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Balance and Conflict: Variation in Attaining Work-Family Fit Among a Homogeneous Population

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BALANCE AND CONFLICT: VARIATION IN ATTAINING WORK-FAMILY 
FIT AMONG A HOMOGENEOUS POPULATION

by
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The concept of work-family fit has recently emerged in the work and family literature, comparable to work-family balance in that it represents interactions between work and family, and yet distinct from balance in its sense of universal ownership and responsibility. Using Barnett's (1998) model of the work-social system interface as a framework, this study explores the relationship between and predictive factors of work-family fit and work-family balance. Data are from a survey of Brigham Young University's Marriott School of Management (MSM) graduate school alumni (n = 273). Findings indicate that fit and balance are indeed two separate constructs, with fit predicted by the alumni's weekly hours spent in paid employment, paid work status, spouses' age, and total family income. Work satisfaction, frequency of various family activities, and satisfaction with religious practices in marriage were found to predict both
fit and balance. Analyses suggest that fit is based on the structural aspects of work-family interactions, while balance appears to be based on the psychological aspects of work and family.
ACKNOWLEDGEMENTS

If I wax philosophical, I realize that this thesis represents much of my life—not because writing took an eternity, but because its completion reflects the cumulative efforts of so many individuals. I'd like to formally recognize a few who have been instrumental in this endeavor.

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Chapter 1

Introduction

Is it possible to find peace in a busy life (see Hill, 2001)? With the pressures and demands of work, family, community, church, and other responsibilities, how common are people who feel they can manage it all? Fairly common, says a recent study using nationally representative data. About 7% of the men and women surveyed said they felt completely successful in balancing work and family, 33% said they felt very successful, and about 46% said they felt somewhat successful in balancing work and family (Bianchi, 2000). This sums to 86% of those surveyed reporting feelings of success in balancing work and family life.

Although some question the meaning of and value in promoting balance (Caproni, 1997), scholars have found it to be a useful construct in measuring people’s ability to simultaneously manage the multi-faceted demands of living (e.g., Hill, Hawkins, Ferris, & Weitzman, 2001; Marks, Huston, Johnson, & MacDermid, 2001; Marks & MacDermid, 1996; Tausig & Fenwick, 2001). Balance is predominant in both the scholarly literature and general media, and is associated with equilibrium, or maintaining a sense of harmony. Thus, as a generally recognized and agreed-on concept—particularly among white-collar workers who are more exposed to corporate buzzwords (as balance is, see Hochschild, 1997, p. 43)—asking respondents to assess their level of inter-domain balance is a valid measure of their perceptions of overall life peace.

This does not suggest that those who report high balance do not experience work-social system conflict. On the contrary, researchers have asserted the differences between conflict and balance, but claim that high amounts of conflict do not necessarily predict
imbalance (Farmer & Ferraro, 1997; Simon, 1997; Thoits, 1992). This is true particularly if people are resilient to stresses or if they effectively use coping mechanisms to moderate the effects of conflict and stress (Anderson & Leslie, 1991; Beutell & Greenhaus, 1983; Kirchmeyer, 1993; Paden & Beuhler, 1995). The difference, researchers say, between those who experience conflict and report balance and those who experience conflict and report imbalance is possession or lack of work-family fit. Work-family fit is a relatively new concept in the work-family literature. It describes the relationship between the subjective and objective demands placed on people and their various strategies to meet those demands (Pittman, 1994). If the strategies allow the individual to effectively meet work, personal, and family demands, as Barnett (1998) explains, then the “fit” is good and leads the individual to a variety of positive outcomes, including an overall sense of balance. Because fit represents the intersection of so many variables, it is determined not just by the individual, but also by the workforce, families, and other economic, social, political, emotional, and spiritual influences.

The majority of work-family literature has attempted to identify which of these variables significantly impact such outcomes as physical and mental health, marital quality, developmental outcomes, quality of child care, quality of friendships, quality of involvement in the community, and motivation, productivity, and loyalty in the workplace (Barnett, 1998). The task of studying a comprehensive model where 100% of the variance in work and family outcomes is explained is formidable, if not impossible. Researchers, therefore, study pieces of the work-family picture. Some focus on the employee’s interaction with the workplace (e.g., Erdwin, Buffardi, Casper, & O’Brien, 2001; Hill, et al., 2001; Hochschild, 1997; Warren & Johnson, 1995), others focus on
how social aspects of life, including family and friends, help moderate the negative effects of conflict (e.g., Adams, King, & King, 1996; Carlson, 1999; Ciscel, Sharp, & Heath, 2000; Marks, et al., 2001: Roxburgh, 1997), and still others focus on the interplay between work and family factors (e.g., Grzywacz, Almeida, & McDonald, 2002; Kirchmeyer, 1992). Inevitably, most studies’ findings conclude that one domain affects the other, because life is “one system” (Couch, Felstehausen, Glosson, & Fuller, 1988, p. 78). Examining the profound contributors to fit allow individuals, families, and policy makers to approach work-family issues in more effective ways—ones that use the researched ideas to generate better fit, leading to more desired outcomes for all.

**Purpose of Study**

A 2001 survey of Brigham Young University’s Marriott School of Management (MSM) graduate school alumni showed that, like the Bianchi (2000) study, the majority of those surveyed report success in balancing the demands of work and family/personal life (71%). However, about half of the sample reported finding it difficult and about half reported finding it easy to manage the demands of work and family/personal lives (48% and 51%, respectively), suggesting variance in fit. In itself, the disparity among those reporting balance warrants exploration, but the uniqueness of this particular sample further justifies investigation.

The alumni of the MSM graduate school are very well-educated. Most of them are married, have children, work full-time, and are members of The Church of Jesus-Christ of Latter-day Saints (LDS), indicating that they are a highly religious population representing very traditional values. Because of the similarity in demographics, the MSM population can easily be pared to a homogeneous sample, factoring out influences that
may otherwise have confounding effects (e.g., the dynamics of married couples versus divorced couples or having children versus not having children). With such a similar sample, the effects of specific variables on work-family fit and work-family balance are seen more clearly and findings can significantly add to the work-family discussion.

In this study, analyzing such variables as age, work satisfaction, and marital satisfaction are intuitive because of their dominance in the literature (e.g., Adams, et al., 1996; Grzywacz, et al., 2002; Marks, et al., 2001). However, factors unique to this population allow exploration of heretofore minimally studied effects, such as religiosity. The LDS people place a high priority on family and religious practices like prayer and church attendance. Learning how such religiously influenced life strategies impact the work-family interface provides an unmatched addition to understanding the value (or lack thereof) of such approaches. The research questions reflect these opportunities for study.

Research questions

The overall research questions for this study are:

1. What is the relationship between reported work-family fit and feelings of success in balancing work and family/personal life?

2. Specifically, among those who report difficulty in managing the demands of work and family/personal life, what are the significant differences between those who report balance and those who do not?

Additional research questions guide this exploration:

3. How do the following demographic variables contribute to work-family fit (the ease or difficulty MSM Alumni report in managing the demands of work and family/personal life) and work-family balance?
a. Age

b. Gender

c. Number of children

d. Family role structure

e. Paid work status

f. Supervisor status

g. Job tenure

h. Weekly hours spent in paid employment

i. Family income

4. How do the following satisfaction constructs contribute to work-family fit (the ease or difficulty MSM Alumni report in managing the demands of work and family/personal life) and work-family balance?

a. Work satisfaction

b. Marital satisfaction

c. Satisfaction with the division of work in the home

d. Satisfaction with religious behaviors in the home

5. How does the frequency of family activity (e.g., family eating, praying, or recreating together) impact work-family fit (the ease or difficulty MSM Alumni report in managing the demands of work and family/personal life) and work-family balance?
Chapter Two

Review of Literature

Previously integrated as part of the home environment, work and family became separate spheres for many people during the Industrial Revolution (Couch, et al., 1988). It may be argued that women remaining home and tending to family needs eased this transition (Hochschild, 1989) and contributed to what are nostalgically perceived as blissful decades in history. Eventually, however, facets of feminist ideology encouraged women to participate in the workforce to maximize the use of their human capital (Rindfuss, Brewster, & Kavee, 1996, p. 465). Then, economic uncertainty induced them to stay and persuaded other women to join them (Edwards, 2001). Now, families keenly feel the absence of women meeting the demands of family life in the home. Women themselves feel this absence, because, unlike in the nineteenth century when women helped ease the transition for men, “no one is easing the transition for women” (Hochschild, 1989, p. 256).

Perhaps this is why women consistently report more feelings of conflict and stress in balancing the demands of work and family life than do men (Anderson & Leslie, 1991; Greenhaus, et al., 1987; Tausig & Fenwick, 2001; see also, Duxbury, Higgins, & Lee, 1994; Gutek, Searle, & Klepa, 1991; Hughes & Galinsky, 1994). Whatever the reason, women’s high levels of conflict (and relatively new addition as a permanent group in the workforce) and convenience sampling have likely been responsible for the predominance of exclusively female samples in the work-family research efforts. This is changing, however. Whether because of an increasing class struggle (Edwards, 2001), the increasing prevalence of egalitarian views, such as recent popular encouragement for
fathers to take a more active role in household chores and child care, or a variety of other social and political reasons, the focus of work-family issues has shifted from mostly women to both men and women (Kiger & Riley, 2000). However, just as a brief history of work and family issues helps explain why women dominate research findings, so too can an examination of theory guiding work-family research explain much about other current trends.

Theoretical Perspectives

Role Theory

The use of role theory is probably the most common in work-family research—most studies ascribe to one or another of its tenets. As Goode (1960), one of role theory's originators, and other scholars define (e.g., Thoits, 1991), roles are social positions, such as those of parent, employee, or spouse, that have behavioral expectations, or "scripts," associated with them. Depending on the degree to which people identify with held roles, these expectations are a list of "should's" to which people feel they ought to comply. When this list of obligations becomes overwhelming, a person is said to experience role overload (Barnett & Baruch, 1985). On a smaller scale, role strain or role conflict occurs anytime the demands of one role interfere with those of another (Goode, 1960; see also, Barnett & Baruch, 1985). When the two conflicting roles are work and family, this is work-family conflict (e.g., Adams, et al., 1996; Carlson, 1999). The constructs of role overload, role conflict, and work-family conflict are associated with indicators of general health and well-being such as levels of depression, psychological distress (which in itself leads to more negative health outcomes), role quality, and overall life satisfaction (Adams, et al., 1996; Barnett & Marshall, 1991; Farmer & Ferraro, 1997; Frone, Russell,
& Cooper, 1992; Wortman, Downey, Emmons, Biernat, & Lang, 1990). These terms aid in understanding the consequences of assuming and meaningfully identifying with more than one social role.

**Scarcity Theory**

Early in the work-family literature, two opposing theories emerged to explain how people react to an accumulation of roles. A subset of role theory, scarcity hypotheses assert that an individual has a finite number of hours and amount of energy with which to meet all the many demands of life (Marks, 1977). When the obligations of multiple roles exceed this allotment, people experience stress. Research from this perspective describes work and family as "greedy institutions," demanding all the resources an individual possesses (Coser, 1974, as cited in Marks, 1977). Consequently, conflict, overload, and imbalance are inevitable when occupying more than one social role—especially resource-consuming ones like parenting (Carlson, 1999; Hughes & Galinsky, 1994; Tausig & Fenwick, 2001). With this theoretical foundation, researchers assert that the group of people with the most demands on their resources (and hence those with the most negative work-family outcomes) are highly educated, married mothers working full-time jobs and holding supervisory or managerial positions in highly demanding careers (Grzywacz, et al., 2002; Gutek, et al., 1991; Hughes & Galinsky, 1994; Tausig & Fenwick, 2001; Thoits, 1991).

However, many researchers report findings contrary to those expected with scarcity theories. Wortman, et al. (1990), for example, found that conflict is not an inevitable consequence of occupying more than one demanding role. Other scholars agreed. Thoits (1992) found that those with more roles and social ties had increased
psychological well-being, and Reitzes and Mutran (1994) found that neither role accumulation nor specific combinations of roles influence self-esteem. Kandel, Davies, and Raveis (1985, as cited in Walker & Best, 1991) saw the lowest level of depressive symptoms “among women with the most complex combination of roles: marriage, employment, and motherhood” (p. 73; see also, Grzywacz, et al., 2002), and Marshall and Barnett (1991) found that “women with greater job rewards and greater parenting rewards, who worked more hours, and had less traditional sex role attitudes, reported a greater sense of role gains from combining employment and raising children” (p. 11). These and other similar findings represent the fundamentals of enhancement hypotheses—the idea that, in effect, “more is better,” emphasizing the privileges rather than the obligations of multiple role involvement (Marks, 1977).

Enhancement Theory

In a landmark study undermining scarcity hypotheses, Barnett and Baruch (1985) measured the extent to which women found their roles to have more “rewarding than distressing aspects” (p. 137) and found that “the balance between rewarding and distressing role attributes predicted role conflict, role overload, and anxiety” (p. 143). Rather than the number of roles, the important consideration for whether roles are stressful or beneficial is “whether a woman derives more enhancement than conflict from her multiple roles” (Wortman, et al., 1990, p. 70). The addition of certain roles (e.g., that of paid worker), then, may provide an opportunity for people to experience more success than they would with a limited number of roles. This idea is the foundation of the enhancement hypotheses, another vein of role theory. It suggests that a buffer zone of
multiple roles allows people to feel successful even when they “fail” in one or more role(s) (Thoits, 1991).

For example, Barnett and Baruch (1985) found that the most stressful role for middle-aged women is that of parent. Enhancement theory explains why mothers not experiencing much positive affect in the day-to-day struggles of families can go to work and have short-term successes make the net affect scale weigh in on the positive side. One woman explains the potential benefits of an additional role:

"I have felt very often that it would be much simpler to have a paid job—simpler only because it’s structured and I would know what to expect. My plans would be made in such a way that I would be ready for the contingencies. Because my life isn’t structured in that way, I always feel as though I’m juggling” (Barnett & Baruch, 1985, p. 144).

Support, stability, predictability, status, immediate feedback, control, and personal growth are just a few of the potential reasons why the paid worker role can have positive meaning in one’s life.

Other roles have been found to be equally beneficial as that of the paid worker. Refuting the scarcity-based idea that employees who are involved in other domains do not have enough time or energy to perform well in their paid jobs, Kirchmeyer (1993) reported that both men and women claim the benefits of participating in nonwork activities in “supporting, sustaining, and enhancing work” and that “the benefits of multiple domain participation (do) seem to outweigh the burdens” (p. 545). It seems that the more is better idea applies to paid employment roles benefiting nonwork roles, as well as nonwork roles (e.g., parent, spouse, community volunteer) benefiting work roles.
If enhancement hypotheses are correct, then the opportunity for positive affect, or positive psychological effects associated with lower conflict, is heightened anytime there are more roles in which an individual can feel successful.

*The Debate*

The existence of enhancement-theory-supporting research does not disprove scarcity-theory-supporting research, and vice versa. There are those who, with multiple roles, will report more stress, and those who will report more gains. Why is it that, for some, having multiple roles is a positive experience and, for others, having multiple roles is a negative experience? What makes the difference between a negative and a positive multiple role experience, if not sheer number of roles? As researchers have looked to uncover the variables that explain these differences, two compelling ones surface: time and identity.

*Time.* One progression of thought meant to discover the difference between those who had negative and positive experiences with multiple roles by studying how the amount of time people spent in various roles correlated with their distress levels. Even though it sprang from the scarcity theories—the idea that time constraints make fulfilling many roles very difficult, it had merit in that perhaps those managing their time well would have increased benefits of multiple role participation. However, when researchers looked specifically at time spent in work or home commitments, even though people often cite time constraints as a source of stress, time alone does not explain the variance in a number of work/family outcomes (Burge, Stewart, & Culver, 1991; Carlson, Kacmar, & Stepina, 1995; Greenhaus, et al., 1987; Pittman, 1994). O’Neil and Greenberger (1994) wrote these doomsaying words for scarcity theory: “time and energy
constraints may not be the determining factor in individuals’ reported level of role strain” (pp. 108-109). Researchers turned to another variable to find answers.

Identity. Even though number of hours fails to explain the variance in the amount of conflict people feel, Carlson, et al. (1995) found interesting connections in how time interacts with people’s role identities. They found that when people do not spend the number of hours they feel they should in a specific role, they experience increased conflict. This agrees with Marks’s (1977) assertion that commitments are hierarchical (see also, Thoits, 1991). Some roles are more important than are others, and how people identify with or value them helps determine each role’s impact in their lives. Naturally, this ranking varies by individual, as various role structures yield different amounts of distress (Thoits, 1992). This explanation seemed to explain, at least in part, why some report conflict and some do not. Beyond structural components that will be discussed later in this chapter, perceptions are an important determining factor in whether people experience mostly positive or mostly negative affect in their lives. A brief look at this research is helpful to understanding the impact of perceptions in work-family issues.

Perceptions

Symbolic interaction theory states that an individual’s perceptions of the world have real consequences for that individual (Burr, Leigh, Day, & Constantine, 1979). In other words, the way people perceive the world impacts their sense of reality, both positively and negatively. It is reported that role commitments offer people a sense of direction and purpose, which can lead to positive assessments of self-worth (Reitzes & Mutran, 1994, p. 313). However, Simon (1997) says that the meaning men and women attach to various roles is the critical factor, influencing psychological symptoms and
accounting for differing levels of distress. Scholars look at a variety of home and work factors under this assumption that the "psychological salience of role identities influences whether people appraise a stressor as a harm/loss, threat, or challenge which, in turn, shapes its meaning and significance" (Simon, 1997, p. 258). Determining role salience, or the relative importance of particular roles in how people define themselves (Thoits, 1991, p. 105), helps researchers identify areas of sensitivity among individuals.

For example, some claim that high job involvement is beneficial to job satisfaction, or at least has no negative effect on people (Adams, et al., 1996; Greenhaus, et al., 1987). It is true that some people—especially women—enjoy the economic autonomy and quality of social interactions they find in paid employment (Thorbjörnsson, 2000). However, participating in this role when it is not valued, and perhaps even resented, increases feelings of depression and overload among individuals (Perry-Jenkins, Seery, & Crouter, 1992). Some women find no pleasure in the lower status jobs females typically occupy, the accompanying lower decision-making authority and lack of advancement, and the higher total demands paid employment creates for them (Marshall & Barnett, 1991; Thorbjörnsson, 2000). Although negative feelings about the paid worker role are more common among females (Simon, 1997), both men and women experience psychological distress when they perceive they are being unfairly treated at work or in the home (Voydanoff & Donnelly, 1999).

Perceptions have a pervasive influence in the work-family discussion. From perceptions of role equity in the division of household labor to feelings of self-efficacy when fulfilling a role in accordance with perceived expectations, symbolic interaction theory's influence is great (Hochschild, 1989; Thoits, 1991). Though not able to
comprehensively explain work-family conflict, perceptions shed light on many areas of
work-family conflict and contribute uniquely to the discussion on work and family.

These foundations of the work-family literature are important both for their
summation of the past and for the implications they hold for the future of the work-family
debate (see Edwards, 2001). Current models build on them, and forward-thinking
researchers will continue to advance these beginnings.

Work-Family Fit: A Model

Recently, researchers have created two distinct models in an effort to summarize
and unify the work-family literature (Barnett, 1998; Voydanoff, 2002, see Appendix A).
Although both models are quite different, each contains similar components. They both
seek to explain the variance in experiences that lead to several work-family outcomes,
varying according to the subject studied. Some of these potential outcomes are: an
individual and his/her spouse's physical and mental health, marital quality, children’s
developmental outcomes, quality of child care, quality of friendships, quality of
involvement in the community, and motivation, productivity, and loyalty in the
workplace. Both models review both work and family conditions that interact with each
other and contribute to these outcomes.

One key aspect of the models is a concept becoming more ubiquitous in the work-
family literature—workfamily fit. Work-family fit “is intended to reflect a feeling of
comfort with the balance of the demands made upon the worker and his family” that goes
describes its usefulness:
“Where role theory explanations can predict greater strain with more poorly fitting role domains, a systems approach makes theoretically feasible the prediction that a good fit not only minimizes strain but may even augment role performance in each domain” (p. 186, citing Pittman & Orthner, 1988).

Work-family fit, then, is the variable that makes the difference between role strain and role enhancement in people’s lives. As such, it not only reflects role theory constructs, but it also incorporates symbolic interactionism. Fit is

“a dynamically negotiated perception, existing at the individual’s level, but built from assessments of relevant data from family experience and from interactions among family members” (Pittman, 1994, p. 205).

A very important concept, Grzywacz, et al. (2002) say that fit is of primary concern to families today. But what contributes to fit? What makes work-family fit a reality?

Those who are familiar with the work-family literature may easily conclude that work-family fit is synonymous with work-family balance. In fact, another way of defining fit is “the perception of balance in the multi-faceted exchange between the family and a work organization” (Pittman, 1994, p. 202). Work-family balance has been used as a metaphor in the literature for years and represents, as used by Hill, et al. (2001), “the degree to which an individual is able to simultaneously balance the temporal, emotional, and behavioral demands of both paid work and family responsibilities” (p. 49). The difference between balance and work-family fit is subtle. Where work-family balance is often cast as a matter for the individual—the individual has sole responsibility for attaining and maintaining work-family balance, work-family fit describes the relationship between all of the influences in an individual’s life. Just as the individual can
impact his/her sense of fit, so, too, can an employer, family, or community actively mediate work-family fit. The comprehensive models of the work-family interface seek to explain how each of these external influences contribute to work-family fit.

The purpose of this study is neither to critically compare the models referred to earlier nor evaluate their accuracy in reflecting the work-family interface. The models simply provide a framework for studying how balance and fit are achieved. In order to gain a better understanding of fit, a review of how the literature supports one model is included here. Barnett's (1998) model will be used for this discussion because of its relative simplicity and inclusion of the main themes in work-family life (see Figure 1). As the model shows, distal and proximal conditions impact work-family fit, which itself impacts the measured outcomes of any work/family study (possible outcomes listed previously). The dashed lines represent proximal and distal conditions' potential mediating influence on outcome variables. Each segment of the model will be discussed in the context of its supporting literature. The components discussed provide the justification for this study's inclusion of specific variables when looking at work-family fit.

![Figure 1. Barnett's (1998) model of the work-social system interface](image)
Distal conditions

Distal conditions represent aspects of the work domain, including everything from global economics impacting the paid workforce to pervasive norms concerning age and gender to workplace policies and practices (e.g., downsizing, gender discrimination, and benefits) (Barnett, 1998). Some aspects of paid work have already been discussed, including work hours and perceptions of the paid worker role's value. Additional considerations in the literature include the increasing educational and racial diversity of the workforce (Grzywacz, et al., 2002) and Hochschild's (1997) described phenomenon in The Time Bind about how work is becoming more like home and home more like work, as the relative ease and predictable schedules of work are increasing in contrast to the pressures and emotional demands of home.

Distal conditions impact work-family outcomes, as much research has discovered. Factors that have been shown to increase job satisfaction and decrease work-family conflict are flexibility in the time and place worked (Hill, et al., 2001; Tausig & Fenwick, 2001), supervisor and workplace supportiveness and flexibility (Warren & Johnson, 1995), fewer years at an organization (Hughes & Galinsky, 1994), and use of (not simply presence of) available family-supportive benefits (Warren & Johnson, 1995). One key concept that some of these variables reflect is flexibility, or having some amount of control in one's work environment. This has been shown to increase perceived work-family balance (Hill, et al., 2001; Tausig & Fenwick, 2001), decrease levels of role overload (Duxbury, et al., 1994), and increase well-being (Bullers, 1999). Distal factors contribute uniquely to the work-life discussion, and employers as well as individuals are interested in how they impact fit.
Proximal Conditions

Found in the box below distal conditions in the model, proximal conditions represent the dynamics of home, family, and personal life, encompassing everything from number of children and time spent with them to the division of household tasks to personal needs, values, and aspirations. It involves people in the social system, including parents, friends, and members of the community. It also accounts for individual demographic characteristics, such as age, gender, race, health status, ability, and education (Barnett, 1998). Essentially, these are the non-paid-work aspects of life, and they also impact work-family outcomes. A few distal conditions will be discussed in more detail so their relationship to fit may be better understood.

Parental Role. As previously mentioned, parenthood is reportedly the most stressful role for people, and thus it negatively impacts balance and well-being (Barnett & Baruch, 1985; Tausig & Fenwick, 2001). Similarly, Carlson (1999) reports that multiple types of work-family conflict increase with number of children. Even having a child under the age of 12 has been associated with decreased psychological symptoms (Hughes & Galinsky, 1994, p. 267).

However, other findings indicate that parenthood can be a positive factor for people seeking work-family balance. Hayghe and Bianchi (1994) found that personally caring for their children is a priority for women, suggesting it is part of their role script of mother. As long as women have this opportunity and otherwise reap positive affect from the motherhood role, they gain. This is because, as other researchers have found, no matter how many children women have, feelings of success and confidence as a parent decrease feelings of overload in multiple role demands (Erdwin, et al., 2001). In fact,
MacDermid and Williams (1997) found that mothers with more children reported fewer behavior problems in their children, which, in turn, predicted less difficulty managing the demands of work and family. And, the more nurturing these mothers were, the less work-family tension they reported (p. 558). The positive benefits of parenting extend to men, as well. Sharing parenting responsibilities when both partners work increases feelings of parental competence, closeness to children, and even marital satisfaction (Ehrenberg, Gearing-Small, Hunter, & Small, 2001). Marks, et al. (2001) report that when parental attachment is higher, both men and women have increased role balance. These results suggest that active, nurturing parenting yields great helps and rewards for the individual as they face the challenges of work and family.

Marital Role. Having and being a supportive spouse also contributes greatly to work-family outcomes. While few predictors are the same for both men and women, researchers find that marital satisfaction has a positive influence on role balance for both partners in a marriage (Marks, et al., 2001). As married couples support each other socially, contribute to one another's careers, and equitably divide household tasks, they are better able to manage work-family conflict, experience less distress, and experience increased marital satisfaction and marital adjustment (Barnett, 1994; Burley, 1995; Stevens, Kiger, & Riley, 2001). This is important, because marital role quality can mediate the relationship between job quality and distress (Barnett, 1994). One study found that only spousal and supervisor support significantly mediate conflicts arising between work and family life (Erdwin, et al., 2001). For women, partner support eases the anxiety about leaving home to enter the paid workforce and significantly predicts job satisfaction (Erdwin, et al., 2001; Roxburgh, 1999).
Feelings of marital satisfaction and subsequent role balance are influenced by a variety of factors, including other proximal factors. For example, wives' role balance is greater when she has more opportunities for leisure time alone with her husband and when he helps maintain their relationship (Marks, et al., 2001). It also increases as husbands spend time with the children without her being present, suggesting that knowing her spouse is an active parent helps somewhat relieve the burden of parenthood (Marks, et al., 2001). Although this does not directly impact marital satisfaction (see also, Kurdek, 1996), simply having husband support can decrease working women's distress in the parenting role (Roxburgh, 1997).

**Household Chores.** Another profound variable in the discussion of fit is the distribution of household chores and couples' satisfaction with that distribution. Because it is such a highly emotional subject and affects everyday life, the distribution of housework, including everything from cleaning to cooking to childcare, has great implications for how successful people feel in balancing work and family. The National Study of the Changing Workforce (NSCW) 1997 is the latest in a series of longitudinal studies by The Families and Work Institute about Americans' experiences in the work-family interface (Bond, Galinsky, & Swanberg, 1998). Comparing the 1997 data to that from 1977, researchers learned that men were spending about an hour more per workday doing housework than they had been 20 years earlier. And, although women had reduced their workday time for housework by over half an hour, they still spent more time on housework than did men by just under an hour per workday (see also, Ciscel, et al., 2000). This difference is lower, however, than the two-and-a-half hour difference measured between men and women in 1977. It would appear that as women have entered
the workforce, the extra hours required to manage a more complex life have in part been taken from time that used to be spent in housework.

Even with the increase in how much housework men perform, 50% of mothers surveyed want their husbands to spend even more time doing household chores (Bond, et al., 1998, p. 45). This brings to light the profoundness of perceptions when discussing housework. It appears to be not the actual time spent in housework, but how individuals feel about that time that makes the difference in satisfaction or dissatisfaction in the division of housework. Perceived unfairness and/or dissatisfaction with the division of household chores has been shown to negatively impact a series of work-family outcomes, including marital satisfaction, psychological distress, and success in balancing work and family life (Erdwin, et al., 2001; Hochschild, 1989; Stevens, et al., 2001; Voydanoff & Donnelly, 1999; see also, Bunnell & Beutler, 1999). This has great weight in the work/family debate, because although employed mothers spend less time in household chores than non-employed mothers, and so may be viewed as less involved in housework, their actual range of responsibilities is not less than non-employed mothers (DeMeis & Perkins, 1996). But women no longer bear the entire burden of housework, as across age group cohorts and even in individual life cycles, men’s involvement in household labor has risen over the last years (Ciscel, et al., 2000). Perhaps public encouragement for fathers to increase the time they allot to the home has helped, but it reflects a general trend of men becoming more involved in the home as perceptions of their responsibilities change. These perceptions definitely impact work-family fit.

*Family Involvement.* Family involvement can be difficult to define, as various boundaries of “family” may allow for an array of acceptable constructs. Here, it
encompasses parenting and being a spouse, but goes beyond that to also include the time and energy, participation in activities, and other aspects of life that accompany being part of a family. Like other proximal factors, family variables can moderate the effects of a negative work experience, and those without access to familial support may be more vulnerable to such negative outcomes (Barnett, 1994). The benefits of family involvement are great. High levels of family involvement are associated with higher levels of emotional and social support from family members, which, in turn increase overall life satisfaction (Adams, et al., 1996, see also, Tausig & Fenwick, 2001). It becomes a cycle of investing time and energy in the family, reaping the emotional rewards of so doing, and then being motivated to invest more resources in family to again receive those rewards. For husbands, family involvement in the form of leisure time with family members significantly increases role balance (Marks, et al., 2001). With these and other studies touting the benefits of family involvement, it takes its place among the profound influences on work-family fit.

Social System. The influence on fit by those surrounding an individual goes beyond the contributions of the family. Social context affects one's ability to meet the demands of work and family, not only because of the potential social support found therein, but also because the social context helps individuals shape the meaning of work and family experiences (Grzywacz, et al., 2002; see also, O’Neil & Greenberger, 1994). This concept is critical for work and family issues, because it represents the epitome of the consequences of perceptions. If, as researchers have found to be the case, a woman derives from her social group a definition of what a “good mother” or a “good worker” should do, and she fails to live up to that, she experiences the negative psychological
outcomes her social group may non-verbally assign to that failure (e.g., Hochschild, 1989).

However, not every social group is the same. For example, when asked to identify which of 12 maternal activities they felt mothers typically performed (such as playing with a child or reading parenting literature), full-time employed mothers perceived five of the twelve activities as less typical of mothers than did homemakers (DeMeis & Perkins, 1996). This finding suggests that the full-time employed mothers’ social groups—likely the other mothers at her workplace—have different expectations for the mother role than do full-time at-home mothers’ social groups. Hodson (1989) found support for this idea, finding that although women usually work in lower-status jobs paying less money, they do not report less job satisfaction than do men. He suggests that these women may use different comparison groups than do men. In other words, women who work and experience more positive work-life outcomes may do so not because they have more resources available to them or because of role enhancement explanations. Their reference group of other women may allow them to feel better about their situation and perceive that they are better off, because, as the author who studied this asserts, “evaluations are not derived from one’s actual situation, but rather how a situation compares to that of a reference group” (Maume & Houston, 2001, p. 184). The study of how people interact with their social system continues to have great implications for individuals’ fit.

Religiosity. One element of the social system that is enough different from others to merit its own discussion is religiosity. The social aspects of participating in a religion, combined with doctrinal backing to prove those aspects credible, may contribute to
individuals’ perceptions and subsequent experience of life events (see Worthington, Kurusu, McCullough, & Sandage, 1996).

For example, Williams, Larson, Buckler, and Heckmann (1991) found that religious attendance mediates the negative impact of stress on mental health. Another study with exclusively LDS participants had similar findings—that for some, religious experiences alleviated distress, increased happiness, and aided in adjustment to social norms (Bergin, 1991). Religiosity also influences marital satisfaction, which, as discussed earlier, can mediate negative work-family outcomes. One study found that among couples who share religious beliefs, increased attendance at religious meetings has a positive effect on marital satisfaction (Shehan, Bock, & Lee, 1990). Among the religiously heterogamous couples in the study (couples who did not share religious beliefs), the lack of church attendance together had a negative impact on their marital satisfaction. However, when researchers controlled for heterogamy, the effect of religiosity was found to be less for heterogamous couples than for homogamous couples.

Transferring these findings to work-family fit and balance, the potential of religiosity’s impact is great. However, despite the potentially predictive value of religiosity variables in the work-family discussion, the work-family literature has been relatively silent in these issues. Because of the overwhelming availability of such factors in the MSM population, this study hopes to shed more light on the importance of religious considerations in the work-family discussion.

**Demographics.** Sometimes, factors more fundamental than interactions with others may explain differences in outcomes. Another proximal condition impacting work-family fit is the set of individual characteristics people have. One of these characteristics
is age. Some studies report that balance correlates with age—that changes in the life course explain variances in balance. For example, having children may reduce balance, but once the children have left the house and parents have learned through life experience those skills that aid in balance, their overall balance should increase (Grzywacz, et al., 2002; Tausig & Fenwick, 2001; see also, Hughes & Galinsky, 1994). However, others observe that “each generation of worker is confronted with circumstances that can contribute to a poor fit between work and family” (Greenhaus & Callanan, 1994, as cited in Grzywacz, et al., 2002, p. 34). They maintain that the negative effects of work-life do not abate until after midlife—beyond the time when imbalance can be explained by the presence of young children. Perhaps it has something to do with the “sandwich generation” of parents taking care of their children and then being faced with the physical needs of their own aging parents. A final group of researchers even question age as a critical variable in work-family discussions, finding no significant difference in the “actual dimensions of stress...between groups of individuals” (Grzywacz, et al., 2002, p. 35). Whatever the actual logistics of age, its predictive and explanatory abilities are hotly debated.

Gender and educational level are two more demographic characteristics of note in the work-family literature. Barnett (1998) says “in the absence of comparable data from men and women, gender comparisons are obviously impossible” (p. 127), but those reported in the research generally concern the finding that women report significantly more employment and family related stressors than do men (Anderson & Leslie, 1991, p. 233; see also, Duxbury, et al., 1994; Hughes & Galinsky, 1994; Tausig & Fenwick, 2001). The other variable of interest, educational level, also has to do with work and
family stress. Those with higher education have lower levels of emotional distress (including depression, anxiety, and anger), lower levels of physical distress (including aches, pains, and malaise), but do not have lower levels of dissatisfaction (Ross & Van Willigen, 1997, p. 275; see also, Hughes & Galinsky, 1994). These results may be explained by such factors as associated perceptions, increased flexibility and personal control, complexity of paid work, or increased economic resources. Leaving the chicken versus the egg discussions to future researchers—e.g., do people with higher education “select into” more complex jobs with higher personal control, or do people with naturally high personal control achieve more in the educational sphere, etc.—it is interesting to note that, although such factors may help decrease distress levels, variance in satisfaction still exists among the educated.

If the research in the distal and proximal spheres concluded with such findings, very little would be known as to how they relate a) to each other and b) to work-family fit. The next section describes the findings related to these interactions, or as depicted in the model, the meaning of the arrows between the variables in the work-family interface.

Interactions

Proximal-distal interactions. Considering as a whole the factors surrounding work and those surrounding family, there do exist interactions between the two. This has been labeled many things, including work-to-family spillover and family-to-work spillover. Some of the ways in which one domain influences the other have already been discussed, such as how spousal influence can mediate work-family conflict (Burley, 1995). Other findings are that high levels of job involvement are associated with both high levels of job satisfaction and high levels of work interfering with family (Adams, et al., 1996).
Negative spillover describes the adverse consequences of inter-domain conflict. It can be associated with decreased emotional support from family, withdrawal from family interaction, decreased marital and parental role quality (e.g., increased conflict in marriage, decreased knowledge of children’s experiences), decreased involvement in housework, increased depression and psychological distress, and/or decreased overall quality of life (see pp. 49-50, Hill, et al., 2001; see also, Adams, et al., 1996). Negative spillover is more common among managers and professionals (Grzywacz, et al., 2002), who often have high job involvement and work “until the job is done,” escalating their work hours. Negative inter-domain spillover can happen in the other direction, as well. Although a higher amount of family involvement can moderate negative spillover, it can also be associated with family interfering too much with work (Adams, et al., 1996). Judging from this area of research, balance and fit are concepts that could benefit many individuals seeking relief from negative spillover.

Just as there are negative aspects of participating in both work and family, positive work-family spillover describes supportive families helping to moderate the demands of work life for the individual. Positive spillover is correlated with greater job commitment, performance, and satisfaction (Kirchmeyer, 1992), as well as better physical and mental health (see Grzywacz, et al., 2002). This supports the idea that, as many women claim, participation in multiple domains enhances performance in each domain (Kirchmeyer, 1992). Those who are married reportedly have higher amounts of positive family-to-work spillover (Grzywacz, et al., 2002), and men who have a high commitment to parenting and lower commitment to work experience less role strain (O’Neil & Greenberger, 1994). Given research supporting both positive and negative
spillover, there is no wonder that “ideas surrounding the competing nature of work and family persist” (p. 34, Grzywacz, et al., 2002). The existence of both positive and negative spillover is why some claim that relationships between competing domains are characterized by simultaneous conflict and enhancement (Adams, et al., 1996), rejecting the Burr, et al. (1979) claim that positive and negative affect cannot be felt at the same time. This again refocuses attention on the differences between scarcity and enhancement hypotheses, which were discussed earlier. The concepts of negative and positive spillover simply add additional names to the discussion.

*Fit interactions.* All of the proximal and distal factors have a direct influence on fit. However, the feedback arrows in the model leading from fit to both proximal and distal factors represent the active approaches everyone involved in the work-family interface may take to modify fit. As the model depicts, everything contributes to workers and families feeling a fit between work and family life. When federal lawmakers, employers, and individuals observe undesirable work-family outcomes, they may file class-action lawsuits, form unions, pass legislation, work more efficiently, job share, or pursue any number of other possible modifications to distal conditions in order to improve fit and thus improve the desired outcomes (Barnett, 1998). Those in the social system may modify proximal conditions by altering time allotment between work and family, changing aspirations or self-image, becoming more healthy, improving communication skills, or even changing marital status to, again, improve work-family fit and achieve desired outcomes.

Individuals and workplaces may also directly respond to fit itself. Workplaces may be motivated to help improve fit because of shortages in the labor supply, the desire
to retain employees, the need to recruit employees, or even to prevent lawsuits (Barnett, 1998). Individuals may naturally improve their own fit due to a natural high tolerance for conflict (see also, Carlson, 1999), or they may regularly use personally effective coping mechanisms, such as reframing (Anderson & Leslie, 1991; Beutell & Greenhaus, 1983; Kirchmeyer, 1993; Paden & Beuhler, 1995) and seeking spiritual support (Anderson & Leslie, 1991) to effectively deal with a potential lack of fit. A good fit between proximal and distal conditions is thus not only possible through the direct influence of these conditions and their interactions but can also be improved by those seeking to help families attain better fit.

Although Barnett’s (1998) model is not exhaustive (as Barnett herself admits), it does give future work and family research from a variety of disciplines “a context in which results can accumulate” (p. 172). Another of its benefits is that the model fulfills other researchers’ expectations that, in a comprehensive model of the work-family interface, “the intersect of structural and psychological characteristics of work and family would predict work-family conflict, influence stress, and eventually predict the quality of family life” (Weigel, Weigel, Berger, Cook, & DelCampo, 1995, p. 22). The model allows for such conclusions, but the literature leaves many questions unanswered. Barnett outlines a few of these questions that, she hopes, will soon be answered:

“1. In arriving at a work-family strategy, which aspects of the personal and social system are most critical? 2. Do these aspects differ systematically by age, gender, race, social class, and so forth? 3. What are the major dimensions of fit?” (p. 173).
Although this study does not seek to comprehensively explore each of these questions, an examination of a few proximal variables’ influence on fit may shed light on some yet-unexplained areas and thus bring the field closer to solving the work-family dilemma.

The Study

As noted, work-family fit and balance are two distinct ideas. If the two concepts are the same, and 86% of people polled report at least some success in balancing work and family life (Bianchi, 2000), why is it studied at all? The reason conflict, or a lack of fit, is studied is because people often report simultaneous conflict and success (see Adams, et al., 1996). The goal in studying the sources of conflict is to help individuals and families create more effective strategies in managing the demands of work and family life. This study seeks to explore which proximal variables significantly affect fit and balance. Specifically, it will look at how several demographic variables, marital satisfaction, frequency of family activities, and a component of religiosity influence work-family fit and work-family balance.

Significant to this endeavor is the influence of a specific religion on proximal conditions. For members of The Church of Jesus Christ of Latter-day Saints (LDS), family roles and expectations are clearly delineated in a document entitled, “The Family: A Proclamation to the World,” hereafter referred to as the Family Proclamation (The Church of Jesus Christ of Latter-day Saints, 1995; see Appendix B). In one section, it reads, “successful marriages and families are established and maintained on principles of faith, prayer, repentance, forgiveness, respect, love, compassion, work, and wholesome recreational activities” (paragraph 7). Because such beliefs shape LDS life, it is
hypothesized that a measure of these concepts will be significant in predicting how successful people feel in balancing the demands of work and family.

The Family Proclamation also defines the respective roles of parents. It says that fathers are “responsible to provide the necessities of life and protection for their families,” and that “mothers are primarily responsible for the nurture of their children,” outlining more traditional roles for the home (The Church of Jesus Christ of Latter-day Saints, 1995, paragraph 7). Because, as discussed, socially-defined roles play a large part in individual satisfaction, it is also hypothesized that families who follow these role structures, or meet “normative role expectations,” will report more overall balance and those who do not report more negative work/family outcomes (Thoits, 1991). Further, because of these religious and formerly discussed research foundations, families who more frequently recreate together are expected to report higher levels of positive outcomes. Demographic characteristics are expected to interact with these variables to impact work-family outcomes.

Work and family lives act in concert with one another, i.e., life is one whole and not separate systems (Adams, et al., 1996; Couch, et al., 1988). Therefore, some work variables, such as work satisfaction and time invested in paid work, must be included to explain work-related variance in the study. These are expected to impact both work-family fit and balance, but likely in different ways. Another consideration is to control for many of the variables that could potentially confound the study. Because the desired observations do not include the dynamics of single vs. married individuals, parents vs. non-parents, blended families, or heterogamously vs. homogamously religious couples, the sample will be narrowed to include those who are as similar as possible (see chapter
3). Doing this will allow a truer picture of the effects of the selected variables on work-family fit and work-family balance.

Juxtaposing the proposed variables on Barnett's (1998) model yields a selection of proximal and distal conditions that feed into work-family fit and balance. The model to be tested is depicted in Figure 2:

![Distal and Proximal Conditions Diagram](image)

**Distal Conditions**
- Time spent in paid employment
- Work satisfaction
- Job tenure
- Supervisor status
- Age
- Gender
- Number of children
- Family role structure
- Marital satisfaction
- Satisfaction with the division of work in the home
- Satisfaction with religious behaviors in the home
- Frequency of family activities

**Proximal Conditions**

*Figure 2. MSM study variables presented in Barnett's model.*
Chapter 3
Methodology

Sample and Procedures

In the winter of 2001, E. Jeffrey Hill from Brigham Young University's Family Studies Center surveyed a random, gender-stratified sample of alumni holding graduate degrees from Brigham Young University's Marriott School of Management (MSM). Altogether, he mailed the MSM Work and Family Survey to approximately 750 men and 750 women. Each potential respondent received a cover letter explaining the survey's intent (see Appendix C), the Alumni Work and Family Survey (see Appendix D), the Spouse Survey: MSM Work and Family Survey (see Appendix E), a postage-paid return envelope, and an "I completed the survey" postcard. The participants completed the alumni questionnaire. If married, their spouses completed the spouse questionnaire. Participants returned the surveys in the postage-paid envelope, and mailed the postcard separately to the researchers. The researchers also mailed a follow-up, reminder postcard and then a second, full survey packet to non-respondents in order to elicit more responses.

As each survey envelope returned to the Family Studies Center, researchers assigned it a code number and wrote the number on each questionnaire inside the envelope (i.e., the number was written on one questionnaire if only the alumnus participated, and written on two if both the alumnus and his/her spouse participated). To preserve anonymity, there was no identifying information on the actual questionnaire, such as name, address, or phone number. The returned "I completed the survey" postcard allowed researchers to remove the participants names from the follow-up list, so they
would not receive reminder mailings, but participants could not be associated with any specific questionnaire. A total of 576 alumni surveys were received, with an additional 450 spouse surveys. Accounting for undeliverable returns, the response rate is 40%. This is a slightly higher response rate than the typical 30% for mailed questionnaire studies using national samples (Christensen, 1997).

The MSM alumni responding to the survey work mostly full-time in paid employment (35 or more hours per week; 73%, n = 411), are in their first marriages (81%, n = 456), are about half male and half female (50%, n = 278 and 50%, n = 283, respectively), are predominantly members of The Church of Jesus Christ of Latter-day Saints (LDS) (97%, n = 532), most are evenly distributed between the ages of 25 and 50 (81%, n = 451), about half hold the position of supervisor (49%, n = 282), their average annual income is almost $60,000, and 71% report success in balancing work and family (n = 375). Seventy-one percent is lower than the 86% reported in Bianchi’s (2000) study using nationally representative data. This is not surprising given that those surveyed are highly educated, who though they experience lower amounts of depressive and physical symptoms, do not experience less dissatisfaction than other workers (Ross & Van Willigen, 1997, p. 275). Also, those in the sample generally hold higher-status work positions, which is associated with higher amounts of negative spillover (Grzywacz, et al., 2002). Of note in this sample is that even with the high number of people reporting balance, about half report that it is difficult and about half report that it is easy to manage the demands of their work and family/personal lives (48% and 51%, respectively), yielding a disparity warranting further exploration.
For this study, a particular sample was drawn from the MSM respondent population. This was done to decrease the influence of demographically heterogeneous individuals, who introduce potentially confounding issues such as those of single parents, remarried individuals, blended families, those not employed, and those with no children or of varying religious beliefs. Therefore, this sample includes only those who are engaged in full-time or part-time paid employment, are married for the first time to a spouse who is also married for the first time, are LDS, have spouses who are also LDS, and have at least one child. Narrowing in this way creates an alumni sample of n = 273.

Of these 273 alumni, 73% are male (n = 198), 83% work full-time (n = 227), 86% are between the ages of 25 and 50 (n = 232), 62% (n = 163) hold managerial positions, 51% (n = 135) of their spouses are not employed and are not seeking paid employment, 83% (n = 227) have between one and five children, the average annual salary is about $80,000, and 73% (n = 198) report feelings of success in balancing work and family life. However, 51% (n = 136) report difficulty while 49% (n = 131) report ease in managing the demands of their family/personal lives.

**Instrument**

Hill developed the MSM Work and Family Survey, a joint effort sponsored by the Marriott School of Management and the Family Studies Center in the School of Family Life at Brigham Young University. It is designed to provide descriptive data of the work, family, and religious beliefs and practices of a unique sample: MSM graduate school alumni. The Institutional Review Board at Brigham Young University gave final questionnaire approval.
The alumni questionnaire is 11 pages long and consists of ten sections. The first three sections relate to paid work and balancing work and family life. Section A, “Your paid work,” includes 28 items assessing such things as the respondents’ perceptions of their work environment, reasons they might leave their current organization, hours per week worked, technology used in their jobs, frequency of working from home, and frequency of working outside of regular business/work hours. Section B, “Balancing Work and Family Life,” includes 17 questions about how work and family interact, including workgroup flexibility and the alumni’s perceptions of how their families feel about their commitment to and involvement in work. Section C, “Spillover from work to family, and family to work,” asks the respondents to report how often they experience each of 16 statements about work’s effects on family and family’s effects on work, such as, “Because of my job, I didn’t have the energy to do things with my spouse/partner” (work-family negative spillover) and “My spouse gave me the support that helped me face difficulties at work” (family-work positive spillover).

The next three sections of the questionnaire relate to aspects of family life. Section D, “Your spouse/partner, his/her work, and your relationship,” has 28 items about such things as the alumni’s satisfaction in various aspects of their relationships with their spouse/partner, and their evaluation of personal involvement in domains such as paid work, child care, and household chores. Section E, “Caring for Family Members,” asks who in the household is responsible for different life tasks, from household chores to keeping in touch with family members not living at home, as well as if they consider items such as “having a vacation home” and “having full-time live-in child care” to be “fruits of success” or “signs of excess.” In the rest of the 26 items, respondents also
report how many children they have in various age groups, their child care arrangement for their youngest child, if applicable, and other parenting questions. Section F, “Family Activities,” includes 23 items about the frequency with which the alumnus spends time in specific activities such as, “you eat dinner with your family” and “you are out of the home in the evening fulfilling church responsibilities.”

The remaining sections of the questionnaire contain summative questions about work and family balance, including a write-in-comments section, demographic information, and a section only for LDS respondents, relating to their religiosity. Section G, “Success with Work and Family,” asks the alumni how successful they feel in four areas: work life, relationship with their spouse/partner, relationship(s) with their children, and balancing work and personal/family life. Section H, “Write-in comments” has three questions to which the alumnus is asked to freely respond. They ask about specific helps they have found in balancing work and family, suggestions for an employer to help families better manage the demands of work and personal/family life, and any comments about the survey or anything else related to work and family/personal life. Section I, “Background Information,” asks respondents’ age, gender, annual income, tenure at their current organization, employment status at various life stages (e.g., before children, when children were preschool age, etc.), and other demographic and descriptive items for a total of 15 items. Finally, section K, “Special Questions for LDS MSM alumni and spouse/partners,” includes 22 items about church activity and involvement to be answered by LDS alumni. For non-LDS alumni, the questionnaire ends with Section I.
Measures and Analyses

The two dependent research variables in this study are those measuring work-family balance and work-family fit. Work-family balance is measured by question 4 in section G (question G4), “All in all, how successful do you feel in balancing your work and personal/family life?” Work-family fit is measured by combining question B15, “How easy or difficult is it for you to manage the demands of your work and your family/personal life?” and question K5, “How easy or difficult is it for you to simultaneously manage the demands of family, church, and occupational responsibilities?” These two dependent variables have a Pearson’s correlation value of .273, with a two-tailed significance value of $p < .01$.

The independent variables in these analyses include demographic, satisfaction, and frequency constructs. A few of the demographic variables tested in the model are age (of alumnus = question 12, of his/her spouse = question F2 on spouse survey), gender (question I1, coded as a dummy variable: 0 = male, 1 = female), number of children (sum of questions 11a through 11e), and family role structure (i.e., does dad work and mom stay home, or do both work? Part of this effect is measured in gender, i.e., a full-time employed alumna fulfills a nontraditional gender role. The other part is measured by question A1 in the spouse survey, “What is your current paid employment status?”). Other demographic variables measured are alumnus’s paid work status (question A1, 1 = employed full time, 2 = employed part time), supervisor status (question I6, coded as a dummy variable, 0 = not a manager, 1 = manager), job tenure (question I4), and hours per week spent in paid employment (question A14) (for comparable measures of demographic variables, see Barnett & Shen, 1997; Bond, et al., 1998; Frone, et al., 1992).
The satisfaction variables include measures of work satisfaction, marital satisfaction, and satisfaction with the division of work in the home. Work satisfaction is measured by question A11, "Considering everything, I am satisfied with my job," which is measured on a Likert scale with answers ranging from 1 = strongly disagree to 4 = strongly agree. Marital satisfaction is measured by question D16, "In your relationship with your spouse/partner, how dissatisfied or satisfied are you with your overall relationship with your spouse/partner," also measured on a Likert scale, but with answers ranging from 1 = very dissatisfied to 5 = very satisfied. Satisfaction with the division of work in the home is measured by question D13, "In your relationship with your spouse/partner, how dissatisfied or satisfied are you with the way work is divided (e.g., child care, household chores, earning money, yard work, auto maintenance)," measured on a Likert scale, with answers ranging from 1 = very dissatisfied to 5 = very satisfied.

The final two variables test the claim that principles of faith, prayer, repentance, forgiveness, respect, love, compassion, work, and wholesome recreational activities predict successful marriages and families. Ideally, these variables would test the effect of each of these components in the sample's marriages and entire families separately, but the questionnaire does not have parallel constructs measuring these variables for both marriage and family spheres. However, the participants were asked to rate their satisfaction with the faith, prayer, repentance, forgiveness, respect, love, compassion, work, and wholesome recreational activities in their relationship with their spouse. So, the variable created, hereafter called the Marriage Proclamation variable, sums questions D2 and D7-D14 to show alumni satisfaction with Family Proclamation principles in their marriages. As far as the whole family is concerned, the questionnaire does ask alumni to
estimate how frequently various family activities occur. Summing the number of times the alumni is involved in activities with the whole family yields the Family Activity variable, which taps some aspects of the Family Proclamation, particularly wholesome recreational activity. The sum of questions F9-F14 and F19, or the frequency with which the whole family "does something fun," watches television, eats dinner, prays, reads scripture, and attends church together, comprises the Family Activity variable.

These independent variables were placed in a General Linear Model (GLM) to compute a multivariate multiple linear regression analysis to determine their significance and impact in predicting work-family fit and/or work-family balance. The means, standard deviations, coefficient alpha reliabilities, and intercorrelations for all variables are shown in Table 1.

Limitations

This study is limited by several factors. First, self-report measures in survey research are known to potentially have much error, leading to conflicting or otherwise erroneous results (see in Grzywacz, et al., 2002). Second, though the sample was initially drawn as a random, gender-stratified sample of the MSM population, it is likely that some groups excluded themselves from the study by not responding. Specifically, many who do not experience success in balancing work and family may have simply been too busy and/or stressed to respond to a mailed questionnaire. And although recently the notion that high response rates are critical for representativeness has been challenged by a number of researchers (for listing see Zimmerman & Clarke, 2002, p. 295), the lack of true randomness may limit the study's generalizability to the MSM population (and laws of statistics do not permit the findings to be generalized beyond the population). A third
Table 1

Descriptive Statistics and Correlations

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<td>.08</td>
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<td>17. Work-family Balance</td>
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</table>

Note: coefficient alphas are presented in parentheses. $N=273$. *Scale with two or more items.* *p<.05 **p<.01
limitation of the study is that certain temporal order assumptions may skew the
discussion of results, such as that work-family fit and work-family balance may not occur
as results of the studied independent variables. It is feasible that structural and
psychological components of work and family life occur because of a specific feeling of
fit and/or balance, and not the researcher-assumed opposite. Results should be reviewed
in light of these limitations.
Chapter 4

Results

Predictors of Fit and Balance

A multivariate multiple linear regression analysis using the General Linear Model (GLM) procedure in the Statistical Package for the Social Sciences (SPSS) 11.0 for Windows program (SPSS Inc., Chicago, IL) was used to determine unique sets of predictor variables for the two dependent variables of fit and balance. The GLM accounts for the moderate correlation between the dependent variables, making it the appropriate procedure to determine their differences. The independent variables of age (of both alumnus and spouse), gender (coded as a dummy variable), supervisor status (coded as a dummy variable), family income, number of children, alumnus’s paid work status (categorical variable), spouse’s paid work status (categorical variable), job tenure, weekly work time, work satisfaction, marital satisfaction, satisfaction with division of housework, and the Family Activity and Marriage Proclamation variables were entered into the model.

In order to obtain the best-fit model, variables not uniquely contributing to the variance in the dependent variables were removed one at a time, beginning with the most insignificant. This process continued until only variables that predicted one or both of the dependent variables with a significance level of \( p < .05 \) were left in the model. The variables were removed in the following order: supervisor status, spouse’s employment status, alumni age, gender, marital satisfaction, job tenure, number of children, and satisfaction with the division of work in the home. Tables 2 and 3 show what was found to be the overall, best-fit multivariate regression model predicting work-family fit and
balance. Table 3 shows the parameters of the independent variables for each dependent variable. The model for work-family balance has an adjusted $R^2$ value of .209, and the model for fit has an adjusted $R^2$ value of .212.

The significant predictive variables in the overall model (including both dependent variables) are work satisfaction (Wilks’ $\Lambda = .920$, $F(2, 236) = 10.25$, $p < .001$), weekly number of hours spent in paid work (Wilks’ $\Lambda = .953$, $F(2, 236) = 5.77$, $p < .01$), spouse’s age (Wilks’ $\Lambda = .938$, $F(2, 236) = 7.79$, $p < .01$), family income (Wilks’ $\Lambda = .972$, $F(2, 236) = 3.41$, $p < .05$), the Marriage Proclamation variable (Wilks’ $\Lambda = .927$, $F(2, 236) = 9.236$, $p < .001$), and the Family Activity variable (Wilks’ $\Lambda = .957$, $F(2, 236) = 5.254$, $p < .01$). Paid work status (Wilks’ $\Lambda = .980$, $F(2, 236) = 2.442$, $p = .089$), though not significant in the overall model, is significant in predicting work-family fit and for this reason was left in the model. All of these variables significantly predict work-family fit. However, spouse’s age, family income, weekly work hours, and paid work status do not significantly explain the variance in work-family balance.

For work-family fit, increases in work satisfaction, spouse’s (or alumnus’s) age, satisfaction with religious practices in marriage (Marriage Proclamation), and frequency of family activities are associated with an increase in work-family fit. Those working part-time also had increased work-family fit. However, increases in weekly work hours and salary are associated with a decrease in work-family fit. For work-family balance, increases in work satisfaction, satisfaction with religious practices in marriage (Marriage Proclamation), frequency of family activities, and a decrease in weekly work hours are significantly associated with increased feelings of success in balancing work and family.
### Table 2

**Multivariate Analysis Results: Testing Effects between Balance and Fit**

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<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
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<td>7</td>
<td>9.76</td>
<td>10.19</td>
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<td>Fit</td>
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<td>7</td>
<td>16.68</td>
<td>10.39</td>
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<td>12.15</td>
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a. $R^2 = .231$ (Adjusted $R^2 = .209$)  
   b. $R^2 = .235$ (Adjusted $R^2 = .212$)
Table 3

*Multivariate Analysis Results: Parameter Estimates of Balance and Fit*

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<td>.011</td>
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a. $R^2 = .231$ (Adjusted $R^2 = .209$)  b. $R^2 = .235$ (Adjusted $R^2 = .212$)
Ease vs. Difficulty

In addition to the multivariate analysis, an independent samples t-test was run to show, among those who report balance, the significant differences between those who report ease and those who report difficulty in simultaneously managing the demands of personal/family life (question B15). Results for this test are shown in Table 4 (Appendix F). The t-test was run merely for descriptive purposes, as it only reports differences between groups and does not establish predictive validity of each variable. Findings are similar to those in the multivariate analysis. For example, those who find it easier to manage the demands of work and family work fewer hours per week and more frequently participate in family activities. However, the two groups did not significantly differ in the specific variables of work satisfaction, age, Marriage Proclamation, and family income. Those who report more work-family fit also report more balance.

Summary

Though the t-test reveals interesting descriptives of those who report ease and those who report difficulty in managing the demands of work and family, the compelling findings of this study are that work-family fit and balance, though correlated, are two separate variables. The multivariate multiple linear regression analysis shows that the significant predictors of fit are the alumni’s work satisfaction, time spent in paid employment, paid work status, spouse’s age, total family income, frequency of family activities, and satisfaction with religiosity in marriage. The significant predictors of work-family balance are the alumni’s work satisfaction, frequency of family activities, and satisfaction with religiosity in marriage.
Chapter 5
Discussion

The results of this study may best be reviewed as they fit into the Barnett (1998) model discussed earlier. Looking at the proximal and distal conditions that the multivariate analysis showed to impact work-family fit but not balance, the model might look something like that shown in Figure 3. Time spent in paid employment, paid work status, spouse's age, and family income predict only work-family fit, while work satisfaction, frequency of family activities (Family Activity variable), and satisfaction with religiosity in marriage (Marriage Proclamation variable) predict both work-family fit and work-family balance. Although other variables were entered into the model, and the t-test showed significance in some of those areas, these are the only significant variables predicting fit and balance, given the specific dynamics of the MSM population.

Figure 3. MSM study results presented in Barnett's model.
The overall research question for this study has been “What is the relationship between reported work-family fit and feelings of success in balancing work and family/personal life?” Though the scope of this study does not extend to structural equation modeling or exploring how fit may predict balance and vice versa, the incongruity found in the set of predictors for work-family fit and work-family balance validates the recent trend in the literature to treat the two concepts separately. Fit and balance appear to be two distinct aspects of work and family life. But what characterizes their common elements, and what distinguishes these from the factors that only seem to predict work-family fit and not work-family balance?

**Predictors of Work-family Fit**

Work-family fit, as discussed earlier, represents “a feeling of comfort with the balance of the demands made upon the worker and his family” (Pittman, 1994, p. 189). The results of this study support the existence of such a construct. If the demands placed on the individual—whether controlled or not—fit well together, he/she is said to have good work-family fit. Weekly work hours, paid work status, family income, and spouse’s age have here been found to predict work-family fit but not to significantly predict work-family balance. The commonality in these variables appears to be that they encompass the structural, and not the psychological, aspects of the work and family interface (see Weigel, et al., 1995). This agrees with the connotations of the definition of fit—that fit reflects the demands of work and family, or how actual work-family conditions interact to affect the individual rather than how he/she feels about them. This may be the fundamental difference between fit and balance.
**Weekly work hours.** For example, the results indicate that an increased number of hours spent in paid employment contributes to a decrease in work-family fit. As stated previously, people often cite time constraints as a source of stress, but time alone does not explain the variance in a number of work-family outcomes (Burge, et al., 1991; Carlson, et al., 1995; Greenhaus, et al., 1987; Pittman, 1994). When the idea of fit is taken into consideration, this makes sense. Strains on time may contribute to making work-family balance (or any other outcome) difficult, but it does not contribute to how the individual manages that strain and so does not directly contribute to balance. Time represents a structural piece of work and family interaction, and because of this, contributes to fit.

**Paid work status.** Similar to work hours, paid work status also contributes to work-family fit. Because the only paid work statuses included in this study are full-time and part-time, finding it significant is indeed telling. Explaining more than simply the number of hours worked, this variable may represent the benefits of flexibility inherent in part-time work schedules. Indeed, the regression model showed that as a person moves more toward a part-time schedule, his/her fit increases, justifying this option as an effective way to reduce the potential stress of poor work-family fit. Flexibility has been studied in the work-family literature (see Hill, 2001; Tausig & Fenwick, 2001), but interesting here is the structural aspect of work schedule significantly impacting work-family fit.

**Family income.** The amount of money generated by a family also seems to influence work-family fit. However, it is a slight decrease—and not an increase—in family income that is associated with better work-family fit. It should be noted that in this
population with an annual mean salary of $80,000, a slight decrease likely means the subtraction of $10,000 or less, arguably assuring families a sufficient standard of living. With this in mind, the significance of family income could mean that excessive amounts of money contribute to a complexity in life that makes fit more difficult to obtain, while "enough" is sufficient.

Spouse's age. This study found that the older an alumnus's spouse, the better work-family fit he/she reported. This is likely due to a few factors, especially because it is the spouse's and not the alumnus's age that is the significant predictor here. It may be that the spouse's potentially increased wisdom and resilience associated with an increase in age helps him/her to better manage the demands of work and family life (see Grzywacz, et al., 2002; Tausig & Fenwick, 2001), and its impact on the alumnus is likely due to increased support that the spouse is able to offer him/her (see Barnett, 1994; Burley, 1995; Stevens, et al., 2001). Although it has been argued that each stage of life has unique challenges that may contribute to poor fit, suggesting that age should matter very little (see Grzywacz, et al., 2002), the life experience associated with living through and meeting the demands of these challenges seems to contribute to enhanced capacity for support in the future. As such, the alumnus's age might possibly contribute to an increase in balance, as it has to do with resiliency to poor fit (which was not shown to be the case in this study). Spousal age, however, contributes directly to the fit experienced by the alumnus, as the spouse adds unique proximal, structural dimensions to an alumnus's fit.
Predictors of Both Fit and Balance.

With these dimensions of fit in mind, it should be interesting to review those that significantly predict both fit and balance. If fit is largely structural, then perhaps balance is determined by, as Barnett (1998) suggests, how an individual perceives, reacts, and/or copes with that fit. This would mean that psychological aspects of work and family life determine balance. This study has found that an increase in work satisfaction, satisfaction with religious practices in marriage, and frequency of family activities, including frequency of church attendance and family meals together, are associated with an increase in both work-family fit and work-family balance. These factors have both structural and psychological components, each likely accounting for their impact on fit and balance, respectively.

Structural components. Work satisfaction may represent an overall feeling of contentment with the structural demands and organization of work. Organizational policies, availability and use of such programs as flextime and flexplace, and supervisors’ expectations could all contribute to the demands of work placed on the individual. Because work satisfaction reflects comfort with these, they may be the influential factors in how work impacts fit.

Family activities and religious activity in marriage also have structural aspects. Eating dinner, praying, attending church, and recreating together as a family, as well as praying, working, and recreating with a spouse adds routine and ritual to life, which has been found to benefit families (e.g., Denham, 2002; Viere, 2001). In addition to simply doing these activities, the trust, compassion, and love encouraged among family members by such activities may contribute to the amount of support an individual feels from family
members. Similar to the discussion about the significance of alumnus's age, this may ease the burden of some aspects of work-family life and thus increase overall work-family fit (see Barnett, 1994; Burley, 1995; Stevens, et al., 2001). Also, because these variables reflect religiosity in family life, studies showing that frequency of church attendance, more than any other religious behavior, is the significant predictor of religion having a positive influence in peoples' lives further supports the idea that structural components of the variables may contribute to fit (see Shehan, et al., 1990; Williams, et al., 1991).

_Psychological components._ However, in addition to structural components, these variables have prominent psychological aspects, as well. Work satisfaction is definitely a subjective construct. Referring again to symbolic interaction theory, an individual's interpretation of and meaning ascribed to life circumstances and events are what create real consequences for the individual, good or bad (see Marks, 1977; Simon, 1997). Structural challenges may be perceived as opportunities for growth by one who values the worker role and its associated trials, or they may be perceived as stumbling blocks for one who does not value the worker role (e.g., Perry-Jenkins, et al., 1992; Thorbjörnsson, 2000). Failure to take into consideration the perceptions associated with specific structural demands of work, such as job involvement, may be the reason that conflicting findings abound in pertinent studies (e.g., Adams, et al., 1996; Greenhaus, et al., 1987). When perceptions are taken into consideration, more light is shed on the structural component studied (e.g., Carlson, et al., 1995). This suggests that the perceptions involved in such a measure as satisfaction go beyond the figures to explain how people
feel about and react to these demands, thus accounting for variance in how successful people feel in their work and family roles.

Similarly, family activities and satisfaction with religiosity in a spousal relationship taps both the expectations and perceptions associated with family life. In a population ascribing to religious beliefs that very specifically define how successful families operate (see Family Proclamation—Appendix B), individuals’ perceptions of how their families “measure up” to these guidelines ought to play an important role in how successful they feel in family life, as was proposed in Chapter 2 and shown to be true in this study.

Religious issues, however, not only involve perceptions between what people feel they ought to do and what they actually do, but the authority with which what “ought” to be is established has great significance, too. Not only is the LDS individual pleasing him/herself by ascribing to religious beliefs, but he/she also believes that such compliance pleases God, and that belief has its own related perceptions of personal spiritual reward. For the MSM population, increasing congruity between one’s life and LDS beliefs increases these perceptions of success and reward. It is likely that perceptions of both structural and spiritual compliance interact to mediate work-family fit positively or negatively.

It may not be simply due to compliance that positive benefit is felt from an increased amount of family activities. As mentioned earlier, the emotional benefits associated with increased involvement in family and other social systems may enhance individual resiliency and thus positively mediate work-family fit. The possibilities and
ramifications of this discussion about work-family fit, balance, and religious influences are many and definitely warrant future study.

Conclusions and Implications

Work-family fit is still a relatively new concept in the work-family literature, and its specific dynamics have been relatively unexplored. This study helps distinguish work-family fit from work-family balance and identifies potential predictors for both. And, because the MSM sample allows a close look at religious factors and is easily tailored to control for potentially confounding variables, this study adds great insight to the models introduced by Barnett (1998) and Voydanoff (2002), insofar as they explain the relationship between work and family factors, fit, and balance. These models will likely continue to be used to explain the work-family interface and would benefit from refinement in the next few years.

One of the ways in which these models can improve is to explore more in-depth the hypothesis that structural components of work and family life contribute to work-family fit, while psychological aspects contribute to work-family balance (see Weigel, et al. 1995). These components have their roots in the theoretical foundations of psychology and economics (Christensen, 1997). Defining these theoretical underpinnings of specific constructs of work and family in future research could refine current models and create more accurate future models of the work-family interface.

The language of fit seems healthier than earlier discussions in the literature about managing work and family. Rather than placing fault with any one person, organization, or governmental agency, it suggests that fit is a collaborative effort to which many people contribute. Fit suggests that conflict is not necessarily a negative experience in the lives
of individuals and families, but that one's reaction to it determines future outcomes.

Walsh (2002) advocates a family resilience framework to guide any prevention efforts with families. It focuses on the idea that families emerging from crisis are not “survivors” but stronger families who have grown and increased their resourcefulness. This idea that conflict can actually be good for a family, when that family has the skills and ability to grow from it, is a powerful one. Future research in the area of fit would likely speak volumes to families currently struggling with the structural demands of the work-family interface.
References


Appendix A

Work-family Models:
Voydanoff (2002) model:

Barnett (1998) model:
Appendix B

The Family Proclamation
THE FAMILY

A PROCLAMATION
TO THE WORLD

THE FIRST PRESIDENCY AND COUNCIL OF THE TWELVE APOSTLES
OF THE CHURCH OF JESUS CHRIST OF LATTER-DAY SAINTS

WE, THE FIRST PRESIDENCY and the Council of the Twelve Apostles of The Church of Jesus Christ of Latter-day Saints, solemnly proclaim that marriage between a man and a woman is ordained of God and that the family is central to the Creator's plan for the eternal destiny of His children.

All human beings—male and female—are created in the image of God. Each is a beloved spirit son or daughter of heavenly parents, and, as such, each has a divine nature and destiny. Gender is an essential characteristic of individual premortal, mortal, and eternal identity and purpose.

In the premortal realm, spirit sons and daughters knew and worshiped God as their Eternal Father and accepted His plan by which His children could obtain a physical body and gain earthly experience to progress toward perfection and ultimately realize his or her divine destiny as an heir of eternal life. The divine plan of happiness enables family relationships to be perpetuated beyond the grave. Sacred ordinances and covenants available in holy temples make it possible for individuals to return to the presence of God and for families to be united eternally.

The first commandment that God gave to Adam and Eve pertained to their potential for parenthood as husband and wife. We declare that God's commandment for His children to multiply and replenish the earth remains in force. We further declare that God has commanded that the sacred powers of procreation are to be employed only between man and woman, lawfully wedded as husband and wife.

We declare the means by which mortal life is created to be divinely appointed. We affirm the sanctity of life and of its importance in God's eternal plan.

Husband and wife have a solemn responsibility to love and care for each other and for their children. "Children are an heritage of the Lord" (Psalms 127:3). Parents have a sacred duty to rear their children in love and righteousness, to provide for their physical and spiritual needs, to teach them to love and serve one another, to observe the commandments of God and to be law-abiding citizens wherever they live. Husbands and wives—mothers and fathers—will be held accountable before God for the discharge of these obligations.

The family is ordained of God. Marriage between man and woman is essential to His eternal plan. Children are entitled to birth within the bonds of matrimony and to be reared by a father and a mother who honor marital vows with complete fidelity. Happiness in family life is most likely to be achieved when founded upon the teachings of the Lord Jesus Christ. Successful marriages and families are established and maintained on principles of faith, prayer, repentance, forgiveness, respect, love, compassion, work, and wholesome recreational activities. By divine design, fathers are to preside over their families in love and righteousness and are responsible to provide the necessities of life and protection for their families. Mothers are primarily responsible for the nurture of their children. In these sacred responsibilities, fathers and mothers are obligated to help one another as equal partners. Disability, death, or other circumstances may necessitate individual adaptation. Extended families should lend support when needed.

We warn that individuals who violate covenants of chastity, who abuse spouse or offspring, or who fail to fulfill family responsibilities will one day stand accountable before God. Further, we warn that the disintegration of the family will bring upon individuals, communities, and nations the calamities foretold by ancient and modern prophets.

We call upon responsible citizens and officers of government everywhere to promote those measures designed to maintain and strengthen the family as the fundamental unit of society.

This proclamation was read by President Gordon B. Hinckley as part of his message at the General Relief Society Meeting held September 23, 1995, in Salt Lake City, Utah.
Appendix C

Survey Cover Letter
January 2, 2001

Subject: Marriott School of Management Alumni Work and Family Survey

Dear Marriott School Alumni:

It is a challenge for all parents to both provide for and nurture a family. Work requires more and more of our time and energy. In a wireless world of laptops, palm pilots, and pagers we have more flexibility, but these tools can also be intruders in our homes. We want to be good fathers and mothers, but sometimes it’s hard to create enough quality and quantity family time to thrive.

To better understand how Marriott School alumni successfully deal with these issues, we invite you (and your spouse where appropriate) to complete the enclosed surveys. Please return both surveys in the same business reply envelope provided. These questionnaires ask about you and your family and how your work and personal/family life affect one another. Please complete the survey whether or not you are married, have children, or are employed.

This study is being conducted jointly by the Marriott School of Management and the Family Studies Center of the School of Family Life at Brigham Young University. In addition, Dr. Graeme Russell from the Psychology Department at Macquarie University in Sydney, Australia, will conduct a similar survey with alumni of the Macquarie Graduate School of Management.

You have been chosen to participate as part of a random sample of Marriott School alumni in the United States. Your responses and those of your spouse are confidential and will remain anonymous. Participation in this research is voluntary but we encourage your involvement. The completion and return of the survey is your consent to participate in the research.

Results of this survey are planned to be used in a presentation by E. Jeffrey Hill (BYU) and Graeme Russell (Macquarie) at the “New Business Equation” conference in Sydney, Australia, in February 2001 so we need your responses as soon as possible. Findings from this study may also be used to help produce materials to facilitate work/family balance among students and alumni of the Marriott School and in collaborative research with Macquarie.

You may request an electronic copy of the survey results by returning the “I completed the survey” postcard which is enclosed. If you have any questions about the survey contact Dr. Hill at (jeff_hill@byu.edu) or (801-378-9091). Thank you.

Sincerely,

Ned C. Hill
Dean
Marriott School of Management

James M. Harper
Director
School of Family Life

D. Russell Crane
Director
Family Studies Center
Appendix D

MSM Alumni Work and Family Survey
Marriott School of Management Alumni
Work and Family Survey

You have been chosen as part of a random sample of Marriott School of Management graduate alumni to complete this survey on the topic of work and family issues. This research is sponsored jointly by the Marriott School of Management and the Family Studies Center in the School of Family Life at Brigham Young University (Provo, Utah). In addition, a random sample from the Macquarie Graduate School of Management (Sydney, Australia) will be asked similar questions.

For each question, please circle the answer that most closely corresponds with your view. Some of the questions deal with sensitive topics. If you prefer not to answer a question, you may leave it blank. Please complete the survey even if you are not married, do not have children, and/or are not employed for pay. In an effort to more completely understand work and personal/family issues we are also inviting your spouse (where appropriate) to complete a spouse survey with his/her perceptions. Please return BOTH surveys together in the enclosed business reply envelope. It should take about 20-30 minutes to complete the survey.

An “I completed the survey” post card is also included. By mailing this post card separately, it enables us to take you off our “Remind to take the survey” list without compromising anonymity, enables you to request a copy of the survey results and enables you to provide the MSM alumni with your e-mail address, if you so choose.

Participation in this research is voluntary. Your responses are confidential and will remain anonymous. Data are reported in groups of sufficient size to preserve anonymity. The completion and return of the survey is your consent to participate in the research.

If you have any questions regarding this research, you may contact Dr. Jeff Hill, in the Family Studies Center, School of Family Life, 350 SWKT, PO Box 25516, Brigham Young University, Provo, Utah 84604-9989, (801) 378-9091, or jeff_hill@byu.edu. In addition, if you have any questions regarding your rights as a participant in a research project you may contact Dr. Shane Schulthies of the Institutional Review Board, Brigham Young University, at (801) 378-5490.

**SURVEY INSTRUCTIONS:**

1. Complete the enclosed MSM alumni survey.
2. Invite your spouse (where appropriate) to complete the spouse survey.
3. Return BOTH surveys in the SAME business reply envelope. (Because of anonymity, returning both surveys in the same envelope is the only way we have to link the alumni surveys with the appropriate spouse survey.)
4. Return the “I completed the survey” post card and mail it separately.

Thank you for your assistance in this important project.
A. Your Paid Work

Please circle the answer that best represents your view. If you are not presently employed but seeking paid work, answer these questions for the paid job you held most recently. If you are NOT presently employed and are NOT seeking paid work, then SKIP TO SECTION D, PAGE 5, after answering question 1. All data in this survey will be treated as confidential and your anonymity will be maintained.

1. What is your current paid employment status?
   - Employed full time (more than 35 hours/week) ........................................... 1
   - Employed part time (35 hours/week or less) ................................................ 2
   - Not employed and seeking paid work (Answer for most recent job)................ 3
   - Not employed and not seeking paid work (Skip to Section D, p. 5) ............. 4

To what extent do you disagree or agree with the following:

2. I have had good opportunities for advancement in work.................................. 1 2 3 4 0
3. I am willing to work extra hard to help my organization succeed...................... 1 2 3 4 0
4. I feel a strong sense of loyalty to my organization........................................... 1 2 3 4 0
5. I find that my values and my organization's values are similar......................... 1 2 3 4 0
6. At work, my immediate supervisor or manager places priority on employees having a “healthy balance” between work and family/personal lives. ...................... 1 2 3 4 0
7. At work, my immediate supervisor or manager is helpful when I have a personal/family matter to attend to................................................................. 1 2 3 4 0
8. I am proud to be working for my organization.............................................. 1 2 3 4 0
9. Compared to other organizations I know about, my organization is the best place to work................................................................. 1 2 3 4 0
10. If I have it my way, I will stay with this organization until I retire.................... 1 2 3 4 0
11. Considering everything, I am satisfied with my job...................................... 1 2 3 4 0
12. I am currently looking for another job outside of my organization............... 1 2 3 4 0
13. If you were to consider leaving your current organization, which two of the following reasons would most influence your decision?

<table>
<thead>
<tr>
<th>MOST important reason</th>
<th>SECOND MOST important reason</th>
</tr>
</thead>
</table>
   | Ability to manage work and personal/family life ............................................. 1 1
   | Compensation/benefits ......................................................................................... 2 2
   | Geographic location .............................................................................................. 3 3
   | Immediate manager ................................................................................................. 4 4
   | Nature of work ........................................................................................................ 5 5
   | Opportunity for advancement ............................................................................... 6 6
   | Sense of accomplishment ....................................................................................... 7 7
   | I would not consider leaving my current organization ........................................ 8 8
   | Other (please list) .................................................................................................

14. On average, how many hours per week do you actually spend on paid work and work-related activities? (Please make a per week estimate covering the last three months. Include regularly scheduled work, overtime, work from home, etc.) _______ Hours per week

15. Are you paid for overtime?
   - Yes .......................................................................................................................... 1
   - No ............................................................................................................................ 2
Do you use the following to help get your paid job done?  
16. Cell phone and/or pager ................................. Yes | No  
17. Desktop computer at your work place ................ Yes | No  
18. Access to the company's computer network from home  Yes | No  
19. Laptop computer ........................................ Yes | No  
20. Desktop computer at your home ......................... Yes | No  
21. Palm pilot (or similar electronic personal organizer)  Yes | No  

During a typical WEEK, on how many days do you do paid work FROM HOME? (Please make a per week estimate for the last three months.)  
22. BEFORE regular business/work hours .................. 0 1 2 3 4 5 6 7  
23. DURING regular business/work hours .................. 0 1 2 3 4 5 6 7  
24. AFTER regular business/work hours ..................... 0 1 2 3 4 5 6 7  

During a typical MONTH on how many days do you: (Please make a per month estimate for the last 3 months.)  
25. Work for your employer at least two hours on a Saturday 0 1 2 3 4  
26. Work for your employer at least two hours on a Sunday 0 1 2 3 4  
27. Work for your employer away from the home in the evening 0 1 2 3 4 5 6 7 8 9 10+  
28. Travel away from home overnight on business .......... 0 1 2 3 4 5 6 7 8 9 10+  

B. Balancing Work and Family Life
The following questions ask your views about how work and family life interact. If you are not presently employed but seeking paid work, answer these questions for the paid job you held most recently. If you are NOT presently employed and NOT seeking paid work, then SKIP TO SECTION D.

<table>
<thead>
<tr>
<th></th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Agree</th>
<th>Strongly agree</th>
<th>Not sure/Does not apply</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. To get ahead in my organization, it is more important to work long hours than to produce results.</td>
<td>1 2 3 4 0</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. In my organization, you can have a good family life and still get ahead</td>
<td>1 2 3 4 0</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. I feel free to speak up about work-family issues in my workplace</td>
<td>1 2 3 4 0</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. My organization asks too much of me— at the expense of my family life</td>
<td>1 2 3 4 0</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Members of my immediate workgroup place a high priority on having a &quot;healthy balance&quot; between work and their family/personal lives.</td>
<td>1 2 3 4 0</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. Managers and supervisors are positive role models for work/life balance.</td>
<td>1 2 3 4 0</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7. Working from home at least one day per week is acceptable in my work group.</td>
<td>1 2 3 4 0</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8. My commitment to my organization would be questioned if I chose to use flexible work or other work/life programs</td>
<td>1 2 3 4 0</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9. My workteam is flexible when people have family demands that make it difficult for them to do their work effectively</td>
<td>1 2 3 4 0</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10. It is easy for me to arrive late or leave early to attend to family or personal commitments</td>
<td>1 2 3 4 0</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11. It is easy for me to take time off during the day to attend to family or personal commitments</td>
<td>1 2 3 4 0</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12. My spouse/partner dislikes the way my job interferes with our family life</td>
<td>1 2 3 4 0</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
13. My children dislike the way my job interferes with our family life. 
14. My spouse/partner dislikes the way my job interferes with our relationship. 

15. How easy or difficult is it for you to manage the demands of your work and your family/personal life? 

16. How much flexibility do you have in selecting where you do your work? 
17. How much flexibility do you have in scheduling when you do your work? 

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C. Spillover from work to family, and family to work

During the past three months, how often have you experienced each of the following?

1. Because of my job, I didn't have the energy to do things with my spouse/partner. 
2. Because of my job, I didn't have the energy to do things with my children. 
3. I was pre-occupied with my work while I was at home. 
4. I was unable to get enough restful sleep because of work pressures. 
5. My job made it difficult to maintain the kind of relationship with my partner/spouse that I would like. 
6. My job made it difficult to maintain the kind of relationship with my children that I would like. 
7. Because of my job, I didn't have enough time to participate in nonwork activities I find relaxing and enjoyable. 
8. My job made me behave in ways that are unacceptable at home. 
9. I was too tired to be effective at work because of things I had to do at home. 
10. I was pre-occupied with personal responsibilities while I was at work. 
11. The amount of time my personal responsibilities took up made me work less than I wanted to. 
12. Because of my job, I was in a better mood at home. 
13. My family/personal life gave me the energy to do my job. 
14. My spouse gave me support that helped me face difficulties at work. 
15. I have made personal sacrifices to get work done. 
16. I have sacrificed work in favor of a personal goal or commitment. 

---
**D. Your spouse/partner, his/her work, and your relationship**

The following questions ask about your spouse/partner, your perceptions about his/her work, and your perceptions about your relationship. Please select the option that best represents your view.

1. **What is your current marital status?**
   - Married, first time ........................................... 1
   - Remarried after divorce(s) .................................. 2
   - Remarried after being widowed ............................ 3
   - Single, living with a partner ................................ 4
   - Single, widowed (skip to Question 18 below) .......... 5
   - Single, divorced (skip to Question 18 below) ........ 6
   - Single, never married (skip to Question 18 below) .. 7

**IN YOUR RELATIONSHIP WITH YOUR SPOUSE/PARTNER, how dissatisfied or satisfied are you with the following:**

<table>
<thead>
<tr>
<th>Question</th>
<th>Very Dissatisfied</th>
<th>Dissatisfied</th>
<th>Neutral</th>
<th>Satisfied</th>
<th>Very Satisfied</th>
<th>Does not apply</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. The love you experience</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td>3. How conflicts are resolved</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td>4. The amount of relationship equality you experience</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td>5. The amount of time you have together</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td>6. The quality of your communication</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td>7. The respect you have for one another</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td>8. Willingness to forgive one another</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td>9. The religious faith you share as a couple</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td>10. The influence of prayer in your relationship</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td>11. Willingness for each of you to change when needed</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td>12. Compassion shown for each other when things go wrong.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td>13. The way work is divided (e.g., child care, household chores, earning money, yard work, auto maintenance)</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td>14. The fun you have together (e.g., dates together, recreation)</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td>15. The physical intimacy you experience</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td>16. Your overall relationship with your spouse/partner</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td>17. How often do you discuss or have you considered divorce, separation, or terminating your relationship?</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>0</td>
</tr>
</tbody>
</table>
   - All the time .................................................................. 1
   - Most of the time ................................................................ 2
   - More often than not ..................................................... 3
   - Occasionally .................................................................... 4
   - Rarely ............................................................................... 5
   - Never ............................................................................... 6

Please answer the following on a scale of “far too little” to “far too much”:

**Your involvement in:**

<table>
<thead>
<tr>
<th>Question</th>
<th>Far too little</th>
<th>Too little</th>
<th>About right</th>
<th>Too much</th>
<th>Far too much</th>
<th>Does not apply</th>
</tr>
</thead>
<tbody>
<tr>
<td>18. paid work</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td>19. church responsibilities</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td>20. child care</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td>21. household chores</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td>22. your family (overall)</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>0</td>
</tr>
</tbody>
</table>
Your view of the amount of:

<table>
<thead>
<tr>
<th></th>
<th>Far too</th>
<th>Too little</th>
<th>About right</th>
<th>Too much</th>
<th>Far too much</th>
<th>Does not apply</th>
</tr>
</thead>
<tbody>
<tr>
<td>23. physical exercise you get</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td>24. sleep you get</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td>25. time you spend in personal hobbies/recreation</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td>26. time you spend in personal spiritual activities (e.g., meditation, personal scripture study, prayer, etc.)</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td>27. recreation in your marriage</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td>28. recreation with your children</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>0</td>
</tr>
</tbody>
</table>

**E. Caring for Family Members**

Please use the following scale to answer the next questions:

- I am totally responsible: 1
- I am mostly responsible, but spouse/partner helps: 2
- Spouse/partner and I are equally responsible: 3
- Spouse/partner is mostly responsible, but I help: 4
- Spouse/partner is totally responsible: 5
- Children are responsible: 6
- Hired help or others are responsible: 7
- Does not apply: 9

Who in your household is primarily responsible for:

<table>
<thead>
<tr>
<th></th>
<th>I am totally</th>
<th>I am with spouse</th>
<th>Both equal</th>
<th>Spouse is totally</th>
<th>Children</th>
<th>Hired help</th>
<th>Does not apply</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Caring for children (rearing, transporting, attending school events, etc.)</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>2. Disciplining children</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>3. Household chores (cleaning, shopping, laundry, meals, etc.)</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>4. Home/property/car maintenance (gardenwork, fix-up, etc.)</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>5. Caring for elderly relatives or other dependent adults (parents, siblings, adult children)</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>6. Earning money for the family</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>7. Recreation in your marriage</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>8. Recreation with your children</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>9. Connecting with family members not living at home (letters, phone calls, e-mails, reunions, etc.)</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>10. Family spiritual activities (scripture study, prayer, etc.)</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
</tr>
</tbody>
</table>

If you do NOT have any children please SKIP to question 17 in this section.

11. How many children do you have that are in each of the following age groups?

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Living with you</th>
<th>Not living with you</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a) 0 - 2 years</td>
<td>_____</td>
<td>_____</td>
</tr>
<tr>
<td>(b) 3 - 5 years</td>
<td>_____</td>
<td>_____</td>
</tr>
<tr>
<td>(c) 6 - 12 years</td>
<td>_____</td>
<td>_____</td>
</tr>
<tr>
<td>(d) 13 - 18 years</td>
<td>_____</td>
<td>_____</td>
</tr>
<tr>
<td>(e) 19 years or older</td>
<td>_____</td>
<td>_____</td>
</tr>
</tbody>
</table>

If you do NOT work and/or do NOT have a child under the age of 13, skip the next two questions and go directly to Question 14 in this section.
12. For your youngest child under 13, indicate which child care arrangement you use while you do paid work. (If your child is in more than one setting, indicate the one at which he/she spends the most time.)

My spouse/partner provides care ...........................................1  
Sibling(s) provide(s) care ..............................................2  
Relative cares for child in relative's home .........................3  
Relative cares for child in your home ...............................4  
Non-relative cares for child in non-relative's home ............5  
Non-relative cares for child in your home ..........................6  
Child care center, preschool, Head Start .........................7  
Child cares for self .....................................................8  
Live-in help (e.g., Nanny) cares for child in your home .......9  
Does not apply ..................................................................0  
Other: ............................................................................0

13. Overall, how satisfied are you with the child care arrangement you indicated in the previous question?

Very dissatisfied ...............................................................1  
Dissatisfied .......................................................................2  
Neither satisfied nor dissatisfied ......................................3  
Satisfied .............................................................................4  
Very satisfied .................................................................5  
Does not apply ................................................................0

14. Compared to other parents you know, how strict or permissive are you and your spouse/partner with your children? (pick one)

You (pick one) ......................................................................
  Much more strict than other parents ...............................1  
  More strict than other parents .......................................2  
  About the same as other parents ...................................3  
  More permissive than other parents ...............................4  
  Much more permissive than other parents .....................5  
  Does not apply ................................................................0

Spouse/Partner (pick one) .................................................
  Much more strict than other parents ...............................1  
  More strict than other parents .......................................2  
  About the same as other parents ...................................3  
  More permissive than other parents ...............................4  
  Much more permissive than other parents .....................5  
  Does not apply ................................................................0

15. Compared to other parents you know, how supportive are you and your spouse/partner of your children? (pick one)

You (pick one) ......................................................................
  Much more supportive than other parents .....................1  
  More supportive than other parents ...............................2  
  About as supportive as other parents ............................3  
  Less supportive than other parents ...............................4  
  Much less supportive than other parents .....................5  
  Does not apply ................................................................0

Spouse/Partner (pick one) .................................................
  Much more supportive than other parents .....................1  
  More supportive than other parents ...............................2  
  About as supportive as other parents ............................3  
  Less supportive than other parents ...............................4  
  Much less supportive than other parents .....................5  
  Does not apply ................................................................0

16. What best describes the grades that your children typically receive at school on their report cards?

 Mostly A's .........................................................................1  
 Some A's, some B's ..........................................................2  
 Mostly B's .........................................................................3  
 Some B's, some C's ..........................................................4  
 Mostly C's .........................................................................5  
 Mostly C's and below .....................................................6

Do you consider each of the following to be more a fruit of success or more a sign of excess?

<table>
<thead>
<tr>
<th></th>
<th>Fruit of Success</th>
<th>Sign of Excess</th>
</tr>
</thead>
<tbody>
<tr>
<td>Having a vacation home</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Flying your family to Vail for a ski vacation</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Driving a BMW, a Lexus, or a similar car</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Having a home theater</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Living in a house worth $500,000 or more</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Paying someone to do all of your housework</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Eating at a fine restaurant several nights a week</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Having full-time live-in child care</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Having cell-phones or beepers for both parents and kids</td>
<td>1</td>
<td>2</td>
</tr>
</tbody>
</table>

26. If you could have one more hour a day at home or a $10,000-a-year raise, which would you choose?

$10,000-a-year raise ..................................................... 1  
One more hour per day at home ...................................... 2
**F. Family Activities**

During a typical WEEK, please estimate on how many days the following occur? (Please make a per week estimate for the last 3 months. Skip any question that does not apply to you.)

<p>| | | | | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>The housework gets done when it is supposed to (e.g., cleaning up after dinner, doing dishes, or taking out the trash).</td>
<td>0</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>2.</td>
<td>You read to one or more of your children.</td>
<td>0</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>3.</td>
<td>You work with one or more of your children on family chores.</td>
<td>0</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>4.</td>
<td>You interact with your children as they return from school.</td>
<td>0</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>5.</td>
<td>You help one or more of your children with school work.</td>
<td>0</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>6.</td>
<td>You say a prayer with one or more of your children.</td>
<td>0</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>7.</td>
<td>You put one or more of your children to bed.</td>
<td>0</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>8.</td>
<td>You prepare (or help prepare) dinner for your family.</td>
<td>0</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>9.</td>
<td>You do something fun with your family such as play a game, go to a sporting event, go swimming, and so forth.</td>
<td>0</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>10.</td>
<td>You watch television with your family.</td>
<td>0</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>11.</td>
<td>You eat dinner with your family.</td>
<td>0</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>12.</td>
<td>You pray with your family.</td>
<td>0</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>13.</td>
<td>You read the scriptures with your family.</td>
<td>0</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

During a typical MONTH please estimate how many times the following occur? (Please make a per month estimate for the last 3 months. Skip any question that does not apply to you.)

<p>| | | | | | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>14.</td>
<td>You attend church with your family.</td>
<td>0</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
</tr>
<tr>
<td>15.</td>
<td>You volunteer at a school or classroom where your child attends.</td>
<td>0</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
</tr>
<tr>
<td>16.</td>
<td>You go out on a date, only you and your spouse/partner.</td>
<td>0</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
</tr>
<tr>
<td>17.</td>
<td>You are out of the home in the evening fulfilling church responsibilities.</td>
<td>0</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
</tr>
<tr>
<td>18.</td>
<td>You are out of the home fulfilling community responsibilities.</td>
<td>0</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
</tr>
<tr>
<td>19.</td>
<td>You are out of the home in a family recreational activity.</td>
<td>0</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
</tr>
</tbody>
</table>

In the last THREE YEARS have you ever:

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
<th>Does not apply</th>
</tr>
</thead>
<tbody>
<tr>
<td>20.</td>
<td>Attended meetings of the parent-teacher organization in any of your children’s schools?</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>21.</td>
<td>Attended parent-teacher conferences with any of your children’s school teachers?</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>22.</td>
<td>Taken any of your children on a business trip with you.</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>23.</td>
<td>Taken any of your children with you to your work for a full day.</td>
<td>1</td>
<td>2</td>
</tr>
</tbody>
</table>
G. Success with Work and Family

All in all, how successful do you feel in each of the following:

1. Your work life (career, paid work) ...................... 1 2 3 4 5 6 7 0
2. Your relationship with your spouse/partner .......... 1 2 3 4 5 6 7 0
3. Your relationship(s) with your children ............. 1 2 3 4 5 6 7 0
4. Balancing your work and personal/family life ...... 1 2 3 4 5 6 7 0

H. Write-in comments

All write-in comments in this survey will be treated as confidential and your anonymity will be maintained.

What have you done to effectively manage the demands of your work and personal/family life? What has worked for you? Please be specific.

What suggestions do you have for what your employer might do to enable you to better manage the demands of your work and personal/family life? (If you do NOT work for pay, what are some things that your spouse/partner's employer could do to help him/her better manage the demands of work and personal/family life?)

What comments do you have about this survey, and/or about anything else related to managing the demands of your work and personal/family life?
I. Background Information

The following questions ask for information about your background. This information will be used to better understand the views of large groups of people. All information will be treated as anonymous and confidential. Only summary information will be produced; no individual will be able to be identified.

1. Are you:
   Female .......................................................... 1
   Male ............................................................ 2

2. How old are you? .............................................. 0 1 2 3 4 5 6 7 8 9
   <25 years 25-29 years 30-34 years 35-39 years 40-44 years 45-49 years 50-54 years 55-59 years 60-64 years 65+

3. What is your annual income (your own, not including family members)?
   I am not employed for pay .................................. 0
   Less than $20,000 ............................................. 1
   $20,000-$39,999 .............................................. 2
   $40,000-$59,999 .............................................. 3
   $60,000-$79,999 .............................................. 4
   $80,000-$99,999 ............................................. 5
   $100,000-$149,999 ......................................... 6
   $150,000-$199,999 ......................................... 7
   $200,000-$299,999 ......................................... 8
   $300,000 and above ......................................... 9

If you are NOT employed for pay, please SKIP to Question 10, on this page.

4. How long have you worked for your current organization? ......................... <1 1-2 3-4 5-9 10-14 15-19 20-24 25-29 30-34 35+ years
   0 1 2 3 4 5 6 7 8 9 years 10

5. How many minutes, on average does it take you to commute ONE WAY from your home to your work each day? ............ 0 1 2 3 4 5 6 7 8 9
   I work from home 1-9 mins 10-19 mins 20-29 mins 30-39 mins 40-49 mins 50-59 mins 60-69 mins 70-79 mins 80+ mins
   0 1 2 3 4 5 6 7 8 9

6. Do you have direct responsibility for the supervision of other people in your organization?
   Yes ............................................................... 1
   No .............................................................. 2

7. Who is your current employer? .................................................................

8. What is your current position? ..............................................................

9. In what state or country do you most frequently work? ............

The next four questions ask about your employment status during different periods of your life, whether you were employed full time (35 hours/week or more), part time (less than 35 hours/week), or not employed.

What has been your most common employment during each of the following time periods of your life?

10. Time period between when you got married and when you had your first child .......... 1 2 3 0

11. Time period when you had preschool age children at home (time between birth of your oldest child and when your youngest child became school-age) .......... 1 2 3 0

12. Time period between when your youngest child became school-age and your last child left home .......... 1 2 3 0

13. Time period after last child left home (empty nest) .......... 1 2 3 0
14. How many hours per day do you typically sleep?  
<4 5 6 7 8 9 10+

15. What is your religious preference?  
Protestant 1  
Catholic 2  
Jewish 3  
LDS 4  
None 5  
Other:__________________________

If you are NOT LDS this completes the survey. Thank you very much for your participation. 
PLEASE RETURN THIS SURVEY (ALONG WITH YOUR SPOUSE/PARTNER'S SURVEY) 
in the enclosed postage-paid envelope.  
All information will be treated as anonymous and confidential.  
Only summary information will be produced; no individual will be able to be identified.  
IF YOU ARE LDS, PLEASE CONTINUE TO THE NEXT SECTION.

K. Special Questions for LDS MSM alumni and spouse/partners

The following questions are being asked of LDS MSM alumni and their spouse/partners. If there is any question you feel uncomfortable answering, you may skip that question.

1. What is your current Church calling? (If you do not have a Church calling write "none." If you have more than one calling, write down the name of the calling which requires the most time to fulfill.) ________________________________

2. On average, how many hours per week do you spend preparing for and fulfilling all church callings (Please make a per week estimate covering the last three months)  
<1 1-2 3-4 5-9 10-14 15-19 20-24 25-29 30-34 35+ hour hours hours hours hours hours hours hours hours

3. How successful do you feel in your Church calling(s)?  
Extremely unsuccessful 1  
Very unsuccessful 2  
Unsuccessful 3  
Neither unsuccessful nor successful 4  
Successful 5  
Very successful 6  
Extremely successful 7  
Does not apply 0

4. What do you consider to be the three most demanding callings you have held in the Church since you or your spouse/partner graduated from the Marriott School of Management?  
1. ________________________________ 2. ________________________________ 3. ________________________________

5. How easy or difficult is it for you to simultaneously manage the demands of family, church, and occupational responsibilities?  
Very difficult 1  
Difficult 2  
Neither easy nor difficult 3  
Easy 4  
Very easy 5
6. When there are conflicts about where to spend your time, which of the following takes priority most frequently?
   Paid work .......................................................... 1
   Family .............................................................. 2
   Church responsibilities ......................................... 3

7. I pray for guidance in my occupational pursuits .................. 1 2 3 4 0
8. I pray for guidance in my marriage .................................. 1 2 3 4 0
9. I pray for guidance in my parenting responsibilities ............ 1 2 3 4 0
10. I pray for guidance in my Church responsibilities ............. 1 2 3 4 0

Some of the following questions may be sensitive to you. If you would prefer not to answer, or if the questions do not apply to you, please skip the question.

Yes No

11. Were you ever married in the temple? ......................... 1 2
12. Do you have a current temple recommend? .................... 1 2
13. After you retire and/or your spouse retires, do you plan to serve a mission for the LDS Church?.................. 1 2

14. Since you or your spouse/partner graduated from the MSM, what best characterizes your activity level in the LDS Church?
   I have always been active ........................................ 1
   I have usually been active ....................................... 2
   I have sometimes been active and sometimes inactive ...... 3
   I have usually been inactive ..................................... 4
   I have always been inactive ..................................... 5

The following questions ask about your children.

15. How many living children do you have? ......................... 0 1 2 3 4 5 6 7 8 9+
16. How many of your children are now active in the LDS Church? 0 1 2 3 4 5 6 7 8 9+
17. How many of your children have married? ...................... 0 1 2 3 4 5 6 7 8 9+
18. How many of your children have married in the temple?.... 0 1 2 3 4 5 6 7 8 9+
19. How many of your sons have reached the age of 19? ...... 0 1 2 3 4 5 6 7 8 9+
20. How many of your sons have served (or are currently serving) fulltime missions? .................. 0 1 2 3 4 5 6 7 8 9+
21. How many of your daughters have reached the age of 21? 0 1 2 3 4 5 6 7 8 9+
22. How many of your daughters have served (or are currently serving) fulltime missions? .................. 0 1 2 3 4 5 6 7 8 9+

This completes the survey. Thank you very much for your participation.
All information will be treated as confidential and your anonymity will be maintained.
Only summary information will be produced; no individual will be able to be identified.

PLEASE RETURN THIS SURVEY (ALONG WITH YOUR SPOUSE/PARTNER'S SURVEY) IN THE ENCLOSED POSTAGE-PAID ENVELOPE AND RETURN THE POST CARD SEPARATELY
Appendix E

Spouse Survey: MSM Work and Family Survey
Spouse Survey
MSM Work and Family Survey

Your spouse has been chosen as part of a random sample of Marriott School of Management graduate alumni to complete this survey on the topic of work and family issues. In an effort to more completely understand work and personal/family issues we are also inviting you to complete a survey with your perceptions.

This research is sponsored jointly by the Marriott School of Management and the Family Studies Center in the School of Family Life at Brigham Young University. In addition, a random sample from the Macquarie Graduate School of Management (Sydney, Australia) will be surveyed with similar questions.

For each question, please circle the answer that most closely corresponds with your view. Some of the questions deal with sensitive topics. If you prefer not to answer a question, you may leave it blank. Please complete the survey even if you do not have children, and/or are not employed for pay. Please return BOTH your survey and the survey of your spouse together in the enclosed business reply envelope. It should take about 15-25 minutes to complete the survey.

An “I completed the survey” post card is also included. By mailing this post card separately, it enables us to take you off our “Remind to take the survey” list without compromising anonymity, enables your spouse to request a copy of the survey results, and enables you to provide the MSM alumni organization with your e-mail address. You may also add your e-mail address if you would like your own copy of the survey results.

Participation in this research is voluntary. Your responses are confidential and will remain anonymous. Data are reported in groups of sufficient size to preserve anonymity. The completion and return of the survey is your consent to participate in the research.

If you have any questions regarding this research, you may contact Dr. Jeff Hill, in the Family Studies Center, School of Family Life, 350 SWKT, PO Box 25516, Brigham Young University, Provo, Utah 84604-9989, (801) 378-9091, or jeff_hill@byu.edu. In addition, if you have any questions regarding your rights as a participant in a research project you may contact Dr. Shane Schulthies of the Institutional Review Board, Brigham Young University, at (801) 378-5490.

SURVEY INSTRUCTIONS:

1. Complete the attached spouse survey.

2. Return BOTH your survey and your spouse’s survey in the SAME business reply envelope. (Because of anonymity, returning both surveys in the same envelope is the only way we have to link the alumni survey with the right spouse survey.)

3. Return the “I completed the survey” post card and mail it separately.

Thank you for your assistance in this important project.
A. Your Paid Work

The following questions ask for your views about your current paid job and working environment. Please circle the answer that best represents your view. If you are not presently employed but seeking paid work, answer these questions for the paid job you held most recently. If you are NOT presently employed and are NOT seeking paid work, then SKIP TO QUESTION 8 ON THIS PAGE, after answering question 1. All data in this survey will be treated as confidential and your anonymity will be maintained.

1. What is your current paid employment status?
   - Employed full time (more than 35 hours/week) ........................................... 1
   - Employed part time (35 hours/week or less) ........................................... 2
   - Not employed and seeking paid work (Answer for most recent job) ........... 3
   - Not employed and not seeking paid work (Skip to Question 8) ............... 4

2. On average, how many hours per week do you actually spend on paid work and work-related activities? (Please make a per week estimate covering the last three months. Include regularly scheduled work, commute time, overtime, work from home, etc.)  ______ Hours per week

3. Are you paid for overtime?
   - Yes ................................................................. 1
   - No ............................................................... 2

4. How long have you worked for your current organization? ........................................... 1 2 3 4 5 6 7 8 9

   - <2 years
   - 3-4 years
   - 5-9 years
   - 10-14 years
   - 15-19 years
   - 20-24 years
   - 25-29 years
   - 30-34 years
   - 35+ years

5. Do you have direct responsibility for the supervision of other people in your organization?
   - Yes ................................................................. 1
   - No ............................................................... 2

6. Who is your current employer? ........................................................................

7. What is your current position? ........................................................................

The next four questions ask about your paid employment status during different periods of your life, whether you were employed full time (35 hours/week or more), part time (less than 35 hours/week), or not employed.

What has been your most common employment during each of the following time periods of your life?

8. Time period between when you got married and when you had your first child ........................................... 1 2 3 0

9. Time period when you had preschool age children at home (time between birth of your oldest child and when your youngest child became school-age) ........................................... 1 2 3 0

10. Time period between when your youngest child became school-age and your last child left home ........................................... 1 2 3 0

11. Time period after last child left home (empty nest) ........................................... 1 2 3 0
**B. Your spouse/partner, his/her work, and your relationship**

The following questions ask about your spouse/partner, your perceptions about his/her work, and your perceptions about your relationship. Please select the option which best represents your view.

1. **What is your current marital status?**
   - Married, first time................................. 1
   - Remarried after divorce(s) ....................... 2
   - Remarried after being widowed .................... 3
   - Single, living with a partner ........................ 4
   - Single.................................................. 5

How often have you experienced each of the following during the past three months? If your spouse/partner is NOT employed and NOT seeking paid work, SKIP to Question 10, in this section.

<table>
<thead>
<tr>
<th>Question</th>
<th>Rarely</th>
<th>Sometimes</th>
<th>Often</th>
<th>Most of the time</th>
<th>Not sure/Does not apply</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Because of work, my spouse/partner didn’t have the energy to do things with me.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>0</td>
</tr>
<tr>
<td>3. Because of work, my spouse/partner didn’t have the energy to do things with our children.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>0</td>
</tr>
<tr>
<td>4. My spouse/partner was pre-occupied with his/her work while at home</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>0</td>
</tr>
<tr>
<td>5. My spouse/partner’s job made it difficult to maintain the kind of relationship with me that I would like.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>0</td>
</tr>
<tr>
<td>6. My spouse/partner’s job made it difficult to maintain the kind of relationship with our children that they would like.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>0</td>
</tr>
<tr>
<td>7. My spouse/partner’s job made him/her behave in ways that are unacceptable at home.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>0</td>
</tr>
<tr>
<td>8. Because of his/her job, my spouse/partner was in a better mood at home.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>0</td>
</tr>
<tr>
<td>9. My spouse/partner’s work schedule was sufficiently flexible to enable him/her to take care of personal responsibilities.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>0</td>
</tr>
</tbody>
</table>

**IN YOUR RELATIONSHIP WITH YOUR SPOUSE/PARTNER, how dissatisfied or satisfied are you with the following:**

<table>
<thead>
<tr>
<th>Question</th>
<th>Very dissatisfied</th>
<th>Dissatisfied</th>
<th>Neutral</th>
<th>Satisfied</th>
<th>Very satisfied</th>
<th>Does not apply</th>
</tr>
</thead>
<tbody>
<tr>
<td>10. The love you experience ..................................................................</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td>11. How conflicts are resolved ................................................................</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td>12. The amount of relationship equality you experience ......................</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td>13. The amount of time you have together .........................................</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td>14. The quality of your communication .............................................</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td>15. The respect you have for one another .........................................</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td>16. Willingness to forgive one another ...........................................</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td>17. The religious faith you share as a couple ....................................</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td>18. The influence of prayer in your relationship ..................................</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td>19. Willingness for each of you to change when needed .......................</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>0</td>
</tr>
</tbody>
</table>
20. Compassion shown for each other when things go wrong.. | Very dissatisfied | Dissatisfied | Neutral | Satisfied | Very satisfied | Does not apply |
<table>
<thead>
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</tr>
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<tbody>
<tr>
<td></td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>0</td>
</tr>
</tbody>
</table>

21. The way work is divided (e.g., child care, household chores, earning money, yard work, auto maintenance)...... | Very dissatisfied | Dissatisfied | Neutral | Satisfied | Very satisfied | Does not apply |
<table>
<thead>
<tr>
<th></th>
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<tbody>
<tr>
<td></td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>0</td>
</tr>
</tbody>
</table>

22. The fun you have together (e.g., dates together, recreation) | Very dissatisfied | Dissatisfied | Neutral | Satisfied | Very satisfied | Does not apply |
<table>
<thead>
<tr>
<th></th>
<th></th>
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<th></th>
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</thead>
<tbody>
<tr>
<td></td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>0</td>
</tr>
</tbody>
</table>

23. The physical intimacy you experience | Very dissatisfied | Dissatisfied | Neutral | Satisfied | Very satisfied | Does not apply |
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td></td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>0</td>
</tr>
</tbody>
</table>

24. Your overall relationship with your spouse/partner | Very dissatisfied | Dissatisfied | Neutral | Satisfied | Very satisfied | Does not apply |
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>0</td>
</tr>
</tbody>
</table>

25. How often do you discuss or have you considered divorce, separation, or terminating your relationship?  
- All the time ............................................. | 1            | 2         | 3       | 4         | 5              | 0              |
- Most of the time ....................................... | 2            | 3         | 4       | 5         | 0              | 0              |
- More often than not .................................... | 3            | 4         | 5       | 0         | 0              | 0              |
- Occasionally ............................................ | 4            | 5         | 0       | 0         | 0              | 0              |
- Rarely ................................................... | 5            | 0         | 0       | 0         | 0              | 0              |
- Never ...................................................... | 6            | 0         | 0       | 0         | 0              | 0              |

Answer the following with the perceptions you have about your spouse/partner:

<table>
<thead>
<tr>
<th>Your spouse/partner's involvement in:</th>
<th>Far too little</th>
<th>Too little</th>
<th>About right</th>
<th>Too much</th>
<th>Far too much</th>
<th>Does not apply</th>
</tr>
</thead>
<tbody>
<tr>
<td>26. paid work ..................................</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td>27. church responsibilities .............</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td>28. child care ..................................</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td>29. household chores .......................</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td>30. your family (overall) ..................</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>0</td>
</tr>
</tbody>
</table>

Your view of the amount of:

- physical exercise your spouse/partner gets ........................................ | 1             | 2          | 3           | 4        | 5           | 0              |
- sleep your spouse/partner gets ......................................................... | 1             | 2          | 3           | 4        | 5           | 0              |
- time your spouse/partner spends in personal hobbies/recreation ............ | 1             | 2          | 3           | 4        | 5           | 0              |
- time your spouse/partner spends in personal spiritual activities (e.g., meditation, personal scripture study, prayer, etc.) | 1             | 2          | 3           | 4        | 5           | 0              |

C. Caring for Family Members

1. Compared to other parents you know, how strict or permissive are you and your spouse/partner with your children?  
   - You (pick one)  
     - Much more strict than other parents .............................................. | 1             | 2          | 3           | 4        | 5           | 0              |
     - More strict than other parents .................................................. | 2             | 3          | 4           | 5        | 0           | 0              |
     - About the same as other parents ................................................ | 3             | 4          | 5           | 0        | 0           | 0              |
     - More permissive than other parents ............................................ | 4             | 5          | 0           | 0        | 0           | 0              |
     - Much more permissive than other parents .................................... | 5             | 0          | 0           | 0        | 0           | 0              |
   - Spouse/Partner (pick one)  
     - Much more permissive than other parents .................................... | 1             | 2          | 3           | 4        | 5           | 0              |
     - More permissive than other parents ............................................ | 2             | 3          | 4           | 5        | 0           | 0              |
     - About the same as other parents ................................................ | 3             | 4          | 5           | 0        | 0           | 0              |
     - More strict than other parents .................................................. | 4             | 5          | 0           | 0        | 0           | 0              |
     - Much more strict than other parents .............................................. | 5             | 0          | 0           | 0        | 0           | 0              |
     - Does not apply/Do not have children ........................................... | 0             | 0          | 0           | 0        | 0           | 0              |
2. Compared to other parents you know, how supportive are you and your spouse/partner of your children? (pick one)

<table>
<thead>
<tr>
<th>You</th>
<th>Spouse/Partner</th>
</tr>
</thead>
<tbody>
<tr>
<td>Much more supportive than other parents</td>
<td>1</td>
</tr>
<tr>
<td>More supportive than other parents</td>
<td>2</td>
</tr>
<tr>
<td>About as supportive as other parents</td>
<td>3</td>
</tr>
<tr>
<td>Less supportive than other parents</td>
<td>4</td>
</tr>
<tr>
<td>Much less supportive than other parents</td>
<td>5</td>
</tr>
<tr>
<td>Does not apply/Do not have children</td>
<td>0</td>
</tr>
</tbody>
</table>

3. What best describes the grades that your children typically receive at school on their report cards?

| Mostly A's | 1 |
| Some A's, some B's | 2 |
| Mostly B's | 3 |
| Some B's, some C's | 4 |
| Mostly C's | 5 |
| Mostly C's and below | 6 |

Please use the following scale to answer the next questions:

| I am totally responsible | 1 |
| I am mostly responsible, but spouse/partner helps | 2 |
| Spouse/partner and I are equally responsible | 3 |
| Spouse/partner is mostly responsible, but I help | 4 |
| Spouse/partner is totally responsible | 5 |
| Children are responsible | 6 |
| Hired help or others are responsible | 7 |
| Does not apply | 0 |

Who in your household is primarily responsible for:

4. Caring for children (rearing, transporting, attending school events, etc.)

5. Disciplining children

6. Household chores (cleaning, shopping, laundry, meals, etc.)

7. Home/property/car maintenance (gardenwork, fix-up, etc.)

8. Caring for elderly relatives or other dependent adults (parents, siblings, adult children)

9. Earning money for the family

10. Recreation in your marriage

11. Recreation with your children

12. Connecting with family members not living at home (letters, phone calls, e-mails, reunions, etc.)

13. Family spiritual activities (scripture study, prayer, etc.)

<table>
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<tr>
<th>I am totally</th>
<th>I am with</th>
<th>Both equal</th>
<th>Spouse with me</th>
<th>Spouse is totally</th>
<th>Children</th>
<th>Hired help</th>
<th>Does not apply</th>
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D. Family Activities

During a typical MONTH please estimate how many times the following occur? (Please make a per month estimate for the last 3 months. Skip any question that does not apply to you.)

1. You attend church with your family

2. You volunteer at a school or classroom where your child attends

3. You go out on a date, only you and your spouse/partner
During a typical MONTH please estimate how many times the following occur? (Please make a per month estimate for the last 3 months. Skip any question that does not apply to you.)

4. You are out of the home in the evening fulfilling church responsibilities.......................................................... 0 1 2 3 4 5 6 7 8 9+
5. You are out of the home fulfilling community responsibilities ....... 0 1 2 3 4 5 6 7 8 9+
6. You are out of the home in a family recreational activity................................. 0 1 2 3 4 5 6 7 8 9+

During a typical WEEK, please estimate on how many days the following occur? (Please make a per week estimate for the last 3 months. Skip any question that does not apply to you.)

7. The housework gets done when it is supposed to (e.g., cleaning up after dinner, doing dishes, or taking out the trash)........................................... 0 1 2 3 4 5 6 7
8. You read to one or more of your children................................................................. 0 1 2 3 4 5 6 7
9. You work with one or more of your children on family chores ..... 0 1 2 3 4 5 6 7
10. You interact with your children as they return from school............. 0 1 2 3 4 5 6 7
11. You help one or more of your children with school work................. 0 1 2 3 4 5 6 7
12. You say a prayer with one or more of your children ......... 0 1 2 3 4 5 6 7
13. You put one or more of your children to bed................................. 0 1 2 3 4 5 6 7
14. You prepare (or help prepare) dinner for your family.............. 0 1 2 3 4 5 6 7
15. You do something fun with your family such as play a game, go to a sporting event, go swimming, and so forth, and so forth 0 1 2 3 4 5 6 7
16. You watch television with your family.................................................. 0 1 2 3 4 5 6 7
17. You eat dinner with your family................................................. 0 1 2 3 4 5 6 7
18. You pray with your family........................................................................ 0 1 2 3 4 5 6 7
19. You read the scriptures with your family ............................................ 0 1 2 3 4 5 6 7

In the last THREE YEARS have you ever:

<table>
<thead>
<tr>
<th>Question</th>
<th>Yes</th>
<th>No</th>
<th>Does not apply</th>
</tr>
</thead>
<tbody>
<tr>
<td>20. Attended meetings of the parent-teacher organization in any of your children's schools?</td>
<td>1</td>
<td>2</td>
<td>0</td>
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<tr>
<td>21. Attended parent-teacher conferences with any of your children's school teachers?</td>
<td>1</td>
<td>2</td>
<td>0</td>
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</table>

**E. Success with Work and Family**

All in all, how successful do you feel in each of the following:

1. Your work life (career, paid work) .......................................................... 1 2 3 4 5 6 7 0
2. Your relationship with your spouse/partner.............................................. 1 2 3 4 5 6 7 0
3. Your relationship(s) with your children.................................................... 1 2 3 4 5 6 7 0
4. Balancing your work and personal/family life ............................................. 1 2 3 4 5 6 7 0
F. Background Information

The following questions ask for information about your background. This information will be used to better understand the views of large groups of people. All information will be treated as anonymous and confidential. Only summary information will be produced; no individual will be able to be identified.

1. Are you:
   - Female ........................................... 1
   - Male ............................................ 2

   <25 25-29 30-34 35-39 40-44 45-49 50-54 55-59 60-64 65+
   years years years years years years years years years years

2. How old are you? ........................................ 0 1 2 3 4 5 6 7 8 9

3. What is your annual income (your own, not including family members)?
   - I am not employed for pay .......................... 0
   - Less than $20,000 .................................. 1
   - $20,000-$39,999 ................................... 2
   - $40,000-$59,999 ................................... 3
   - $60,000-$79,999 ................................... 4
   - $80,000-$99,999 ................................... 5
   - $100,000-$149,999 ................................. 6
   - $150,000-$199,999 ................................. 7
   - $200,000-$299,999 ................................. 8
   - $300,000 and above ................................. 9

4. How much formal education have you had?
   - Grade school or some secondary (high school) .... 1
   - Secondary (high school) or equivalent diploma .... 2
   - Some college/technical school ....................... 3
   - College graduate .................................... 4
   - Masters/Doctorate degree or more .................. 5

5. What was your MAJOR in your highest college degree? 

6. How many hours per day do you typically sleep? ............... <4 4 5 6 7 8 9 10+

7. What is your religious preference?
   - Protestant .......................................... 1
   - Catholic ............................................ 2
   - Jewish .............................................. 3
   - LDS ................................................... 4
   - None ............................................... 4
   - Other: ............................................. 5

Comments: What tips do you have for effectively managing the demands of work and personal/family life? What other comments or suggestions do you have about work/life balance or this survey?

If you are NOT LDS this completes the survey. Thank you very much for your participation. PLEASE RETURN THIS SURVEY (ALONG WITH YOUR SPOUSE/PARTNER'S SURVEY) IN THE ENCLOSED POSTAGE-PAID ENVELOPE. All information will be treated as anonymous and confidential. Only summary information will be produced; no individual will be able to be identified.

IF YOU ARE LDS, PLEASE CONTINUE TO THE NEXT SECTION.
G. Questions for LDS MSM spouses/partners

The following questions are being asked of LDS MSM spouses/partners. If there is any question you feel uncomfortable answering, you may skip that question.

1. What is your current Church calling? (If you do not have a Church calling write “none.” If you have more than one calling, write down the name of the calling that requires the most time to fulfill.) 

2. On average, how many hours per week do you spend preparing for and fulfilling all church callings (Please make a per week estimate covering the last three months) …… 0 1 2 3 4 5 6 7 8 9 

3. What do you consider to be the three most demanding callings you have held in the Church since your spouse/partner graduated from the Marriott School of Management?
   1. 
   2. 
   3. 

4. I pray for guidance in my occupational pursuits 
   Rarely 
   Sometimes 
   Often 
   Most of the time 
   Not sure/Does not apply

5. I pray for guidance in my marriage 
   Rarely 
   Sometimes 
   Often 
   Most of the time 
   Not sure/Does not apply

6. I pray for guidance in my parenting responsibilities 
   Rarely 
   Sometimes 
   Often 
   Most of the time 
   Not sure/Does not apply

7. I pray for guidance in my Church responsibilities 
   Rarely 
   Sometimes 
   Often 
   Most of the time 
   Not sure/Does not apply

Some of the following questions may be sensitive to you. If you would prefer not to answer, or if the questions do not apply to you, please skip the question.

8. Did you serve a fulltime mission for the LDS Church? 1 2
9. Were you ever married in the temple? 1 2
10. Do you have a current temple recommend? 1 2
11. After you retire and/or your spouse/partner retires, do you plan to serve a mission for the LDS Church? 1 2
12. Since you or your spouse/partner graduated from the MSM, what best characterizes your activity level in the LDS Church?
   I have always been active 
   I have usually been active 
   I have sometimes been active and sometimes inactive 
   I have usually been inactive 
   I have always been inactive

This completes the survey. Thank you very much for your participation.

All information will be treated as confidential and your anonymity will be maintained.

Only summary information will be produced; no individual will be able to be identified.

PLEASE RETURN THIS SURVEY (ALONG WITH YOUR SPOUSE/PARTNER'S SURVEY) IN THE ENCLOSED POSTAGE-PAID ENVELOPE AND RETURN THE POST CARD SEPARATELY
Appendix F

Table 4: T-test
### Table 4

**Significant Differences Between Those Reporting Ease vs. Difficulty in Managing the Demands of Work and Personal/Family Life for Those Reporting Balance**

<table>
<thead>
<tr>
<th>Variable</th>
<th>Response</th>
<th>t</th>
<th>df</th>
<th>Sig. (2-tailed)</th>
<th>Means</th>
<th>S.D.</th>
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<tbody>
<tr>
<td>A2: opportunity for advancement</td>
<td></td>
<td>-2.104</td>
<td>185</td>
<td>.037</td>
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<td></td>
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<td></td>
<td></td>
<td>3.58</td>
<td>.57</td>
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<tr>
<td>A7: Manager helpful for family</td>
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<td>2.042</td>
<td>174</td>
<td>.043</td>
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<td>.58</td>
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<td>.58</td>
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<td>3.28</td>
<td>.63</td>
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<td>A10: I will stay at this org.</td>
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<td>A18: Access to network at home*</td>
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* Equal variances not assumed
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* Equal variances not assumed
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