*(1-2), 7-37.

Noor, N. M. (2002). Work-family conflict, locus of control, and women's well-being: Tests of alternative pathways. *Journal of Social Psychology*, *142*(5), 645-662.

Parasuraman, S., & Greenhaus, J. H. (2002). Toward reducing some critical gaps in work-family research. *Human Resource Management Review*, *12*, 299-312.

Patterson, J. M. (2002). Integrating family resilience and family stress theory. *Journal of Marriage and Family*, *64*(2), 349-360.

Pittman, J. F. (1994). Work/family fit as a mediator of work factor on marital tension: Evidence from the interface of greedy institutions. *Human Relations*, *47*(2), 183-209.

Pleck, J. H. (1977). The work-family role system. *Social Problems*, *24*, 417-427.

Pleck, J. H. (1993). Are "family-supportive" employer policies relevant to men? In J. C. Hood (Ed.), *Men, work, and family* (pp. 217-237). Newbury Park, CA: Sage.

Scarlach, A. E. (2001). Role strain among working parents: Implications for workplace and community. *Community, Work, and Family*, *4*, 215-230.

Scott, D. B. (2001). The costs and benefits of women's family ties in occupational context: Women in corporate-government affairs management. *Community, Work and Family*, *4*(1), 5-27.

Thompson, C. A., Beauvais, L. L., & Lyness, K. S. (1999). When work-family benefits are not enough: The influence of work-family culture on benefit utilization, organizational attachment, and work-family conflict. *Journal of Vocational Behavior*, *54*(3), 392-415.

Voydanoff, P. (2002). Linkages between the work-family interface and work, family, and individual outcomes: An integrative model. *Journal of Family Issues*, *23*(1), 138-164.

Downloaded from http://jfi.sagepub.com at SAGE Publications on September 24, 2009