Testing a Theoretical Work-Family Cross-Cultural Model in the U.S. (Project 3535) and A Review of Work and Family in the U.S.
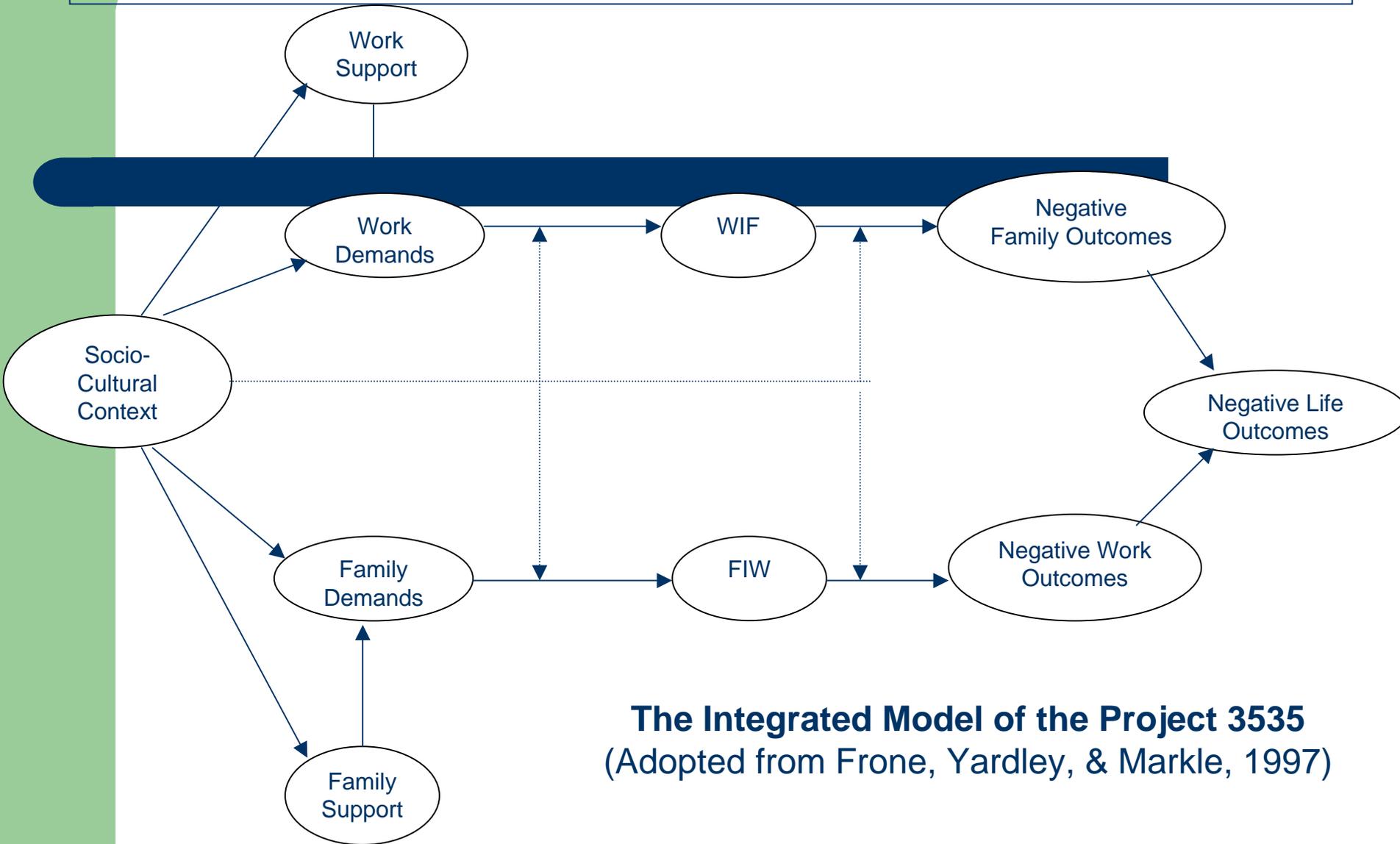
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Goals of Presentation

- Review of Project 3535
- Review of work and family in the US
- Review of existing research on Work-Family Conflict

The Cross-Cultural Model of Work-Family Conflict

The Integrated Model of the Project 3535
(Adopted from Frone, Yardley, & Markle, 1997)

Method: Sample

- Data collected via self-administered questionnaires using snowball sampling

- 41 teachers responded; based on snowball sample

- 80% females, 77% married or partnered, 12% single

- 85% working 40+ hours/week

- 91% of the spouses working 40+ hours/week

Next Steps for the Study

- Collect more data and examine the relationship between cultural orientation and work-family conflict experienced by teachers
- Replication of theoretical model
- Assessed cultural orientation at the individual level

Public Policy and Organizational Responses

- *The U.S. is the least progressive of all Industrialized countries- the only one that does not provide paid family leave and publicly supported child care*

- *Family and Medical Leave Act → only 55% of employees in US are covered and even less are able to use—people can't afford to take leave without pay*

- *Organizational polices, services, and benefits are helpful, but they are not enough—need a strong organizational culture that values the integration of work and family*

Work and Family in the U. S.

- Women comprise 46% of the U.S. workforce—expected to increase to 48% by 2008

- 85% of U.S. workers live with family members and have immediate, day-to-day family responsibilities off-the-job and one-third of employees say they have to choose between advancing in their jobs or devoting attention to their family or personal lives.

    (Families and Work Institute, National Study of   the Changing Workforce (NSCW))

Work and Family in the U. S.

- About ¼ of the population is considered the working poor and many of these people have no flexibility in their work or family systems if there is a family emergency

- 20% of all workers with children under 18 are single parents (approximately 5% male, 16% female)

- Most low income families do not make enough money to sufficiently feed their children and they work in bad jobs

Work and Family in the U. S.

- Between 1977 and 2002, total work hours of all dual-earner couples with children under 18 increased ten hours per week- from 81 to 91 (NSCW)

- (67%) of employed parents believe they don't have enough time with their children and over half of all employees indicated they don't have enough time for their spouses (63%) or themselves (55%) (NSCW)
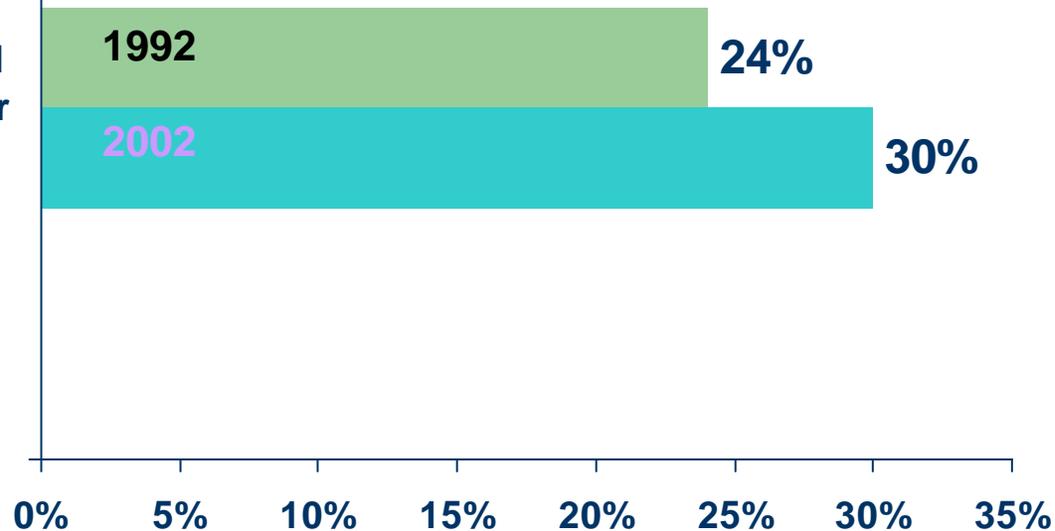
Percentage of Single vs. Dual-Income Earners
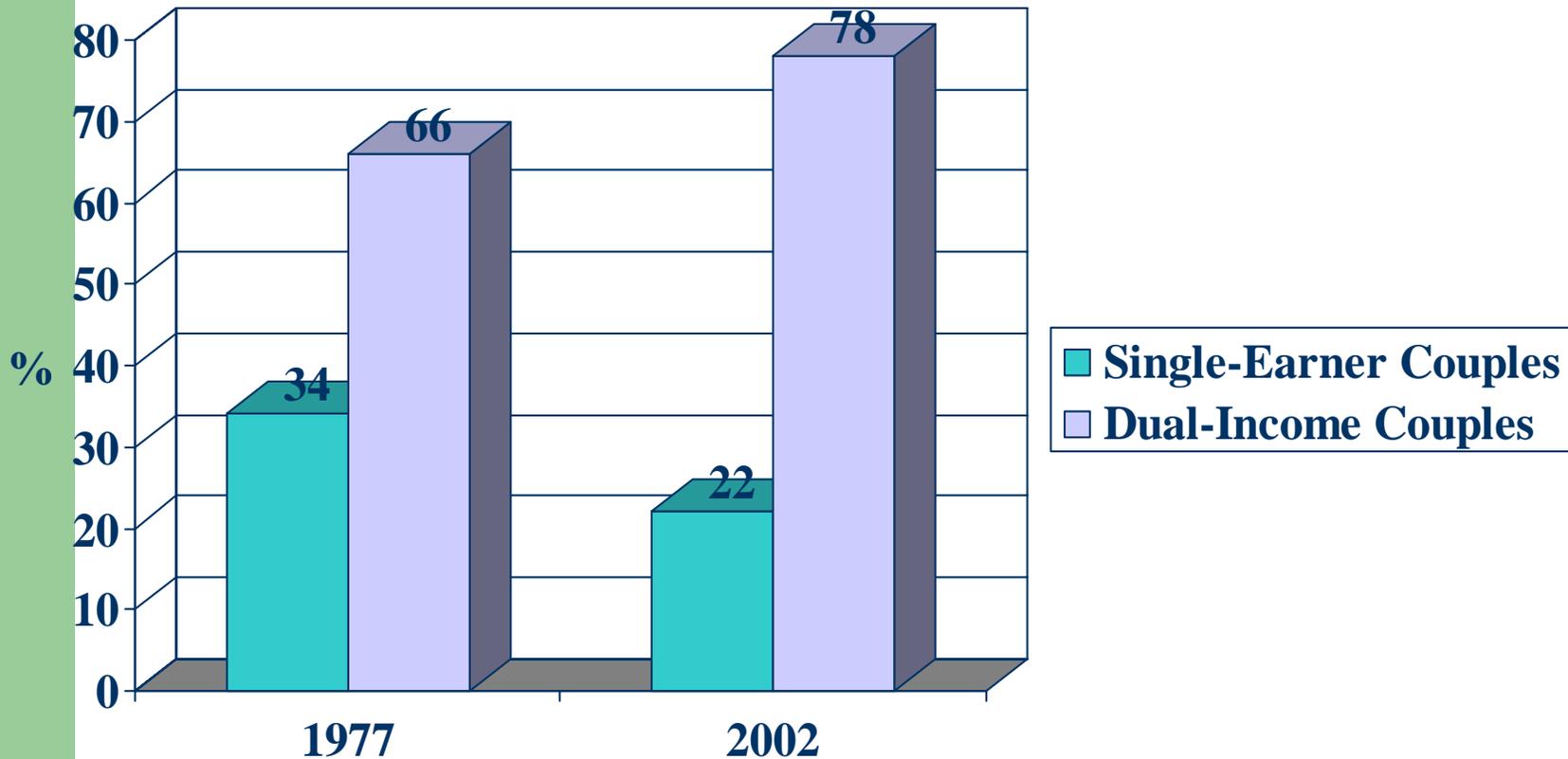
Source: *National Study of the Changing Workforce (NSCW)*

Men are more involved in the care of children, according to their wives than they used to be

Husband Takes Greater or Equal Responsibility for the Care of Children

1992 — 24%

2002 — 30%

0% 5% 10% 15% 20% 25% 30% 35%

Aging of the Population

- By 2030, it is projected that 20 percent of Americans will be 65 or older, which means that there will be more Americans over 65 than there are children under 18 (Bronfenbrenner et al., 1996)

- *According to the NSCW (2003), 35% of employees had significant elder care responsibilities*

National Prevalence of the Sandwiched Generation
(Neal & Hammer, 2006)

Our findings indicate that dual-earner, sandwiched couples comprise 9-13 percent of American households with telephones and a householder aged 30 - 60

WFC and Work Outcomes

- <u>Job Satisfaction</u>: High WFC → Low job satisfaction (Kossek & Ozeki, 1998).

- <u>Turnover Intentions</u>: Intention to turnover was found to be the work-related variable most highly related to work-family conflict (Allen et al.,2000).

- <u>Job Performance</u>: Mixed results

WFC and Family Outcomes

- <u>Family Satisfaction</u>: High WFC → Lower Family Satisfaction (Kopelman et al., 1983).

- <u>Life Satisfaction</u>: High WFC → Lower Life satisfaction (Kossek & Ozeki, 1998).

- <u>Marital Satisfaction</u>: High WFC → Lower levels of marital satisfaction (Neal & Hammer, 2006).

WFC and Psychological Health Outcomes

- <u>Psychological distress:</u> Work-family conflict is related to greater distress (Greenglass & Burke, 1988).

- <u>Depression</u>: High WFC → High depression for WFC & FWC (Hammer et al., 2005).

- Increased work-family conflict is related to increased <u>job burnout</u> (Greenglass & Burke, 1988), and increased <u>job and family distress</u> (Frone, et al., 1997).

WFC and Physical Health Outcomes

- Both directional measures of work-family conflict were positively related to diastolic blood pressure level (Thomas and Ganster,1995) .

- Higher levels of cholesterol for individuals experiencing extensive work-to-family conflict (Thomas and Ganster,1995).

- Family-to-work conflict but not work-to-family conflict, was associated with hypertension (Frone et al.,1997).

WFC and Safety Outcomes

- Family-to-Work Conflict is related to both safety participation and safety compliance

  - Cullen and Hammer (2005)

Reducing W-F Conflict

- <u>Formal Supports</u>: Family supportive organizational policies are designed to provide assistance to employees coping with competing demands of work and family (Hammer et al., 2005).
  - Child/elder care resource and referral services, flexible work scheduling, job sharing.

- <u>Informal Supports</u>: perceived managerial support, work family climate for sharing.

- <u>Family-Friendly Culture</u>: If the overarching organizational philosophy is sensitive to the family needs of employees.

Enhancing Positive Spillover

- Positive work and family spillover refers to how the occupation of one role results in perceived gains in the other role (Stephens, Franks, & Atienza, 1997).

- It is associated with positive health, well-being and work outcomes (Kirchmeyer, 1992).

- See Greenhaus and Powell's model of Work-Family Enrichment (AMR, 2006)

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