

COWORKER INFORMAL ACCOMMODATIONS AS A SOLUTION TO WORK
INTERFERING WITH FAMILY AND FAMILY INTERFERING WITH WORK
IN TEAM-BASED JOBS

by

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ABSTRACT

The current study builds on prior research that has identified informal work accommodations to family as a valuable means for balancing competing work and family responsibilities. As organizations increasingly capitalize on team-based work designs, it is important to consider the informal ways in which interdependent coworkers constructively assist one another in the management of work interfering with family (WIF) and family interfering with work (FIW). The intent of this thesis is to develop a better understanding of the effects of the coping mechanisms employees in team-based jobs utilize to reduce work interfering with family. Thus, this thesis examined (a) the relationship between people working in team-based job designs and WIF and FIW (b) the effects of moderating variables, such as job interdependence, specialization, and cohesion on the Coworker Informal Work Accommodations to Family (CIWAF) and work interfering with family and the CIWAF and family interfering with work relationships. Three convenience samples were employed; each completed a survey packet including the CIWAF, WIF, FIW, job interdependence, specialization, and cohesion measures. Hypothesized relationships considering the effects of the composite CIWAF construct on WIF and FIW were not supported. Employees in interdependent job designs experienced more WIF than employees in less interdependent job designs. Follow up analyses considering the 6 CIWAF subdimensions showed consistent results. The three more common CIWAF behavior engaged in by employees in an attempt to reduce WIF were CIWAF - CWM (Continuing Work Modifications), - STM (Short-Term Work Modifications, and - HB (Helping Behavior). Although hypotheses were not supported, results suggest that CIWAF behaviors are an option employees consider to reduce WIF. Implications for theory and practice are discussed.

Para Abuelo Luis. ¡Lo logramos!

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CHAPTER ONE: INTRODUCTION

Statement of the Problem

It has been established that attempting to separate work and family demands in our fast paced technologically booming society is a challenge many employees face. Our employees face technology advancements, such as iPhones, and Blackberries to mention but a few of the latest developments, which put them a ring away from discussing project details with a boss or fellow coworker. Although these technological advancements are great for businesses, they bring other consequences, such as an extended work day and they blur the line between work-time and family-time. Additionally, organizations are relying extensively on work teams, making them ubiquitous. Work teams afford organizations numerous benefits such as, greater flexibility, expanded expertise, task productivity, employee learning, and satisfaction; they help organizations stay competitive by providing faster services, promote creativity among employees, and provide employees with the opportunity to be more autonomous and take ownership of work (Sundstrom, 1999). Team effectiveness research often examines the impact of using teams on outcomes such as task productivity, employee learning, and satisfaction. Yet one unexplored avenue of team-based research is the potential benefits that team-based work designs can have on meeting work and family demands and mitigating the impact of work interfering with family.

In addition to work permeating employees' family life, the changing nature of our work force is contributing to employee stress due to the competing demands that employees try to meet. Recent trends show an increase in dual breadwinner families and the increase in the numbers of women, specifically single mothers, in the workforce (Bond, 2002). The blend of changes in employees' family life, family structure, and the changing nature of our work and

society is contributing to the complexity of employees' life when attempting to meet work and family responsibilities. As a result, organizations offer distinct benefits as a means to help reduce the stress employees' face.

Within the work and family literature, researchers have sought different solutions that attenuate the effects of work interfering with family for employees. Distinctions between formal supports (i.e., benefits the organization indorses) and informal supports (i.e., solutions that do not require the organization's approval and that in some instance are implemented based on the circumstances) have been made and the effects each type of support has on attenuating the effects of work interfering with family (Mesmer-Magnus & Viswesvaran, 2005; Behson, 2005). Much attention has been placed on formal supports (e.g., parental leave) due to their prevalence in organizations and the ease of collecting data. Previous research has shown employees that take on work leaves to help reduce conflict experienced by work interfering with family, do so at a cost to their careers. Research on career interruptions has found a negative relationship between career gaps and future income and satisfaction (Reitman & Schmeer, 2005; & Schmeer & Reitman, 1990). The negative impact of interruptions was stronger for men. Therefore, researchers have sought other solutions that do not require extended periods of time away from the organization.

More recently, attention has been diverted to establishing different types of informal supports and comparing their effects to formal supports (Behson 2005; Mesmer-Magnus & Viswesvaran, 2005). For instance, supervisor support, an informal support, has been a great solution for jobs where employees have individual responsibilities and work more independently. As noted earlier one organizational change we cannot overlook is the shift in work structures to teams. A new challenge researchers face is developing solutions that team-based jobs can benefit

from. It is important to note, I am not implying that some of the already established solutions, such as supervisor support will not be beneficial to employees in team-based jobs, but rather that there might be other solutions that characteristics of team-based jobs foster and are more feasible. For instance, team-based jobs provide a greater support network available to members when it comes to seeking help, and coworkers can play a large role in assisting colleagues. Supervisors are but a piece of the social support network employees have available, but I argue that the constant interaction between employees in interdependent jobs makes coworkers a potential source motivated to provide assistance when it comes to meeting work demands in the presence of work interfering with family.

Recent meta-analytic findings by Chiaburu and Harrison (2008) suggest that coworker support is negatively related to role conflict and role overload. This finding sheds light on the importance of coworkers as a potential source for mitigating work interfering with family, but still leaves unanswered the question of how coworkers assist each other in team-based job designs. Specifically, jobs characterized as team-based lead coworkers to engage in some type of backup behavior to accommodate pressures experienced by work and family demands. Thus, I am investigating the behaviors coworkers engage in beyond the traditional emotional coworker support that is commonly investigated. This thesis explores the effects of a new team-based solution, CIWAF. Lastly, I focus on three distinct team characteristics (i.e., job interdependence, specialization, and cohesion) to determine if they dictate the use of CIWAF behaviors as a viable means for reducing work interfering with family.

Theory and Hypotheses

Role Conflict

Kahn, Wolfe, Quinn, Snoek, and Rosenthal developed Role Theory in 1964, which is often used to explain work interfering with family. A role is a set of activities or responsibilities (e.g., clearly establishing expectations of employees and organizing meetings) that are part of a person's position (e.g., manager; Kahn et al., 1964). According to Kahn et al. (1964), a focal person with various roles (e.g., father, husband, or employee) holds expectations of what should and should not be done in the role (i.e., role expectations). Within each role, role senders (e.g., children, wife, and supervisor) also hold expectations about the type of behavior expected from the focal person. There are times when the focal person may not receive adequate information about role expectations (i.e., role ambiguity), and other times when disagreements arise between expectations of the role incumbent and role senders (i.e., role conflict).

Work Interfering with Family and Family Interfering with Work

When pressures are imposed by work and family due to conflicting role expectations not being met, the role incumbent experiences psychological strains, such as decreased job satisfaction and organizational commitment (Kahn et al., 1964). Expanding on Kahn and colleagues (1964) work, Greenhaus and Beutell (1985) offered the most widely used definition of work interfering with family: “a form of interrole conflict in which the role pressures from the work and family domain are mutually incompatible in some respect (p.77)”. Initially, work interfering with family was viewed as a unidirectional construct. Twenty years after work interfering with family research began, researchers noted the importance of distinguishing work

interfering with family (WIF) and family interfering with work (FIW) as separate types of conflict. Work interfering with family is currently examined as a bidirectional construct, rather than a unidirectional construct (Allen et al., 2000; Frone, 2003; Frone, Russell, & Cooper, 1997; Kossek & Ozeki, 1998; Greenhaus & Beutell, 1985; Ford, Heinen, & Langkamer, 2007). A recent quantitative review of the literature by Mesmer-Magnus and Viswesvaran (2005) focused on the importance of distinguishing directionality and how it affects the magnitude of the relationship between conflict and both job stressors like work overload, and levels of support received from the work environment, like social support provided by supervisors and co-workers. Their review found work interfering with family had a stronger effect on both job stressors and the level of support received from the work environment than did family interfering with work. This emphasizes the importance that certain kinds of solutions will be more beneficial in alleviating work interfering with family whereas others will be more beneficial in mitigating family interfering with work.

Types of Conflict

The literature has identified three ways in which work roles (e.g., manager, employee) and family roles (e.g., spouse, parent) may be incompatible: (1) time-based conflict, (2) behavior-based conflict, and (3) strain-based conflict (Greenhaus & Beutell, 1985; Frone, 2003). Time-based conflict occurs when time spent on activities in one role limits the amount of time that can be spent in the other role (Greenhaus & Beutell, 1985). For example, a mother who works the evening shift may not be able to attend her son's baseball game. Strain-based conflict occurs when the tensions, caused by one role, make it difficult to comply with the demands of

the other role (Greenhaus & Beutell, 1985). For instance, the anxiety caused by the pressure of meeting a deadline may cause a parent to be short-tempered at home. Behavior-based conflict occurs when acceptable behaviors in one-role may not be transferable or are incompatible with behaviors expected in the other role (Greenhaus & Beutell, 1985). An example would be a top executive whose job requires aggressive behavior. While effective when enacted at work, these same behaviors may detract from the quality of family domain relationships.

Greenhaus and Beutell (1985) differentiated six types of work interfering with family based on the three types (time-based, strain-based, and behavior-based) previously mentioned and the two directions of interference (work interfering with family and family interfering with work). For instance time-based conflict rooted in the family domain may manifest itself in the following way. A father arrives at work five minutes late because he has the responsibility of driving his son to school while his wife is out of town on a weeklong business trip. The other direction of time-based conflict rooted in the work domain is depicted by irregular work shifts demanded by an employer. In both scenarios the time being devoted in one role takes away from the time that one can dedicate to the other role.

Consequences of Work Interfering with Family

Work interfering with family has the potential to negatively impact performance and satisfaction in both the work and family domains (Carlson & Perrewé, 1999; Frone, 2003). Negative outcomes of work interfering with family may include decreased job performance, job satisfaction, life satisfaction (Kossek & Ozeki, 1998; Allen, Herst, Bruck, & Sutton, 2000), marital satisfaction (Judge, Ilies, & Scott, 2006), increased turnover intentions and absenteeism,

and general stress, surfacing as depression or burnout (Allen et al., 2000; Frone et al., 1996). Health problems include: high cholesterol, high blood pressure, diabetes, asthma, and ulcers, all of which have also been linked to an increase in work interfering with family (Allen & Armstrong, 2006). Further, extreme or recurrent work interfering with family, especially when strain-related, not only increases the incidence of negative outcomes, but also the degree of their negativity (Allen et al., 2000). Lastly, emotions, such as guilt and hostility both in the home and family domain have been associated with work interfering with family (Judge et al., 2006). Understanding the potential for the negative outcomes of work interfering with family to impact employees' performance encourages us to look at the different means that workers take to alleviate work interfering with family.

Ways of Reducing Work Interfering with Family

Many distinct solutions for balancing work and family demands have been studied to date. One of the contributions this thesis offers the work family literature is a solution to work interfering with family in team-based jobs. Before going further into the idea this thesis proposes, it is important to discuss the different dimensions that distinguish the solutions employers offer to help employees balance work interfering with family. Three dimensions that can be used to categorize work family solutions will be discussed (i.e., emotion-focused versus problem-focused, formal versus informal support, and individual versus team-based support. Table 1 is used to depict the three dimensions and to provide examples of each. The first distinction is the type of coping strategy implemented.

Coping Strategies

Lazarus and Folkman (1984) define coping as “constantly changing cognitive and behavioral efforts to manage specific external and/or internal demands that are appraised as taxing or exceeding the resources of the person” (p.141). In other words coping describes the behavioral efforts used to manage events appraised as stressful. The coping literature distinguishes between two types: emotion-focused coping (i.e., efforts targeted at regulating emotions experienced) and problem-focused coping (i.e., efforts aimed at doing something constructive about the stressful situation). One way to distinguish these two types of coping mechanisms is to view one as mentally reframing the situation (emotion-focused coping) and the other as a behavioral effort (problem-focused coping) to appease the stress caused by work interfering with family.

Emotion-focused coping. Emotion-focused coping does not emphasize a change in the employees’ environment, but rather how people interpret the stressor (Lazarus & Folkman, 1984). Employees who engage in emotion-focused coping do so to reduce emotional strain. Three of the more common examples of emotion-focused coping include distancing (i.e., deliberate intentions by an employee to detach themselves from the situation that is causing them stress), selective attention (i.e., where employees opt to avoid paying attention to the stressor, in other words they focus their attention on the positive aspects of their job), and avoidance (i.e., where individuals direct their attention away from the problem at hand in efforts to escape it; Lazarus & Folkman, 1984).

Problem-focused coping. People who view their environment as malleable, allowing

them to seek information and change their current behavior engage in problem-focused coping (Lazarus & Folkman, 1984). With problem-focused coping employees step back, define the problem within their environment, generate alternative solutions to attack the problem, place weights on the different alternatives, and finally, take action (Lazarus & Folkman, 1984). The strategy used changes from situation-to-situation and there is no guarantee of a successful outcome, but a proactive attempt is made to reduce the stressful situation.

Both types of coping have their advantages and disadvantages. Some of the benefits of emotion-focused coping include: cost, time, and investment. For instance, emotion-focused coping is less costly; it may require an employee to change how he or she perceives a situation in order to make it less straining. In addition, emotion-focused coping is less time consuming than problem-focused coping. Another area that emotion-focused coping may be beneficial in is the time invested trying to reduce the strain experienced. In emotion-focused coping if the strategy used (i.e., selective attention and seeking employees emotional support by talking to them when unexpected situations arise) does not work effectively in reducing the strain experienced, it may not be seen as detrimental compared to a person who invests time (for instance a week emailing colleagues to see if someone could switch shifts, with no luck) seeking an alternative solution with little or no success.

Emotion-focused coping also has many disadvantages; it typically only temporarily relieves the strain one experiences. For instance, talking about a problem with a fellow coworker may only make a person feel “better” temporarily while they talk about the problem. The real emotions behind the problem may linger on for a longer period of time. Another example of emotion-focused coping is diverting one’s attention to other aspects of the situation or not focusing on the problem at all. This could be a problem when a person does not focus their

attention where it should be focused. As a result he or she may burn themselves out by dedicating all their attention to the incorrect stressor.

Problem-focused coping, like emotion-focused coping has multiple advantages such as personal satisfaction for taking action in changing what one believes to be the primary cause of stress. In some cases, the strategy chosen does not result in successfully reducing stress, but the fact that there is a proactive intent to reduce stress makes the situation rewarding. In addition, with problem-focused coping an employee has the opportunity to weigh different alternatives to determine what is the best strategy for reducing stress. In the end the simple fact that the employee has control of what strategy to utilize may be rewarding in and of itself.

Some of the disadvantages of problem-focused coping include both the time required to make changes and the difficulty involved in actually making a change in one's environment. Although a set of potential strategies may be developed by an employee, such as, changing shifts or taking on fewer projects, these alternatives are not easy to implement. Let us consider taking on fewer projects. Although an employee may believe that this is a potential solution to reduce work interfering with family, this may not be a viable alternative at the moment.

On the other hand, problem-focused coping requires an actual change in the environment which may be taxing to the employee. Time may be another critical aspect. With emotion-based coping the time it takes to alter how one perceives a situation or to obtain support from a fellow colleague may not be as demanding, when compared to an employee who is interested in changing his or her work schedule when trying to accommodate a manager who suggests staying late on a Friday, the same day that an employee's son plays in the basketball championship.

Based on the discussion above, problem-focused coping appears to be a more efficient outlet for employees to cope with work interfering with family. Research by Boyd, Lewin, and

Sager (2009) showed problem-focused coping had a stronger negative relationship with emotional exhaustion than emotion-focused coping. Thus, practitioners and academics must consider the development and promotion of distinct forms of problem-focused coping solutions for employees facing work interfering with family.

Formal/Informal Support

The second distinction relevant to mitigating work interfering with family is that of formal and informal support. Formal support involves creating permanent or semi-permanent arrangements between an employee and his or her employer which help alleviate the conflict arising between the work and family domain (Behson, 2002). Examples of formal support programs include flexible work arrangements, telecommuting, dependent care assistance and family leaves (Allen, 2001; Behson, 2005, Goff, Mount, & Jamison, 1990). Informal support involves programs that organizations invest in that provide an unofficial means of support to employees to help alleviate imbalances between work and family demands. Examples of informal support programs include provision of supervisor support and creation of a family-friendly work environments (Allen, 2001; Behson, 2002; Goff et al., 1990).

Formal and informal support programs can both provide emotion-focused coping and problem-focused coping. Figure 1 summarizes types of work interfering with family alleviation along these two dimensions: emotion-focused and problem-focused coping and formal and informal supports. An example of a formal emotion-focused coping strategy is a family friendly culture which promotes the use of family friendly policies. A paternal or maternal leave is an example of a formal problem-focused coping strategy. Under the informal support programs,

coworkers that listen and provide a suggestion to a colleague's problem is an example of an informal emotion-focused coping strategy. Switching shifts with a fellow coworker so he or she can attend the school play would be an informal problem-focused coping strategy.

While only small effects have been evidenced for formal support mechanisms (Eby, Casper, Lockwood, Bordeaux, & Brinley, 2005; Goff et al., 1990), informal organizational support has been found to consistently positively impact work family balance by effectively reducing work interfering with family (Behson, 2002). Such evidence has confirmed the need to examine the role of other informal workplace initiatives like coworker backup behaviors, in the reduction of work interfering with family.

Although formal support programs, such as maternal and paternal leave or compressed work week schedules, are considered an asset for managing work interfering with family, they seem to place workers at a disadvantage when faced with unexpected situations. As noted earlier, women who take leaves early on in their careers are placed at a great disadvantage later on in their careers (Schneer & Reitman, 1994). Specifically, the more absences women take in the beginning of their careers negatively impacts the managerial levels they attain later in their careers. Among the explanations proposed are deterioration of job skills with the time away from one's job, the limited hands on experience, and the inability to keep up with the latest trends in the field. Yet the flexibility these types of support provide make them appealing. Surprisingly, Behson (2005) found that when comparing formal supports and informal supports, informal supports were related to the following outcomes: increase employee satisfaction, decreased employee stress, decreased work interfering with family, and decreased turnover intentions.

The unofficial nature of informal support solutions, (See Figure1) the ease of enacting

them to alleviate stress caused by work interfering with family, and the flexibility they offer make them a more appealing alternative for employees and employers. One potential reason being that informal supports offer employees control over their work demands and a sense of autonomy. The attractiveness and effects of informal solutions thus far for individual employees suggest that when developing team-based solutions, the “biggest bang for our buck” would be a type of informal solution.

Individual versus Team-Based Support

House (1981) defined social support as a “flow of emotional concern, instrumental aid, information, and/or appraisal (information relevant to self-evaluation) between people (p. 26)”. A meta-analysis by Viswesvaran, Sanchez, and Fisher (1999) reviewed the effects of social support (i.e., supervisor, coworker, family, and friends) on work stress. They found social support (i.e., both work and non-work) reduced the strains (i.e., job dissatisfaction, life dissatisfaction, self-reported health, and burnout) experienced by employees (Viswesvaran et al., 1999). Social support was also found to mitigate perceived stressors (i.e., role conflict, role ambiguity, work overload, underutilization of skills, and autonomy; Viswesvaran et al., 1999). Over the years, social support (i.e., work and non-work) has been established as a solution to reduce the stress associated with role conflict, but the question still remains whether one (i.e., work social support) is more effective in reducing stress than the other (i.e., non-work social support).

A recent meta-analysis by Halbesleben (2006) compares work and non-work social support and their effects on the three components of burnout established by Maslach (1982):

emotional exhaustion (i.e., when one feels that resources are exhausted), depersonalization (i.e., when one disengages from the job), and personal accomplishment (i.e., when employees are not able to successfully cope with stressors they begin to feel that they are not good at their job). Halbesleben (2006) found that work sources of social support are more effective than non-work sources of social support at reducing all three components of burnout; this suggesting a match of fit between the type of support and the intended criteria it will impact. Demerouti, Bakker, Nachreiner, and Schaufeli (2001) also took into consideration how certain aspects of burnout could be reduced depending on the resources that are provided to workers. They found that job resources, such as feedback, rewards, job control, participation, job security, and supervisor support reduced workers disengagement (Demerouti et al., 2001). A common theme is that work sources of support are a critical component for promoting a healthy work environment; therefore it is the goal of this thesis to look at distinct types of support coworkers offer, seeing as they are one of the more commonly available resources available to employees.

A review of the literature by Mesmer-Magnus and Viswesvaran (2006) found that among different types of organizational family friendly cultures (e.g., work family culture, supervisor support, and coworker support) coworker support had the least impact in reducing work interfering with family. van Daalen, Willemsen, and Sanders (2006) investigated the relationship between various sources of social support (e.g., spouse, relatives and friends, colleagues, and supervisors) and time and strain-based conflict. They found that social support by colleagues was the most influential type of support in reducing time and strain-based conflict (van Daalen et al., 2006). Although a single study, such as van Daalen et al. (2006) does not have the power of a meta-analytic finding, such as Mesmer-Magnus and Viswesvaran (2006), it does draw attention to what can be potential explanations for the mixed findings regarding social

support. Why is it that in some instances social support appears to be a factor in reducing the stress whereas in other situations it is not? One potential explanation is the context in which individuals work. I will come back to this idea, specifically the work design (i.e., team-based jobs) as a potential explanation for coworkers being a viable option to turn to when faced with work-interfering with family.

Coworker Support

In the work/family literature, coworker support is usually viewed as an emotional coping construct (Ray & Miller, 1994; Jayarantne, Himlex, & Chess, 1988; Thompson, Kirk, & Brown, 2005; Thompson & Cavallaro, 2006; Thompson & Prottas, 2005; van Daalen et al., 2006; Carlson & Perrewe, 1999). A negative relationship has generally been found between coworker support and work interfering with family (Carlson, Perrewe, 1999; van Daalen et al., 2006; Thompson & Prottas, 2005). This indicates that as employees engage in more (or less) coworker support the level of work interfering with family they experience will decrease (increase). Another way of looking at this relationship is as stress goes up employees seek more support in order to reduce their level of stress. Along the same lines, Thomas and Prottas (2005) found that coworker support was negatively related to stress and well being. Thus, employees who experience high levels of stress at work turn to the most proximal help they can obtain, the support of fellow coworkers. Coworkers provide a unique advantage that other types of support, such as work leaves cannot provide. For instance, coworkers can provide immediate support to fellow colleagues when they need assistance. Picking up a shift is a real-time solution coworkers can engage in. Second, coworkers have a better understanding of the work being conducted

which can be due to conducting the same work tasks, exposure to the work, or being part of a team. All these allow coworkers to be a viable option to turn to when faced with overwhelming work and family demands. Lastly, requesting assistance from a coworker for day-to-day situations does not require going through organizational “red tape” to acquire permission. Thus, we can conclude that coworker support is a practical solution employees can turn to in order to mitigate work interfering with family and potential reduce stress. Thus far, managing work interfering with family requires problem-focused coping strategies, informal work accommodations, and team-based strategies (i.e., social support).

Solutions Combining the Three Dimensions of Reducing Work Interfering with Family and Family Interfering with Work

Up to this point I have discussed three overarching dimensions on which work interfering with family can be categorized. To recap, the three are, coping strategies (i.e., emotion-focused versus problem-focused), formal versus informal supports, and individual versus team-based support. In the following section two alternatives that collapse all three dimensions are discussed. These solutions provide employees distinct temporary solutions to accommodate work and family demands, while not making permanent changes in an employee’s work schedule, such as work leaves and telecommuting do.

Informal Work Accommodations to Families

One form of problem-focused and informal support, introduced by Behson (2002) for

individually-based jobs was Informal Work Accommodations to Families (IWAF). IWAFs are defined as the “temporary informal strategies or arrangements employees make to adjust their usual work patterns, rather than using formal work policies, when confronted with work interfering with family (Behson, 2002).” For instance, an employee who goes into work an hour early so he can leave work early for a child’s dentist appointment would be engaging in IWAF. IWAFs are problem-focused coping strategies where employees take the initiative to balance work and family demands.

IWAFs are different from formal policies because they do not involve a permanent change in an employees’ work schedule. For this reason IWAFs do not require formal approval from top management. For instance, workers engage in behaviors, such as using their break time to attend to family responsibilities when they see it necessary in order to comply with both work and family demands. In most cases managers and supervisors may not be aware that employees are engaging in IWAFs. Therefore, IWAFs are another means that workers have been using to mitigate work interfering with family.

Behson (2002) found that IWAF’s were positively related to family-to-work conflict, meaning the more family demands employees encountered the more they engaged in IWAF’s. IWAF use was also positively related to control over work schedule. An employee who has control over his/her own work schedule (autonomous) has the flexibility to engage in IWAFs. IWAFs act as a moderator between work interfering with family and work stress. Work interfering with family is positively related to work stress; the more work interfering with family, the more work stress employees experience, and in turn more job dissatisfaction and lower organizational commitment. Research has shown that engaging in IWAF behaviors negatively impact the work interfering with family and work stress, job satisfaction, and organization

commitment relationships

In other words, as employees engage in more behaviors, such as, leaving work early but completing the work tasks at night or working through lunch, they alleviate the amount of stress they experience from work interfering with family. IWAF's are a viable means for resolving conflict in independent jobs, their use may be more limited in interdependent jobs because such jobs require employees to continuously depend on fellow colleagues to accomplish a common goal. Therefore, a new form of informal, problem-focused, team-based strategy is offered for reducing the effects of work interfering with family.

Coworker Informal Work Accommodations to Family

Expanding on Behson's (2002) work, Coworker-Support Informal Work Accommodations to Family (CIWAF) is defined as a helping process, where coworkers temporarily provide each other hands-on assistance in juggling work and family responsibilities (e.g., covering/swapping job duties or shifts, providing missed materials or information to a coworker attending to a family matter; Mesmer-Magnus, Murase, DeChurch, & Jiménez, in press). CIWAF is similar to two types of social support found in the work interfering with family literature, IWAF and coworker support. In the following paragraphs distinctions between CIWAF and IWAF and CIWAF and coworker support are noted.

CIWAFs are different from IWAFs. First, CIWAFs take place in more interdependent job designs. Employees who engage in CIWAF seek the assistance of fellow colleagues when encountering work interfering with family. Since CIWAF depend on the help of fellow coworkers to temporarily alleviate work duties, rather than actually completing the work in

addition to responding to a family emergency, CIWAF can be viewed as potentially causing less strain on employees. For instance, a parent receives a phone call at work requesting he or she pick up a sick child from school. An employee engaging in IWAF may have two options for completing the day's work on his or her time away from the office, either making up the lost time later that evening at home or arriving at work early the next morning. In contrast, an employee engaging in CIWAF may solicit the help from a colleague in exchange for picking up one of his or her shifts in the future. In the IWAF scenario, pushing back work may cause more immediate strain, because it means, more to do at later time, for employees compared to the CIWAF situation.

CIWAF is similar to coworker support because coworkers are helping other employees lessen the amount of strain that is caused by the imbalances of work and family. They are different in that CIWAF has a behavioral component where employees actually accommodate each other. Coworker support is emotion-based, coworkers empathize with one another's problems. CIWAF allows employees an alternative to coping with the day-to-day instances of work interfering with family by giving employees a chance to assist coworkers during times when work interferes with family.

Research has shown that informal policies such as supervisor support (Thomas & Ganster, 1995), coworker support (Ray & Miller, 1990), and family supportive cultures (Thompson et al., 2005) have positive influences on work interfering with family. Mesmer-Magnus et al. (in press) proposed a number of informal behaviors that employees engage in to help deal with work interfering with family. Behaviors such as, going in to work early and leaving early and helping a fellow coworker by taking notes during a meeting are but a few of the solutions employees commonly engage in that do not require the approval of the organization

to implement. Behson's (2002) work shed light on the promise informal practices can provide in reducing work interfering with family on an individual basis. Specifically, informal policies were found to impact work interfering with family more so than formal policies (Behson, 2005).

Therefore, the following hypotheses are proposed:

Hypothesis 1: CIWAF will be negatively related to family-to-work conflict.

Hypothesis 2: CIWAF will be negatively related to work-to-family conflict.

Changing Workforce (Potential Moderators)

The nature of work is rapidly changing. Organizations are flattening and depending more and more on self-managing teams, distributed teams, and virtual teams to complete organizational projects. Since teams are rapidly becoming ubiquitous there are special characteristics about them that we need to further investigate that may promote solutions in the presence of work and family demands. For instance, teams are characterized by having some level of work interdependence among members, team members share task knowledge and also have unique specialized knowledge, and team members share some degree of cohesion.

Job Interdependence

From a work design perspective, job interdependence (i.e., task interdependence) reflects the degree to which individuals must coordinate and synchronize tasks with others to carry out work. Four types of job interdependence exist in the literature: pooled interdependence (i.e., "group members work independently and then pool their work"), sequential interdependence (i.e., "each member of the team has a particular skill or task to perform and members are more interdependent with those further down the line more dependent on others"), reciprocal

interdependence (i.e., “every member is dependent on others at all levels not just in a linear fashion, as in sequential interdependence), and team (“group members diagnose, problem solve, and collaborate to complete a task ;” Thompson, 2004, p.75; Saavedra, Earley, & Van Dyne, 1993). By increasing job interdependence between workers, it is assumed that the knowledge of one another’s job is increased, which in turn enables employees to back each other up when necessary. Therefore, employees in interdependent jobs are more likely to exhibit backup behavior if they have appropriate skills and knowledge to complete a fellow coworkers’ task, as well as a team climate that fosters such behavior. Backup behavior is a process that includes “the provision of feedback and task-related support and the seeking of help from employees one collaborates with when necessary (Marks, Mathieu, & Zaccaro, 2001, p. 367).” Employees often use backup behavior in response to disruptions originating from within the typical organizational context (e.g., a supervisor moving up a key deadline), though backup behavior might also be provided in response to family-related disruptions (e.g., employees leaving work to attend to a sick child).

Research suggests job interdependence affects the use of helping behaviors and the value of those behaviors. Pearce and Gregersen (1991) found that job interdependence was positively associated with felt responsibility, which can be considered as a motivating mechanism for “employees that like to seek help through extra role activities because they feel responsibility toward the organization, workers, and clients” (p. 839). In addition, to promoting or motivating the use of helping behavior, job interdependence also moderates the strength of the relationship between helping behavior and team performance. Specifically, helping behavior was positively related to group goals for individuals in high task interdependent jobs, whereas under low task interdependence there was no relationship between helping behaviors and accomplishing group

goals (Bachrach et al., 2006). These findings suggest that opportunities created by interdependent job designs provide for employees to back each other up. Recent meta-analytic findings reported by Gully, Devine, and Whitney (1995) show that as teams workflow becomes more interdependent the relationship between cohesion and performance becomes stronger. Thus, as interdependence intensifies, the relationship between team cohesion and performance increases. A possible explanation can be that tasks characterized as more interdependent allow for more interaction between team members and thus provide more instances to develop cohesion among team members. This level of cohesion results in greater commitment to the task and in turn performance increases.

Thus, through the motivational mechanisms interdependent job designs promote; employees attempt to assist each other and can in turn serve as a tool for reducing work interfering with family. Additionally, working in a highly interdependent job provides a pool of coworkers available to help buffer the effects of work interfering with family. Specifically, an employee may be able to solicit a coworker's help with a task enabling him or her to attend to family as scheduled. Lastly, jobs characterized as interdependent may require constant communication between members due to the task at hand and as a result, backing a fellow team member may be an obligation in order to meet deadlines. Therefore, the following hypothesis is proposed:

Hypothesis 3: Job interdependence will moderate the relationship between CIWAF and work interfering with family, such that CIWAF will be the most strongly negatively related to work interfering with family when job interdependence is high, and more weakly related to work interfering with family when job interdependence is low.

Similarly, individuals that are part of interdependent work designs are able to fall back on

the assistance provided by fellow coworkers to meet work and family demands. This availability of such support as noted by Chiaburu and Harrison (2008) has been negatively related to role conflict and positively related to job satisfaction. Therefore, having supportive coworkers with whom one develops friendships based on constant exposure and task requirements, provides for an outlet to seek help in meeting work and family demands. Meta analytic findings show that coworkers are instrumental in assistance and their support has been negatively related to work overload (Chiaburu & Harrison, 2008). This type of support in turn affects satisfaction with one's work and as a result can have a spillover effect on family life as described by Heller and Watson (2005). They found that satisfaction at work and experiencing less work interfering with family had a spillover effect on their life satisfaction. In other words the more satisfied employees were with their work life due to experiencing less work interfering with family, the more they experienced satisfaction with their family life due to the pleasant moods they felt by not experiencing stress. Thus, if employees in interdependent job designs promote less work interfering with family when they engage in supportive work behaviors, then similar effects may occur when employees engage in extrarole behaviors when family demands interfere with work demands. Therefore the following hypothesis is proposed:

Hypothesis 4: Job interdependence will moderate the relationship between CIWAF and family interfering with work, such that CIWAF will be the most strongly negatively related to family interfering with work when job interdependence is high, and more weakly related to family interfering with work when job interdependence is low.

Specialization

Teams have been noted for being comprised of individuals with distinct knowledge backgrounds. The varying degree of specialization found within teams is but one of the reasons that make them so appealing to organizations. A transactive memory system (TMS) is a property of teams that provides each individual member more knowledge and greater contributions to the team. Well developed transactive memory systems are characterized by team members being aware of the individualized knowledge of all other team members, which allows for better coordination between members and more efficient and effective team performance (Lewis, 2003). TMS is a cognitive process which has received a great deal of attention for its relation to a number of team outcomes. TMS is comprised of three components. The first, specialization, is knowing where the specific task knowledge exists among team members (Lewis, 2003). The second component, credibility, believing a person/team member knows what he/she says they know (Lewis, 2003). The last component, coordination, is the ability of team members to work with other team members effectively by seeking the knowledge they need from the accurate team member (Lewis, 2003). Although these three components are all important predictors of team performance (DeChurch & Mesmer-Magnus, 2010; Lewis, 2003; Akgun, Byrne, Keskin, Lynn, & Imamoglu, 2005; Zhang, Hempel, Han, & Tjosvold, 2007), team learning, product speed to market, new product development (Akgun, 2005), and team processes such as functional communication over time (Lewis, 2003); for the sake of this thesis I will solely focus on specialization. I expect that specialization or team members' abilities of knowing who has the knowledge and capabilities to take over tasks critical to the team's success will be valuable in providing backup behavior in teams.

One key aspect of transactive memory is that it allows for faster accessibility of knowledge and coordination among members due to the awareness of where the knowledge is

located. Essentially, teams characterized as being more heterogeneous regarding expertise are usually comprised in order to benefit from each members unique knowledge contributions to the task. One downside to team expertise heterogeneity is the inability for members to back each other up when work and family demands compete for an employee's time. Members on teams that are characterized as heterogeneous or possess unique specialized knowledge will encounter difficulties when attempting to assist each other because specialization consists of a specific knowledge base that is necessary for completing one's tasks and this knowledge is unique to a person. Therefore, not having the specialized knowledge that other team members possess limits one's abilities to assist a teammate. Teams characterized by being homogeneous when it comes to expertise will exhibit greater knowledge overlap among its members which translates to feasibility for team members to back each other up when needed. Teams where members have overlapping task knowledge and are familiar with the responsibilities of other team members will provide for easier assistance between employees. Thus, the following hypothesis is proposed:

Hypothesis 5: Specialization will moderate the relationship between CIWAF and work-to-family conflict, such that CIWAF will be the most strongly negatively related to work-to-family conflict when specialization is low, and positively related to work-to-family conflict when specialization is high.

Similar to expectations for work interfering with family, when individuals are in positions where they possess knowledge that other members of their work teams do not possess the ability of individuals to provide backup or support diminishes quickly. In these instances, providing assistance will be at the cost of team outcomes. Therefore, only in situations where a work team possesses overlapping task knowledge will it be easier to assist employees in meeting work and family demands without jeopardizing the team's performance and without creating

unnecessary stress to other members of the work team. In the presence of family interfering with work if individuals attempt to assist each other and do not possess the task knowledge relevant to accomplish the task, in other words individuals in high specialized work teams that attempt to assist each other will experience greater levels of family interfering with work. Therefore the following hypothesis is proposed:

Hypothesis 6: Specialization will moderate the relationship between CIWAF and work interfering with family, such that CIWAF will be the most strongly negatively related to work interfering with family when specialization is low, and positively related to work interfering with family when specialization is high.

Cohesion

As team members work interdependently they establish a bond among team members that serves as a motivational mechanism that encourages team member unity. This bond is referred to as team cohesion and is comprised of three dimensions, interpersonal attraction (i.e., liking other teammates), task commitment (i.e., when a team shares invested interest in the task), and group pride (i.e., when the team exhibits liking for the status of the team; Mullen & Copper, 1994). The relationship between cohesion and team performance has been found to be stronger when a task is characterized as more interdependent (Gully et al., 1995; Beal et al., 2003). Since team-based jobs are characterized to have some degree of interdependence, it is expected that team members may have greater opportunities to establish cohesion through the constant interaction of team members. Employees that experience greater cohesion with other employees may in turn engage in backup behavior. Based on findings by Mullen and Copper (1994), task

cohesion is a driving force of performance more so than personal attraction and group pride. Therefore, the greater the task cohesion, the greater employees investment in assuring their team's successfully complete their task. When confronted with incompatible work/family demands, individuals that feel a greater bond with members in their work teams will be more inclined to assist each other in meeting work demands. The opposite can be said for employees who are not part of a cohesive group, the less committed to their task and overall team goals, the less inclined they will be to backup other colleagues when work and family demands conflict. Thus the following relationship is proposed:

Hypothesis 7: Cohesion will moderate the relationship between CIWAF and work interfering with family, such that CIWAF will be the most strongly negatively related to work interfering with family when cohesion is high, and more weakly related to work interfering with family when cohesion is low.

Individuals in cohesive work units not only develop strong work bonds, but also personal bonds. It is through these bonds that work teams share and experience felt responsibility for each other. As a result, employees venture to take on additional work responsibilities in order to support each other in meeting work and family demands (Pearce & Gregersen, 1991).

Additionally, individuals in cohesive work units are more likely to interact with each other. Through these interactions, individuals begin to form identities which hold them together and as a result, are more open with fellow team members about their personal life. With this openness comes a better understanding of coworkers personal life and the ability to know when to step in and assist each other. Therefore, the following is hypothesized:

Hypothesis 8: Cohesion will moderate the relationship between CIWAF and family interfering with work, such that CIWAF will be the most strongly negatively related to

family interfering with work when cohesion is high, and more weakly related to family interfering with work when cohesion is low.

Please see Figure 1 for all the hypothesized relationships.

CHAPTER TWO: METHOD

Participants

For the present thesis three convenience samples were obtained employing a total of 218 adults of which 167 completed surveys were utilized for data analysis. The first sample included friends and family which were contacted via email and asked to follow a link to www.surkeymonkey.com where they could complete the electronic version of the survey. This sample yielded 113 completed surveys of which 83 were utilized for analysis. The second sample included contacts of students from an undergraduate class. This sample yielded 66 completed surveys of which 60 were utilized for analysis. The third sample included parents of children attending a local daycare. This sample yielded 39 completed surveys of which 24 were utilized for analysis. For details regarding why surveys were not included please see Appendix A. Attached to the survey was a consent form that specified the criteria participants needed to meet. The criteria required all participants be at a part-time or full-time employee and be the primary caregivers for at least one child, grandchild, or elder.

The average respondent age 39 years ($SD = 8.59$). Approximately 64% of the sample was female. The ethnicity was: 62% Caucasian, 22% Hispanic, 8% African American, 4% African American, and 4% Other. Seventy-seven percent indicated they were married or living as married, and 95% had one or more children. Of the participants who reported having at least one child, the average number of children was 2 ($SD = 1.64$), and the average age of the youngest child was 10 ($SD = 8.04$). Thirty-two percent of the sample identified as being college graduates and 29% held graduate or professional degrees. Respondents worked an average of 42 ($SD = 11.90$) hours per week and average job tenure was 4 years ($SD = 5.02$). Thirty-four percent of

the sample held supervisory or managerial jobs, 38% held professional jobs, and the remainder held secretarial, clerical, service, or sales positions. Approximately, twenty percent of the sample reported earning less than \$50,000 per year, and 31% reported earning more than \$100,000 per year. See Table 2 for full demographic results of the survey sample. Additionally, Table 3 provides demographic information for all 3 subsamples: class sample, survey monkey sample, and the daycare sample.

Procedures

The following sample is comprised of three distinct convenience samples. The first was collected by posting the questionnaire found in Appendix A on the website, [surveymonkey.com](https://www.surveymonkey.com). Friends, relatives, and colleagues of the researcher were contacted via email and asked to follow the survey link to the www.surveymokey.com webpage where they completed the questionnaire. The second sample, was collected by distributing a packet to students in an undergraduate course to distribute to their contacts. The third sample consisted of distributing surveys to the parents of children at a local daycare. Each packet distributed to the later two samples described contained two surveys.

In order to gage the extent to which the 3 subsamples were comparable, I examined the bivariate correlations between CIWAF and WIF and FIW. The relationships varied by sample suggesting meaningful differences. For CIWAF and WIF, the correlations were .33 (class sample), .16 (survey monkey sample), and -.31 (daycare sample). For CIWAF and FIW, the correlations were .21 (class sample), -.03 (survey monkey sample), and .00 (daycare sample). In order to control for these differences, two vectors were entered as control variables in all

analyses. Vector 1 included all surveys collected through survey monkey versus all other forms of survey collection. The second vector included all surveys collected through the daycare versus all other forms of survey collection.

Measures

Work interfering with family. Work interfering with family was measured using an 18-item measure constructed by Carlson, Kacmar, and Williams (2000). An example item of strain-based work-to-family conflict is “When I get home from work I am often too frazzled to participate in family activities/responsibilities”. An example of strain-based family-to-work conflict is “Due to stress at home, I am often preoccupied with family matters at work.” An example item of time-based work-to-family conflict is “My work keeps me from my family activities more than I would like”. An example item of time-based family-to-work conflict is “The time I spend with my family often causes me not to spend time in activities at work that could be helpful to my career.” An example item of behavior-based work-to-family conflict is “Behavior that is effective and necessary for me at work would be counterproductive at home”; an example item of behavior-based family-to-work conflict is “The behavior that works for me at home does not seem to be effective at work.” Participants responded using a 5-point Likert-type scale ranging from “1 = strongly disagree” and “5 = strongly agree”. Cronbach’s alpha for the 9-item work interfering with family scale was $\alpha = .85$, and $\alpha = .83$ for the 9-item FWC scale.

Coworker informal work accommodations to families. CIWAF was measured using a 31-item scale developed by Mesmer-Magnus et al. (2010). The CIWAF scale was preceded by the prompt, “How often have you or your coworkers done each of the following things,” and the response scale ranged from “1=never (about once a year or less)” to “5=very often (once or more

per day).” Cronbach’s alpha for the 31-item scale was $\alpha = .91$. The scale consisted of six CIWAF dimensions, each dimension and a sample item is provided below. Childcare assistance (CIWAF-CA) contained two items, an example item is “Assisted a coworker with childcare while they are working.” Cronbach’s alpha for the two-item scale was $\alpha = .53$. There were seven deviating behavior items (CIWAF-DB); an example item is “Lied to a supervisor or clients so that a coworker could attend to a family matter during work hours.” Cronbach’s alpha for the 7-item scale was $\alpha = .59$. Facilitating telework (CIWAF-FT) had two items; an example item is “Facilitated communication between clients/colleagues and a coworker so they could work from home.” Cronbach’s alpha for the two-item scale was $\alpha = .80$. Continuing work modifications (CIWAF-CWM) consisted of six items; an example item is “Permanently changed regular work hours/ days so a coworker could meet family demands.” Cronbach’s alpha for the 6-item scale was $\alpha = .82$. Short-term work modifications (CIWAF-STM) also consisted of six items, an example item is “Performed a coworker’s job duties so they could come in late or leave early to attend to a family matter.” Cronbach’s alpha for the 6-item scale was $\alpha = .84$. Helping behavior (CIWAF-HB) had a total of eight items; an example item is “Updated coworkers on work-related events that were missed because of family-related absence.” Cronbach’s alpha for the 8-item scale was $\alpha = .84$.

Job interdependence. Job interdependence was measured using a 8-item scale developed by Mathieu et al. (2007). A sample item is “I frequently must coordinate my efforts with others.” Participants responded using a 5-point Likert-type scale ranging from “1 = strongly disagree” to “5 = strongly agree”. Cronbach’s alpha for the 8-item scale was $\alpha = .84$.

Specialization. Specialization was measured using the 5-item scale by Lewis (2003). A sample item included was “My coworkers have specialized knowledge of some aspects of my

projects” Participants responded using a 5-point Likert-type scale ranging from “1 = strongly disagree” to “5 = strongly agree”. Cronbach’s alpha for the 5-item scale was $\alpha = .40$.

Cohesion. Cohesion was measured using a 9 item scale developed specifically for the purpose of this thesis. Three items were developed to target the three dimensions (i.e., task, social, and pride) of cohesion. A sample item included was “My group members and I are proud to be part of our work group.” Participants responded using a 5-point Likert-type scale ranging from “1 = strongly disagree” to “5 = strongly agree”. Cronbach’s alpha for the 9-item scale was $\alpha = .94$.

Controls. The following control variables were included in the survey based on the work family literature: gender dummy coded, *male* =0 and *female* =1, age reported in years, race measured with one item including five categories (1 = *White/Caucasian*, 2 = *African American*, 3= *Hispanic*, 4 = *Asian*, and 5 = *Other*). Education was measured with one item with four categories, 1 = *high school*, 2 = *some college*, 3 = *college graduate*, and 4 = *graduate degree*. Marital status measured with one item with three categories, 1 = *married*, 2 = *single*, and 3 = *not married but living with partner*. Family responsibility was measured with a single item, *are you responsible for the care of other dependent besides children (e.g., grandchildren, elderly parents, or other relatives)* with four categories, 1 = *no*, 2 = *yes, I provide some care*, 3 = *yes, I provide a moderate amount of care*, and 4 = *yes, I provide a great deal of care*. Number of children was assessed with one open ended question, followed by two questions, how many and ages. Work status was coded as a dummy variable 0 = *full-time* and 1 = *part-time*. Organizational tenure was measured with one open ended question, *how long have you worked at your current position*. Household income was measured with one question with four categories, 1 = *less than 50,000*, 2 = *50,000 – 75,000*, 3 = *75,000 – 100,000*, and 4 = *more than 100,000*. Current job type

was measured using a single item, *how would you classify your current job*, with six response options, 1 = *supervisory/managerial*, 2 = *professional (e.g., nurse, teacher, attorney)*, 3 = *sales*, 4 = *secretarial/clerical*, 5 = *service (e.g., cook, maintenance)*, and 6 = *manual labor (e.g., landscaping, construction)*.

Table 4 depicts the zero order correlations between all potential control variables previously mentioned and the two study dependent variables, work interfering with family and family interfering with work. Based on the results depicted in Table 4, for WIF, I ran correlations between the four potential control variables (i.e., age, have children, tenure, and annual income) significantly related to WIF. Based on the correlations depicted in Table 5 I determined which variables to include in all analyses where WIF was the dependent variable. Since no two variables were highly correlated all four were included in the analyses where WIF was the dependent variable. Similarly, based on the results depicted in Table 4 for FIW, I ran correlations between the three potential control variables (i.e., age, marital status, age of youngest child, and hours work per week) significantly related to FIW. Based on the results depicted in Table 6, only four control variables were included in all analyses where FIW was the dependent variable. Age was removed as a covariate of all analyses that include FIW as the dependent variable because of its strong positive correlation ($r = .75, p < .01$) with age of youngest child.

Although hypotheses were not officially stated; it was my interest to determine if there were specific CIWAF subdimensions employees engaged in more-so than others in order to reduce WIF and FIW. I expected that based on gender, race, and job type in addition to the already mentioned moderators in hypotheses three through eight, specific CIWAF dimensions might be more effective in reducing the effects of WIF and FIW. Therefore, hypotheses three

through eight were conducted using each CIWAF subdimension scale score rather than the composite CIWAF scale score. Follow up analyses were conducted to test hypotheses for subgroups based on three variables likely to affect work and family management processes and their associated outcomes: gender, ethnicity, and job type. These three variables in particular were selected because there is evidence in the work/family literature that meaningful differences exist across these subgroups (Allen & Armstrong, 2006; Allen, 2001; Behson, 2002; Demerouti et al., 2005; Frone et al., 1997; Kossek, Lautsch, & Eaton, 2006; Thompson, Beauvais, & Lyness, 1998). Gender was selected because a recent comprehensive review of the work/family literature found that there is mixed evidence regarding the importance of gender as a differentiator of many focal processes (Eby, Casper, Lockwood, Bordeaux, & Brinley, 2005).

Ethnicity was selected for three reasons, first, because it is typically included as a control variable in WIF studies in recognition of the fact that it likely impacts upon key relationships. Second, Grzywacz, Arcury, Carillo, Burke, Marin, Coates, and Quandt (2007) found that WIF experienced was different for Latinos, specifically, Latinos experience less health problems which research has shown is an issue for other populations. Additionally, Grzywacz et al. (2007) also noted that Latino women experienced more WIF when work was characterized as being more physically demanding. Third, ethnicity likely proxies for other variables likely to affect work and family processes such as socio-economic status. Ethnicity also captures, to some extent, cultural differences. For example, differences between Asian and Caucasian subgroups likely reflects a difference in the cultural dimension of individualism/collectivism (Hofstede, 1980; 2000). Individuals from collectivistic cultures are more inclined to be devoted to the team's success, thus if a team member requests support due to WIF they may be more inclined to provide backup behavior.

Job type was selected because it likely captures meaningful differences between subgroups that vary in terms of their work responsibilities, job characteristics (Hackman & Oldham, 1976) and level of education. These differences may well impact important work and family processes. For example, the high autonomy afforded by professional positions may produce differences in how pivotal backup behaviors are as compared to the lower autonomy secretarial/administrative positions.

CHAPTER THREE: RESULTS

To test the hypotheses, hierarchical multiple regression analyses were employed. Results of evaluation of assumptions led to transformation of the variables to reduce skewness. All predictor variables (i.e., CIWAF, job interdependence, specialization and cohesion) entered into the regression analysis were centered and the interaction terms entered were created based on the centered predictor variables.

Table 7 summarizes the descriptive statistics and zero-order correlations among all survey variables included in the following analyses. Table 8 represents the zero-order correlation for study variables broken down by subsamples, class sample, survey monkey sample, and the daycare sample. Hypothesis 1 stated that CIWAF would be negatively related to work interfering with family. In the first step of the regression analysis, WIF was regressed onto vector 1 (i.e., survey monkey sample versus everything else) and vector 2 (i.e., daycare sample versus everything else). The $R^2 = .01$, $F_{(2, 159)} = .82$, $p > .05$ associated with the model indicated that variables were not significant predictors of WIF. In the second step WIF was regressed onto vector 1, vector 2 and the control variable (i.e., age, have children, tenure, and annual income). The $R^2 = .11$, $F_{(6, 155)} = 3.04$, $p < .01$ associated with the model indicated that the variables were significant predictors of WIF. Further analysis of the beta weights associated with variables in this model suggest that age ($\beta = -.20$, $p < .05$) is a significant predictor of WIF. In the third step, work interfering with family was regressed onto vector 1, vector 2, age, have children, tenure, and annual income, and CIWAF. The $R^2 = .13$, $F_{(7, 154)} = 3.24$, $p < .05$ associated with the model indicated that the variables were not significant predictors of WIF. The change in $R^2 = .03$, $p < .05$ represented no incremental variance explained in work interfering with family above and beyond that already explained by age in the second equation. Further analysis of the

beta weights associated with variables in this model suggest that age ($\beta = -.20, p < .01$) and CIWAF ($\beta = .15, p < .05$) are significant predictors of WIF. Although CIWAF was a significant predictor, analysis of the beta weight associated with the variable suggests that CIWAF is positively related to WIF. This finding is in the opposite direction than originally hypothesized. Based on these results Hypothesis 1 was not supported. Results for this regression analysis are summarized in Table 9.

Hypothesis 2 stated that CIWAF would be negatively related to family interfering with work. In the first step of the regression analysis, FIW was regressed onto vector 1 (i.e., survey monkey sample versus everything else) and vector 2 (i.e., daycare sample versus everything else). The $R^2 = .00, F_{(2, 148)} = .20, p > .05$ associated with the model indicated that variables were not significant predictors of FIW. In the second step FIW was regressed onto vector 1, vector 2 and the control variable (marital status, age of youngest child, and hours worked per week). The $R^2 = .14, F_{(5, 145)} = 4.56, p < .01$ associated with the model indicated that the variables were significant predictors of FIW. The change in $R^2 = .14, p < .01$, comparing models 1 and 2, is representative of a significant incremental explanation of FIW. Further analysis of the beta weights associated with variables in this model suggest that marital status ($\beta = .23, p < .01$) and age of youngest child ($\beta = -.27, p < .01$) are significant predictors of FIW. In the third step, FIW was regressed onto vector 1, vector 2, marital status, age of youngest child, hours worked per week, and CIWAF. The $R^2 = .14, F_{(6, 144)} = 3.88, p > .05$ associated with the model indicated that the variables were not significant predictors of FIW. The change in $R^2 = .00, p > .05$ comparing models 2 and 3 was not representative of a significant incremental explanation of FIW. Further analysis of the beta weights associated with variables in this model suggest that marital status ($\beta = .23, p < .01$) and age of youngest child ($\beta = -.27, p < .01$) are significant

predictors of FIW. Based on these results Hypothesis 2 was not supported. Results for this regression analysis are summarized in Table 10.

Hypothesis 3 stated that job interdependence would moderate the relationship between CIWAF and work interfering with family. In the first step of the regression analysis, WIF was regressed onto vector 1 (i.e., survey monkey sample versus everything else) and vector 2 (i.e., daycare sample versus everything else). The $R^2 = .01$, $F_{(2, 159)} = .82$, $p > .05$ associated with the model indicated that variables were not significant predictors of WIF. In the second step WIF was regressed onto vector 1, vector 2 and the control variable (i.e., age, have children, tenure, and annual income). The $R^2 = .11$, $F_{(6, 155)} = 3.04$, $p < .01$ associated with the model indicated that the variables were significant predictors of WIF. Further analysis of the beta weights associated with variables in this model suggest that age ($\beta = -.20$, $p < .05$) is a significant predictor of WIF. In the third step, work interfering with family was regressed onto vector 1, vector 2, age, have children, tenure, and annual income, CIWAF and job interdependence. The $R^2 = .13$, $F_{(8, 153)} = 2.89$, $p > .05$ associated with the model indicated that the variables were not significant predictors of WIF. The change in $R^2 = .03$, $p > .05$ represented no incremental variance explained in work interfering with family above and beyond that already explained by age in the second equation. Further analysis of the beta weights associated with variables in this model suggest that age ($\beta = -.20$, $p < .01$) and CIWAF ($\beta = .16$, $p < .05$) are significant predictors of WIF. In the fourth step, work interfering with family was regressed onto vector 1, vector 2, age, have children, tenure, and annual income, CIWAF, job interdependence, and a multiplicative interaction term: the product of CIWAF and job interdependence. The $R^2 = .13$, $F_{(9, 152)} = 2.59$, $p > .05$ associated with the model indicated that the variables were not significant predictors of WIF. The change in $R^2 = .00$, $p > .05$, comparing models 3 and 4 were not

representative of a significant incremental explanation of WIF due to the interaction above and beyond that already explained by the second equation. Further analysis of the beta weights associated with variables in this model suggest that age ($\beta = -.20, p < .01$) and CIWAF ($\beta = .16, p < .05$) are significant predictors of WIF. Based on these results, Hypothesis 3 was not supported. Results for this regression analysis are summarized in Table 11.

Hypothesis 4 stated that job interdependence would moderate the relationship between CIWAF and FIW. In the first step of the regression analysis, FIW was regressed onto vector 1 (i.e., survey monkey sample versus everything else) and vector 2 (i.e., daycare sample versus everything else). The $R^2 = .00, F_{(2, 148)} = .20, p > .05$ associated with the model indicated that variables were not significant predictors of FIW. In the second step FIW was regressed onto vector 1, vector 2 and the control variable (marital status, age of youngest child, and hours worked per week). The $R^2 = .14, F_{(5, 145)} = 4.56, p < .01$ associated with the model indicated that the variables were significant predictors of FIW. The change in $R^2 = .14, p < .01$, comparing models 1 and 2, is representative of a significant incremental explanation of FIW. Further analysis of the beta weights associated with variables in this model suggest that marital status ($\beta = .23, p < .01$) and age of youngest child ($\beta = -.27, p < .01$) are significant predictors of FIW. In the third step, FIW was regressed onto vector 1, vector 2, marital status, age of youngest child, hours worked per week, CIWAF and job interdependence. The $R^2 = .15, F_{(7, 143)} = 3.49, p > .05$ associated with the model indicated that the variables were not significant predictors of FIW. The change in $R^2 = .01, p > .05$ comparing models 2 and 3 was not representative of a significant incremental explanation of FIW. Further analysis of the beta weights associated with variables in this model suggest that marital status ($\beta = .23, p < .01$) and age of youngest child ($\beta = -.27, p < .01$) are significant predictors of FIW. In the fourth step, FIW was regressed onto vector 1,

vector 2, marital status, age of youngest child, hours worked per week, CIWAF, job interdependence, and a multiplicative interaction term: the product of CIWAF and job interdependence. The $R^2 = .15$, $F_{(8, 142)} = 3.09$, $p > .05$ associated with the model indicated that the variables were not significant predictors of family interfering with work. The change in $R^2 = .00$, $p > .05$, comparing models 3 and 4 was not representative of a significant incremental explanation of FIW due to the interaction above and beyond that already explained by the second equation. Further analysis of the beta weights associated with variables in this model suggest that marital status ($\beta = .23$, $p < .01$) and age of youngest child ($\beta = -.26$, $p < .01$) are significant predictors of FIW. Based on these results, Hypothesis 4 was not supported. Results for this regression analysis are summarized in Table 12.

Hypothesis 5 stated that specialization would moderate the relationship between CIWAF and work interfering with family. In the first step of the regression analysis, WIF was regressed onto vector 1 (i.e., survey monkey sample versus everything else) and vector 2 (i.e., daycare sample versus everything else). The $R^2 = .01$, $F_{(2, 159)} = .82$, $p > .05$ associated with the model indicated that variables were not significant predictors of WIF. In the second step WIF was regressed onto vector 1, vector 2 and the control variable (i.e., age, have children, tenure, and annual income). The $R^2 = .11$, $F_{(6, 155)} = 3.04$, $p < .01$ associated with the model indicated that the variables were significant predictors of WIF. Further analysis of the beta weights associated with variables in this model suggest that age ($\beta = -.20$, $p < .05$) is a significant predictor of WIF. In the third step, work interfering with family was regressed onto vector 1, vector 2, age, have children, tenure, and annual income, CIWAF and specialization. The $R^2 = .15$, $F_{(8, 153)} = 3.37$, $p > .05$ associated with the model indicated that the variables were not significant predictors of WIF. The change in $R^2 = .04$, $p > .05$ represented incremental variance explained in work

interfering with family above and beyond that already explained by age in the second equation. Further analysis of the beta weights associated with variables in this model suggest that age ($\beta = -.21, p < .01$) and specialization ($\beta = .15, p < .05$) are significant predictors of WIF. In the fourth step, work interfering with family was regressed onto vector 1, vector 2, age, have children, tenure, and annual income, CIWAF, specialization, and a multiplicative interaction term: the product of CIWAF and specialization. The $R^2 = .16, F_{(9, 152)} = 3.25, p > .05$ associated with the model indicated that the variables were not significant predictors of WIF. The change in $R^2 = .01, p > .05$, comparing models 3 and 4 was not representative of a significant incremental explanation of WIF due to the interaction above and beyond that already explained by the second equation. Further analysis of the beta weights associated with variables in this model suggest that age ($\beta = -.21, p < .01$) and CIWAF ($\beta = .16, p < .05$) are significant predictors of WIF. Based on these results, Hypothesis 5 was not supported. Results for this regression analysis are summarized in Table 13.

Hypothesis 6 stated that specialization would moderate the relationship between CIWAF and FIW. In the first step of the regression analysis, FIW was regressed onto vector 1 (i.e., survey monkey sample versus everything else) and vector 2 (i.e., daycare sample versus everything else). The $R^2 = .00, F_{(2, 148)} = .20, p > .05$ associated with the model indicated that variables were not significant predictors of FIW. In the second step FIW was regressed onto vector 1, vector 2 and the control variable (marital status, age of youngest child, and hours worked per week). The $R^2 = .14, F_{(5, 145)} = 4.56, p < .01$ associated with the model indicated that the variables were significant predictors of FIW. The change in $R^2 = .14, p < .01$, comparing models 1 and 2, is representative of a significant incremental explanation of FIW. Further analysis of the beta weights associated with variables in this model suggest that marital status (β

= .23, $p < .01$) and age of youngest child ($\beta = -.27, p < .01$) are significant predictors of FIW. In the third step, FIW was regressed onto vector 1, vector 2, marital status, age of youngest child, hours worked per week, CIWAF and specialization. The $R^2 = .14, F_{(7, 143)} = 3.30, p > .05$ associated with the model indicated that the variables were not significant predictors of FIW. The change in $R^2 = .00, p > .05$ comparing models 2 and 3 was not representative of a significant incremental explanation of FIW. Further analysis of the beta weights associated with variables in this model suggest that marital status ($\beta = .23, p < .01$) and age of youngest child ($\beta = -.27, p < .01$) are significant predictors of FIW. In the fourth step, FIW was regressed onto vector 1, vector 2, marital status, age of youngest child, hours worked per week, CIWAF, specialization, and a multiplicative interaction term: the product of CIWAF and specialization. The $R^2 = .15, F_{(8, 142)} = 3.19, p > .05$ associated with the model indicated that the variables were not significant predictors of family interfering with work. The change in $R^2 = .01, p > .05$, comparing models 3 and 4 was not representative of a significant incremental explanation of FIW due to the interaction above and beyond that already explained by the second equation. Further analysis of the beta weights associated with variables in this model suggest that marital status ($\beta = .23, p < .01$) and age of youngest child ($\beta = -.27, p < .01$) are significant predictors of FIW. Based on these results, Hypothesis 6 was not supported. Results for this regression analysis are summarized in Table 14.

Hypothesis 7 stated that cohesion would moderate the relationship between CIWAF and work interfering with family. In the first step of the regression analysis, WIF was regressed onto vector 1 (i.e., survey monkey sample versus everything else) and vector 2 (i.e., daycare sample versus everything else). The $R^2 = .01, F_{(2, 159)} = .82, p > .05$ associated with the model indicated that variables were not significant predictors of WIF. In the second step WIF was regressed onto

vector 1, vector 2 and the control variable (i.e., age, have children, tenure, and annual income). The $R^2 = .11$, $F_{(6, 155)} = 3.04$, $p < .01$ associated with the model indicated that the variables were significant predictors of WIF. Further analysis of the beta weights associated with variables in this model suggest that age ($\beta = -.20$, $p < .05$) is a significant predictor of WIF. In the third step, work interfering with family was regressed onto vector 1, vector 2, age, have children, tenure, and annual income, CIWAF and cohesion. The $R^2 = .13$, $F_{(8, 153)} = 2.85$, $p > .05$ associated with the model indicated that the variables were not significant predictors of WIF. The change in $R^2 = .02$, $p > .05$ represented no incremental variance explained in work interfering with family above and beyond that already explained by age in the second equation. Further analysis of the beta weights associated with variables in this model suggest that age ($\beta = -.20$, $p < .05$) and CIWAF ($\beta = .16$, $p < .05$) are significant predictors of WIF. In the fourth step, work interfering with family was regressed onto vector 1, vector 2, age, have children, tenure, and annual income, CIWAF, cohesion, and a multiplicative interaction term: the product of CIWAF and cohesion. The $R^2 = .13$, $F_{(9, 152)} = 2.60$, $p > .05$ associated with the model indicated that the variables were not significant predictors of WIF. The change in $R^2 = .00$, $p > .05$, comparing models 3 and 4 was not representative of a significant incremental explanation of WIF due to the interaction above and beyond that already explained by the second equation. Further analysis of the beta weights associated with variables in this model suggest that age ($\beta = -.19$, $p < .05$) is a significant predictor of WIF. Based on these results, Hypothesis 7 was not supported. Results for this regression analysis are summarized in Table 15.

Hypothesis 8 stated that cohesion would moderate the relationship between CIWAF and FIW. In the first step of the regression analysis, FIW was regressed onto vector 1 (i.e., survey monkey sample versus everything else) and vector 2 (i.e., daycare sample versus everything else).

The $R^2 = .00$, $F_{(2, 148)} = .20$, $p > .05$ associated with the model indicated that variables were not significant predictors of FIW. In the second step FIW was regressed onto vector 1, vector 2 and the control variable (marital status, age of youngest child, and hours worked per week). The $R^2 = .14$, $F_{(5, 145)} = 4.56$, $p < .01$ associated with the model indicated that the variables were significant predictors of FIW. The change in $R^2 = .14$, $p < .01$, comparing models 1 and 2, is representative of a significant incremental explanation of FIW. Further analysis of the beta weights associated with variables in this model suggest that marital status ($\beta = .23$, $p < .01$) and age of youngest child ($\beta = -.27$, $p < .01$) are significant predictors of FIW. In the third step, FIW was regressed onto vector 1, vector 2, marital status, age of youngest child, hours worked per week, CIWAF and specialization. The $R^2 = .16$, $F_{(7, 143)} = 3.83$, $p > .05$ associated with the model indicated that the variables were not significant predictors of FIW. The change in $R^2 = .02$, $p > .05$ comparing models 2 and 3 was not representative of a significant incremental explanation of FIW. Further analysis of the beta weights associated with variables in this model suggest that marital status ($\beta = .21$, $p < .01$) and age of youngest child ($\beta = -.27$, $p < .01$) are significant predictors of FIW. In the fourth step, FIW was regressed onto vector 1, vector 2, marital status, age of youngest child, hours worked per week, CIWAF, specialization, and a multiplicative interaction term: the product of CIWAF and specialization. The $R^2 = .16$, $F_{(8, 142)} = 3.40$, $p > .05$ associated with the model indicated that the variables were not significant predictors of family interfering with work. The change in $R^2 = .00$, $p > .05$, comparing models 3 and 4 was not representative of a significant incremental explanation of FIW due to the interaction above and beyond that already explained by the second equation. Further analysis of the beta weights associated with variables in this model suggest that marital status ($\beta = .22$, $p < .01$) and age of youngest child ($\beta = -.27$, $p < .01$) are significant predictors of FIW. Based on

these results, Hypothesis 8 was not supported. Results for this regression analysis are summarized in Table 16.

Follow Up Analysis of CIWAF Subdimensions by Subgroups

Follow up analysis delving into the CIWAF construct by including the effects of each individual dimension of CIWAF were conducted. Specifically, Hypotheses 3 – 8 were tested using all 6 CIWAF dimensions separately. Next the effects of the moderating effects of job interdependence, specialization, and cohesion on the relationship between each CIWAF dimension and work interfering with family was tested. Each analysis was conducted on subgroups of the sample. It is expected that specific dimensions of CIWAF will be utilized to accommodate work interfering with family demands and family interfering with work demands for distinct groups of our sample. Results of the follow up analysis are described below and summarized in Table 17.

Follow Up Analyses by Subgroup Gender

Job interdependence moderated the relationship between CIWAF-CWM and work interfering with family for females. In the first step of the regression analysis, WIF was regressed onto vector 1 (i.e., survey monkey sample versus everything else) and vector 2 (i.e., daycare

sample versus everything else). The $R^2 = .01$, $F_{(2, 101)} = .30$, $p > .05$ associated with the model indicated that variables were not significant predictors of WIF. In the second step WIF was regressed onto vector 1, vector 2 and the control variable (i.e., age, have children, tenure, and annual income). The $R^2 = .11$, $F_{(6, 97)} = 2.00$, $p < .05$ associated with the model indicated that the variables were significant predictors of WIF. The change in $R^2 = .10$, $p < .05$ represented incremental variance explained in work interfering with family above and beyond that already explained by age in the Vectors 1 and 2 in the first step. Further analysis of the beta weights associated with variables in this model suggest that age ($\beta = -.23$, $p < .05$) is a significant predictor of WIF. In the third step, work interfering with family was regressed onto vector 1, vector 2, age, have children, tenure, and annual income, CIWAF-CWM and job interdependence. The $R^2 = .18$, $F_{(8, 95)} = 2.54$, $p < .05$ associated with the model indicated that the variables were not significant predictors of WIF. The change in $R^2 = .07$, $p < .05$ represented no incremental variance explained in work interfering with family above and beyond that already explained by age in the second equation. Further analysis of the beta weights associated with variables in this model suggest that age ($\beta = -.24$, $p < .01$) and CIWAF-CWM ($\beta = .26$, $p < .01$) are significant predictors of WIF. In the fourth step, work interfering with family was regressed onto vector 1, vector 2, age, have children, tenure, and annual income, CIWAF-CWM, job interdependence, and a multiplicative interaction term: the product of CIWAF-CWM and job interdependence. The $R^2 = .21$, $F_{(9, 94)} = 2.82$, $p < .05$ associated with the model indicated that the variables were not significant predictors of WIF. The change in $R^2 = .04$, $p < .05$, comparing models 3 and 4 was representative of a significant incremental explanation of WIF due to the interaction above and beyond that already explained by the second equation. Further analysis of the beta weights associated with variables in this model suggest that age ($\beta = -.23$, $p < .01$), CIWAF-CWM (β

= .32, $p < .01$), and the multiplicative interaction term CIWAF-CWM*job interdependence ($\beta = .21, p < .05$) are significant predictors of WIF. Results for this regression analysis are summarized in Table 18.

Figure 2 depicts the moderating effect of job interdependence on the CIWAF-CWM and work interfering with family relationship for females. The interaction plot shows that females whose jobs are characterized as interdependent and engage in CIWAF-CWM modifications to assist coworkers dealing with work and family demands experience more work interfering with family than females who work in less interdependent work units and engage in CIWAF-CWM behaviors. These results are contrary to the expected direction.

Specialization moderated the relationship between CIWAF-STM and work interfering with family for males. In the first step of the regression analysis, WIF was regressed onto vector 1 (i.e., survey monkey sample versus everything else) and vector 2 (i.e., daycare sample versus everything else). The $R^2 = .05, F_{(2, 55)} = 1.44, p > .05$ associated with the model indicated that variables were not significant predictors of WIF. In the second step WIF was regressed onto vector 1, vector 2 and the control variable (i.e., age, have children, tenure, and annual income). The $R^2 = .15, F_{(6, 51)} = 1.55, p > .05$ associated with the model indicated that the variables were not significant predictors of WIF. The change in $R^2 = .10, p > .05$ represented no incremental variance explained in work interfering with family above and beyond that already explained by age in the Vectors 1 and 2 in the first step. In the third step, work interfering with family was regressed onto vector 1, vector 2, age, have children, tenure, and annual income, CIWAF-STM and specialization. The $R^2 = .17, F_{(8, 49)} = 1.28, p > .05$ associated with the model indicated that the variables were not significant predictors of WIF. The change in $R^2 = .02, p > .05$ represented no incremental variance explained in work interfering with family above and beyond that already

explained by age in the second equation. In the fourth step, work interfering with family was regressed onto vector 1, vector 2, age, have children, tenure, and annual income, CIWAF-STM, specialization, and a multiplicative interaction term: the product of CIWAF-STM and specialization. The $R^2 = .32$, $F_{(9, 48)} = 2.51$, $p < .01$ associated with the model indicated that the variables were not significant predictors of WIF. The change in $R^2 = .15$, $p < .01$, comparing models 3 and 4 was representative of a significant incremental explanation of WIF due to the interaction above and beyond that already explained by the second equation. Further analysis of the beta weights associated with variables in this model suggest that CIWAF-STM ($\beta = .22$, $p < .05$), and the multiplicative interaction term CIWAF-STM *specialization ($\beta = -.44$, $p < .01$) are significant predictors of WIF. Results for this regression analysis are summarized in Table 19.

Figure 3 depicts the moderating effect of specialization on the CIWAF-STM and work interfering with family relationship for males. The interaction plot shows that for males whose jobs are characterized as specialized and engage in CIWAF-STM modifications to assist coworkers dealing with work and family demands experience more work interfering with family than males who do engage in CIWAF-STM and are part of more specialized work units. Thus having similar task relevant knowledge allows for the opportunity of backing up fellow coworkers at a cost of potentially overloading oneself and in turn experiencing greater levels of WIF.

Follow Up Analysis by Race

Job interdependence moderated the relationship between CIWAF-CWM and work interfering with family for individuals that identified as Caucasian. In the first step of the regression analysis, WIF was regressed onto vector 1 (i.e., survey monkey sample versus everything else) and vector 2 (i.e., daycare sample versus everything else). The $R^2 = .01$, $F_{(2, 98)} = .67$, $p > .05$ associated with the model indicated that variables were not significant predictors of WIF. In the second step WIF was regressed onto vector 1, vector 2 and the control variable (i.e., age, have children, tenure, and annual income). The $R^2 = .13$, $F_{(6, 94)} = 2.23$, $p < .05$ associated with the model indicated that the variables were significant predictors of WIF. The change in $R^2 = .12$, $p < .05$ represented incremental variance explained in work interfering with family above and beyond that already explained by age in the Vectors 1 and 2 in the first step. Further analysis of the beta weights associated with variables in this model suggest that age ($\beta = -.25$, $p < .05$) is a significant predictor of WIF. In the third step, work interfering with family was regressed onto vector 1, vector 2, age, have children, tenure, and annual income, CIWAF-CWM and job interdependence. The $R^2 = .13$, $F_{(8, 92)} = 1.71$, $p > .05$ associated with the model indicated that the variables were not significant predictors of WIF. The change in $R^2 = .00$, $p > .05$ represented no incremental variance explained in work interfering with family above and beyond that already explained by age in the second equation. In the fourth step, work interfering with family was regressed onto vector 1, vector 2, age, have children, tenure, and annual income, CIWAF-CWM, job interdependence, and a multiplicative interaction term: the product of CIWAF-CWM and job interdependence. The $R^2 = .17$, $F_{(9, 91)} = 1.99$, $p < .05$ associated with the model indicated that the variables were significant predictors of WIF. The change in $R^2 = .04$, $p < .05$, comparing models 3 and 4 was representative of a significant incremental explanation of WIF due to the interaction above and beyond that already explained by the second

equation. Further analysis of the beta weights associated with variables in this model suggest that age ($\beta = -.23, p < .05$) and CIWAF-CWM*job interdependence ($\beta = .20, p < .05$) is a significant predictor of WIF. Results for this regression analysis are summarized in Table 20.

Figure 4 depicts the moderating effect of job interdependence on the CIWAF-CWM and work interfering with family relationship for individuals that identified as Caucasians. The interaction plot shows that for individuals that identified as Caucasian whose jobs are characterized as interdependent and engage in CIWAF-CWM modifications to assist coworkers dealing with work and family demands experienced more work interfering with family than individuals who engaged in CIWAF-CWM and were part of less interdependent work units.

Follow Up Analysis by Job Type

Job interdependence moderated the relationship between CIWAF-CWM and work interfering with family for individuals that employed in professional positions. In the first step of the regression analysis, WIF was regressed onto vector 1 (i.e., survey monkey sample versus everything else) and vector 2 (i.e., daycare sample versus everything else). The $R^2 = .01, F_{(2, 59)} = .18, p > .05$ associated with the model indicated that variables were not significant predictors of WIF. In the second step WIF was regressed onto vector 1, vector 2 and the control variable (i.e., age, have children, tenure, and annual income). The $R^2 = .09, F_{(6, 55)} = .85, p > .05$ associated with the model indicated that the variables were not significant predictors of WIF. The change in $R^2 = .08, p > .05$ represented no incremental variance explained in work interfering with family above and beyond that already explained by age in the Vectors 1 and 2 in the first step. In the third step, work interfering with family was regressed onto vector 1, vector 2, age,

have children, tenure, and annual income, CIWAF-CWM and job interdependence. The $R^2 = .09$, $F_{(8, 53)} = .66$, $p > .05$ associated with the model indicated that the variables were not significant predictors of WIF. The change in $R^2 = .00$, $p > .05$ represented no incremental variance explained in work interfering with family above and beyond that already explained by age in the second equation. In the fourth step, work interfering with family was regressed onto vector 1, vector 2, age, have children, tenure, and annual income, CIWAF-CWM, job interdependence, and a multiplicative interaction term: the product of CIWAF-CWM and job interdependence. The $R^2 = .20$, $F_{(9, 52)} = 1.41$, $p < .01$ associated with the model indicated that the variables were significant predictors of WIF. The change in $R^2 = .11$, $p < .01$, comparing models 3 and 4 was representative of a significant incremental explanation of WIF due to the interaction above and beyond that already explained by the second equation. Further analysis of the beta weights associated with variables in this model suggest that CIWAF-CWM*job interdependence ($\beta = .36$, $p < .01$) is a significant predictor of WIF. Results for this regression analysis are summarized in Table 21.

Figure 5 depicts the moderating effect of job interdependence on the CIWAF-CWM and work interfering with family relationship for males. The interaction plot shows that for males whose jobs are characterized as interdependent and engage in CIWAF-CWM modifications to assist coworkers dealing with work and family demands experience more work interfering with family than individuals that engaged in CIAF-CWM and were part of less interdependent work units.

Job interdependence moderated the relationship between CIWAF-HB and work interfering with family for individuals that employed in professionals positions. In the first step of the regression analysis, WIF was regressed onto vector 1 (i.e., survey monkey sample versus

everything else) and vector 2 (i.e., daycare sample versus everything else). The $R^2 = .01$, $F_{(2, 59)} = .18$, $p > .05$ associated with the model indicated that variables were not significant predictors of WIF. In the second step WIF was regressed onto vector 1, vector 2 and the control variable (i.e., age, have children, tenure, and annual income). The $R^2 = .09$, $F_{(6, 55)} = .85$, $p > .05$ associated with the model indicated that the variables were not significant predictors of WIF. The change in $R^2 = .08$, $p > .05$ represented no incremental variance explained in work interfering with family above and beyond that already explained by age in the Vectors 1 and 2 in the first step. In the third step, work interfering with family was regressed onto vector 1, vector 2, age, have children, tenure, and annual income, CIWAF- HB and job interdependence. The $R^2 = .09$, $F_{(8, 53)} = .66$, $p > .05$ associated with the model indicated that the variables were not significant predictors of WIF. The change in $R^2 = .00$, $p > .05$ represented no incremental variance explained in work interfering with family above and beyond that already explained by age in the second equation. In the fourth step, work interfering with family was regressed onto vector 1, vector 2, age, have children, tenure, and annual income, CIWAF- HB, job interdependence, and a multiplicative interaction term: the product of CIWAF- HB and job interdependence. The $R^2 = .15$, $F_{(9, 52)} = 1.41$, $p < .05$ associated with the model indicated that the variables were significant predictors of WIF. The change in $R^2 = .06$, $p < .05$, comparing models 3 and 4 was representative of a significant incremental explanation of WIF due to the interaction above and beyond that already explained by the second equation. Further analysis of the beta weights associated with variables in this model suggest that CIWAF- HB *job interdependence ($\beta = .28$, $p < .05$) is a significant predictor of WIF. Results for this regression analysis are summarized in Table 22.

Figure 6 depicts the moderating effect of job interdependence on the CIWAF- HB and work interfering with family relationship for males. The interaction plot shows that for males whose jobs are characterized as interdependent and engage in CIWAF- HB modifications to assist coworkers dealing with work and family demands experience more work interfering with family than individuals that engaged in CIWAF-HB and were in less interdependent job designs.

Job interdependence moderated the relationship between CIWAF-HB and work interfering with family for individuals that employed in supervisory/managerial positions. In the first step of the regression analysis, WIF was regressed onto vector 1 (i.e., survey monkey sample versus everything else) and vector 2 (i.e., daycare sample versus everything else). The $R^2 = .02$, $F_{(2, 51)} = .42$, $p > .05$ associated with the model indicated that variables were not significant predictors of WIF. In the second step WIF was regressed onto vector 1, vector 2 and the control variable (i.e., age, have children, tenure, and annual income). The $R^2 = .10$, $F_{(6, 47)} = .89$, $p > .05$ associated with the model indicated that the variables were not significant predictors of WIF. The change in $R^2 = .08$, $p > .05$ represented no incremental variance explained in work interfering with family above and beyond that already explained by age in the Vectors 1 and 2 in the first step. In the third step, work interfering with family was regressed onto vector 1, vector 2, age, have children, tenure, and annual income, CIWAF- HB and job interdependence. The $R^2 = .14$, $F_{(8, 45)} = 1.00$, $p > .05$ associated with the model indicated that the variables were not significant predictors of WIF. The change in $R^2 = .04$, $p > .05$ represented no incremental variance explained in work interfering with family above and beyond that already explained by age in the second equation. In the fourth step, work interfering with family was regressed onto vector 1, vector 2, age, have children, tenure, and annual income, CIWAF- HB, job interdependence, and a multiplicative interaction term: the product of CIWAF- HB and job

interdependence. The $R^2 = .22$, $F_{(9, 44)} = .98$, $p < .05$ associated with the model indicated that the variables were significant predictors of WIF. The change in $R^2 = .08$, $p < .05$, comparing models 3 and 4 was representative of a significant incremental explanation of WIF due to the interaction above and beyond that already explained by the second equation. Further analysis of the beta weights associated with variables in this model suggest that CIWAF- HB *job interdependence ($\beta = .32$ $p < .05$) is a significant predictor of WIF. Results for this regression analysis are summarized in Table 23.

Figure 7 depicts the moderating effect of job interdependence on the CIWAF- HB and work interfering with family relationship for males. The interaction plot shows that for males whose jobs are characterized as interdependent and engage in CIWAF- HB modifications to assist coworkers dealing with work and family demands experience more work interfering with family than individuals that engaged in CIWAF-HB and were part of less interdependent job designs.

CHAPTER FOUR: DISCUSSION

The goal of this thesis was to gain further knowledge on how individuals cope with a common issue in employees' daily lives, the balance between work and family life. Much of the work and family literature to date is consumed by individual level effects and outcomes, but rarely investigated are the effects of work interfering with family on individuals employed in team-based jobs. The trend of investing in teams is prevailing at a rapid speed and appears to continue due to the benefits teams offer organizations, this thesis is but a stepping stone that targets building on the existing work interfering with family literature by delving into the unexplored solutions for employees in team-based jobs.

Particularly, I wanted to expand the work interfering with family literature by obtaining a better understanding of how employees working in team-based jobs cope with the demands of work and family life. I turned to a newly developed C-IWAF scale (Mesmer-Magnus et al., in press) that targets distinct backup behaviors (i.e., short-term work modifications, childcare assistance, helping behavior, deviating behavior, continuing work modifications, and facilitating telework) offered by colleagues to assist in meeting work and family demands. The CIWAF scale in conjunction with characteristics common to team-based jobs, such as job interdependence, specialization, and cohesion were assessed with the purpose of obtaining a better understanding of what factors interact to reduce the level of work interfering with family experienced by employees and family interfering with work. Although the outset of this thesis was to show that the newly developed CIWAF scale was a solution in reducing work interfering with family, the results were not clear cut. Overall individuals that engaged in all 6 types of behaviors proposed by the CIWAF scale did not result in less work interfering with family.

Results showed that the relationship between CIWAF and work interfering with family was positive, suggesting that engaging in CIWAF behaviors to assist coworkers to reduce the demands of work and family life results in more work interfering with family. In other words in an attempt to help reduce the strains coworkers experience employees potentially take on additional responsibilities to a point where they may overwhelm themselves and as a result experience more work interfering with family. Additionally, Hypotheses 3-8 predicted job interdependence, specialization, and cohesion would moderate the relationship between CIWAF and WIF and the relationship between CIWAF and FIW. These relationships were not supported.

Follow up analyses looking at the distinct subdimensions of CIWAF on work interfering with family by select demographic variables (i.e., gender, ethnicity, and job type) resulted in a consistent pattern across all subgroups. Participants who were part of interdependent work units experienced more WIF when engaging in distinct dimensions of CIWAF. One potential reason for these findings may be that individuals in interdependent job designs are more inclined to engage in supportive backup behavior when fellow coworkers experience work and family demands. Taking on additional responsibilities may come at a cost of experiencing an overload of work. Being overwhelmed with additional work tasks may promote more stress for individuals who attempt to help causing them to experience greater levels of work interfering with family.

Another important finding included three of the six CIWAF subdimensions as the most sought out to help reduce WIF. The three more common CIWAF behaviors engaged in to included CIWAF - CWM (continuing work modifications), - STM (Short-term work modifications), and - HB (helping behavior). These three behaviors were more prevalent based on specific demographic information and job type. For instance, females engage in CIWAF –

CWM to reduce WIF. Individuals that identified as Caucasians also engaged in CIWAF - CWM in order to reduce WIF. When considering job type professionals resorted to both CIWAF – CWM and CIWAF – HB to reduce WIF. Individuals in supervisory/managerial positions resorted to CIWAF – HB to attempt to reduce WIF.

All results, including follow up analyses of the subdimensions showed no support for relationships predicting the decrease of family interfering with work. One potential explanation for this finding is the match between support tool and criterion. The CIWAF scale is very much geared towards consider behaviors that individuals in organizations engage in to reduce work interfering with family. Thus, the inconsistency or lack of match between behaviors and criterion might be a potential reason. For instance, if items asked questions such as “How often does your spouse switch shifts of daycare pickup duty?” we might find a stronger relationship and overall a better understanding of the behaviors that would reduce family interfering with work.

Theoretical Contributions

First researchers have focused on the implementation of formal versus informal support systems, emotion-focused versus problem-focused coping strategies, or individual-based forms of accommodations. Researchers have not delved into a type of solution combining all these dimensions of support. This thesis is the first to look at the effects of a solution that collapses problem-focused and informal accommodations. In addition, it targets behaviors that can be enacted in team-based jobs, thus going beyond the traditional individual-based accommodations that are commonly studied.

Second, very few studies have focused on understanding which accommodations can be implemented in team-based jobs. This thesis test the effects of CIWAF on reducing work interfering with family and family interfering with work in team-based jobs. Additionally, three team characteristics were considered and tested as moderators of the CIWAF and work interfering with family and family interfering with work relationship. By testing these three moderators I go beyond the more traditional demographic measures typically measured the literature.

Third, this is the first empirical study that tests the effects of CIWAF on work interfering with family and family interfering with work in team-based jobs. Thus, we provide evidence that CIWAF is an important mechanism by which employees in teams-based jobs can help coworkers mitigate and lessen the levels of their own work interfering with family and family interfering with work. Specifically, results show that CIWAF and individual dimensions that comprise it are can mitigate the impact of work interfering with family. Thus, this opens the avenue for future researchers to consider alternative solutions that are more effective in team-based jobs.

Fourth, I found different effects based on job type, gender, and ethnicity. These results suggest that these may be important moderators in the CIWAF and work interfering with family and family interfering with work relationship. Specifically, 88% of our sample consisted of managerial and professional employees, but unlike past research, we consider the effects that job characteristics have on managerial and professional employees working in team-based jobs.

Fifth, I target and test the impact that interdependence, specialization, and cohesion (team-based job characteristics) as moderators of the CIWAF and work interfering with family and family interfering with work relationship. As noted earlier, little attention has been placed on

the impact work accommodations or family friendly work strategies have for employees working in team-based job designs. Thus, team characteristics, such as the three studied in this thesis, have not been considered as moderators of the work accommodation and stressor relationship.

Sixth, this thesis extends the transactive memory literature. The transactive memory literature primarily focuses on the effects of transactive memory on performance (speed to market, Akgun et al. 2006) and team performance (Lewis, 2003) through emergent team processes such as those defined by Marks et al. (2001), transition processes (learning transfer, Lewis, 2003; & planning and role clarification, Pritchard & Ashleigh, 2007), action processes (coordination, Moreland & Myaskovsky, 2000; performance feedback and task monitoring, Pritchard & Ashleigh, 2007) , and interpersonal processes (conflict resolution, Rau, 2005). This thesis focuses on the effects of transactive memory as a moderator of the relationship between seeking and providing support (i.e., CIWAF) and the stress caused by employees' inability to balance work and family life.

Practical Implications

Research has established that supportive environments are key to employee satisfaction (Behson 2002; & Hammer, Neal, Newsom, Brockwood, & Colton, 2005). Therefore, managers should consider promoting more family friendly work environments that promote backup behaviors such as those established by the CIWAF construct. Specifically, encouraging CIWAF behaviors in jobs characterized as team-based may promote the smoother functioning of teams when its members are faced with stress in meeting work and family demands.

Second, Kossek and Michaels (2010) noted that telework provided individuals with a sense of control over one's work. Suggesting that control promotes work commitment and more satisfied employees, due to their ability to have a say over when and how work is completed. Behaviors as those described by the CIWAF scale: short-term work modifications, continuing work modifications, facilitating telework, and helping behaviors, can provide a similar sense of control and autonomy of work for employees. Thus, managers can use the promotion of CIWAF behaviors as a motivating mechanism for employees.

Third, managers should consider the economic gains (e.g., fewer health costs and greater productivity) that their organizations will experience by promoting family friendly cultures. For instance, employees' perceptions of a supportive organization can lead to greater commitment to the organization. Meta-analytic evidence suggests that commitment is related to greater job involvement, job performance, and lower levels of stress and turnover (Cooper-Hakim & Viswesvaran, 2005). Therefore managers have the opportunity to indirectly affect job involvement, job performance, stress, and turnover in organizations through the promotion of family friendly cultures that target the necessities of individuals in team-based jobs.

Fourth, organizations must understand that "one size does not fit all" when considering the policies they offer. The findings of this thesis show that individuals in both managerial and professional positions, men, and individuals that identify as Caucasian engage in distinct types of CIWAF behaviors in order to help reduce work interfering with family. This relationship is strengthened when distinct types of team-based job characteristics are considered (i.e., high job interdependence and high specialization). Thus, organizations need to be cognizant of their employee demographics and be certain that they are offering distinct solutions.

Fifth, focusing on the advantages of the CIWAF as a tool for organizational purposes. Organizations can incorporate the engagement of CIWAF behaviors into performance appraisals and provide employees feedback, not only on their work performance, but also on the organizational citizenship behavior they provide fellow coworkers. Promoting backup behavior within the organization through performance appraisals will dually benefit employees and in turn the organization.

Lastly, the implementation of the CIWAF scale in organizational surveys will provide Human Resources a better assessment of whether the use of formal or informal solutions are utilized in order to reduce work interfering with family and family interfering with work in team-based jobs. Organizations whose work is centralized around team efforts can benefit from determining if CIWAF is a more realistic solution than other solutions that require permanent or semi-permanent absences (e.g., parental leave or telecommuting). Based on results of these assessments, organizations can build off the already established behaviors identified in the CIWAF scale and promote such behaviors in their organizations, through workshops targeted for employees.

Limitations

One common measurement challenge with the work interfering with family literature and with this survey is the use of cross sectional data. Due to this limitation, results need to be interpreted with caution and no causal inferences can be made. All data was collected at the same point in time and no temporal separation exists between the presumed cause and effect. With no temporal separation between the use of CIWAF and effects on work interfering with

family, is not possible to determine the directionality of relationships. It is uncertain whether participants first used CIWAF and thus experienced more work interfering with family, or whether the presence of work interfering with family caused them to cope with the demands by engaging in CIWAF behaviors.

A second limitation of this research includes the use of convenience sampling. Convenience sampling is associated with limitations such as poor generalizability due to the sample obtained not being representative of the target population. In efforts to ameliorate the convenience sample issue, three samples were collected via distinct approaches and targeting different populations. Although efforts were made to obtain a representative sample, sample demographics show a disproportionate amount of women, Caucasians, and individuals in supervisory/managerial positions. The effects are evident in the subgroup analysis where many of the subdimensions of CIWAF were utilized by individuals in supervisory/managerial position. Obtaining a more representative sample would allow us to expand our understanding and determine if the pattern of findings is consistent for individuals in other job types.

A closer look into our sample employed shows that 77% of participants were married with 74% living with their partner. Additionally, 90% had some form of college education, with at least 60% being college graduates. Lastly, 80% of the sample reported an annual income of at least \$50,000, where 56% made at least \$75,000. These demographic suggest that the sample included was of a higher socio economic status (SES). Being members of higher SES implies that these individuals may have more resources that limits their needs to turn to behaviors suggested by the CIWAF scale in order to cope with WIF. For instance, members of higher SES may have more financial resources that provide them with the opportunity to hire nannies, take children to daycares or register them in day camps. In contrast, individuals in lower SES may

not have financial resources to help ease the competing demands of work and family life. As a result they may engage more in CIWAF behaviors. Thus, it is important to sample individuals from distinct SES to determine the effects of CIWAF on reducing WIF and FIW.

A third limitation includes the unreliability of the specialization scale. The scale's low reliability suggests that the current findings should be interpreted with caution. The low reliability implies that specialization may not have been measured. Additionally, future research considering specialization as a moderator of the CIWAF and work interfering with family and CIWAF and family interfering with work relationships is not comparable to the current findings, due to the low reliability and the likelihood that specialization was not truly captured through the Lewis (2003) measure.

Caution from the Effective Error Rate.

Findings obtained based on the subgroup analyses need to be interpreted cautiously. These analyses were run in the interest of erring on the side of avoiding type II errors, and so detecting possible work/family effects suggested by the current sample. However, these findings are based on a large number of analyses involving subgroupings of gender, ethnicity, and job type and the six subdimensions of CIWAF (i.e., childcare assistance, deviating behavior, facilitating telework, continuing work modifications, short-term work modifications, and helping behavior). These analyses were conducted separately, without adjusting the overall error rate, thus the decrease in type II error rate comes at the cost of type I errors.

The following formula was used to calculate the family wise error rate, $\alpha = 1 - (1 - \alpha^1)^c$; where α is the family wise error rate, α^1 is the error rate per comparison, and c is the number of comparisons (Howell, 2007). For all analyses conducted on the subgroup gender, the family wise error rate was $\alpha = .46$. For all analyses conducted on the subgroup ethnicity, the family

wise error rate was $\alpha = .60$. For all analyses conducted on the subgroup job type, the family wise error rate was $\alpha = .46$. Based on these results, the conclusions from follow up analyses that pinpoint specific CIWAF behaviors that women, Caucasians, and employees in supervisory/managerial and professional positions should engage in to cope with WIF must be interpreted with caution. These represent particularly fruitful targets of future research, and so I encourage future research to consider these subgroups as potential moderators of the CIWAF and WIF relationship. Specifically, further investigation into the dimensions of CIWAF will be fruitful for the advancement of team-based solutions to work and family conflict.

Future Research

Team Characteristics. As noted in the opening paragraph, organizations are moving towards an industrial world where teams are considered essential. Future research should focus on other team characteristics responsible for the engagement of distinct CIWAF behaviors. Additionally, determining whether CIWAF behaviors are the solution individuals in distinct types of teams (i.e., project, action, etc.; Sundstrom, 1996) engage in to help them cope with the imbalances imposed by work interfering with family is a future research avenue. Some teams are characterized by sharing more face-to-face time while others communicate via computer mediated communication. In the later, it would seem that CIWAF behaviors would not necessarily be beneficial for these teams. In such a case, future research should consider looking into the distinct types of solutions that different types of teams can employ and benefit from.

Personality and Team Composition. Little research has focused on the effects of personality on supporting behavior. Thus far personality research has focused on the effects of

distinct personality types (e.g., Type A) as well as personality traits and their predictability of work interfering with family. Although we do not create teams with the intentions of having members back each other up, it is a function in teams that cannot be overlooked. Understanding the personality variables that encourage people to engage in these behaviors can be instrumental to a team is successful in completing their tasks without falling behind when unexpected work and family demands arise. Therefore, research focusing on personality characteristics (e.g., prosocial behavior) that shed light on individuals whom provide and seek backup behaviors from fellow colleagues is another research area that should be explored.

Design. In order to target one of the limitations mentioned earlier future research should consider using longitudinal quasi-experimental designs to look at the effects of CIWAF on work interfering with family. Based on the cross-sectional characteristic of this survey it is unclear whether employees engage in CIWAF behaviors to help prevent work interfering with family or whether the presence of work interfering with family results in the use of CIWAF. With longitudinal data collection designed to measure multiple instances of work interfering with family in team-based jobs we will have a better understanding of the CIWAF and work interfering with family relationship. We may encounter results similar to Heller and Watson (2005) which found that the relationship between work interfering with family and job satisfaction had a spillover effect. In other words satisfaction in one domain (work /family) trickled over or caused satisfaction in the other domain (family/work).

Negative Consequences. Among the dimensions of CIWAF we find deviating behavior. This is an unexplored area of work interfering with family that should be considered in future research due to the consequential effects it fosters for organizations. Although viewed by

employees as a harmless solution, these behaviors can have detrimental effects. Understanding the long term effects of such behaviors can be instrumental for both managers and employees.

Conclusion

Despite the limitations, this thesis makes a significant contribution to the work interfering with family literature. First, it couples two timely topics, work interfering with family and teams. Second, it provides us with a new understanding of distinct team-based job characteristic that impact the use of CIWAF behaviors as a means of coping with the challenges of meeting work and family demands. Lastly, it pin points CIWAF behaviors that are utilized more often in order to cope with work and family demands. Future researchers should continue exploring the CIWAF and work interfering with family relationship for distinct types of teams and consider the impact of other moderating variables. Knowledge of these behaviors can provide employers a greater understanding of what is happening in their organizations and how they can contribute to the balance of work and family life by promoting work family friendly cultures that encourage CIWAF behaviors.

Table 1. Organized review of the literature of the different types of informal/formal, emotion-focused/problem-focused, and individual /team-based supports available to employees

	Formal Support		Informal Support	
	Emotion-Focused	Problem-Focused	Emotion-Focused	Problem-Focused
Individual Support	<ul style="list-style-type: none"> • Work family seminars 	<ul style="list-style-type: none"> • Maternal/Paternal Leave • Flextime (Clark, 2001) • Flexible work schedules (Shinn et al., 1989; Stains & Pleck, 1983) • On-site child care assistance (Goff et al., 1990) • Telework (Golden, 2006) • Compressed work weeks • Educational leaves and Sabbaticals 	<ul style="list-style-type: none"> • View situation differently or avoidance (Lazarus & Folkman, 1984) 	<ul style="list-style-type: none"> • Informal Work Accommodations to Families (Behson, 2002) • Autonomy (Behson, 2005)
		<ul style="list-style-type: none"> • Job sharing 	<ul style="list-style-type: none"> • Work Family Culture (Thompson et al., 1999) • Coworker support (Ray & Miller, 1990) • Supportive and flexible supervisors (Thomas & Ganster, 1995) • Family Supportive Policies and Family Supportive Supervisors (Thomas & Ganster, 1995) 	<ul style="list-style-type: none"> • Coworker Informal Work Accommodations to Families (Mesmer-Magnus, et al., 2010)
Team Support				

Table 2. Survey Sample Demographic Information

	<i>Samples Combined</i>	
	<i>N = 167</i>	
	<i>Frequency</i>	<i>Frequency</i>
Gender		
Female	107	64.1%
Male	60	35.9%
Marital Status		
Single	15	9.0%
Married	129	77.2%
Not married but living with partner	9	5.4%
Widowed	1	.6%
Divorced	13	7.8%
Living with Partner		
No	39	23.4%
Yes	123	73.7%
Ethnicity		
White/Caucasian	104	62.3%
African American	13	7.8%
Hispanic	36	21.6%
Asian	6	3.6%
Other	7	4.2%
Education		
High School	16	9.6%
Some College	46	27.5%
College Graduate	54	32.3%
Graduate Degree	48	28.7%
Children		
No	8	4.8%
Yes	159	95.2%
Dependent Care		
No	124	74.3%
Some	26	15.6%
Moderate amount	10	6%
Great Deal	5	3%
Work		
Part-Time	16	9.6%
Full-Time	151	90.4%

(continued)

Table 2

	<i>Samples Combined</i>	
	<i>N = 60</i>	
	<i>Frequency</i>	<i>Frequency</i>
Annual Income		
Less than 50,000	32	19.2%
50,000-75,000	38	22.8%
75,000-100,000	42	25.1%
More than 100,000	52	31.1%
Job Type		
Supervisory/Managerial	56	33.5%
Professional	63	37.7%
Sales	10	6.0%
Secretarial	20	12.0%
Service	9	5.4%
Manual Labor	8	4.8%

Note. Due to missing data frequency values do not total the noted sample size.

Table 3. Survey Sample Demographic by Subsamples

	<i>Class Sample</i>		<i>Survey Monkey Sample</i>		<i>Day Care Sample</i>	
	<i>N = 60</i>		<i>N = 83</i>		<i>N = 24</i>	
	<i>Frequency</i>	<i>Percent</i>	<i>Frequency</i>	<i>Percent</i>	<i>Frequency</i>	<i>Percent</i>
Gender						
Female	35	58.3%	55	66.3%	17	70.8%
Male	25	41.7%	28	33.7%	7	29.2%
Marital Status						
Single	5	8.3%	10	12.0%	0	0%
Married	48	80.0%	61	73.5%	20	83.3%
Not married but living with partner	4	6.7%	3	3.6%	2	8.3%
Widowed	0	0%	1	1.2%	0	0%
Divorced	3	5.0%	8	9.6%	2	8.3%
Living with Partner						
No	11	18.3%	25	30.1%	3	12.5%
Yes	45	75.0%	58	69.9%	20	83.3%
Ethnicity						
White/Caucasian	40	66.7%	45	54.2%	19	79.2%
African American	5	8.3%	7	8.4%	1	4.2%
Hispanic	9	15.0%	25	30.1%	2	8.3%
Asian	2	3.3%	2	2.4%	2	8.3%
Other	3	5.0%	4	4.8%	0	0%
Education						
High School	12	20.0%	4	4.8%	0	0%
Some College	14	23.3%	27	32.5%	5	20.8%
College Graduate	21	35.0%	22	26.5%	11	45.8%
Graduate Degree	11	18.3%	30	36.1%	7	29.2%
Children						
No	3	5.0%	5	6.0%	0	0%
Yes	57	95.0%	78	94.0%	24	100%
Dependent Care						
No	43	71.7%	61	73.5%	20	83.3%
Some	10	16.7%	13	15.7%	3	12.5%
Moderate amount	5	8.3%	5	6.0%	0	0%
Great Deal	0	0	4	4.8%	1	4.2%
Work						
Part-Time	7	11.7%	8	9.6%	1	4.2%
Full-Time	53	88.3%	75	90.4%	23	95.8%

(continued)

Table 3

	<i>Class Sample</i>		<i>Survey Monkey Sample</i>		<i>Day Care Sample</i>	
	<i>N = 60</i>		<i>N = 83</i>		<i>N = 24</i>	
	<i>Frequency</i>	<i>Percent</i>	<i>Frequency</i>	<i>Percent</i>	<i>Frequency</i>	<i>Percent</i>
Annual Income						
Less than 50,000	15	25.0%	16	19.3%	1	4.2%
50,000-75,000	16	26.7%	20	24.1%	2	8.3%
75,000-100,000	12	20.0%	21	25.3%	9	37.5%
More than 100,000	14	23.3%	26	31.3%	12	50.0%
Job Type						
Supervisory/Managerial	22	36.7%	26	31.3%	8	33.3%
Professional	18	30.0%	32	38.6%	13	54.2%
Sales	6	10.0%	3	3.6%	1	4.2%
Secretarial	6	10.0%	12	14.5%	2	8.3%
Service	3	5.0%	6	7.2%	0	0%
Manual Labor	4	6.7%	4	4.8%	0	0%

Note. Due to missing data frequency values do not total the noted sample size.

Table 4. Zero-Order Correlations Between Survey Control Variables and Dependent Variables

	WIF	FIW
Potential Control Variables		
Gender	.01	-.11
Age	-.25**	-.24**
Marital Status	.11	.19*
Living with Partner	-.10	-.06
Ethnicity	.13	.14 [†]
Education	-.05	.06
Have Children	-.15 [†]	-.21**
Number of Children	.00	-.07
Age of Youngest Child	-.07	-.26**
Responsible for Dependent Other	.07	.07**
Type of Work	-.08	-.14 [†]
Hours Work Per Week	.08	-.17 [†]
Contributors to Household Income	-.03	.05
Tenure	-.17*	-.13 [†]
Annual Income	-.16*	-.14 [†]
Job Class	.10	.04

Notes. $N = 167$; * $p \leq .05$; ** $p \leq .01$.

Table 5. Zero-Order Correlations of Potential Control Variables for WIF

	1	2	3	4
1. Age	-			
2. Have Children	.07	-		
3. Tenure	.18*	.07	-	
4. Annual Income	.11	.07	.09	-

Notes. $N = 167$; * $p \leq .05$; ** $p \leq .01$.

Table 6. Zero-Order Correlations of Potential Control Variables for FIW

	1	2	3	4
1. Age	-			
2. Marital Status	-.07	-		
3. Age of Youngest Child	.75**	-.02	-	
4. Hours Work Per Week	.07	-.13	.09	-

Notes. $N = 167$; * $p \leq .05$; ** $p \leq .01$.

Table 7. Means, Standard Deviations, Coefficient Alphas, and Zero-Order Correlations of all Survey Variables All Samples Combined

	<i>M</i>	<i>SD</i>	1	2	3	4	5	6	7	8	9	10	11	12
1. CIWAF	1.87	.46	(.91)											
2. Childcare Assistance	1.57	.66	.47**	(.53)										
3. Deviating Behavior	1.32	.36	.43**	.17*	(.59)									
4. Short-Term Work Modifications	2.18	.68	.88**	.31**	.20**	(.84)								
5. Continuing Work Modifications	1.59	.62	.81**	.37**	.30**	.71**	(.82)							
6. Helping Behavior	2.35	.67	.89**	.33**	.27**	.73**	.58**	(.84)						
7. Facilitating Telework	1.71	.90	.38**	.18*	.11	.20**	.10	.33**	(.80)					
8. Job Interdependence	3.62	.69	.04	-.01	-.07	.04	-.05	.08	.13 [†]	(.84)				
9. Specialized Knowledge	3.69	.50	.17*	.02	-.04	.13 [†]	.02	.23**	.31**	.18*	(.40)			
10. Cohesion	3.64	.69	.04	.02	-.07	.02	-.00	.07	.11	.29**	.34**	(.94)		
11. WIF	2.86	.74	.17*	.08	.36**	.10	.20**	.07	-.03	-.05	.14	-.04	(.85)	
12. FIW	2.35	.64	.07	.16*	.26**	-.02	.11	-.05	.04	-.11	.04	.15*	.52**	(.83)

Notes. *N* = 167; **p* ≤ .05; ***p* ≤ .01.

Table 8. Means, Standard Deviations, Coefficient Alphas, and Zero-Order Correlations of all Survey Variables by Subsamples

<i>Class Sample</i>	<i>M</i>	<i>SD</i>	1	2	3	4	5	6	7	8	9	10	11	12
1. CIWAF	1.86	.47	(.92)											
2. Childcare Assistance	1.63	.78	.52**	(.63)										
3. Deviating Behavior	1.31	.39	.60**	.23	(.69)									
4. Short-Term Work Modifications	2.18	.65	.90**	.35**	.43**	(.81)								
5. Continuing Work Modifications	1.64	.59	.79**	.39**	.48**	.66**	(.79)							
6. Helping Behavior	2.26	.67	.87**	.34**	.37**	.78**	.54**	(.84)						
7. Facilitating Telework	1.69	1.00	.48**	.31*	.29*	.29*	.22	.32**	(.90)					
8. Job Interdependence	3.46	.77	-.04	.09	-.06	.13	-.13	-.09	-.00	(.86)				
9. Specialized Knowledge	3.70	.53	.22	.06	-.02	.24	-.04	.31*	.31*	.22†	(.46)			
10. Cohesion	3.62	.69	.08	.10	-.16	.12	-.12	.18	.16	.36**	.45**	(.94)		
11. WIF	2.74	.67	.33	.21	.34**	.27*	.32**	.21	.12	.04	.30*	.01	(.80)	
12. FIW	2.35	.69	.21	.23†	.33**	.10	.30*	.05	.08	-.02	.08	-.11	.71**	(.86)
<i>Survey Monkey Sample</i>	<i>M</i>	<i>SD</i>	1	2	3	4	5	6	7	8	9	10	11	12
1. CIWAF	1.91	.48	(.92)											

Table 8

2. Childcare Assistance	1.57	.61	.44**	(51)										
3. Deviating Behavior	1.37	.36	.36**	.19	(52)									
4. Short-Term Work Modifications	2.17	.73	.89**	.29**	.12	(88)								
5. Continuing Work Modifications	1.62	.67	.85**	.39**	.20	.79**	(86)							
6. Helping Behavior	2.43	.70	.91**	.32**	.27*	.74**	.64**	(86)						
7. Facilitating Telework	1.73	.88	.28*	.07	.02	.11	-.00	.30**	(77)					
8. Job Interdependence	3.69	.63	.09	-.09	-.02	.02	-.01	.18	.25*	(82)				
9. Specialized Knowledge	3.73	.46	.17	.09	-.12	.10	.03	.26*	.38**	.34**	(35)			
10. Cohesion	3.62	.70	.06	-.01	.04	-.01	.07	.11	.14	.28**	.37**	(95)		
11. WIF	2.94	.78	.16	.08	.40**	.10	.19	.04	-.04	-.13	-.10	-.08	(88)	
12. FIW	2.35	.62	-.03	.12	.23*	-.11	.03	-.13	.05	-.14	-.05	-.09	.41**	(84)
<i>Day Care Sample</i>	<i>M</i>	<i>SD</i>	1	2	3	4	5	6	7	8	9	10	11	12
1. CIWAF	1.78	.33	(82)											
2. Childcare Assistance	1.48	.52	.41*	(42)										
3. Deviating Behavior	1.18	.28	-.05	-.32	(58)									

Table 8

4. Short-Term Work Modifications	2.23	.60	.87**	.38	-.12	(.75)							
5. Continuing Work Modifications	1.33	.42	.72**	.15	-.05	.61**	(.62)						
6. Helping Behavior	2.30	.52	.86**	.39†	-.17	.57**	.45*	(.66)					
7. Facilitating Telework	1.65	.71	.51*	.01	-.32	.33	.18	.57**	(.47)				
8. Job Interdependence	3.77	.60	.11	-.09	.11	-.16	.26	.17	.22	(.79)			
9. Specialized Knowledge	3.54	.53	-.10	-.43*	.01	-.02	-.00	-.13	.07	-.32	(.43)		
10. Cohesion	3.77	.65	-.29	-.12	-.16	-.14	.15	-.47*	-.25	.06	.09	(.97)	
11. WIF	2.89	.75	-.31	-.33	.25	-.29	-.03	-.31	-.46*	-.19	.55**	.01	(.84)
12. FIW	2.38	.55	.00	-.04	.24	.04	-.15	.03	-.18	-.35†	.21	-.62**	.49* (74)

Note. $N = 167$; * $p \leq .05$; ** $p \leq .01$.

Table 9. Regression Analysis of Work Interfering with Family on CIWAF

	R^2	F	ΔR^2	F_{inc}	df_{inc}	β
Step 1	.01	.82	-	-	2, 159	
Vector 1						.06
Vector 2						.11
Step 2	.11**	3.04	.10**	4.12	6, 155	
Vector 1						.03
Vector 2						.06
Age						-.20*
Have Children						-.12
Tenure						-.09
Annual Income						-.12
Step 3	.13	3.24	.02	4.10	7, 154	
Vector 1						.04
Vector 2						.06
Age						-.20**
Have Children						-.13†
Tenure						-.08
Annual Income						-.11
CIWAF						.15*

Note. $N = 161$. * $p < .05$, ** $p < .01$; $F_{inc} = F$ -test associated with the ΔR^2 . $df_{inc} =$ degrees of freedom associated with the F_{inc} test. Vector 1 = Survey Monkey sample versus remaining sample, Vector 2 = daycare sample versus remaining sample, and CIWAF = Coworker-Supported Informal Work Accommodations to Families.

Table 10. Regression Analysis of Family Interfering with Work on CIWAF

	R^2	F	ΔR^2	F_{inc}	df_{inc}	β
Step 1	.00	.20	-	-	2, 148	
Vector 1						.04
Vector 2						-.02
Step 2	.14**	4.56	.14**	7.44	5, 145	
Vector 1						-.08
Vector 2						-.04
Marital Status						.23**
Age of Youngest Child						-.27**
Hours Worked Per Week						-.09
Step 3	.14	3.88	.00	.53	6, 144	
Vector 1						-.07
Vector 2						-.04
Marital Status						.22**
Age of Youngest Child						-.27**
Hours Worked Per Week						-.10
CIWAF						.06

Note. $N = 150$. * $p < .05$, ** $p < .01$; $F_{inc} = F$ -test associated with the ΔR^2 . df_{inc} = degrees of freedom associated with the F_{inc} test. Vector 1 = Survey Monkey sample versus remaining sample, Vector 2 = daycare sample versus remaining sample, and CIWAF = Coworker-Supported Informal Work Accommodations to Families.

Table 11. Regression Analysis of Work Interfering with Family on CIWAF, Job Interdependence, and the CIWAF and Job Interdependence Interaction Term

	R^2	F	ΔR^2	F_{inc}	df_{inc}	β
Step 1	.01	.82	-	-	2, 159	
Vector 1						.06
Vector 2						.11
Step 2	.11**	3.04	.10**	4.12	6, 155	
Vector 1						.03
Vector 2						.06
Age						-.20*
Have Children						-.12
Tenure						-.09
Annual Income						-.12
Step 3	.13	2.89	.03	2.29	8, 153	
Vector 1						.05
Vector 2						.07
Age						-.20**
Have Children						-.12
Tenure						-.09
Annual Income						-.11
CIWAF						.16*
Job Interdependence						-.06
Step 4	.13	2.59	.00	.26	9, 152	
Vector 1						.05
Vector 2						.06
Age						-.20**
Have Children						-.12
Tenure						-.09
Annual Income						-.11
CIWAF						.16*
Job Interdependence						-.05
CIWAF * Job Interdependence						.04

Note. $N = 161$; * $p < .05$, ** $p < .01$; $F_{inc} = F$ -test associated with the ΔR^2 . $df_{inc} =$ degrees of freedom associated with the F_{inc} test. Vector 1 = Survey Monkey sample versus remaining sample, Vector 2 = daycare sample versus remaining sample, and CIWAF = Coworker-Supported Informal Work Accommodations to Families.

Table 12. Regression Analysis of Family Interfering with Work on CIWAF, Job Interdependence, and the CIWAF and Job Interdependence Interaction Term

	R^2	F	ΔR^2	F_{inc}	df_{inc}	β
Step 1	.00	.20	-	-	2, 148	
Vector 1						.04
Vector 2						-.02
Step 2	.14**	4.56	.14**	7.44	5, 145	
Vector 1						-.08
Vector 2						-.04
Marital Status						.23**
Age of Youngest Child						-.27**
Hours Worked Per Week						-.09
Step 3	.15	3.49	.01	.84	7, 143	
Vector 1						-.06
Vector 2						-.03
Marital Status						.23**
Age of Youngest Child						-.27**
Hours Worked Per Week						-.09
CIWAF						.06
Job Interdependence						-.09
Step 4	.15	3.09	.00	.40	8, 142	
Vector 1						-.06
Vector 2						-.03
Marital Status						.23**
Age of Youngest Child						-.26**
Hours Worked Per Week						-.08
CIWAF						.07
Job Interdependence						-.08
CIWAF * Job Interdependence						.05

Note. $N = 150$; * $p < .05$, ** $p < .01$; F_{inc} = F -test associated with the ΔR^2 . df_{inc} = degrees of freedom associated with the F_{inc} test. Vector 1 = Survey Monkey sample versus remaining sample, Vector 2 = daycare sample versus remaining sample, and CIWAF = Coworker-Supported Informal Work Accommodations to Families.

Table 13. Regression Analysis of Work Interfering with Family on CIWAF, Specialization, and the CIWAF and Specialization Interaction Term

	R^2	F	ΔR^2	F_{inc}	df_{inc}	β
Step 1	.01	.82	-	-	2, 159	
Vector 1						.06
Vector 2						.11
Step 2	.11**	3.04	.10**	4.12	6, 155	
Vector 1						.03
Vector 2						.06
Age						-.20*
Have Children						-.12
Tenure						-.09
Annual Income						-.12
Step 3	.15*	3.37	.04*	4.00	8, 153	
Vector 1						.05
Vector 2						.05
Age						-.21**
Have Children						-.12
Tenure						-.10
Annual Income						-.13
CIWAF						.13
Specialization						.15*
Step 4	.16	3.25	.01	2.14	9, 152	
Vector 1						.04
Vector 2						.04
Age						-.21**
Have Children						-.13
Tenure						-.12
Annual Income						-.12
CIWAF						.16*
Specialization						.14
CIWAF * Specialization						-.11

Note. $N = 161$; * $p < .05$, ** $p < .01$; $F_{inc} = F$ -test associated with the ΔR^2 . df_{inc} = degrees of freedom associated with the F_{inc} test. Vector 1 = Survey Monkey sample versus remaining sample, Vector 2 = daycare sample versus remaining sample, and CIWAF = Coworker-Supported Informal Work Accommodations to Families.

Table 14. Regression Analysis of Family Interfering with Work on CIWAF, Specialization, and the CIWAF and Specialization Interaction Term

	R^2	F	ΔR^2	F_{inc}	df_{inc}	β
Step 1	.00	.20	-	-	2, 148	
Vector 1						.04
Vector 2						-.02
Step 2	.14**	4.56	.14**	7.44	5, 145	
Vector 1						-.08
Vector 2						-.04
Marital Status						.23**
Age of Youngest Child						-.27**
Hours Worked Per Week						-.09
Step 3	.14	3.30	.00	.27	7, 143	
Vector 1						-.07
Vector 2						-.04
Marital Status						.23**
Age of Youngest Child						-.27**
Hours Worked Per Week						-.10
CIWAF						.06
Specialization						-.00
Step 4	.15	3.19	.01	2.24	8, 142	
Vector 1						-.09
Vector 2						-.05
Marital Status						.23**
Age of Youngest Child						-.27**
Hours Worked Per Week						-.10
CIWAF						.09
Specialization						-.02
CIWAF * Specialization						-.12

Note. $N = 150$; * $p < .05$, ** $p < .01$; $F_{inc} = F$ -test associated with the ΔR^2 . $df_{inc} =$ degrees of freedom associated with the F_{inc} test. Vector 1= Survey Monkey sample versus remaining sample, Vector 2 = daycare sample versus remaining sample, and CIWAF = Coworker-Supported Informal Work Accommodations to Families.

Table 15. Regression Analysis of Work Interfering with Family on CIWAF, Cohesion, and the CIWAF and Cohesion Interaction Term

	R^2	F	ΔR^2	F_{inc}	df_{inc}	β
Step 1	.01	.82	-	-	2, 159	
Vector 1						.06
Vector 2						.11
Step 2	.11**	3.04	.10**	4.12	6, 155	
Vector 1						.03
Vector 2						.06
Age						-.20*
Have Children						-.12
Tenure						-.09
Annual Income						-.12
Step 3	.13	2.85	.02	2.15	8, 153	
Vector 1						.05
Vector 2						.07
Age						-.20*
Have Children						-.13
Tenure						-.08
Annual Income						-.12
CIWAF						.16*
Cohesion						-.04
Step 4	.13	2.60	.00	.68	9, 152	
Vector 1						.04
Vector 2						.06
Age						-.19*
Tenure						-.13
Annual Income						-.09
Annual Income						-.12
CIWAF						.16
Cohesion						-.03
CIWAF * Cohesion						-.06

Note. $N = 161$; * $p < .05$, ** $p < .01$; $F_{inc} = F$ -test associated with the ΔR^2 . $df_{inc} =$ degrees of freedom associated with the F_{inc} test. Vector 1 = Survey Monkey sample versus remaining sample, Vector 2 = daycare sample versus remaining sample, and CIWAF = Coworker-Supported Informal Work Accommodations to Families.

Table 16. Regression Analysis of Family Interfering with Work on CIWAF, Cohesion, and the CIWAF

	R^2	F	ΔR^2	F_{inc}	df_{inc}	β
Step 1	.00	.20	-	-	2, 148	
Vector 1						.04
Vector 2						-.02
Step 2	.14**	4.56	.14**	7.44	5, 145	
Vector 1						-.08
Vector 2						-.04
Marital Status						.23**
Age of Youngest Child						-.27**
Hours Worked Per Week						-.09
Step 3	.16	3.83	.02	1.89	7, 143	
Vector 1						-.07
Vector 2						-.04
Marital Status						.21**
Age of Youngest Child						-.27**
Hours Worked Per Week						-.10
CIWAF						.06
Cohesion						-.14
Step 4	.16	3.40	.00	.45	8, 142	
Vector 1						-.06
Vector 2						-.04
Marital Status						.22**
Age of Youngest Child						-.27**
Hours Worked Per Week						-.10
CIWAF						.07
Cohesion						-.14
CIWAF * Cohesion						.05

Note. $N = 150$; * $p < .05$, ** $p < .01$; $F_{inc} = F$ -test associated with the ΔR^2 . $df_{inc} =$ degrees of freedom associated with the F_{inc} test. Vector 1= Survey Monkey sample versus remaining sample, Vector 2 = daycare sample versus remaining sample, and CIWAF = Coworker-Supported Informal Work Accommodations to Families.

Table 17. Summary of Follow up Analysis by Subgroup and Subdimensions of CIWAF

<i>Subgroup Analysis</i>	<i>Subgroup Category</i>	<i>CIWAF Dimension</i>	<i>Moderator</i>	<i>Interaction Term</i>	<i>Dependent Variable</i>	<i>Table with Regression Results</i>	<i>Figure</i>
Gender	Female	CWM	Job Interdependence	CWM *Job Interdependence	WIF	19	
Gender	Male	STM	Specialization	STM*Specialization	WIF	20	
Race	Caucasian	CWM	Job Interdependence	CWM *Job Interdependence	WIF	21	
Job Type	Professional	CWM	Job Interdependence	CWM *Job Interdependence	WIF	22	
Job Type	Professional	HB	Job Interdependence	HB*Job Interdependence	WIF	23	
Job Type	Supervisory/ Managerial	HB	Job Interdependence	HB *Job Interdependence	WIF	24	

Note. CWM = Continuing Work Modifications, STM = Short-Term Work Modifications, HB = Helping Behavior, WIF = Work Interfering with Families.

Table 18. Regression Analysis by Gender (Females) of Work Interfering with Family on CIWAF-CWM, Job Interdependence, and the CIWAF-CWM and Job Interdependence Interaction Term

	R^2	F	ΔR^2	F_{inc}	df_{inc}	β
Step 1	.01	.30	-	-	2, 101	
Vector 1						.06
Vector 2						.08
Step 2	.11*	2.00	.10	2.85	6, 97	
Vector 1						-.02
Vector 2						.01
Age						-.23*
Have Children						-.12
Tenure						-.13
Annual Income						-.04
Step 3	.18*	2.54	.07	3.80	8, 95	
Vector 1						.01
Vector 2						.05
Age						-.24*
Have Children						-.12
Tenure						-.09
Annual Income						-.02
CIWAF-CWM						.26**
Job Interdependence						.05
Step 4	.21*	2.82	.04*	4.35	9, 94	
Vector 1						-.00
Vector 2						.03
Age						-.23*
Have Children						-.13
Tenure						-.10
Annual Income						.03
CIWAF-CWM						.32**
Job Interdependence						-.01
CIWAF-CWM * Job Interdependence						.21*

Note. $N = 103$; * $p < .05$, ** $p < .01$; $F_{inc} = F$ -test associated with the ΔR^2 . $df_{inc} =$ degrees of freedom associated with the F_{inc} test. Vector 1= Survey Monkey sample versus remaining sample, Vector 2 = daycare sample versus remaining sample, and CIWAF-CWM = Coworker-Supported Informal Work Accommodations to Families- Continuing Work Modifications.

Table 19. Regression Analysis by Gender (Males) of Work Interfering with Family on CIWAF-STM, Specialization, and the CIWAF- STM and Specialization Interaction Term

	R^2	F	ΔR^2	F_{inc}	df_{inc}	β
Step 1	.05	1.44	-	-	2, 55	
Vector 1						.21
Vector 2						-.02
Step 2	.15	1.55	.10	1.57	6, 51	
Vector 1						.24
Vector 2						.09
Age						-.12
Have Children						-.09
Tenure						-.05
Annual Income						-.28
Step 3	.17	1.28	.02	.56	8, 49	
Vector 1						.22
Vector 2						.09
Age						-.10
Have Children						-.07
Tenure						-.08
Annual Income						-.28
CIWAF- STM						.12
Specialization						.07
Step 4	.32**	2.51	.15**	10.42	9, 48	
Vector 1						.19
Vector 2						.09
Age						-.08
Have Children						-.12
Tenure						-.09
Annual Income						-.28
CIWAF- STM						.22*
Specialization						-.12
CIWAF-STM * Specialization						-.44**

Note. $N = 57$; * $p < .05$, ** $p < .01$; $F_{inc} = F$ -test associated with the ΔR^2 . df_{inc} = degrees of freedom associated with the F_{inc} test. Vector 1= Survey Monkey sample versus remaining sample, Vector 2 = daycare sample versus remaining sample, and CIWAF- STM = Coworker-Supported Informal Work Accommodations to Families- Short Term Work Modifications.

Table 20. Regression Analysis by Race (Caucasians) of Work Interfering with Family on CIWAF –CWM, Job Interdependence, and the CIWAF-CWM and Job Interdependence Interaction Term

	R^2	F	ΔR^2	F_{inc}	df_{inc}	β
Step 1	.01	.67	-	-	2, 98	
Vector 1						.10
Vector 2						.12
Step 2	.13*	2.23	.12*	2.98	6, 94	
Vector 1						.11
Vector 2						.10
Age						-.25*
Have Children						-.14
Tenure						-.04
Annual Income						-.09
Step 3	.13	1.71	.00	.26	8, 92	
Vector 1						.08
Vector 2						.08
Age						-.25*
Have Children						-.14
Tenure						-.04
Annual Income						-.07
CIWAF-CWM						.05
Job Interdependence						.05
Step 4	.17*	1.99	.04	3.84	9, 91	
Vector 1						.03
Vector 2						.06
Age						-.23*
Have Children						-.16
Tenure						-.05
Annual Income						-.05
CIWAF-CWM						.05
Job Interdependence						.10
CIWAF-CWM * Job Interdependence						.20*

Note. $N = 100$; * $p < .05$, ** $p < .01$; $F_{inc} = F$ -test associated with the ΔR^2 . $df_{inc} =$ degrees of freedom associated with the F_{inc} test. Vector 1= Survey Monkey sample versus remaining sample, Vector 2 = daycare sample versus remaining sample, and CIWAF-CWM = Coworker-Supported Informal Work Accommodations to Families- Continuing Work Modifications.

Table 21. Regression Analysis by Job Type (Professionals) of Work Interfering with Family on CIWAF- CWM, Job Interdependence, and the CIWAF-CWM and Job Interdependence Interaction Term

	R^2	F	ΔR^2	F_{inc}	df_{inc}	β
Step 1	.01	.18	-	-	2, 59	
Vector 1						.07
Vector 2						.09
Step 2	.09	.85	.08	1.18	6, 55	
Vector 1						.01
Vector 2						.09
Age						-.08
Have Children						-.20
Tenure						-.05
Annual Income						-.11
Step 3	.09	.66	.00	.18	8, 53	
Vector 1						.00
Vector 2						.09
Age						-.08
Have Children						-.20
Tenure						-.06
Annual Income						-.09
CIWAF-CWM						.07
Job Interdependence						-.05
Step 4	.20**	1.41	.11**	6.78	9, 52	
Vector 1						-.03
Vector 2						.06
Age						-.10
Have Children						-.15
Tenure						-.09
Annual Income						-.11
CIWAF-CWM						.05
Job Interdependence						.11
CIWAF-CWM * Job Interdependence						.36**

Note. $N = 61$; * $p < .05$, ** $p < .01$; $F_{inc} = F$ -test associated with the ΔR^2 . $df_{inc} =$ degrees of freedom associated with the F_{inc} test. Vector 1= Survey Monkey sample versus remaining sample, Vector 2 = daycare sample versus remaining sample, and CIWAF-CWM = Coworker-Supported Informal Work Accommodations to Families- Continuing Work Modifications.

Table 22. Regression Analysis by Job Type (Professionals) of Work Interfering with Family on CIWAF-HB, Job Interdependence, and the CIWAF-HB and Job Interdependence Interaction Term

	R^2	F	ΔR^2	F_{inc}	df_{inc}	β
Step 1	.01	.18	-	-	2, 59	
Vector 1						.07
Vector 2						.09
Step 2	.09	.85	.08	1.18	6, 55	
Vector 1						.01
Vector 2						.09
Age						-.08
Have Children						-.20
Tenure						-.05
Annual Income						-.11
Step 3	.09	.66	.00	.07	8, 53	
Vector 1						.02
Vector 2						.10
Age						-.07
Have Children						-.20
Tenure						-.05
Annual Income						-.11
CIWAF-HB						-.00
Job Interdependence						-.05
Step 4	.15*	1.41	.06*	4.13	9, 52	
Vector 1						.06
Vector 2						.13
Age						-.05
Have Children						-.12
Tenure						.01
Annual Income						-.09
CIWAF- HB						.01
Job Interdependence						-.06
CIWAF- HB * Job Interdependence						.28*

Note. $N = 61$; * $p < .05$, ** $p < .01$; $F_{inc} = F$ -test associated with the ΔR^2 . $df_{inc} =$ degrees of freedom associated with the F_{inc} test. Vector 1= Survey Monkey sample versus remaining sample, Vector 2 = daycare sample versus remaining sample, and CIWAF- HB = Coworker-Supported Informal Work Accommodations to Families- Helping Behavior.

Table 23. Regression Analysis by Job Type (Supervisory/Managerial) of Work Interfering with Family on CIWAF-HB, Job Interdependence, and the CIWAF-HB and Job Interdependence Interaction Term

	R^2	F	ΔR^2	F_{inc}	df_{inc}	β
Step 1	.02	.42	-	-	2, 51	
Vector 1						.05
Vector 2						-.10
Step 2	.10	.89	.08	1.12	6, 47	
Vector 1						.04
Vector 2						-.07
Age						-.14
Have Children						-.13
Tenure						-.14
Annual Income						-.11
Step 3	.14	1.00	.04	.90	8, 45	
Vector 1						.01
Vector 2						-.06
Age						-.16
Have Children						-.08
Tenure						-.13
Annual Income						-.06
CIWAF-HB						.17
Job Interdependence						-.12
Step 4	.22*	.98	.08*	4.52	9, 44	
Vector 1						.14
Vector 2						.01
Age						-.19
Have Children						-.08
Tenure						-.10
Annual Income						-.13
CIWAF-HB						.05
Job Interdependence						-.10
CIWAF-HB * Job Interdependence						-.32*

Note. $N = 53$; * $p < .05$, ** $p < .01$; $F_{inc} = F$ -test associated with the ΔR^2 . $df_{inc} =$ degrees of freedom associated with the F_{inc} test. Vector 1= Survey Monkey sample versus remaining sample, Vector 2 = daycare sample versus remaining sample, and CIWAF-HB = Coworker-Supported Informal Work Accommodations to Families- Helping Behavior.

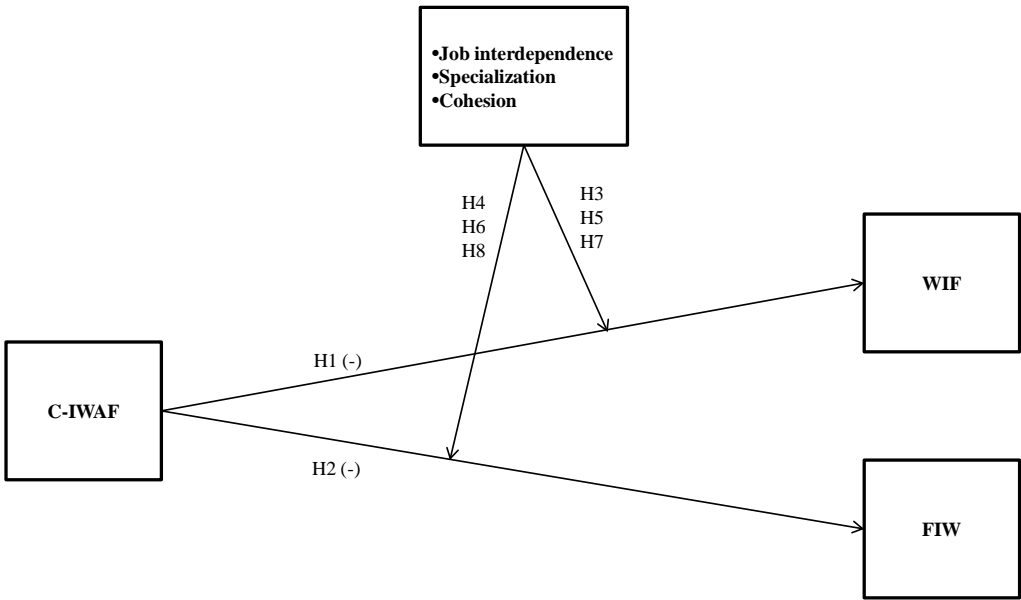


Figure 1. Thesis hypothesized relationships.

Note. CIWAF = Coworker Informal Accommodations to Families, WIF = Work Interfering with Family, and FIW = Family Interfering with Work

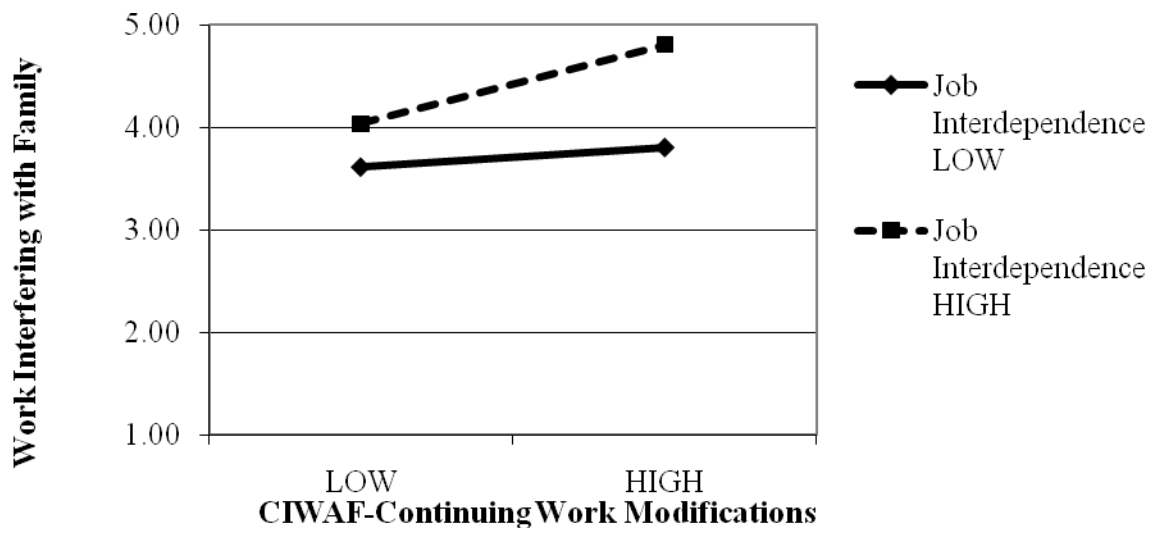


Figure 2. The effects of CIWAF-CWM on WIF moderated by job interdependence for females

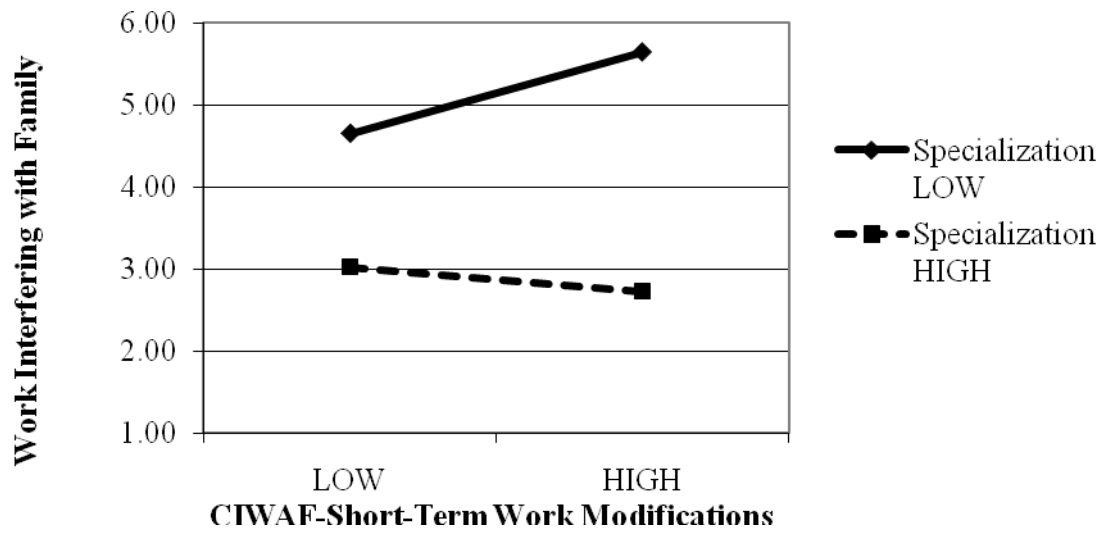


Figure 3. The effects of CIWAF-STM on WIF moderated by job interdependence for males

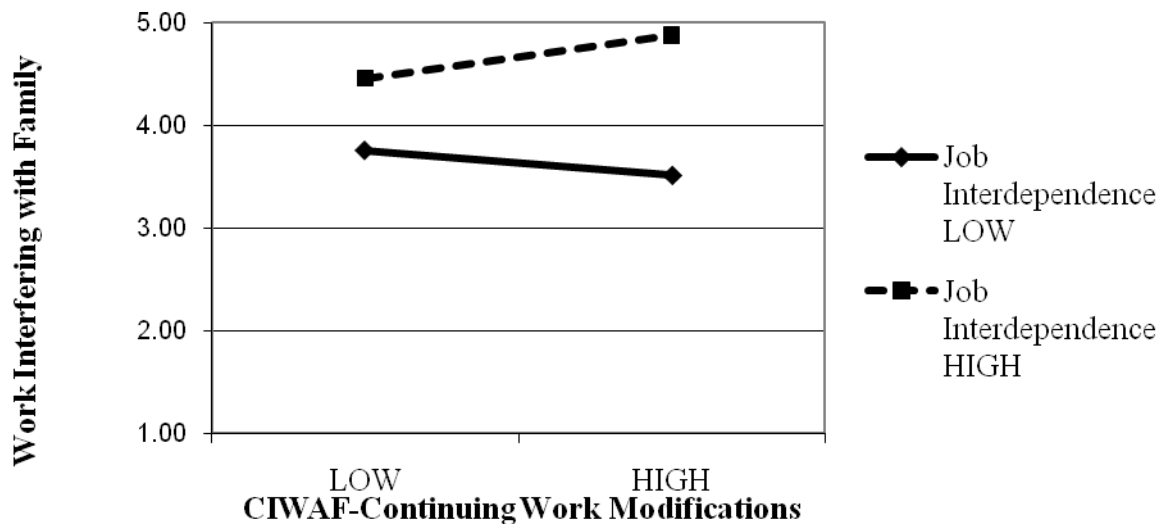


Figure 4. The effects of CIWAF-CWM on WIF moderated by job interdependence for Caucasians

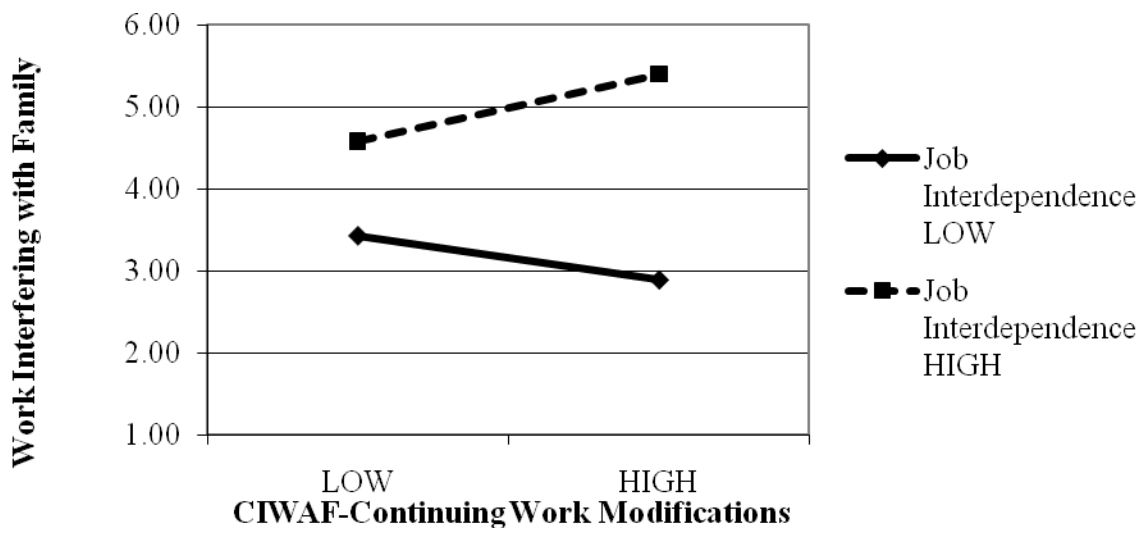


Figure 5. The effects of CIWAF-CWM on WIF moderated by job interdependence for individuals in professional positions

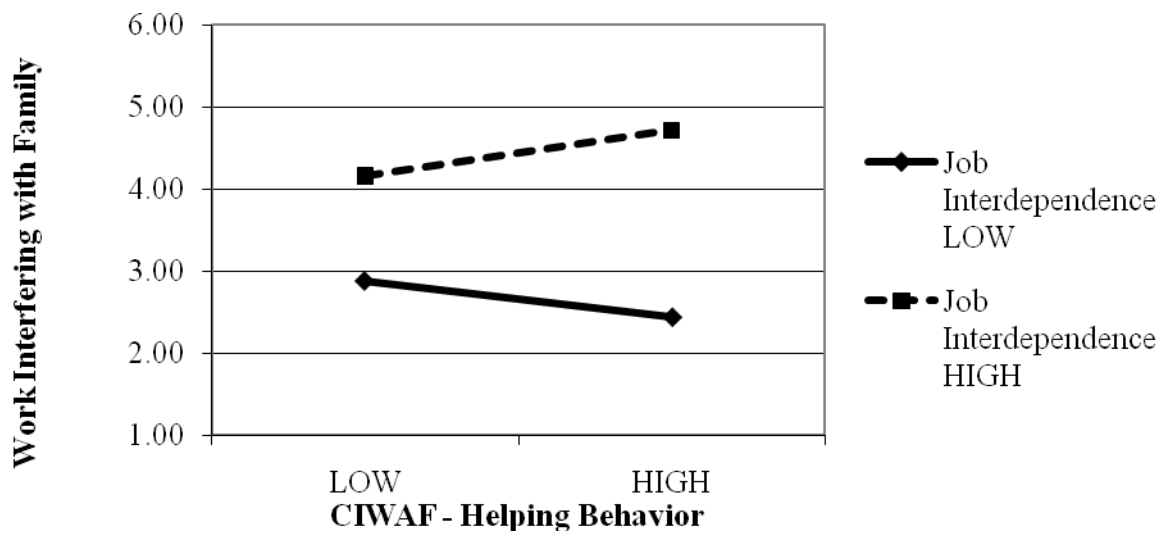


Figure 6. The effects of CIWAF-HB on WIF moderated by job interdependence for individuals in professional positions

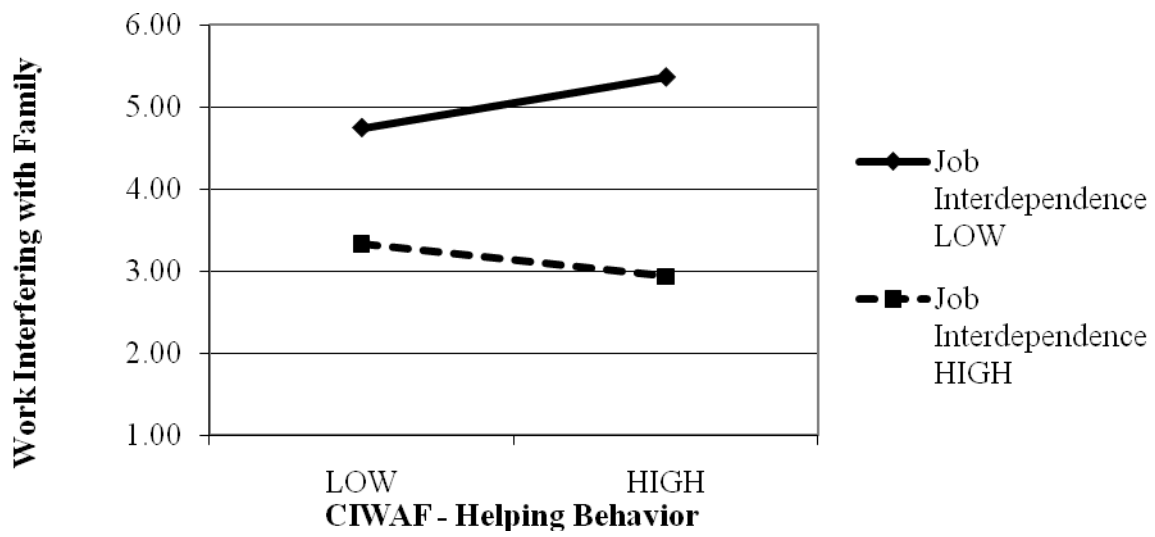


Figure 7. The effects of CIWAF-HB on WIF moderated by job interdependence for individuals in supervisory/managerial positions

APPENDIX A
SUMMARY OF DELETED CASES

The following cases were removed from the dataset due to suspicious patters found in participants' answers. For instance, all questions in the survey packet were answered with the same number response (e.g., 1 or 3) across all questions for all scales.

42
88
105
141
254
276
392
400
410
499
505
593
1001
1035
1046
1057

The following cases were removed because survey scales were left partially or completely unanswered.

401
450
500
501
504
600
1010
1040
1041
1048
1058
1075
1081
1082
1093
1099

(continued)

The following cases were removed because participants were not within the age range of 25-60. Established as meaningful cutoffs by researchers.

161
239
292
1008
1009
1085

The following cases were removed because participants did not have children or a dependent other.

307
1041

Following cases were removed because they were outliers.

243
244
285
294
604
1078
1010
1051
1083
1103
1106

APPENDIX B
THESIS MEASURES

Coworker Informal Work Accommodations to Family (C-IWAF) Scale Items

Childcare Assistance

1. Assisted a coworker with childcare while they are working.
2. Supported a coworker who brought a child to work.

Deviating Behavior

3. Lied to supervisors or clients so that a coworker could attend to a family matter during work hours.
4. “Looked the other way” when a coworker did something against company policy to attend to a personal matter.
5. Helped cover-up a coworker’s family-related absence/tardiness.
6. Altered time sheets/time cards so a coworker could attend to a personal matter during work hours.
7. Lied on a coworker’s behalf to help cover-up a family-related absence or negligence.
8. Helped cover up personal phone calls and/or emails made from work.

Facilitating Telework

9. Facilitated communication between clients/colleagues and a coworker so they could work from home.
10. E-mailed/faxed/couriered/delivered things to coworkers so they could work from home.

Continuing Work Modifications

11. Permanently changed regular work hours/days so a coworker could meet family demands.
12. Shifted breaks permanently to accommodate a coworker’s family responsibilities.
13. Shifted workload/job responsibilities on a permanent basis to help a coworker meet family demands.
14. Traded shifts with a coworker so they can attend to a family matter.
15. Permanently took-over one or more of a coworker’s duties that conflict with family responsibilities.
16. Took over a coworker’s shift so they could attend to an ongoing family matter/conflict.

Short-Term Work Modifications

17. Worked around a coworker’s family needs.
18. Temporarily covered for a coworker out on a family leave/vacation.
19. Came in early or stayed late so a coworker could respond to a family matter.
20. Swapped shifts or days off with a coworker so they could attend to family event or emergency.
21. Temporarily covered a coworker’s job so they could attend a family-related appointment during work hours.
22. Performed a coworker’s job duties so they could come in late or leave early to attend to a family matter.
23. Temporarily covered the job duties of absent coworkers who were attending to a family matter.

Helping Behavior

24. Updated coworkers on work-related events that were missed because of a family-related absence.
 25. Spontaneously resolved an unexpected issue for a coworker that occurred during their family related absence.
 26. Provided a coworker with materials (e.g., meeting minutes/notes, etc.) he/she did not receive because of his/her family related absence.
 27. Offered emotional support to a coworker struggling to meet the demands of work and family.
 28. Helped coworkers accommodate family in any way possible/feasible.
 29. Reacted positively/supportively to coworkers who were late/absent because of a family event or emergency.
 30. Helped a coworker “catch-up” following a family-related absence from work.
 31. Worked as a team to help coworkers balance the demands of work and family.
-

Work interfering with family Scale

Work interfering with family Time-Based

1. My work keeps me from my family activities more than I would like.
2. The time I must devote to my job keeps me from participating equally in household responsibilities and activities.
3. I have to miss family activities due to the amount of time I must spend on work responsibilities.

Family Work Conflict Time-Based

4. The time I spend on family responsibilities often interfere with my work responsibilities.
5. The time I spend with my family often causes me not to spend time in activities at work that could be helpful to my career.
6. I have to miss work activities due to the amount of time I must spend on family responsibilities.

Work interfering with family Strain-Based

7. When I get home from work I am often too frazzled to participate in family activities/responsibilities.
8. I am often so emotionally drained when I get home from work that it prevents me from contributing to my family.
9. Due to all the pressures at work, sometimes when I come home I am too stressed to do the things I enjoy.

Family Work Conflict Strain-Based

10. Due to stress at home, I am often preoccupied with family matters at work.
11. Because I am often stressed from family responsibilities, I have a hard time concentrating on my work.
12. Tension and anxiety from my family life often weakens my ability to do my job.

Work interfering with family Behavior-Based

13. The problem-solving behaviors I use in my job are not effective in resolving problems at home.
14. Behavior that is effective and necessary for me at work would be counterproductive at home.
15. The behaviors I perform that make me effective at work do not help me to be a better parent and spouse.

Family Work Conflict Behavior-Based

16. The behaviors that work for me at home do not seem to be effective at work.
 17. Behavior that is effective and necessary for me at home would be counterproductive at work.
 18. The problem-solving behavior that work for me at home does not seem to be as useful at work.
-

Job Interdependence Scale

1. I work closely with others in doing my work.
 2. I frequently must coordinate my efforts with others.
 3. The way I perform my job has a significant impact on others.
 4. My own performance is dependent on receiving accurate information from others.
 5. My work requires me to consult with others fairly frequently.
 6. I work fairly independently of others in my work.*
 7. I can plan my own work with little need to coordinate with others.*
 8. I rarely have to obtain information from others to complete my work.*
-

Note. *Reverse Coded Items

Specialization Scale

1. My coworkers have specialized knowledge of some aspects of my projects.
 2. I have knowledge about an aspect of work projects that none of my coworkers have.
 3. Different coworkers are responsible for expertise in different areas of work projects.
 4. The specialized knowledge of several different coworkers is needed to complete work project deliverables.
 5. I know which coworkers have expertise in specific areas.
-

Cohesion Scale

1. My group members give our work tasks their all.
 2. My group members take pride in the work we do.
 3. My group members are very united.
 4. My group members like being part of our group.
 5. My group works as a cohesive unit.
 6. My group members and I are proud to be part of our work group.
 7. My group members and I feel a strong bond towards our group.
 8. My work group members are highly committed to our tasks.
 9. My group members and I are proud of the work we do together.
-

Demographic Questions

1. Gender: (circle one):
 - a. Male
 - b. Female
2. Age: _____
3. Marital Status: (circle one)
 - a. Single
 - b. Married
 - c. Not married but living with partner
 - d. Widowed
 - e. Divorced
4. Living with a partner?
 - a. Yes
 - b. No
5. Ethnicity: (circle one)
 - a. White/Caucasian
 - b. African American
 - c. Hispanic
 - d. Asian
 - e. Other
6. Education: (circle one)
 - a. High school
 - b. Some college
 - c. College graduate
 - d. Graduate degree
7. Do you have children?
 - a. Yes
 - b. No
8. How many?
 - a. List Ages
9. Are you responsible for the care of other dependents besides children (e.g., grandchildren, elderly parents, or other relatives)?
 - a. No
 - b. Yes, I provide some care
 - c. Yes, I provide a moderate amount of care
 - d. Yes, I provide a great deal of care

(continued)

-
10. Do you work:
- a. full-time
 - b. part-time
11. How many hours do you work per week?
12. How many individuals contribute to your household income?
13. How long have you worked at your current position?
14. What is your annual household income?
- a. Less than 50,000
 - b. 50,000 – 75,000
 - c. 75,000 – 100,000
 - d. More than 100,000
15. How would you classify your current job (check one)?
- a. Supervisory/Managerial
 - b. Professional (e.g, nurse, teacher, attorney)
 - c. Sales
 - d. Secretarial/Clerical
 - e. Service (e.g., cook, maintenance)
 - f. Manual labor (e.g., landscaping, construction)
-

APPENDIX C
INTERNAL REVIEW BOARD HUMAN SUBJECTS PERMISSION
LETTER



University of Central Florida Institutional Review Board
Office of Research & Commercialization
12201 Research Parkway, Suite 301
Orlando, Florida 32826-3246
Telephone: 407-823-2901, 407-882-2012 or 407-882-2276
www.research.ucf.edu/compliance/irb.html

Notice of Expedited Review and Approval of Requested Addendum/Modification Changes

From: UCF Institutional Review Board
FWA00000351, Exp. 10/8/11, IRB00001138

To: Miliani Jimenez

Date: December 02, 2008

IRB Number: SBE-08-05894

Study Title: Work and Family Perception Survey

Dear Researcher:

Your requested addendum/modification changes to your study noted above which were submitted to the IRB on 12/01/2008 were approved by expedited review on 12/1/2008.

Per federal regulations, 45 CFR 46.110, the expeditable modifications were determined to be minor changes in previously approved research during the period for which approval was authorized.

Use of the approved, stamped consent document(s) is required. The new form supersedes all previous versions, which are now invalid for further use. Only approved investigators (or other approved key study personnel) may solicit consent for research participation. Subjects or their representatives must receive a copy of the consent form(s).

This addendum approval does NOT extend the IRB approval period or replace the Continuing Review form for renewal of the study.

On behalf of Tracy Dietz, Ph.D., IRB Chair, this letter is signed by:

Signature applied by Janice Turchin on 12/02/2008 12:00:05 PM EST

A handwritten signature in cursive script that reads "Janice Turchin".

IRB Coordinator

Internal IRB Submission Reference Number: 004476

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