

Spring 2010

What is the glue that holds work and family life together? Perceptions of work and family balance among working New Hampshire parents

Sabrina C. Harris

University of New Hampshire, Durham

Follow this and additional works at: <https://scholars.unh.edu/thesis>

Recommended Citation

Harris, Sabrina C., "What is the glue that holds work and family life together? Perceptions of work and family balance among working New Hampshire parents" (2010). *Master's Theses and Capstones*. 548.
<https://scholars.unh.edu/thesis/548>

This Thesis is brought to you for free and open access by the Student Scholarship at University of New Hampshire Scholars' Repository. It has been accepted for inclusion in Master's Theses and Capstones by an authorized administrator of University of New Hampshire Scholars' Repository. For more information, please contact nicole.hentz@unh.edu.

WHAT IS THE *GLUE* THAT HOLDS WORK AND FAMILY LIFE TOGETHER?
PERCEPTIONS OF WORK AND FAMILY BALANCE AMONG WORKING NEW
HAMPSHIRE PARENTS

BY

SABRINA C. HARRIS
BA, Wittenberg University, 2008

THESIS

Submitted to the University of New Hampshire
In Partial Fulfillment of
The Requirements for the Degree of

Master of Science
in
Family Studies

May, 2010

UMI Number: 1485430

All rights reserved

INFORMATION TO ALL USERS

The quality of this reproduction is dependent upon the quality of the copy submitted.

In the unlikely event that the author did not send a complete manuscript and there are missing pages, these will be noted. Also, if material had to be removed, a note will indicate the deletion.



UMI 1485430

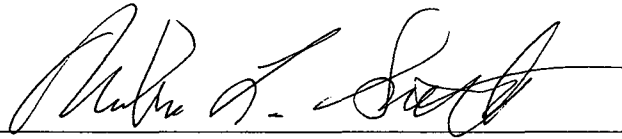
Copyright 2010 by ProQuest LLC.

All rights reserved. This edition of the work is protected against unauthorized copying under Title 17, United States Code.



ProQuest LLC
789 East Eisenhower Parkway
P.O. Box 1346
Ann Arbor, MI 48106-1346

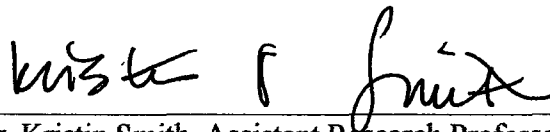
This thesis has been examined and approved.



Thesis Director, Dr. Malcolm L. Smith, Family Life and
Family Policy Specialist, UNH Cooperative Extension and
Associate Professor of Family Studies



Dr. Michael Kalinowski, Associate Professor of Family Studies



Dr. Kristin Smith, Assistant Research Professor of Sociology
and Family Demographer, Carsey Institute

5/3/10

Date

ACKNOWLEDGEMENTS

I would like to thank my committee for all their time and advice during the thesis process. Dr. Michael Kalinowski not only offered me feedback every step of the way, but also provided me with reassurance when I needed it most. The statistical analysis was made possible with the help of Dr. Kristin Smith. Her knowledge was crucial in completing this project. Most importantly, I would like to acknowledge my advisor, Dr. Malcolm Smith, for allowing me to pursue this thesis topic. This project would not have been possible without his leadership and direction. For all the supportive emails, hours spent reading my ramblings, and constant words of encouragement, I thank you.

I would also like to thank the collaborative team of researchers from University of New Hampshire Cooperative Extension, The Carsey Institute, The Center for Rural Partnerships, and The New Hampshire Department of Employment Security for allowing me to use data from the Survey of New Hampshire Working Families in my analysis. Additionally, I would like to acknowledge the UNH Survey Center for administering the survey and collecting the data this past summer.

I would not have been able to make it through this process without the support of my family and friends. For their unconditional love and unwavering support, a special thank you to my parents. To my friends, especially my best friend Lindsey, thank you for being only a phone call away.

With my time at UNH coming to an end, I would like to thank the Child Advocacy and Family Policy core faculty members: Dr. Michael Kalinowski, Dr.

Malcolm Smith, and Dr. Elizabeth Dolan. It has been a wonderful journey. I thank you all for your guidance and support.

Lastly, I would like to thank all of the parents that participated in the survey. Their contribution was invaluable and greatly appreciated.

TABLE OF CONTENTS

ACKNOWLEDGEMENTS.....	iii
LIST OF TABLES.....	x
ABSTRACT.....	xi
I. INTRODUCTION.....	1
Benefits of Work and Family Balance.....	2
Current Study.....	4
Glue.....	5
Statement of Research Questions.....	6
II. LITERATURE REVIEW.....	7
Work and Family Balance.....	9
Challenges of Balancing Work and Family.....	11
Employee Perspective.....	11
Employer Perspective.....	12
Work-Family Conflict.....	13
Parents and Work.....	14
New Hampshire Parents.....	15
Gender Differences.....	16
Family-Oriented Work Policies.....	17
New Hampshire Legislative Efforts.....	19
Theoretical Framework.....	20
Social Exchange Theory.....	20

Social Interaction Theory.....	21
Glue.....	23
Partner Support.....	24
Work Flexibility.....	25
Support of Family.....	27
Personal Strengths.....	28
Children.....	29
Income.....	30
Religion.....	31
Summary.....	32
III. METHODOLOGY.....	34
Sample.....	34
Measures.....	36
Procedure.....	38
Data Analysis.....	41
Qualitative Analysis.....	42
Quantitative Analysis.....	46
Significance of Research Methodology.....	48
IV. RESULTS.....	50
Demographics.....	50
Household Characteristics.....	53
Employment Characteristics.....	55
Qualitative Analysis.....	58

Research Question 1: What Is the Glue That Holds Work and Family Life Together?.....	58
Partner Support.....	60
Work Flexibility.....	62
Support of Family.....	63
Personal Strengths.....	65
Children.....	66
Income.....	67
Religion.....	68
Other.....	69
Quantitative Analysis.....	70
Research Question 2: Are There Gender Differences in the Responses?.....	70
Research Question 3: Are There Differences By Martial Status Among Parents That Reported Partner Support As Glue?.....	72
Research Question 4: Are There Differences By Firm Size Among Parents That Reported Work Flexibility As Glue?.....	74
Research Question 5: Are There Differences By Level of Education Among Parents That Reported Personal Strengths As Glue?.....	76
Research Question 6: Are There Differences By Age of Oldest Child Among Parents That Reported Children As Glue?.....	78
Summary.....	80
V. DISCUSSION.....	81

Research Questions.....	83
Research Question 1.....	83
Partner Support.....	83
Work Flexibility.....	84
Support of Family.....	86
Personal Strengths.....	87
Children.....	88
Income.....	89
Religion.....	90
Research Question 2.....	91
Research Question 3.....	94
Research Question 4.....	96
Research Question 5.....	97
Research Question 6.....	98
Summary of Findings.....	99
Implications.....	99
Strengths.....	103
Limitations.....	105
Future Studies.....	106
Conclusion.....	108
REFERENCES.....	109
APPENDICES.....	117
APPENDIX A: Institutional Review Board Approval.....	118

APPENDIX B: The Survey of New Hampshire Working Families..... 119

LIST OF TABLES

Table 1. Demographic Characteristics of Sample.....	52
Table 2. Household Characteristics of Sample.....	54
Table 3. Employment Characteristics of Sample.....	56
Table 4. Frequencies and Percentages of Emergent Glue Themes.....	59
Table 5. Gender Differences Among Emergent Glue Themes.....	71
Table 6. Differences By Marital Status Among Parents That Reported Partner Support As Glue.....	73
Table 7. Differences By Partner Status Among Parents That Reported Partner Support As Glue.....	74
Table 8. Differences By Firm Size Among Parents That Reported Work Flexibility As Glue.....	76
Table 9. Differences By Education Level Among Parents That Reported Personal Strengths As Glue.....	78
Table 10. Differences By Age of Oldest Child Among Parents That Reported Children As Glue.....	79

ABSTRACT

WHAT IS THE *GLUE* THAT HOLDS WORK AND FAMILY LIFE TOGETHER? PERCEPTIONS OF WORK AND FAMILY BALANCE AMONG WORKING NEW HAMPSHIRE PARENTS

by

Sabrina Harris

University of New Hampshire, May 2010

Using a mixed methods research approach, the current study used data gathered from the Survey of New Hampshire Working Families to assess participants' perceptions of work and family balance. As part of the survey, parents were asked to report the one thing, the glue, that holds work and family life together. Participant responses were analyzed qualitatively using content analysis. As a result, seven glue themes emerged: 1) partner support, 2) work flexibility, 3) support of family, 4) personal strengths, 5) children, 6) income, and 7) religion. Additional research questions were created with the hope of revealing demographic trends among specific glue themes. Implications derived from the findings greatly benefit the work-family field, as they provide employers, policy makers, and researchers, with a better understanding of what working New Hampshire parents need to achieve work and family balance.

CHAPTER I

INTRODUCTION

Working parents struggle on a daily basis to meet the demands of both their work and family roles. Parenting is a difficult job in and of itself, but when combined with employment, its complexity is significantly increased (Friedman & Greenhaus, 2000). Over the past 30 years the workforce and expectations of parents have changed (Fleetwood, 2007; Parasuraman & Greenhaus, 1997; Grant-Vallone & Donaldson, 2001). With a rise in dual-earner households, the traditional gender roles that were once associated with quality parenting have transformed (Parasuraman & Greenhaus, 1997). Today a more egalitarian approach to both work and family is the ultimate goal in the eyes of a progressive American society, putting an increased amount of expectations on working parents (Gornick & Meyers, 2003). In the face of such pressure, what do parents need to meet the demands of both their work and family roles? The current study is an exploration into perceptions of work and family balance among working New Hampshire parents. The goal is to shed light on what these employees need to meet the demands of both work and family to achieve balance in their daily lives.

Work and family balance is when individuals find satisfaction in their involvement in both work and family roles, creating stability between both spheres (Greenhaus & Singh, 2003). The balancing of work and family roles is an important predictor of family, as well as individual, well-being (Higgins, Duxbury, & Irving, 1992). Research has shown promoting family-friendly policies in the workplace increases the

level of job satisfaction among employees and in turn increases productivity levels, yet still many companies do not acknowledge family demands as a factor (Jang, 2009).

While advances to facilitate work and family balance have been made at all levels of government, such policies continue to come up short, leaving many employees without access to or knowledge of family-friendly benefits (Jang, 2009). When implementing individual work policies, companies often neglect the diverse needs of parents (Dorman, 2001; Jang, 2009). For example, a company may institute an employer-sponsored child care program, but employees with older children need less restrictive cell phone policies in the workplace rather than child care assistance. Employers often operate under the misconception that any and all family-friendly policies will benefit working parents. By implementing one universal family-friendly policy, employers are misjudging the needs of working parents and missing the mark. Due to the current economic downturn, parents are facing additional stressors. With unemployment rates on the rise and financial resources dwindling, parents are feeling the pressure. Now more than ever working parents are in need of policies to promote work and family balance.

Benefits of Work and Family Balance

Policies have been implemented at all of levels of government, but working parents are still feeling strain in trying to balance their many roles (Dorman, 2001; Jang, 2009). For example, the United States adopted the Family Medical Leave Act (FMLA) in 1993 in hopes of achieving family-friendly work environments nationally, yet many families feel that the legislation has still left obstacles in finding equilibrium between work and family demands (Jang, 2009). A number of factors, such as firm size, supervisory support, and financial stability, determine the implementation of such

policies (Glass & Estes, 1997). Many families are still without access to the benefits that they not only desire, such as vacation days and personal time off, but also need, such as child care assistance and schedule flexibility. Furthermore, the United States continues to fall behind other industrialized nations by viewing family-friendly policies to be a privilege, rather than a right (Glauber, 2009).

Family-friendly policies benefit working parents in a multitude of ways. Allowing employees more flexibility within the workplace has been associated with lower levels of work-family conflict (Glauber, 2009) and higher levels of work-family enrichment (Greenhaus & Singh, 2003). Furthermore, family-friendly policies provide employees with job security (Glauber 2009). A number of studies have associated positive health and well-being outcomes with increased levels of work and family balance. Personal benefits to the employees range from better overall physical health, fewer absences from work, to increased efficiency (Van Steenburgen and Ellemers, 2009). Lower levels of work-family conflict have been associated with higher quality of family life, positively affecting partners, children, and extended/non-traditional family members (Higgins et al., 1992). Additionally, work and family balance has been positively associated with both marital and family satisfaction (Carlson, Grzywacz, & Zivnuska, 2009).

Employers often associate family-oriented policies with an increase in workload, due to the financial and logistical costs caused by their implementation (Yost, 2004). However, research has shown that such policies benefit employers by increasing productivity levels (Glauber, 2009), decreasing job turnover (Grover & Crooker, 1995), and enhancing company loyalty (Galinsky, Peer, & Eby, 2009). Satisfied employees are less likely to seek a new job and be more actively engaged in their work environment

(Galinsky et al., 2009). Employers should view their facilitation of family-friendly benefits as a strategy for bettering their workplace culture and staff (Allen, 2001; Yost, 2004). Having such benefits provides organizations with a competitive edge, by recruiting dependable, committed workers (Allen, 2001). Therefore, the research has found that the long-term benefits greatly outweigh the initial costs, which benefit the company as a whole, and ultimately society overall.

Current Study

Through the theoretical lenses of social exchange and symbolic interaction theory the current study hopes to shed light on new inquiries in the realm of work and family balance, which will be discussed in Chapter 2. The data for analysis has been generated through the Survey of New Hampshire Working Families, a measure developed by a collaborative team of researchers from University of New Hampshire Cooperative Extension, The Carsey Institute, The Center for Rural Partnerships and The New Hampshire Department of Employment Security. The survey was created to gain knowledge on work and family life among working New Hampshire parents.

New Hampshire offers a unique perspective due to its rural nature and smaller than average population. In the wake of the current economic crisis, trends among the working population have been positive when compared to other states across the nation (Churilla, 2009). However, despite resilient efforts, New Hampshire families continue to experience hardships as a result of the economic downturn (Churilla, 2009). The recent fiscal climate has created interesting conditions for the current investigation. As part of the survey, parents were asked to identify what they view as the *glue* that holds their work and family roles together. Qualitative analysis was then conducted to identify

emergent themes within participant responses. Such themes were then used to inform additional research questions to provide greater detail on how these aspects aid work and family balance.

Glue

The current study seeks to add a new perspective to the work-family literature. The goal of the research is to further understand the needs of working parents by identifying the one thing that holds work and family life together. “Glue” is a subjective term defined by the participants, the working parents of New Hampshire, as the one thing that helps facilitate work and family balance. Without this glue, everything would fall apart. By gaining perspective on what parents perceive to be the glue, the findings yielded will accurately portray the diverse needs of working parents. Thus, the current study will provide parents and employers with useful information to encourage the development and implementation of effective family-oriented work policies.

By introducing glue, a new concept, the researcher takes a new approach of examining work and family balance. Researchers have generated studies on the effects of work on family (Higgins et al., 1992), the effects of family on work (Voydanoff, 1989), gender roles in relation to employment (Corrigan & Konrad, 2006), and family-oriented work policies (Saltzstein, Ting, & Saltzstein, 2001). Often when investigating work and family balance, satisfaction levels are measured in conjunction with one contributing factor, to determine a causal or correlational relationship. However, researchers have not compared the factors and ranked their role in establishing work and family balance. There is a lack of research allowing working parents to express what they themselves view as

the most important aspect in achieving balance. Therefore, the current study hopes to bridge the gap and add to preexisting work-family literature.

Statement of Research Questions

Using a mixed methods approach, the current study seeks to explore work and family balance among working New Hampshire parents with the intent of producing useful information for employers, parents, and to provide potential policy and research implications. Six research questions will be asked of the data: 1) What is the glue that holds work and family life together? 2) Are there gender differences in the responses? 3) Are there differences by marital status among parents that reported partner support as glue? 4) Are there differences by firm size among parents that reported work flexibility as glue? 5) Are there differences by level of education among parents that reported personal strengths as glue? 6) Are there differences by age of oldest child among parents that reported children as glue? By better understanding perceptions of work and family balance, companies can better acknowledge the needs of working parents to develop and implement effective family-oriented work policies. In addition, this research hopes to shed light on future work-family balance inquiries and address current gaps in the literature.

CHAPTER II

LITERATURE REVIEW

Every day men and women throughout the United States are confronted with challenges from both work and family. Researchers suggest that combining work and family spheres, while possible and often advantageous, is a common source of stress and strain (Friedman & Greenhaus, 2000; Grant-Vallone & Donaldson, 2001; Carlson et al., 2009). Both work and family domains are sources of accomplishment, yet individuals struggle to meet the demands of both worlds (Ashar & Lane-Maher, 2004).

For parents, the pressures of family life are amplified, incorporating caregiving responsibilities into family demands. Work and family issues have become more prominent in social science research due to the current economic climate (Churilla, 2009), as well as the evolving demographic composition of the workforce (Grant-Vallone & Donaldson, 2001). Developments such as increases in numbers of women workers, dual-earner households and single parent employees have transformed traditional work and family roles (Grant-Vallone & Donaldson, 2001). Literature reflects an array of trends within the workforce; however, research has called for future studies to further uncover the needs of employees, particularly working parents.

The current economic downturn has created a great amount of stress for employees trying to balance work and family roles (Churilla, 2009). Job security has been threatened in companies and corporations of all sizes throughout the country; as a result, employees are experiencing additional work demands. According to the National

Study of the Changing Workforce (NSCW) employees across the United States feel that their work obligations do not leave them enough time for family (Galinsky et al., 2009). Currently, 75% of employees expressed not having enough time for children, compared to 66% in 1992 (Galinsky et al., 2009). In addition, 61% of employees describe not having enough time for their husbands or wives, which has increased from 50% in 1992 (Galinsky et al., 2009).

In light of recent economic, social, and demographic changes within society and due to the current composition of the workforce there are many new factors that challenge a parent's ability to balance work and family. Both the integration of new technology and enhanced competition within the job market have amplified the demands and expectations of employers (Barrette, 2009). Cell phones, company laptops, and the rise of social networks have made it easier to spend more time at home on work-related tasks and difficult for employees to distinguish work and family boundaries (Sauvé, 2009). Overtime and irregular work hours limit interaction with both partners and children (Barrette, 2009).

Many employers view such transformations as progress; however, increased accessibility to work threatens time allocated for family. Research has found work-family conflict to have significantly risen over the past decade (Barrette, 2009). As the stress and demands of work grow, the imbalance between workers work lives and their family lives is widening, leaving parents and children to be at a greater risk of negative physical, psychological, and emotional outcomes (Barrette, 2009).

It is evident from the research that society's view of parenting and employment is troubling on many levels (Gornick & Meyers, 2003). Employee satisfaction levels,

parental responsibilities, child outcomes, and high expectations of employers all create many negative forces pulling on one another in working parents' lives (Gornick & Meyers, 2003). Private problems have trickled into the everyday routines of working families, making private problems public (Gornick & Meyers, 2003). Presently, levels of parental well-being in the United States, as well as the well-being of children, are substantially low when compared to other countries (Saltzstein et al., 2001). To see positive changes in families today government can no longer cast work and family balance off as a private matter. The weight of attempting to balance the working world with the family world has created a public cry for reform and needs public solutions.

Work and Family Balance

A vast amount of literature demonstrates that an individual's work life can positively or negatively affect his or her family life (Voydanoff, 1989; Higgins et al., 1992; Friedman & Greenhaus, 2000; Greenhaus & Singh, 2003; Barrette, 2009). Inversely, the same holds true for family life affecting an individual's work life (Friedman & Greenhaus, 2000; Greenhaus & Singh, 2003). Work and family conflict is when the demands of one role negatively affect the other role (Greenhaus & Singh, 2003). Due to work and family pressures/constraints, negative spillover can create damaging consequences and harm personal well-being. To achieve maximum satisfaction between both work and family there is a need for equilibrium to occur.

As previously stated in Chapter 1, work and family balance is when individuals find satisfaction in their involvement in both work and family roles, creating stability between both spheres (Greenhaus & Singh, 2003). From stability work-life enrichment, where one role enhances the quality of the other role, can be achieved, positively

affecting personal and family well-being (Greenhaus & Singh, 2003), To enhance family well-being it is crucial to understand effective ways to not only decrease work-life conflict, but how to increase work-life enrichment (Greenhaus & Singh, 2003).

As the amount of literature grows, the definition for work and family balance becomes more difficult to navigate. While a great deal of literature on work and family has been conducted, the concept of work and family balance is constantly evolving (Carlson et al., 2009). Clear distinctions have been made between work-family conflict, enrichment, and balance. Some researchers have defined work and family balance by the absence of work-family conflict (Greenhaus & Beutell, 1985) or the amount of resources allocated for effective participation in both work and family roles (Voydanoff, 2005).

For the purpose of this study, the Greenhaus and Singh (2003) definition of work and family balance, when individuals find satisfaction within both their work and family roles, will be utilized. Researchers argue that satisfaction does not imply effectiveness and having satisfaction define balance is a misrepresentation of the concept. While some researchers have argued defining balance in regards to employee satisfaction is inaccurate, the current study is focused on assessing the perceptions of working parents. Their perceptions of role satisfaction are part of the information needed to create policies that will be beneficial, as they are the individuals who will be utilizing such programs.

Informed policies can ensure employee satisfaction, which have a number of positive benefits for the employee, the employer and society as a whole (Bond, Galinsky, & Swanberg, 1998; Gornick & Meyers, 2003; Carlson et al., 2009; Galinsky et al., 2009). Work and family balance has been positively associated with marital/family satisfaction, family performance, and family functioning (Carlson et al., 2009). Both employers and

working parents are responsible for creating work and family balance (Sauvé, 2009). Employees who have high levels of work and family balance are less likely to look for a new job, more engaged in their work environment, experience better health (including mental health) outcomes, and encounter less family stressors than employees with moderate or low levels of work and family balance (Galinsky et al., 2009).

Challenges of Balancing Work and Family

Tackling work and family balance, particularly creating universal work policies, can be a daunting task, as every job and family is unique. The way in which these two distant worlds interact is dependent upon the flexibility an individual acquires in both the home and the workplace. Family-friendly policies can represent an array of benefits and programs. Within the realm of such policies two groups have emerged, those that allow more time to be spent working (e.g. child care assistance) and those that allow more time to be spent parenting (e.g. leave policies, flexible scheduling, job sharing, shift trading, and teleworking) (Blankenhorn, 1999).

Employers often favor policies that allow employees to spend a greater amount of time working, while the other group of policies is more beneficial from a child's perspective (Blankenhorn, 1999). However, employees' opinions are mixed, with each individual needing various forms of assistance to make the merging of both worlds work (Glass & Estes, 1997). The varying needs and perceptions of employers and employees regarding the work-family tug-of-war present some of the most difficult challenges in the creation and implementation of family-oriented policies.

Employee Perspective

It is evident in the literature that most working parents are struggling to find a

balance between work and family. When compared with pay, both mothers and fathers placed greater value on family-friendly policies; however, family needs are often overlooked in the workforce (Glass & Estes, 1997). Often when employers implement such policies they are created using a one-size-fits all approach (Yost, 2004). However, the needs of every employee are different (Glass & Estes, 1997). Thus, a universal policy does not address the work-family balance struggle for many working parents.

Furthermore, a working parent's family role does not remain static (Glass & Estes, 1997). As children grow they have different needs; thus this evolution translates into different social programs accommodating and benefiting working parents (Jacobson & Crockett, 2000; Glass & Estes, 1997). For example, in one company three working mothers, with different aged children, could have different views of what constitutes as a beneficial family-oriented work policy. Their needs could range from maternity leave to child care assistance to less restrictive cell phone policies in the workplace (Glass & Estes, 1997). The current study seeks to understand the range of needs employees desire to develop equilibrium between work and family. The hope is that the findings yielded will produce policy solutions to enhance the quality of family life for working New Hampshire parents.

Employer Perspective

Employers commonly view family-friendly policies as additional work thrown on to an already full plate. Evaluating the needs of employees, budgeting in extra costs, and reworking protocols and policies into daily practice all add up (Yost, 2004). As a result, many employers expect employees to take responsibility for seeking flexibility within the workplace. Yost (2004), while at Bright Horizons Family, a leading source of work-life

solutions, compiled data from surveys, interviews and focus groups representing 100 employees and employers. Yost (2004) found that employers take a more hands-off approach to work-family issues. She also found that employers expected employees to seek flexibility within the workplace, whether it be scheduling, hours, or leave, to manage their work and family roles. Employers in general supported employees' requests for flexibility as long as the employee initiated the conversation (Yost, 2004). Therefore, as long as flexibility wasn't an additional hassle, employers were not against providing benefits. However, meeting the flexibility needs is the responsibility of both the employee and employer. Although the employer associates such policies as a significant cost, it is ultimately a benefit for all parties involved.

Work-Family Conflict

Work-family conflict is two directional, as work can impede family (work-to-family conflict) and family can impede work (family-to-work conflict) (Greenhaus & Singh, 2003). Regardless of direction, conflict between work and family roles can create a great amount of stress and lead to dissatisfaction in one's life. It is important to note that work-family conflicts stem from the levels of strain, personal attitudes and behavior, and vary at different points in time (Greenhaus & Singh, 2003). Conflict can arise for multitude of reasons. Environmental factors, personality characteristics, and psychological involvement have all been found to influence work and family roles (Greenhaus & Singh, 2003). Work-family conflict can result in a variety of mental health issues, particularly stress and depression (Higgins et al., 1992).

Since the 1960s role conflict has appeared within the work-family literature. In 1964, one-third of male employees reported distress related to the level in which work

was impeding on their family lives (Grant-Vallone & Donaldson, 2001). Both cross-sectional and longitudinal studies have found negative personal outcomes of work and family conflict, and such outcomes are increased by the presence of children within the family unit (Brett, Stroh, & Reilly, 1992; Frone, Russell, & Cooper, 1997; Grant-Vallone & Donaldson, 2001).

In addition to personal outcomes, it has been reported that work-family conflicts yield lower quality of family life, negatively affecting partners, children, and extended/non-traditional family members (Higgins et al., 1992). Furthermore, when looking at health indicators such as cholesterol levels, BMI, and physical stamina, Van Steenburgen and Ellemers (2009) found that employees experiencing some form of work-family conflict yielded poorer scores than employees that did not experience conflict. They also found negative health outcomes to persistent overtime, as employees who experienced low work-family conflict and balance between roles were physically healthier, less absent from work, and more productive (Van Steenburgen & Ellemers, 2009). To facilitate role positive role combination and reduce work-family conflict it is important to gain an understanding of factors that create equilibrium in both role domains.

Parents and Work

According to the Families and Work Institute, in 2002, 78% of workers lived in dual-earner families, 43% of which had children under the age of 18 (Bond, Galinsky, Kim, & Brownfield, 2005). Work demands have increased for working parents with children (under age 18) when compared to their childless counterparts. In 2007, the labor force participation rate of all fathers with children under the age of 18 was at 94.3%,

while the participation rate for all mothers with children under 18 was 71% (Bureau of Labor Statistics, 2008). A basic assumption is that employees with younger children encounter greater difficulty balancing work and family demands due to child care responsibilities (Barnett, 2004; Zimmerman et al., 2003; Jang, 2009). In addition, research has shown that demands of parenthood are greater experienced by working mothers, who are more likely to leave the workforce for involuntary reasons, when compared to working women without children (Barnett, 2004). Even when parents report sharing housework and emotional work, women were found to engage in more child care than their male partners (Zimmerman et al., 2003). Women also placed greater value on their partner's career (Zimmerman et al., 2003).

New Hampshire Parents

New Hampshire is an interesting state demographically due to its small size and rural nature. When compared to other states, New Hampshire traditionally receives high marks in regards to child well-being (Annie E. Casey Foundation, 2009). In 2007, only 27% of children in New Hampshire were living in families where no parent had a full-time, year-round source of employment, compared to the national average of 33% (AECF, 2009). New Hampshire is also unique in family income. The median family (with child) income in New Hampshire was \$79,300 in 2008, which was a great deal higher than the national average, \$58,900 (AECF, 2009). However, while New Hampshire fares well on national well-being indicators, its families are not exempt from the pressure that the current fiscal climate has created for its workers (Churilla, 2009). According to 2010's *County Health Rankings*, a series of reports that indicate health outcomes at the county level for all 50 states, social and economic factors, such as

education, employment, income, family and social support, and community safety have the greatest influence (40%) on overall health outcomes (Robert Wood Johnson Foundation and the University of Wisconsin Population Health Institute, 2010). New Hampshire employees, despite their resiliency, are still facing wage cuts and limited employment opportunities (Churilla, 2009). Although nationally New Hampshire is experiencing more positive labor trends the negative toll of such economic instability should not be ignored, as families across the state experience additional stress and strain (Churilla, 2009).

Gender Differences

The current work and family literature contains some information regarding gender differences among job attribute preferences, family responsibilities, and employment. Job attribute preferences are defined as the qualities that employees desire from paid work (Corrigall & Konrad, 2006). Gender differences have been linked to the division of labor within the household, as well as family member roles. As reflected in previous literature over the past decade, women perform two to three times more household work than men in the United States (Coltrane, 2000).

Gender ideology and structuralism have been two explanations for such gender differences within the workforce (Corrigall & Konrad, 2006). Both gender ideology and structuralism are intertwined and are difficult to separate from one another. Different attitudes and values have been attached to men and women, all socially constructed reflecting both traditional gender roles and stereotypes (Corrigall & Konrad, 2006). On the other hand structuralism relates to obstacles such as sex discrimination and internal corporate promotional structures (Corrigall & Konrad, 2006). Structuralists argue that

women are disadvantaged in competing for high earning, full-time employment and achieving job security due to familial responsibilities (Corrigan & Konrad, 2006).

Over the past 30 years working mothers have become a substantial part of the workforce. Currently, 71% of mothers with children under the age of 18 are working in the United States, a significant increase from the 47% of employed working mothers in 1975 (Galinsky et al., 2009). While the gender ideology perspective has evolved and policies have tried to combat structural barriers for women in the workforce, differences among men and women in regards to employment preferences still reflect socially constructed ideals.

Men appear to value earnings, power, leadership, and promotion, while women value flexible hours, easy commutes, and interpersonal relationships (Konrad, Ritchie, Lieb, & Corrigan, 2000). Corrigan and Konrad (2006) predicted and found that women who are married and those with children value flexible work arrangements more than those that are single and childless. In addition, Corrigan and Konrad (2006) found that men who are married and those with children value income and advancement more than those who are single and childless. It is evident that gender differences exist within both family and work spheres, but it remains unclear as to how gender differences relate to work-family balance.

Family-Oriented Work Policies

Family-oriented work policies, also referred to as family-friendly policies, vary and can range from guaranteeing flexible work hours, family leave, and/or assistance in child and/or elder care (Honeycutt & Rosen, 1997). Companies can also reduce work demands such as overtime or work related travel (Honeycutt & Rosen, 1997). Family

leave policies can include maternity and paternity leave, adoption leave, or any time needed for personal, family matters (Honeycutt & Rosen, 1997). All of these policies depend on the work environment and employer. While such benefits would be helpful to many working parents, a limited amount of workers have these resources available to them (Saltzstein et al., 2001).

In order to recruit and retain high quality, productive workers, the U.S. Department of Labor in 1999 predicted that helping employees successfully balance work and family roles would become essential (Carlson et al., 2009). Though the United States adopted the Family Medical Leave Act (FMLA) in 1993 in hopes of achieving family-friendly work environments nationally, for many families the legislation has still left obstacles in finding equilibrium between work and family demands (Jang, 2009). For example, many families are unable to fulfill their financial responsibilities through twelve unpaid weeks off of work (Dorman, 2001). Job security remains a concern for women at all levels of the corporate ladder (Gornick & Meyers, 2003). The likelihood for women with young children to be employed is increased by the implementation of public policies (Gornick et al., 1998).

The adoption of family-friendly policies has been linked to increased levels of employee satisfaction and productivity (Bond et al., 1998). Therefore, the employee is not the only beneficiary of implementing family-friendly practices, employers and consumers, the public, benefit. Societal gain is seen in a competent, thriving workforce (Gornick & Meyers, 2003). Grover and Crooker (1995) found that employees expressed lower intention to quit and greater levels of work commitment when family-friendly policies were made available in their work environment.

While research has generated a strong argument for family-friendly policies within the workplace, many employers are hesitant to implement such policies and programs due to the competitive nature of business (Fleetwood, 2007; Sauvé, 2009). Despite reports that find higher levels of productivity, employee satisfaction, and job commitment, companies of all sizes continue to disregard the needs of working parents. Clarifying roles, reducing work overload, and adapting work hours are all inexpensive ways of improving working conditions for employees and facilitating work and family balance (Sauvé, 2009). Work flexibility and company child care programs, while more complicated to initiate, would also help alleviate conflicting role demands (Sauvé, 2009). Policy implementation is often viewed as the responsibility of the government or the employer; however, effective policies cannot be developed without incorporating the affected employees, the working parents.

New Hampshire Legislative Efforts

New Hampshire is in the embryonic stages of developing legislative policies that address work and family balance. Over the past two years, a legislative task force has been exploring policy related to improving work and family life in New Hampshire. In 2008, the UNH Cooperative Extension and the Legislative Task Force on Work and Family hosted a “Legislative Summit” which opened this policy discussion to over 250 human resource professionals, legislators and policy makers. In the 2009/2010 legislative session, three bills regarding workplace flexibility issues including mandatory sick leave, incentives for flexibility, and family leave were proposed but tabled. Although New Hampshire is working to address this important social and economic issue, legislative efforts have not succeeded in producing beneficial options for working

families. The current study seeks to provide policy makers and state stakeholders with crucial information as to how to proceed to develop effective workplace policies at the state level. By giving New Hampshire parents a voice, recommendations can reflect the needs of those that will be affected by such legislative decisions.

Theoretical Framework

Due to its qualitative nature, the current study will explore a variety of theories that have been linked with work and family balance in the literature. Two prominent family theories have provided different theoretical lenses: social exchange theory and symbolic interaction theory.

Social Exchange Theory

Work and family balance is often viewed through the lens of social exchange theory. Social exchange theory suggests that all interactions are formed by assessing profits and costs (White & Klein, 2008). Therefore, in families individuals try to maximize profits and minimize their costs. To create stability between work and family there needs to be equilibrium between demands and what an individual is capable of accomplishing. Multiple relationships can influence work and family balance. Arguably the most crucial exchange exists between the employee and employer. Hesitation to implement family-oriented policies within the workplace is often due to social exchange based thinking. Employers weigh the costs and benefits, and often feel that the cost of such policies would outweigh the benefits; however, the research proves otherwise (Sauvé, 2009).

Another important exchange exists between partners (White & Klein, 2008). Coordinating schedules, division of labor and managing responsibilities is all about

finding a balance that benefits both individuals by maximizing gains and minimizing costs (White & Klein, 2008). Dual-earner partners may participate in alternating work hours, where both partners work different hours to try to alleviate the need for informal or formal child care (Lee, 2001). Similarly, one partner may also choose to work part-time to allocate more time to engage in family demands (Lee, 2001). As a result, the exchange between partners is highly predictive of whether work and family balance can be achieved.

Symbolic Interaction Theory

The other theoretical framework utilized in the current study is symbolic interaction theory. Symbolic interaction is often applied to qualitative studies, because it focuses on the exploration of meaning (White & Klein, 2008). The theory acknowledges that individuals construct and view their roles differently (White & Klein, 2008). Driven by role-taking and role-making, the theory focuses on the way in which individuals interpret the world. In essence, perception is reality (White & Klein, 2008).

Through the lens of symbolic interaction working parents perceive family demands and work strains differently due their individual interactions; therefore, the lack universality implies that every family unit has an individual definition of work and family. What one family defines as balance, another may define as work-family conflict. In addition, women and men experience their marriages and family life differently. Therefore, the way in which an individual views their roles, within and outside the family, may have a significant influence on their satisfaction between work and family life.

Research on working mothers, for example, has examined how work and family balance has been affected by roles within the family unit, as well as the working world. A study conducted by Menagahn (1989) found that the motherhood role is exceptionally demanding. Gender roles and traditional ideologies affect women on a daily basis within the home, but for working mothers the pressure is amplified as they experience the same pressures within the workplace. Due to the demands of motherhood combined with the obstacles women face in the working world, multiple researchers have focused on the women and role strain (White & Klein, 2008).

Of particular interest has been how working mothers adapt to the variety of roles that they hold. One woman may hold the role of mother, wife, employee, and/or friend, which leaves her with multiple roles to juggle. Although working mothers are more often depicted within this theoretical framework, due to their evolving integration into the workforce, working fathers also express a great deal of strain balancing their work and family roles (White & Klein, 2008). Traditionally, men have been the providers of the family. In today's society, as dual-earning households rise, men are faced with sacrificing their traditional role and taking on more caregiver responsibilities (White & Klein, 2008).

Role theory falls under the umbrella of symbolic interaction, as it is based on the concept of role construction. Under role theory individuals engage in their various roles in a non-hierarchical manner, actively taking part in different role identities (Carlson et al., 2009). By expanding role identities, individuals are able to enhance their skills and knowledge (Carlson et al., 2009). Attending to roles in a non-hierarchical matter, allows for individuals to meet role demands in the moment without worrying about prioritization

(Carlson et al., 2009). Studies on role strain have yielded two central hypotheses, enhancement theory and role overload (White & Klein, 2008).

Enhancement theory stems from the assumption that the more roles an individual has the greater amount of skills they gain, inevitably driving up their level of competency, which reduces role strain (White & Klein, 2008). In essence, the theory implies that engaging in multiple roles leads to role enhancement, which decreases role strain. Role overload, suggests that the greater amount of roles taken on by an individual, the higher amount of role strain (White & Klein, 2008).

While enhancement theory and role overload emerge throughout the literature it is clear that neither theory individually predicts findings related to work and family (White & Klein, 2008). It is important for an individual to distinguish boundaries between their roles, particularly between work and family as they can easily overlap causing strain and stress (Cohen, Duberley, & Musson, 2009). The way individuals engage in social interactions, control their emotions, and attempt to find equilibrium between their work and family roles are meant to create order within their socially constructed world (Cohen et al., 2009).

Glue

There is a gap in the literature regarding research that allows working parents to express what they themselves view as the most important aspect in achieving balance. To better understand the needs of working parents in New Hampshire participants were asked to identify what they view as the glue that holds work and family life together. Essentially, glue is the one thing that keeps demands of both work and family roles manageable, without it the balance or equilibrium they have established between work

and family, would fall apart. Participants were able to define glue in their own words, as what they view as most important. As a result, seven themes of glue emerged, which both add to and reflect the literature on work and family balance: 1) partner support, 2) work flexibility, 3) support of family, 4) personal strengths, 5) children, 6) income, and 7) religion.

Partner Support

Having partner support is associated with achieving work and family balance. For the purpose of the current study, a partner can be a spouse (from marriage or civil union) a significant other, or someone whom is engaged in a romantic relationship with the participant. Partner support has been established as a strategy that can reduce role strain between work and family domains (Voydanoff, 2002; Gudmunson, Danes, Werbel, & Loy, 2009; Zimmerman et al., 2003). The nature of the partner relationship can have an effect on psychological well-being (Voydanoff, 2002). An emotionally, supportive partner can help limit work-to-family stress by evoking communication within the relationship (Gudmunson et al., 2009). A romantic partner can also act as a buffer, facilitating a significant other's work and family responsibilities by clarifying role demands within the family unit (Voydanoff, 2002). Partners can work together and redefine household roles to create manageable role tasks within the home, as to not create role overload (Voydanoff, 2002). Thus, romantic relationships can be a resource in achieving work and family balance by providing employees with emotional support and assistance in household labor.

Optimal partner support implies that exchanges among partners increase personal satisfaction within the relationship and help balance demands. A study examining the role

of emotional spousal support and work-family balance when launching a family business found that spousal support could both increase and detract from the sense of work and family balance (Gudmunson et al., 2009). The study found that emotional spousal support regarding business-related concerns, such as business objectives and finances, reported satisfaction with communication, which was a primary factor in reporting higher levels of work and family balance (Gudmunson et al., 2009). Findings suggested that the quality and context of spousal support is important to identify as variations of emotional spousal support affected perceived work and family balance differently (Gudmunson et al., 2009).

The way partners divide various life responsibilities has emerged as another crucial area of partner support. Dual-earner couples that perceived themselves as having optimal work and family balance reported marital equality with regard to six partnership themes: shared housework, mutual and active involvement in child care, joint-decision making, equal access to and influence over finances, values placed on both partners' work/life goals, and shared emotion work (Zimmerman et al. 2003). Sharing housework and emotional work, such as overcoming relationship challenges and maintaining a friendship, yielded higher levels of satisfaction with work and family roles (Zimmerman et al., 2003).

Work Flexibility

Within the current scope of work and family literature, work flexibility appears to be the most researched facilitator of work and family balance. Work flexibility can be classified into two categories: structural factors and supervisory support. Structural factors are work policies that impact work demands and define an employee's role. Such factors include work schedule, vacation time, and overall job flexibility. A recent study

by Jang (2009) found employees indicated higher levels of work and family balance when they viewed their work schedules as flexible. Supervisory support and workplace culture increase perceptions of flexible work schedules (Jang, 2009). Findings confirm previous studies that found perceived job flexibility and schedule flexibility to have a positive effect on levels of work and family balance (Saltzstein et al., 2001; Hill, Hawkins, Ferris, & Weitzman, 2001).

Structural factors influence the overall workplace environment (Jang, 2009). Supportive workplace environments have a multitude of elements that make employees feel as though their demands and constraints are understood. Such environments may incorporate family-friendly policies, such as permitted cell phone use in the office, paid maternity/paternity leave, or the ability to leave in the event of an emergency. Taking positive steps to create work environments that adapt a family-friendly culture is beneficial to employees, as it has been linked to less negative work spillover into family life (Jang, 2009).

As a society we are struggling to define what constitutes a “family” and its definition is constantly evolving. As a result, it is important to understand that different families will require different work policies to achieve work and family balance. An analysis of the 1991 survey of Federal Employees explored work-family balance and job satisfaction (Saltzstein et al., 2001). Findings confirmed that individual family differences are present, which needs to influence the creation and implementation of workplace policies to ensure effectiveness (Saltzstein et al., 2001)

Supervisory support, such as employee-supervisor relationships, has also been positively linked to work and family balance (Jang, 2009). A supportive supervisor is

sensitive to the needs and demands of the working parent. While the supervisor expects a level of productivity and loyalty from the employee, the supervisor doesn't require the employee to sacrifice family for work responsibilities. Having a supportive supervisor is one factor that leads to a supportive workplace culture. Having a supportive work environment, where a dialogue exists between employee and supervisor can increase employee job satisfaction, as well as loyalty, which is beneficial for the employee and positively correlated with workplace productivity (Galinsky et al., 2009).

Work flexibility, both structural factors and supervisory support, have been found to be accurate indicators for assessing work-life fit (Galinsky et al., 2009). In 2009, the Families and Work Institute found that 39% of employees reported having the flexibility to effectively manage work and personal/family life was extremely important, while an additional 47% rated it as very important (Galinsky et al., 2009). Eighty-six percent found role flexibility was of importance in achieving work and family balance, yet only 50% of employees, across the United States, strongly felt they had the work flexibility needed to establish equilibrium between work and family roles (Galinsky et al., 2009).

Support of Family

In the context of this study, relatives, either specifically identified or broadly grouped together by participants, defined family. Partners and children have been identified as separate glue categories; however, they may also be represented in this theme. Accommodating the needs of working parents often falls in the hands of other family members, as families often respond to problems internally before venturing outside of the family unit for assistance (Lee, 2001). Informal child/elder care arrangements are ways for working parents to try to facilitate work and family balance

internally (Lee, 2001). Parents work with other family members to become a team in order to balance the daily demands.

Child care has been the greatest link between relatives strengthening work and family balance (Goodfellow & Lavery, 2003; Le Bihan & Martin, 2004). Interestingly, this concept is an international trend, as a great deal of research has been conducted outside the United States. Particularly, grandparents have been found to play a significant role in promoting work and family balance. In Australia, Goodfellow and Lavery (2003) found that informal care provided by grandparents is on the rise among sole-parent families. While some grandparents felt obligated to provide care, most choose to care for their grandchildren (Goodfellow & Lavery, 2003). A study investigating working parents in three European countries found that informal child care by relatives can help parents balance work demands and child care responsibilities, particularly if parents are working atypical or unpredictable hours (Le Bihan & Martin, 2004).

Personal Strengths

Literature on the influence of personal strengths on work and family balance is limited. However, an investigation of leisure as a coping mechanism for mediating work-stress indicated that an individual's ability to balance demands and leisure allows for an individual to cope with life stressors; therefore, the power of control is with the individual (Trenberth, 2005). In regards to individual characteristics affecting work and family balance, most studies focus on assessing gender rather than individual differences. Men and women perceive work and family roles differently (Milkie & Peltola, 1999). For example, Keene and Quadagno (2004) found that women indicate more balance when priority is given to family, whereas men indicate more balance when scheduling changes

are made as a result of family. In addition, when work was not allowing men to have personal time they indicated feeling less of a balance (Keene & Quadagno, 2004).

Personality has also been linked with the interaction of work and family domains. Wayne, Musisca, and Fleeson (2004) conducted a study to determine the relationship between the “Big Five” personality traits, work-family conflict, and facilitation. The “Big Five” is a hierarchical model of five personality traits, extraversion, agreeableness, conscientiousness, neuroticism, and openness to experience, which summarize the personality of all individuals (McCrae & John, 1992). Results yielded found a relationship between personality traits and work-family conflict and facilitation (Wayne et al., 2004).

Two traits, neuroticism and conscientiousness, were associated with conflict and one trait, extraversion, was associated with facilitation (Wayne et al., 2004). Although personality traits are linked to work-family interactions, traits do not solely account for conflict or facilitation, rather they enhance pre-existing conditions. Therefore, it is important that such findings do not limit the responsibility of companies or the government in the implementation of family-orientated policies (Wayne et al., 2004).

Children

Previous studies have identified children as being a predictive factor in work and family balance; however, a majority of the research focuses on the age of the children in relation to job satisfaction and role management. Working parent satisfaction levels can depend upon the age of the child. Craig and Sawrikar (2008) assessed whether satisfaction levels among parents with younger children differed from parents with adolescent children.

Although many argue that melding work and family roles becomes easier as children grow, parenting adolescents is not necessarily an easier task, as youth require a mix of supervision and independence (Jacobson & Crockett, 2000). The findings revealed that while work and family balance satisfaction levels slightly increase for parents of adolescents, overall parenting older children does not reduce role demands, but rather changes what demands need to be met to juggle work and family (Craig & Sawrikar, 2008).

Previous literature has found that satisfaction with work and family can be increased for mothers of adolescent children by allowing flexible start and finish times (Craig & Sawrikar, 2008). In addition, mothers felt the need to respond to unexpected situations, which could be aided by telephone use throughout the workday and the ability to leave work in case of an emergency (Craig & Sawrikar, 2008). Younger children require work policies to incorporate child care or generous parental leave (Thornthwaite, 2004). Required overtime has also been an issue for mothers with younger children (Ammons & Edgell, 2007). Essentially, the needs of parents change, as children get older, calling for a variation of workplace policies.

Income

In regards to income, research has focused on exploring work and family balance among low-income workers. Low-income workers, particularly parents, struggle to meet both work and family demands as they find it more difficult to make ends meet on a daily basis (Backett-Milburn, Airey, McKie, & Hogg, 2008). The obligation to provide is motivation to maintain a balance between work and family roles. The economic

downturn has placed additional stress on both material and financial resources, which could serve as a motivator for parents to balance time between work and family.

Most often in work-family literature income has not been linked with facilitating balance, but rather as an important job attribution (Honeycutt & Rosen, 1997). Job seekers place a great deal of value on the salary of a potential job. When researchers tested and compared the importance of income against the presence of family-friendly policies they found that salary level did not have an effect on job seekers (Honeycutt & Rosen, 1997). Salary was not found to be as significant of a job attribution as access to family-friendly policies. Results reflect the evolving preferences of the changing workforce demographic. The findings have valuable implications for practice; companies that are unable to financially provide high salaries can adapt family-friendly policies to draw potential employees. Ultimately, income is not as important as having access to family-friendly policies.

Religion

Religious association has been linked to family and gender attitudes, as well as how women and men view their roles within the family, which ultimately has played a role in balancing work and family life (Wilcox, 2004). Interestingly, Ammons and Edgell (2007) found religion affects employment tradeoffs for men and women differently. Religion influenced men to make sacrifices in their job (employment trade-offs) to meet family demands; whereas religion did not play a role in employment trade-offs for women. However, both men and women were less likely to make family sacrifices to meet job demands when involved with a religious institution. Findings suggested that religious involvement makes individuals more family-oriented.

In addition, spirituality has also been linked to work and family balance. While religion and spirituality are two distinct terms, they both can describe a personal connection with a greater power or sense of faith. Spirituality can be defined on a personal level, through individual actions, or by innate behavior (Ashar & Lane-Maher, 2004). Most often spirituality is referred to as an individuals' search for meaning in the world around them.

Ashar and Lane-Maher (2004) conducted a study involving mid- and senior-level executives within the public sector to assess definitions of work success. While researchers predicted that materialistic items and ideals would determine success, participants linked spirituality with their definition of success. To achieve balance individuals must believe that their work is not for their own personal gain, but a contribution to society. Furthermore, success was measured by ones' ability to meet the needs of their family and themselves. Similar results were yielding in a separate study of for profit organization employees, confirming that adapting a spiritual outlook is associated with success in both the home and workplace (Mitroff & Denton, 1999).

Summary

Research is limited regarding how individuals acquire work and family balance. Balance is achieved without a clear, causal linkage (Greenhaus & Singh, 2003). It remains uncertain how roles affect one another to create equilibrium. The purpose of the current study is to assess work and family balance among working parents in the state of New Hampshire. To do so, parents were asked to report the one thing, the glue, that holds work and family life together.

By better understanding perceptions of work and family balance, companies can better acknowledge the needs of working parents to develop and implement effective family-oriented work policies. Using a mixed methods approach, six research questions were asked of the data. The first research question revealed what parents perceive as the most important factor in achieving balance: 1) What is the glue that holds work and family life together? After analyzing the responses using content analysis seven themes emerged: 1) partner support, 2) work flexibility, 3) support of family, 4) personal strengths, 5) children, 6) religion, and 7) income.

The information gathered from the first research question was used to inform additional research questions. Further investigation of the emergent themes of glue will provide greater detail on how these aspects aid work and family balance, as well as demographic trends among working New Hampshire parents. Five additional research questions will be asked of the data: 2) Are there gender differences in the responses? 3) Are there differences by marital status among parents that reported partner support as glue? 4) Are there differences by firm size among parents that reported work flexibility as glue? 5) Are there differences by level of education among parents that reported personal strengths as glue? 6) Are there differences by age of oldest child among parents that reported children as glue?

Both qualitative and quantitative methodologies were used to examine these research questions. This mixed methods approach will be discussed in Chapter 3.

CHAPTER III

METHODOLOGY

The current study takes a two-step approach at assessing work and family balance among working New Hampshire parents. Secondary analysis of the data gathered through the Survey of New Hampshire Working Families was conducted. As part of the survey, participants responded to a number of items regarding work and family roles to illustrate the needs of working parents. The data from the survey were then examined both qualitatively and quantitatively utilizing an inductive reasoning technique (Monette, Sullivan, & DeJong, 2008). Using a mixed methods approach and a cross-sectional research design this study surveyed working New Hampshire parents to analyze their perceptions of work and family balance.

Sample

The Survey of New Hampshire Working Families was a survey of randomly selected working, adult parents in New Hampshire. For the purpose of this study, the sampling frame included participants who met all three criteria: a) live in New Hampshire year round, b) are currently employed, and c) have at least one child under the age of 18 living in the household at least 40% of the time. This survey was conducted using a procedure called Random Digit Dialing (RDD), a probability sampling method. RDD ensured that each household in the area, with a telephone, had an equally likely chance of being recruited for the sample (Olson, Kelsey, Pearson, & Levin, 1992). Phone numbers of potential participants were compiled randomly systematically through a

computer. Overall, interviews were completed with 500 randomly selected working parents in New Hampshire from a sample of 10,233 randomly selected telephone numbers. The response rate for the survey was 48%.

The random sample used in the Survey of New Hampshire Working Families was purchased from Scientific Telephones Samples (STS), Foothill Ranch, California. Non-working numbers, disconnected numbers, and business numbers were eliminated. To improve the efficiency of the sample STS screens each selected specific telephone numbers to decrease the amount of time interviewers would spend calling non-usable numbers. Any available address information provided was included in the sample.

Trained interviewers called each of these randomly generated telephone numbers from a supervised facility at the UNH Survey Center. If the number called was found not to be a residential one, it was discarded and another random number was called. If the generated telephone number was residential then the interviewer followed a script to address whether the individual fell within the sampling frame. If the individual fit all three criteria, the interviewer randomly selected a working parent from the household by asking to speak with the working parent currently living in the household who had the most recent birthday.

If the randomly selected working parent was not home/not available when first contacted, the interviewer was required to make an appointment to call back when the randomly selected working parent was available to participate. The interviewer could not substitute another potential participant within the household for convenience. This procedure was followed to minimize respondent bias.

If selected participants at an eligible household or any household of unknown eligibility were unavailable, letters explaining the project were mailed to the household. The letter informed members of the selected household that they would be receiving a call from the UNH Survey Center within a week and asked for participation in the study. The letter was sent on State House of Representative letterhead and signed by a member of the New Hampshire State House of Representatives, Rep. Mary Stuart Gile, who heads the legislative task force on work and family issues. A total of 1,550 letters were sent to potential participants, with 5 percent ($n = 81$) resulting in completion and 22 percent ($n = 345$) determining the household was not eligible.

Measures

The Survey of New Hampshire Working Families was developed by a collaborative team of researchers from UNH Cooperative Extension, The Carsey Institute, The Center for Rural Partnerships and The New Hampshire Department of Employment Security. The primary researchers were Dr. Kristin Smith, a rural demographer for the Carsey Institute, and Dr. Malcolm Smith, a Family Life and Family Policy Specialist for UNH Cooperative Extension, who led the question and investigation design. Data collection was conducted under the direction of the UNH Survey Center with coordination by Dr. Andy Smith, the Center's director.

Prior to any research being conducted, the survey was reviewed and approved by the Institutional Review Board (IRB) at the University of New Hampshire (UNH). An additional IRB proposal was created for the current study, which was also approved by the UNH IRB. IRB protocol ensures that ethical standards are met and followed throughout the creation and execution of all research endeavors. It was determined by the

IRB that the current study did not involve any known risks to human subjects, as the research was secondary analysis of masked and protected data. Confidentiality was maintained by stripping identifying information from the data and assigning participants case numbers, all of which was done by the UNH Survey Center. All data files used for conducting analyses only identified participants by case number. Thus, as a secondary researcher, the data did not contain any identifying information, nor did it provide any way for such information to be traced back to participants; therefore, confidentiality was maintained. In addition, the telephone survey allowed participants to respond to survey items in their own homes, eliminating potential harm that can often be induced in reactive settings. Furthermore, the nature of the questions did not seek to evoke any reactive responses. All participants had the ability to stop participating at any point in the survey if they felt uncomfortable.

The survey consisted of 76 items, 75 closed-ended questions and one open-ended question, pertaining to work and family life. The focus of the study was the open-ended item. This question asked them to name the glue that holds their work and family lives together:

"Thinking about all the factors that contribute to and detract from how you manage your work and family life, what is the ONE thing that keeps it all together ... that is, if that person, thing was not there it all would fall apart?"

Open-ended questions allow participants to generate their own responses. Such questions are often utilized in exploratory studies, when there are a multitude of possible answers that researchers are unable to predict (Monette et al., 2008). These items provide

participants with a voice and allow for individual differences to be reflected within the survey (Creswell, 1998). While the responses generated in the present study were short in length, often consisting of one word or a phrase, they provided fresh, rich data (Creswell, 1998). In combination with the close-ended items, the open-ended question provided a detailed, trustworthy description of participants' work and family life.

The Survey of New Hampshire Working Families had various levels of measurement attached to its close-ended items. By having responses produce both categorical and scale variables, not only was response bias (response set and response anxiety) reduced by mixing the response pattern, but also validity and reliability of the measure were supported as higher levels of measurements were utilized (Monette et al., 2008). Researchers with extensive knowledge of work and family balance developed the survey, and as a result, content and face validity (of the measure) were strengthened.

Procedure

The survey was administered via telephone interviews between May 19, 2009 and June 16, 2009 by the UNH Survey Center by trained interviewers. All interviewers, primarily students, were trained on UNH Survey Center procedures and protocol, as well as the survey. By enlisting trained interviewers the likelihood of errors stemming from judgment and bias are significantly decreased. Telephone calls were made between 9:00 AM and 9:00 PM., in order to facilitate the schedules of working parents. Telephone interviews contain costs, limit interviewer falsification, and have the ability to be completed quickly (Monette et al., 2008), all of which were reasons that this survey utilized telephone interviews.

For the current survey, participants were not provided with compensation. The survey did not pose any potential risk to participants or involve any sensitive material. Participants were read an opening dialogue, containing an authorized oral informed consent, and then asked survey items, followed by a brief closing. To satisfy the obtainment of oral consent, the UNH Survey Center has built in procedures to ensure all requirements of the IRB are satisfied and the participant is protected. All scripts and surveys were identical to make sure all participants had the same experience during the interview process. Completed surveys were recorded electronically and given case numbers to guarantee participant confidentiality.

Responses to all close-ended questions were coded into SPSS statistical software for statistical analysis. It is important to note that the data were weighted to account for known biases of telephone surveys. The data were weighted by a variable constructed of four weight variables: the number of working parents and telephone lines within the household, participant gender, participant age and region of the state.¹

Threats to internal and external validity were also examined. The current, unique economic state of the nation was a possible threat to internal validity as current conditions could have an effect on both family and work roles. As previously stated, New Hampshire is faring better in regards to national labor trends (Churilla, 2009). However, as found by the Carsey Institute, New Hampshire families are still feeling the negative effects of the economic downturn (Churilla, 2009). As unemployment rates rise

¹ A new weight variable that includes an education weight as well as the four mentioned above is now recommended. The new weight will ensure the education and income numbers are in line with the state estimates from the American Community Survey (ACS).

employees are feeling additional pressure and work demands; therefore, history may have had an impact on participant responses. However, while the threat was present, it also strengthened the current investigation as the research adds to the literature on families and the current economic crisis. Providing a unique look at financial hardship and additional pressures can provide more insight for going forward with new social policies and programs. All other threats to internal validity were controlled (Monette et al., 2008). The study was cross-sectional, eliminating the maturation and experimental attrition threats; and there was only one group of participants, rather than two, eliminating the selection threat (Monette et al., 2008). To eradicate testing and instrumentation threats, the survey was conducted only one time and items were not changed from when the surveys were first administered (Monette et al., 2008).

Threats of external validity were further controlled through the use of RDD. A random sample of working New Hampshire parents were selected to participate, which allowed for a representative sampling of participants. However, it is important to address that the sampling frame was not representative of the national population. New Hampshire significantly differs from other states across the nation demographically. The state population is well below the national average at 1,315,809 (U.S. Census Bureau, 2009). The median family (with child) income in 2008 was at \$79,300, a great deal higher than other states across the nation (AECF, 2009). Such differences limit the generalizability of the findings to New Hampshire. However, the purpose of this study was to examine working New Hampshire parents, which would have not have possible had parents from other states been included.

In addition, New Hampshire is a largely rural environment, with only one, relatively small urban area. Very little research has focused on the work and family life needs of rural environments, which present very unique challenges to workers trying to maintain equilibrium between their work and family lives. Therefore, the rurality of this survey has both benefits and limitations.

The representative sample consisted of parents from all ten counties of New Hampshire. Both working parents located in the very rural areas of Coos County and the more populated cities such as Concord and Manchester were represented, providing a comprehensive statewide snapshot of what parents currently need to balance their work and family roles. New Hampshire is in a state of transition as a number of legislative efforts concerning work and family balance have been introduced to the legislature over the past two years. The current study takes a new approach to researching work and family balance. The goal of this investigation is to provide employers, policy makers, and state stakeholders with potential policy and research implications.

Data Analysis

The approach in this study utilized both qualitative and quantitative research methods. More specifically, qualitative data informed quantitative analysis. The combination of qualitative and quantitative research methods is unique to social science research, bringing two theoretical camps, the positivists and nonpositivist, together (Onwuegbuzie & Leech, 2005). Incorporating both quantitative and qualitative research methods into one study allow for the strengths of both approaches to be utilized (Onwuegbuzie & Leech, 2005). Additionally, combining methods can increase validity and reliability (Abowitz & Toole, 2010).

Quantitative approaches are beneficial for large samples, providing generalizability to a representative population. Qualitative data provides more detailed, in-depth accounts that are not possible to portray in numeric form. Taking a holistic approach illustrates the big picture by examining research questions from multiple angles. For example, quantitative data can support and generalize qualitative data (Onwuegbuzie & Leech, 2005). Inversely, by qualitative data being more subjective and descriptive, it can provide greater precision, as well as identify relationships within, quantitative data (Onwuegbuzie & Leech, 2005). By taking two different approaches research questions were examined multiple ways, ultimately yielding a more thorough and in-depth analysis.

Qualitative Analysis

To emphasize the importance of the issue and gather a more in-depth look at the perceptions of working parents, qualitative research methods were utilized to address the first research question, What is the glue that holds work and family life together? Inductive in nature, qualitative data seeks to explore the social world through words, images, and narratives (Somers, Benjamin, & Chenail, 2009). Quantitative data does not have the power to convey emotional information; it does not have the ability to tell a story (Somers et al., 2009). Qualitative research gives the issue a voice, which is beneficial for social policy (Monette et al., 2008). By gaining knowledge on the subjective experience of working parents the creation, implementation, and evaluation of family-oriented work policies within New Hampshire's workforce can be informed by those who will be affected by such programs and benefits.

Participants were asked to identify what they perceive as the glue that binds work and family life together. Participants were allowed to define glue in their own words by

describing what one factor they view as being most important in achieving balance. They were to only identify one factor in their response; therefore, if more than one factor was given, only the first was coded and entered into the dataset.

Using theme as a unit of analysis, seven major themes emerged as being the glue that holds work and family roles together: 1) partner support ($n = 201$), 2) work flexibility ($n = 52$), 3) support of family ($n = 49$), 4) personal strengths ($n = 40$), 5) children ($n = 22$), 6) income ($n = 16$) and 7) religion ($n = 14$). Frequency counts were gathered as a way to quantify the unit of analysis. Themes were coded into SPSS where frequencies were run to determine initial counts. The means (M) and standard deviations (SD) were computed and reported to address a measure of central tendency and a measure of dispersion (Montcalm & Royce, 2002). To determine the statistical significance of the seven themes, six separate two-sample t-tests with equal variances were run in STATA. The alpha level for the analyses was set at .05.

Content analysis was conducted to identify emergent response themes among participants. The analysis was facilitated by the question that the researcher sought to answer (Thomas, 2003). Content analysis is the process in which qualitative data is quantified, transforming words and symbols to numeric form (Thomas, 2003; Monette et al., 2008). To categorize the variables coding was performed to distinguish unique groups among participant responses. As content analysis is a type of measurement, issues of validity and reliability were considered. In content analysis, the researcher has a high level of control (Monette et al., 2008). Due to their subjective nature, responses are left, at some degree, to the discretion of the researcher. Therefore, the accuracy of the findings

rely on how thorough and comprehensive the researcher is in identifying key phrases and themes, which can raise issues regarding reliability (Thomas, 2003).

In the current study, however, reliability was maintained due to the nature of the categories (Monette et al., 2008). The question asked participants to identify one thing that balances work and family; therefore, most participants supplied one word answers or short phrases, making coding variables a simpler task. The length and depth of the response limited the need for interpretation on the part of the researcher (Holliday, 2002). As a result, the straightforward and objective nature of the categories that emerged from the way in which the open-ended question was written strengthened the dependability of the findings.

In qualitative studies, understanding is the basis for the research (Creswell, 1998; Merriam, 1998). Therefore, validity and reliability are established differently for qualitative inquiries. In order to provide merit to qualitative findings, techniques comparable to quantitative approaches will be discussed. Creswell (1998) defines verification as being established throughout the course of the study. Essentially, verification is a qualitative way of determining whether the research is reliable and valid. Verification is a progression, in which the researcher confirms the trustworthiness and dependability of the study through data collection, analysis, and the reporting of the findings (Creswell, 1998). This concept will be incorporated into the present study by providing a framework for viewing issues of validity and reliability qualitatively.

Reliability maintains that findings are dependable and consistent (Merriam, 1998). Quantitative researchers focus on the ability for the study to produce similar findings when replicated. Researchers ensure reliability qualitatively by making certain

findings are consistent with data collection methods (Merriam, 1998). The current study incorporates multiple techniques to assess reliability (Merriam, 1998). The researcher's position can strongly influence whether data collection methods are consistent with findings. Therefore, the researcher must demonstrate the theoretical frameworks guiding the study, the setting and social context in which data collection occurred, and information regarding participants including sampling frame, representativeness of the sample, demographic description, etc. (Merriam, 1998). Information regarding participants and the current economic climate in New Hampshire discussed early in the chapter, as well as the discussion of the theoretical approaches in Chapter 2 clearly explain the intent and context of the present study.

To establish validity, emergent themes were compared to existing work-family literature. As previously discussed in Chapter 2, all seven themes were represented within the literature in some capacity. Themes such as work flexibility (Saltzstein et al., 2001; Jang, 2009), partner support (Voydanoff, 2002; Gudmunson et al., 2009; Zimmerman et al., 2003), and children (Craig & Sawrikar, 2008; Jacobson & Crockett, 2000) were more prevalent in past research. Work flexibility, both workplace policies (Saltzstein et al., 2001) and supervisory support (Jang, 2009), as well as partner support (Voydanoff, 2002; Gudmunson et al., 2009; Zimmerman et al., 2003) have been found to be potential facilitators of work and family balance.

Studies regarding children have focused on assessing how the presence and age of children interact with work and family roles (Craig & Sawrikar, 2008; Jacobson & Crockett, 2000). Furthermore, family (Lee, 2001), personal strengths (Wayne et al.,

2004), income (Honeycutt & Rosen, 1997), and religion (Ammons & Edgell, 2007) have all also been associated with work-family issues in a variety of research endeavors.

Additionally, as part of the data collection and analysis, feedback was solicited from multiple researchers involved with the investigation. Member checks and peer review were conducted with the primary researchers Dr. Kristin Smith and Dr. Malcolm Smith to receive comments and establish credibility among findings (Creswell, 1998). Also, after emergent themes were identified they were shared in a debriefing with the collaborative team of researchers from UNH Cooperative Extension, The Carsey Institute, The Center for Rural Partnerships and The New Hampshire Department of Employment Security that developed the Survey of New Hampshire Working Families.

Furthermore, reliability and validity were also ensured by the detailed explanation of the data collection methods in the current chapter (Merriam, 1998). A comprehensible depiction of the methodology allows for outsiders to understand how results were generated, which adds authenticity to findings (Creswell, 1998; Merriam, 1998). In addition, the quantitative analyses, the six chi-square tests described later in this chapter, add credibility to the seven emergent work-family glue themes generated in the first step of data analysis.

Quantitative Analysis

Quantitative analysis provided a more in-depth look at the data. Quantitative analysis often allows for findings to be generalized across a greater representative population (Monette et al., 2008). First, descriptive statistics were run in SPSS to characterize the sample. In addition, frequencies were run to gather demographic data. Demographic variables included county, gender, level of education, and age of

participant. Other demographic variables were categorized by household and employment characteristics. Household characteristics were calculated, which consisted of marital status, number of children in the household, and age of oldest child in household. Frequencies of household income, number of hours of work per week, employer type, employer size, and spouse employment status were also calculated and categorized as employment characteristics.

The next step of the research process was to use the information gathered from the first research question to inform additional research questions. Five additional research questions were created: 2) Are there gender differences in the responses? 3) Are there differences by marital status among parents that reported partner support as glue? 4) Are there differences by firm size among parents that reported work flexibility as glue? 5) Are there differences by level of education among parents that reported personal strengths as glue? 6) Are there differences by age of oldest child among parents that reported children as glue?

To answer the additional research questions six separate cross tabulation analyses were conducted in SPSS. The alpha level for all six of the cross tabulation analyses was set at .05. Chi-square, an analysis of categorical variables, generates information regarding the relationships between variables (Montcalm & Royce, 2002). The dependent variable for all of the cross tabulation analyses was glue. Independent variables were the demographic factors that corresponded with each research question: gender, marital status, education level, firm size, and age of oldest child. A chi-square test was the preferred analysis as it tests the difference in frequencies between two or more samples (Black, 1999). For the current study the samples, or categories, were the emergent glue

themes. Chi-square is also one of the most utilized nonparametric statistical procedures (Montcalm & Royce, 2002).

Significance of Research Methodology

The guiding methodology for the study was qualitative in nature to provide working parents with the opportunity to express their perceptions of work-family glue. Work-family literature is strongly represented by quantitative studies. While qualitative inquiries are not absent from the work-family field of research, having a new study grounded in subjective research methods will greatly add to the existing literature. Qualitative methods stem from the belief that the importance of the data will emerge, it cannot be assumed by the researcher (Holliday, 2002). Therefore, if the glue question was close-ended and provided only options to choose from, participants would have been limited in their responses.

The glue themes that emerged, partner support, work flexibility, family, personal strength, children, income, and religion, may not have been represented if the categories had been predetermined. Thus, a close-ended question would have not represented the perceptions of working New Hampshire parents; instead it would have reflected the assumptions and expectations of the researcher (Holliday, 2002). The responses provided by participants, as well as the emergent work-family glue themes will be discussed in greater detail in Chapter 4.

Additional research questions were created and analyzed quantitatively to further investigate the glue that holds work and family life together. Without a more in-depth look at the themes, many questions remain unknown about the work-family glue. The cross tabulation analyses allow for demographic differences to emerge, thus identifying

major demographic trends. In the wake of stalled legislative efforts, such trends can provide state stakeholders and policy makers with new, state specific information regarding this economic and social issue. By having a numeric representation of the sample, findings are straightforward and easily conveyed, as shown in the results of the five additional research questions found within the next chapter.

As previously stated, incorporating qualitative and quantitative methods into one study allows for the strengths of both approaches to transcend into data analysis. While both approaches differ, neither is superior. The first research question, being open-ended and qualitative in nature, provides the foundation for the current study. Analysis of the research question relies on qualitative methodology, which allows for the voice of the participants, the working parents of New Hampshire, to be represented. To gain further information of demographic trends and expand the generalizability of the findings, quantitative analysis was conducted. The combination of qualitative and quantitative research methods provides two different perspectives and a great deal of new information on the state of work and family balance in New Hampshire. Such information can be beneficial for employers, policy makers, state stakeholders, researchers, as well as add to the existing work-family literature. These two methodological approaches build off each other, generating a comprehensive analysis of the data, which will be shown in a discussion of the results in Chapter 4.

CHAPTER IV

RESULTS

This study explored six research questions. As discussed in Chapter 3, qualitative and quantitative research methods were utilized to generate the results. The findings yielded will be presented to investigate the current state of work and family balance in New Hampshire. First, to better understand the participants, demographic features of the sample will be examined.

Demographics

As stated in Chapter 3, descriptive statistics were run to characterize the survey sample. The sample for the current study consisted of 500 working New Hampshire parents (Table 1). All ten counties of New Hampshire were represented, with the greatest number of participants residing in Hillsborough County (30.3%, $n = 152$), which is to be expected, as it is the most populated county in the state (Johnson, 2010). Working mothers and fathers were equally represented in the survey (female = 51.7%, male = 48.3%). This statistic mirrors a recent employment trend emerging in companies across the nation. With women's employment on the rise and men experiencing higher unemployment rates as a result of the recession, men and women are almost equally represented in the workforce (Smith, 2009).

New Hampshire ranks high in level of education when compared to other states. During the 2006-2007 academic year, 75.4% of recently graduated high school students went on to attend some type of postsecondary education, with 53.3% going on to attend a

four-year university or college (New Hampshire Postsecondary Education Commission, 2009). Within the current sample, there was strong representation of differing educational backgrounds. The highest level of education varied among participants with 21.2% ($n = 106$) having a high school education or less, 23.1% ($n = 116$) having some college/technical school, 35.8% ($n = 179$) being a college graduate, and 19.8% ($n = 99$) completing post graduate work. In addition, participants ranged in age from 18 to 69 years, with a mean age of 42.7 years ($M = 42.7, SD = 8.749$). Nearly one-half of participants, 47.4% ($n = 234$), were between 40 and 49 years of age.

Table 1

Demographic Characteristics of Sample

Characteristic	%	<i>n</i>
Gender (<i>N</i> = 500)		
Male	48.3	242
Female	51.7	258
County (<i>N</i> = 500)		
Belknap	4.1	20
Carroll	3.4	17
Cheshire	4.7	24
Coos	3.1	15
Grafton	6.9	34
Hillsborough	30.3	152
Merrimack	11.6	58
Rockingham	22.0	110
Strafford	9.2	46
Sullivan	4.6	23
Level of Education (<i>N</i> = 500)		
High school or less	21.2	106
Technical school/Some college	23.1	116
College graduate	35.8	179
Postgraduate work	19.8	99
Participant Age (<i>N</i> = 500)	<i>M</i> = 42.7	<i>SD</i> = 8.749

Household Characteristics

Household characteristics were also calculated, which consisted of marital status, number of children in the household, and age of oldest child in household (Table 2). In regards to marital status, a significant proportion of the sample was married (82.2%, $n = 411$). Other marital status categories that were found within the sample were: participants in a civil union (1.5%, $n = 8$), widowed (1.1%, $n = 5$), divorced (5.6%, $n = 28$), separated (.7%, $n = 3$), never married (3.6%, $n = 18$), and living together, but not married (5.3%, $n = 27$). This representation is consistent with the findings of the 2000 Census, which found that the greatest proportion of New Hampshire residents (51.1%), ages 15 or older were married (Kreider & Simmons, 2003).

Most of the sample either had one (43.3%, $n = 214$) or two (41.1%, $n = 204$) children under the age of 18 living in their household. Only 15.6% ($n = 77$) of participants had three or more children living with them. The household dynamics of the sample were slightly larger, but still comparable to the state's average household size (2.53) and average family size (3.03) (Simmons & O'Neill, 2001). The age of the oldest child ranged from zero to 18, with 11.76 years of age being the mean ($M = 11.76$, $SD = 8.309$).

Table 2

Household Characteristics of Sample

Characteristic	%	<i>n</i>
Marital Status (<i>N</i> = 500)		
Married	82.2	411
In a civil union	1.5	8
Widowed	1.1	5
Divorced	5.6	28
Separated	.7	3
Never married	3.6	18
Living together not married	5.3	27
Number of Children in Household (<i>N</i> = 500)		
One	43.3	214
Two	41.1	204
Three or more	15.6	77
Age of Oldest Child (<i>N</i> = 277)		
0 – 4	10.7	30
5 – 9	25.8	72
10 – 14	29.0	80
15 – 18	33.9	94

Employment Characteristics

Employment characteristics mirrored a cross section of New Hampshire families. Frequencies of household income, number of hours of work per week, employer type, employer size, and spouse employment status were calculated (Table 3). It is important to identify workforce characteristics to establish the climate for the current study. The goal is for recruited participants to represent New Hampshire's workforce. A majority of the sample, 40.1% ($n = 179$), reported having an income of \$100,000 or more per year. In 2008 the state's median family (with child) income was \$79,300. The difference in income level may be attributed to the fact that the current sample only included working parents, while all families, those with working and nonworking parents, were represented in the 2008 findings (AECF, 2009).

In addition, only 4.3% ($n = 19$) of participants indicated having an income of less than \$30,000 a year. The lack of representation of working poor may suggest a hidden population that was hard to reach in identifying the sample. Interestingly, while a representative sampling of the state was recruited via RDD, it appears that the sample is still skewed toward the wealthy.

Firms consisting of 250 or more employees employed 39.8% ($n = 199$) of the sample, while firms of less than ten employees employed 17.6% ($n = 88$). According to the Bureau of Labor Statistics in 2008, employees worked on average 7.6 hours per workday (U.S. Department of Labor, 2010). When compared to national data, New Hampshire working parents demonstrated similar work habits. Participants in the survey worked an average of 40.9 hours per week ($M = 40.9$, $SD = 14.162$), with almost half of the total sample (49.8%, $n = 249$) employed by for profit companies. In regards to spouse

employment status, 72.8% ($n = 324$) reported that their spouses were employed, therefore a good number of participants were members of dual-earner households. As previously noted, there has been a rise in women in the workforce and traditional gender roles are evolving causing an increase in dual-earner families (Galinsky et al., 2009; Johnson, 2010).

Table 3

Employment Characteristics of Sample

Characteristic	%	<i>n</i>
Household Income ($N = 235$)		
Less than \$30,000	4.3	19
\$30,000 to \$44,999	8.0	36
\$45,000 to \$59,999	11.5	51
\$60,000 to \$74,999	15.0	67
\$75,000 to \$99,000	21.2	94
\$100,000 or more	40.1	179
Employer Type ($N = 234$)		
Self-employed	15.8	37
For profit	0.4	1
Not for profit	80.3	188
Government	3.4	8
Other	1.3	7
Don't know	1.3	6

Size of Employer ($N = 498$)

Less than 10	17.6	88
10-25	10.9	54
26-49	8.0	40
50-99	7.5	38
100-249	13.4	67
250 or more	39.8	199
Don't know	2.8	14

Spouse Employment Status ($N = 445$)

Employed	72.8	324
Self-employed	8.7	39
Retired and not working	.7	3
Unemployed	3.2	14
Homemaker	9.2	41
Disabled	3.3	41
Student	1.8	15
Don't know	.3	1

Hours of Work per Week ($N = 235$) $M = 10.7$ years $SD = 3.4$ years

Qualitative Analysis

As previously discussed, the study was based on the only open-ended item from the Survey of New Hampshire Working Families:

"Thinking about all the factors that contribute to and detract from how you manage your work and family life, what is the ONE thing that keeps it all together ... that is, if that person, thing was not there it all would fall apart?".

The first research question was analyzed qualitatively to assess work and family balance among working New Hampshire parents. The goal was to understand the perceptions of these working parents by providing them with an outlet for their voice to be heard. This question asked participants to identify the glue that holds work and family life together. Participant responses were gathered and work-family glue themes emerged.

Research Question 1: What Is the Glue That Holds Work and Family Life Together?

The 500 responses to the open-ended question were analyzed for thematic similarities. Participants were told to only indicate one thing that holds work and family life together in their response. Therefore, if more than one factor was given only the first was coded and entered into the dataset. Content analysis was conducted to identify emergent response themes among participants.

To conduct the analysis the researcher did an initial reading of all 500 responses. After a second reading, responses were grouped into categories based on key words/phrases, perceived meaning, and other similarities. The researcher broadly defined

the categories with the intent of establishing common themes. When preliminary themes were identified, initial counts were gathered and previous work-family literature was consulted to validate and solidify findings. For the current study, categories containing more than ten responses were identified as emergent themes. Using theme as a unit of analysis, seven major themes emerged (Table 4): 1) partner support ($n = 201$), 2) work flexibility ($n = 52$), 3) support of family ($n = 49$), 4) personal strengths ($n = 40$), 5) children ($n = 22$), 6) income ($n = 16$), and 7) religion ($n = 14$).

Table 4

Frequencies and Percentages of Emergent Glue Themes (N = 500)

	%	<i>n</i>
Glue		
Partner Support	40.2	201
Work Flexibility	10.5	52
Support of Family	9.9	49
Personal Strengths	8.0	40
Children	4.3	22
Income	3.3	16
Religion	2.8	14
Other	13.2	66
Blank/No Answer	1.8	9
No Idea/Don't Know	6.0	30

After the seven emergent themes were identified a test for statistical significance was conducted. Results from six separate two-samples t-tests with variance yielded that only one out of the seven themes, partner support ($M = .40$, $SD = .491$), was statistically significant ($t = 4.195$, $df = 251$, $p < .001$). Although work flexibility ($M = .10$, $SD = .307$), support of family ($M = .10$, $SD = .298$), personal strengths ($M = .08$, $SD = .271$), children ($M = .04$, $SD = .204$), religion ($M = .03$, $SD = .179$), and income ($M = .03$, $SD = .166$) were all common themes they were not statistically significant.

Partner support. The Survey of New Hampshire Working Families had a number of items regarding partner relationships. Partner relationships were also represented in the open-ended question, emerging as the most frequently reported glue theme. For the purpose of the current study, a partner was identified as a spouse (from marriage or civil union), a live-in significant other, or someone whom is engaged in a romantic relationship with the participant. Participants expressed the theme differently, with many simply stating, “My wife,” “Husband,” “My girlfriend,” “Spouse” or “Partner,” when asked about the one thing that holds work and family together. Other participants went into greater detail as to why their partner was the glue.

Among all of these responses involving partners there was a common thread: support. The thread was directly stated in a few answers such as, “Support from partner” or “My husband’s support,” while embedded within others. Whether it was their partner’s work flexibility, ability to communicate or mere presence, there was a sense of support between partners. The word support, while explicitly stated by a few participants was represented implicitly throughout all of the responses referring to partner relationships.

For some, the flexibility of their partners' work schedule allowed for them to manage household tasks, which created a greater sense of role balance for the participant. The ability to have a partner work part-time or be a homemaker was discussed by both working mothers and fathers. In terms of creating balance between work and family domains, one male participant reported, "My wife is a homemaker; it manages things when I am away," while another working mother stated, "My husband working part time". For other participants it was their partners' work flexibility, often stemming from their work environment, which was very helpful. For example, one mother said, "Well, my husband is a big help because he is self employed and that allows his flexibility. He has the opportunity to take time off if the kids are sick and I can't do that." Another participant identified her husband's job as a crucial factor in achieving balance, "Husband – if he did not have his job things would be different."

Another way partner support was perceived and expressed by participants was the emotional support they received from one another. For example, for some participants the ability to communicate openly and honestly with their partner was an important factor in balancing roles, "My wife and I always make sure to communicate with each other for support". A working father said, "My wife helps me deal with the stresses," implying that when role demands conflict, his partner is able to facilitate enrichment. Lastly, emotional support can be found in the mere presence of a partner demonstrated by the words of one working father when he replied, "wife, because she is there."

Overall, partners were described as "critical," in achieving balance. One working mother summarized many of the responses categorized within the theme of partner support by stating, "I couldn't do half of what I do without my partner." It was clear that

partner support was a significant factor in managing the daily struggle between work and family demands.

Work flexibility. Work flexibility was another theme working parents expressed as a facilitator of work and family balance. Two categories emerged under the work flexibility theme: structural factors and supervisory support. However, regardless of category, flexibility was the main factor in achieving balance. For example, a number of parents identified the glue as being, “job flexibility” and “flexibility at work.” Whether “flexibility of employer” or “flexibility at the work place,” flexibility was the common thread that linked responses under the work flexibility theme.

Structural factors are work policies that impact work demands and define an employee’s role. Such factors include work schedule, vacation time, and overall job flexibility. In the current study, participants placed a great amount of value on schedule flexibility. “Flexible schedule,” “Hour – flexible ”and “same schedule with kids,” were frequently mentioned as being the glue holding work and family life together. Flexible scheduling can aid balance in providing parents with a way to managing role demands. For example, if a family emergency or crisis should arise, a flexible work schedule allows an employee to be a parent without consequence.

Structural factors (workplace policies) help shape the nature of the work environment. “The flexibility of my work environment” was a broad description of glue provided by one participant. Another parent got more specific by saying, “Can bring kids to work if needed” as the one thing that held both worlds together. Having time off and the ability to work from home were two other factors parents mentioned that helped them

manage their multiple roles. As shown in the range responses, there are a number of family-friendly policies that can be implemented in the workplace to facilitate balance.

The other category that emerged under the work flexibility theme was supervisory support. A supportive supervisor is sensitive to the needs and demands of the working parent. Participants felt that the support they received from their employer facilitated balance. While many participants simply stated, “my employer” or “the flexibility of my employer,” when asked about work and family balance, a few went into greater detail. One parent reported that having, “a great boss who understands,” was crucial in managing the tug-of-war between work and family domains. Another parent claimed that working for his brother gave him a great deal of flexibility. For these parents a little understanding can go a long way. It is evident that having an empathic employer who understands the needs and demands of family life can not only influence the workplace culture, but also greatly impact an employee’s ability to balance work and family roles.

Other participants combined both structural factors and supervisory support. One parent said, “The company itself and my supervisor,” were important in holding everything together. This idea was echoed in the response of another participant, “Flexibility at the workplace and having an excellent boss.” Therefore, for some parents, both factors were necessary. Whether structural factors, supervisory support, or a combination of both, work flexibility was an important factor in parents achieving work and family balance.

Support of family. Family also emerged as an important work-family glue theme. The concept of family, in the context of the current study, embodied relatives, either identified as specific members or a broadly grouped unit. It is important to note

that while partners and children have been identified as separate categories they may also fall, depending on the participant's perspective, within the family theme. A number of participants simply stated glue as being "family," while others mentioned specific relatives "my parents," "my mother in-law," or "children's father." A few other participants struck at the true essence of what the theme meant to most parents – support. "My family is supportive and are happy together," was the response of one parent, while another summarized glue in two simple, telling words, "supportive family."

The ability for family members to help out and lend a hand was very important in some parents achieving balance. For example, one parent said, "My family's support of helping me with emergencies and other errands" when asked about the work-family glue. The family unit can be a strong resource. Family members, be it spouse, children, grandparents, and other relatives, can help alleviate role demands and facilitate balance by offering support. This concept was expressed by one parent that said the glue was, "Family. Family supports flexibility, grandparents step in, husband steps in..." As found within review of the literature, family members can provide support in a variety of ways. The ability for parents and other relatives to act as a team can greatly reduce the stress associated with daily demands. The idea of teamwork was echoed in the voice of one parent saying the glue was, "Working together as a family." As demonstrated in their responses, receiving support emerged as being a major factor in parents reporting family as the glue that holds work and family life together.

The needs of the family unit were also present and another reason parents identified family as glue. "The needs of my family," was the glue in the eyes of one working parent. Another said, "Family. I work to support my family..." suggesting that

supporting the family unit facilitated balance. Rather than receiving support from the family, these parents found a sense of balance in providing support for the family. Therefore, to a few parents, family as glue referred to the needs of the unit being motivation to hold everything together.

Whether being supported by or supporting family members, it is evident that support was at the core of the family being glue. The findings confirm the importance of the entire family unit in successfully achieving balance between work and family domains.

Personal strengths. Arguably the most intriguing theme that emerged from glue responses was the personal strengths theme. When asked what holds work and family life together a number of parents identified themselves as being the glue. Many of the responses that fell under this category were simply expressed by parents stating, “me,” “myself,” or “I keep it together”. Parents were not afraid or shy about giving themselves credit for being able to juggle daily work and family demands, as one parent demonstrated by stating, “You’re talkin’ to it man...I have to go with me.” Forty parents identified themselves as the glue; these parents felt that if they weren’t there everything would fall apart.

Some parents attributed being the glue to certain qualities that they possessed. “My own work ethic” and “My willingness to be flexible” were a few examples of individual characteristics that parents felt aided them in work and family balance. Another parent expressed how her selflessness allowed for everything to come together, “Me, my sacrifice of personal for family and work.”

Some parents placed all the responsibility of themselves. Rather than seeking support from others, they felt they needed to support everyone else. These parents felt that they were the only ones that could hold everything together and manage the daily stresses. For these parents, their way of being whether it was a personality trait, characteristic, or unique ability, facilitated balance. For the purpose of the current study, the term personal strengths was adopted to capture this concept. Parents spoke of their individual qualities positively affecting work and family balance; these qualities embodied a personal inner strength. Thus, the personal strengths theme represents parents who felt they themselves exhibited a unique quality or characteristic that facilitated balance in everyday life.

Children. There were a number of items regarding children throughout the Survey of New Hampshire Working Families. Children were also represented in the open-ended question by a number of participants. Of the participants who identified children as the work-family glue, many provided a straightforward response, “My daughter,” “My child,” “My kid,” “My son,” or “My children.” However, a few expanded upon this idea, providing examples as to why their children facilitated balance.

Children appeared to provide an escape for some parents, in being completely separate from work. One parent responded by saying, “My kids, they don’t care what happens at work and make me smile,” implying that the judgment and pressure that can be found in the workplace was nonexistent with her children. Another parent perceived, “Personal time with kids at night” to be the work-family glue. Both responses suggest that spending time with children can negate negative role demands and provide parents with a sense of balance.

In addition, parents also associated the bond between parent and child as a source of balance. Children, with their innocence, understanding, and loving nature, provided parents with internal strength. For example, one parent expressed this concept by saying, “My kids – they are understanding and loveable, keep me sane.” Another responded with, “My daughter gives me the drive to keep everything in balance,” implying that her daughter empowered her to find equilibrium in her daily life. Although not explicitly expressed, a child’s ability to be flexible can greatly influence balance between work and family, as one parent responded by saying the glue was the, “Cooperation of my children.” Children may need to attend daycare, informal care, or afterschool programs to allow working parents to achieve balance, all of which require flexibility on the part of the child.

For one parent, children defined the way in which he lived his life, “If I didn’t have my kids I would quit and move somewhere else.” The power children have can be often overlooked; however it is evident from participants’ responses that children are a great source of strength. As a result, children play a significant role in parents obtaining work and family balance.

Income. Sixteen participants perceived income to be the glue holding work and family roles together. Income represents a monetary gain received in exchange for work. Income provides families with a sense of fiscal independence and security. A majority of the participants expressed this concept by simply stating their work-family glue as being, “Money,” “Paycheck,” “Income,” or “Pay.” A few other participants took the concept one step further by explaining why income was vital in balancing their work and family roles. Meeting the financial obligations of the family was of the utmost importance; and

as one parent expressed in their response, money is necessary to do so, “Income...without income no bills would be paid and the family could not be kept in the house.” Echoing that same sentiment another parent stated that the glue was “Just trying to pay the bills and put food on the table and pay the mortgage.”

One other parent elaborated on the need for financial security, “Steady income, you need the money to pay the bills” For these parents, meeting financial obligations, such as paying the mortgage, putting food on the table, and paying utility bills, was the most significant way in which work and family intersected.

It is apparent that financial stability and the ability to provide for one’s family is a significant factor in family well-being. Due to the current economic crisis, there is an increased amount of pressure placed on working parents (Churilla, 2009). Income is the way in which an employee can financially provide for his or her family; therefore, income can help secure equilibrium between the two worlds.

Religion. Religion was the last of the seven emergent themes. Responses that were categorized under this theme embodied spiritual belief, religious conviction, or type of faith as being the glue that holds work and family life together. This theme was easily identified as many participants explicitly stated this concept in one word, “God,” Faith,” or “Spirituality,” or in a short phrase “Religious beliefs – faith in God that he is helping work it all out.” One participant claimed that her connection with a higher power was helpful, “My relationship with the Lord;” while another felt the support she received from God was beneficial, “God and his support”. Whether religious or spiritual, it was clear that having some sort of belief system provided parents with a sense of empowerment and balance.

It was interesting that this theme emerged, as religion was not mentioned in any of the close-ended items on the survey. Therefore, the glue question being open-ended brought to light another important factor that is present in the lives of working parents. For the 14 participants who felt their spirituality, faith, or religious beliefs aided them in balancing their work and family roles, the support they receive and the relationship they have with a higher power was the glue that holds both worlds together.

Other. Sixty-six participants provided a variety of responses that were not represented in the seven emergent themes. Within these responses a number of interesting outliers surfaced. Some parents mentioned that their dog was the glue. While a only a few parents reported pets as glue it is worthy to note, as pets have mostly been associated with non-parent employees in work-family literature (Quesenberry, Morgan, & Trauth, 2004).

Other parents attributed balance to having access to transportation (“Enough cars in the driveway”) or a driver’s license. “Getting a good night sleep” and “sleep habits” were also reported by a couple of parents as being the glue that holds work and family together. Another responded by saying exercise, while a few more parents mentioned their health to be an important factor in achieving balance.

Passion also appeared to act as a facilitator, as one parent said, “My passion for music” when asked about what binds work and family life together. On the other hand, a couple parents identified more negative behaviors facilitating balance such as alcohol. In addition, more predictable factors such as time management and friends were also among the variety of responses gathered.

It is also important to note that 6.0% ($n = 30$) of participants did not know how to respond and 1.8% ($n = 9$) of participants didn't have an answer and chose to leave the question blank.

Quantitative Analysis

As previously described in Chapter 3, six separate cross tabulation analyses were run to answer the five other research questions. Chi-square tests generated information regarding the relationships between variables (Montcalm & Royce, 2002). The hope was for findings to reveal demographic trends among specific glue themes.

Research Question 2: Are There Gender Differences in the Responses?

The existing work-family literature has found gender differences among job attribute preferences (Corrigall & Konrad, 2006), family responsibilities (Coltrane, 2000), and employment (Corrigall & Konrad, 2006). The second research question was created to identify possible gender differences among glue responses as reported by New Hampshire working parents. To examine whether gender differences exist among glue themes a chi-square test was conducted. The independent variable was gender and the dependent variable was glue. The cross tabulation analysis yielded a statistically significant relationship, $\chi^2 (9, n = 502) = 18.172, p = .033$ (Table 5). Men and women reported differences in what they perceived as being the glue that holds work and family lives together.

Partner support was the most frequently reported emergent glue theme among both men (46.1%, $n = 112$) and women (34.4%, $n = 89$). However, men (46.1%, $n = 112$) were more likely than women (34.4%, $n = 89$) to identify partner support as the glue. Women (12.7%) were more likely than men (7.8%, $n = 19$) to identify work flexibility as

the glue. Additionally, women (11.2%, $n = 29$) were more likely than men (4.5%, $n = 11$) to report personal strengths. Therefore, according to the findings, gender differences did exist.

Table 5

Gender Differences Among Emergent Glue Themes (N = 500)

Gender	Male		Female	
	<i>n</i>	column %	<i>n</i>	column %
Glue				
Partner Support ($n = 201$)	112	46.1	89	34.4
Work Flexibility ($n = 52$)	19	7.8	33	12.7
Support of Family ($n = 49$)	23	9.5	26	10.0
Personal Strengths ($n = 40$)	11	4.5	29	11.2
Children ($n = 22$)	12	4.9	10	3.9
Income ($n = 16$)	10	4.1	7	2.7
Religion ($n = 14$)	6	2.5	9	3.5
Blank/No Answer ($n = 10$)	5	2.1	5	1.9
No Idea/Don't Know ($n = 31$)	18	7.4	13	5.0
Other ($n = 65$)	27	11.1	38	14.7
$\chi^2 = 18.172, df = 9, p = .033$				

Research Question 3: Are There Differences By Marital Status Among Parents That Reported Partner Support As Glue?

As previously discussed in Chapter 2, partner support has been associated with achieving work and family balance. Having a partner has been classified as a strategy in reducing role strain between work and family roles (Voydanoff, 2002; Gudmunson et al., 2009; Zimmerman et al., 2003). The third research question was created to generate more information regarding this strategy. The question inquired as to whether the type of relationship, the participant's marital status, played a role in identifying partner support as the glue that holds work and family life together. To investigate the differences by marital status a chi-square test was conducted. The independent variable was marital status and the dependent variable glue. For this research question glue responses were grouped into two categories, parents that reported partner support as glue and those that did not.

As part of the Survey of New Hampshire Working Families there were seven categories for marital status: married, in a civil union, widowed, divorced, separated, never married, and living together (not married). The cross tabulation analysis yielded a statistically significant relationship between partner support as glue and marital status, $\chi^2(6, n = 500) = 40.890, p = .000$ (Table 6). When comparing groups by marital status, participants engaged in a civil union were most likely to report partner support as glue (75%, $n = 6$). According to the findings, 75% ($n = 6$) of participants in a civil union and 45.1% ($n = 185$) of married participants reported partner support as the glue that holds work and family life together. Both married participants and participants in a civil union were more likely to identify partner support as glue than participants living with, but not

married to their partner (29.8%, $n = 8$). As to be expected, those separated (25%, $n = 1$), divorced (3.6%, $n = 1$), never married (0%, $n = 0$), and widowed (0%, $n = 0$) were less likely to identify partner support the work-family glue. As a result, among participants that identified glue as partner support, differences by marital status did exist.

Table 6

Differences By Marital Status Among Parents That Reported Partner Support as Glue (N = 500)

Glue	Partner Support		Other Glue Factors	
	<i>n</i>	row %	<i>n</i>	row %
Marital Status				
Married ($n = 410$)	185	45.1	225	54.9
In a Civil Union ($n = 8$)	6	75.0	2	25.0
Widowed ($n = 5$)	0	.0	5	100.0
Divorced ($n = 28$)	1	3.6	27	96.4
Separated ($n = 4$)	1	25.0	3	75.0
Never Married ($n = 18$)	0	.0	18	100.0
Living Together, Not Married ($n = 27$)	8	29.6	19	70.4
$\chi^2 = 40.890, df = 6, p = .000$				

An additional chi-square test was run to further examine the differences between partner support as glue and partner status. Partner status consisted of two groups: participants with a partner (married, civil union, and living together, but not married) and participants without a partner (widowed, divorced, separate, never married). The cross

tabulation analysis yielded a statistically significant relationship between partner support as glue and partner status, $\chi^2 (1, n = 501) = 34.231, p = .000$ (Table 7). Participants with a partner were more likely to identify partner support as glue (44.6%, $n = 199$) than participants without a partner (3.6%, $n = 2$). Therefore, among participants that reported partner support as glue there was a significant difference between those with partners and those without.

Table 7

Differences By Partner Status Among Parents That Reported Partner Support as Glue (N = 501)

Glue	Partner Support		Other Glue Factors	
	<i>n</i>	row %	<i>n</i>	row %
Partner Status				
With Partner ($n = 446$)	199	44.6	247	55.4
Without a Partner ($n = 55$)	2	3.6	53	96.4
$\chi^2 = 34.231, df = 1, p = .000$				

Research Question 4: Are There Differences By Firm Size Among Parents That Reported Work Flexibility As Glue?

When compared with the six other emergent glue themes, work flexibility was the most researched facilitator of work and family balance. Both structural factors (Saltzstein et al., 2001) and supervisory support (Jang, 2009) have been classified as two categories of flexibility, both of which represent the work environment. The fourth research question was created to generate more information concerning the relationship between

parents that reported work flexibility as glue and their work environment, specifically firm size. To study the differences by firm size a chi-square test was conducted. The independent variable was firm size and the dependent variable was glue. For this research question glue responses were grouped into two categories, parents that reported work flexibility as glue and those that did not.

As part of the Survey of New Hampshire Working Families there were six categories for firm size: less than 10 employees, 10 to 25 employees, 26 to 29 employees, 50 to 99 employees, 100 to 249, and 250 or more employees. The cross tabulation analysis did not yield a statistically significant relationship, $\chi^2 (6, n = 498) = 4.175, p = .653$ (Table 8). When comparing groups by firm size, participants working in firms with 100 to 249 employees were the most likely to report work flexibility as glue (15.2%, $n = 10$). Overall, differences by firm size were very slim: less than 10 employees (9.2%, $n = 8$), 10 to 25 employees (11.5%, $n = 6$), 26 to 29 employees, (7.3%, $n = 3$), 50 to 99 employees (10.5%, $n = 4$), 100 to 249 (15.2%, $n = 10$), and 250 or more employees (9.1%, $n = 18$). Therefore, firm size did not play a role in parents reporting work flexibility as glue.

Table 8

Differences By Firm Size Among Parents That Reported Work Flexibility As Glue (N = 498)

Glue	Firm Size		Other Glue Factors	
	<i>n</i>	row %	<i>n</i>	row %
Firm Size				
Less than 10 (<i>n</i> = 410)	8	9.2	79	90.8
10-25 (<i>n</i> = 8)	6	11.1	48	88.9
26-49 (<i>n</i> = 5)	3	7.5	37	92.5
50-99 (<i>n</i> = 28)	4	10.5	34	89.5
100-249 (<i>n</i> = 4)	10	14.9	57	85.1
250 or More (<i>n</i> = 18)	18	9.1	180	90.9
I Don't Know (<i>n</i> = 27)	3	21.4	11	78.6
$\chi^2 = 40.890, df = 6, p = .000$				

Research Question 5: Are There Differences By Level of Education Among Parents That Reported Personal Strengths As Glue?

Personal strengths was the most limited work-family glue theme within the current scope of the literature. Therefore, the current study seeks to generate more information regarding this emergent theme. The fifth research question explored whether level of education played a role in parents reporting themselves or their personal strengths, to be the work-family glue. To examine the differences of glue between groups by level of education a chi-square test was conducted. The independent variable was level

of education and the dependent variable was glue. For this research question glue was responses were grouped into two categories, those that reported personal strengths as glue and those that did not.

For the purpose of the current study, there were four categories for level of education: high school or less, technical school/some college, college graduate, and postgraduate work. The cross tabulation analysis did not yield a statistically significant relationship, $\chi^2(3, n = 500) = 2.110, p = .550$ (Table 9). When comparing groups by level of education, participants with a high school education or less were most likely to identify personal strengths to be the glue that holds work and family together (10.5%, $n = 11$). Participants with technical school/some college (5.2%, $n = 6$) were the least likely group to report personal strengths as glue. The differences between all four level of education groups was minimal. Therefore, education level was not associated with parents reporting themselves to be the work-family glue.

Table 9

Differences by Education Level Among Parents That Reported Personal Strengths as Glue (N = 500)

Glue	Personal Strengths		Other Glue Factors	
	<i>n</i>	row %	<i>n</i>	row %
Level of Education				
High School or Less (<i>n</i> = 106)	11	10.4	95	89.6
Tech. School/Some College (<i>n</i> = 116)	6	5.2	110	94.8
College Graduate (<i>n</i> = 179)	15	8.4	164	91.6
Postgraduate Work (<i>n</i> = 99)	8	8.1	91	91.9
$\chi^2 = 2.110, df = 3, p = .550$				

Research Question 6: Are There Differences By Age of Oldest Child Among Parents That Reported Children As Glue?

As stated in Chapter 2, previous studies identified children as a predictor of work and family balance (Craig & Sawrikar, 2008). The sixth research question was created to add to the current literature by determining the relationship between the age of oldest child and glue. As part of the survey, participants reported the ages of their oldest and youngest child. For the analysis, the ages of the oldest child were used.

In addition, children were grouped into four different age categories: 0 to 4, 5 to 9, 10 to 14, and 15 to 18. To study the differences of glue between groups by age of oldest child a chi-square test was conducted. The independent variable was age of oldest

child and the dependent variable was glue. For this research question glue responses were grouped into two categories, those that reported children as glue and those that did not.

The cross tabulation analysis did not yield a statistically significant relationship, $\chi^2 (4, n = 278) = 1.518, p = .823$ (Table 10). When comparing groups by age of oldest child, parents with children between the ages of 5 and 9 were most likely at 5.7% ($n = 4$) to identify children as glue. However, the difference between groups by child's age was minimal. Therefore, the age of oldest child was not associated with parents identifying children as the glue that holds work and family life together.

Table 10

Differences By Age of Oldest Child Among Parents That Reported Children as Glue (N = 278)

Glue	Children		Other Glue Factors	
	<i>n</i>	row %	<i>n</i>	row %
Age of Oldest Child				
0-4 ($n = 30$)	1	3.3	29	96.7
5-9 ($n = 71$)	4	5.6	67	25.0
10-14 ($n = 81$)	3	3.7	78	100.0
15-18 ($n = 94$)	2	2.1	92	.0
Don't Know ($n = 2$)	0	.0	2	100.0
$\chi^2 = 40.890, df = 6, p = .000$				

Summary

The results generated from the current study add fresh, new perspectives on work and family balance in New Hampshire. Working parents gave data a voice by identifying what they view as the glue that holds work and family together. In addition, demographic trends among emergent glue themes were reported. Chapter 5 will examine the results presented in the current chapter in greater detail. Policy and research implications, as well as limitations and suggestions for future research, will be discussed in the following chapter.

CHAPTER V

DISCUSSION

The purpose of this study was to assess work and family balance among working parents in the state of New Hampshire. In this analysis, parents were asked to report the one thing, the glue, that holds work and family life together. Each parent defined glue in their own words, allowing a unique group of factors to emerge. The hope was that the findings yielded would provide the field with insights to guide work-family policy and research. As demonstrated in the literature, such family-friendly policies are associated with increased levels of job satisfaction, productivity, and company loyalty, which in turn create a thriving workforce (Grover & Crooker, 1995; Bond et al., 1998; Glauber, 2009). Ultimately, employees, employers and communities could benefit from a better understanding of how work life and family life conflicts are managed in working families.

As a result of the research, three main findings emerged. The first significant finding was the diversity with which working parents defined the glue that binds their work and family lives. Viewed through the lens of symbolic interaction theory, working parents perceive family demands and work strains differently due their individual interactions (White & Klein, 2008). Therefore, every family unit has an individual definition of work and family (White & Klein, 2008). As such, participants expressed a variety of work-family needs, which suggested that the context from which parents view their work and family roles dramatically affected their responses.

The second finding was that there were gender differences among glue themes. Overall, partner support was the most reported theme among both working mothers and fathers. However, significant gender differences did emerge; men were more likely to report partner support to be the glue, while women were more likely to report work flexibility and personal strengths. Similar to results yielded from the open-ended item, symbolic interaction theory can account for gender differences. The literature has suggested that mothers and fathers take on different work and family role identities (White & Klein, 2008). Therefore, working mothers and fathers have different work-family needs that need to be acknowledged.

The last significant finding was differences by marital status did exist among parents who reported partner support as being the work-family glue. Married participants and those engaged in civil unions were more likely to identify partner support as glue than other groups. Interestingly, those engaged in civil unions were the most likely to identify their partner as glue. Although there were a small number of same-sex couples in the sample, an overwhelming amount indicated that their partner facilitated balance. Social exchange theory suggests that an important exchange exists between partners, an exchange that can be associated with achieving balance between work and family roles. Results imply that such exchanges not only exist between partners, but also vary by type of partner relationship.

These findings have significant implications for employers, policy makers and researchers. This chapter will discuss such implications, along with recommendations for future studies. Strengths and limitations of the study will also be reviewed. First, a more in-depth analysis of the findings from the seven research questions will be presented.

Research Questions

Research Question 1

The first research question embodied the overall study by asking parents to identify work-family glue, or the one thing that holds their work and family life together. Five hundred responses were gathered and analyzed qualitatively using content analysis. Participant responses yielded seven emergent themes, as well as a number of interesting outliers. The seven themes of glue were: 1) partner support, 2) work flexibility, 3) support of family, 4) personal strengths, 5) children, 6) income, and 7) religion. Upon reviewing previous research some glue themes were more prevalent than others; however, all were represented in literature to some degree. The reflection of current emergent themes in past work gives validity to the present study, while the fresh, rich data gathered provides the field with new perspectives on work and family balance.

Partner support. Partner support was the most frequently reported glue theme among working New Hampshire parents. In addition, it was the only statistically significant theme. A number of parents identified a spouse (from marriage or civil union), a live-in significant other, or someone whom they are romantically engaged with when asked about the one thing that holds work and family together. Numerous studies have identified partner support as a strategy that negates role strain between work and family domains (Voydanoff, 2002; Gudmunson et al., 2009; Zimmerman et al., 2003). Researchers have found the sharing of life responsibilities and exchange of emotional support between partners to be associated with achieving balance (Gudmunson et al., 2009; Zimmerman et al., 2003). Following on such studies, parents voiced opinions

similar to past research. Whether it was their partner's work flexibility, ability to communicate or mere presence, there was a sense of support between partners.

Through the lens of social exchange theory, the exchange between partners is an important predictor of balance (White & Klein, 2008). Coordinating schedules, dividing household labor, and participating in alternating work hours were all strategies expressed by parents in the current study. Managing responsibilities is all about finding a balance that benefits both individuals by maximizing gains and minimizing costs (White & Klein, 2008). In addition, many dual-earners indicated that partners working part-time or having flexible work schedules allowed for family demands to be better met. Mirroring such findings, Lee (2001) found that participation in part-time work was a way to alleviate the need for greater formal or informal child care and maximize time spent with family. Consistent with past findings, parents reaffirmed that the exchange between partners was highly significant when trying to balance of work and family.

Work flexibility. A recent study found that 86% of employees found flexibility to be an important factor in achieving work and family balance (Galinsky et al., 2009). Following the findings of this study, and many others, working New Hampshire parents expressed similar views. Work flexibility was the second highest reported facilitator of work and family balance. Two categories emerged under the work flexibility theme: structural factors and supervisory support. Structural factors represented policies such as work schedule, family leave, child care assistance and other policies and programs that enhance employee flexibility. Supervisory support represented having a supervisor who was both sensitive and empathic to the needs and demands of working parents.

Both of the categories that emerged have been found to be accurate indicators for assessing work and family balance (Galinsky et al., 2009). For example, there are a number of structural factors that have been examined by researchers. Honeycutt & Rosen (1997) found that companies can reduce work demands by limiting overtime work and work related travel. In addition, accessibility to family leave policies can increase job satisfaction (Honeycutt & Rosen, 1997). A study conducted by Saltzstein and colleagues (2001) found that perceived job flexibility and schedule flexibility have a positive effect on work and family balance.

Jang (2009) found that supervisors are a positive link between work and family. Supervisory support enhances a supportive workplace culture. A supportive workplace culture fosters positive relationships between management and employees. Such culture can also increase employee job satisfaction, which is positively correlated with workplace productivity (Jang, 2009).

Work flexibility is not only represented in work-family literature, but also found within the discussion of social exchange theory. A crucial exchange exists between employee and employer. In the present study, parents that reported work flexibility as glue suggested that a positive exchange existed with their employer. They felt that structural factors, supervisor, or overall workplace culture allowed minimal costs and maximum gain. Hesitation to implement family-oriented policies within the workplace is often due to social exchange. Employers often feel that the cost of such policies would outweigh the benefits; however, the research proves otherwise (Sauvé, 2009).

Due to the amount of literature generated on work flexibility, it is surprising that it was not the highest reported factor. Arguably, flexibility has been the most researched

indicator of work and family balance. There are an abundant number of studies examining family-friendly policies, yet working New Hampshire parents were more likely to report partner support as glue (Honeycutt & Rosen, 1997; Dorman, 2001; Saltzstein, et al., 2001; Gornick & Meyers, 2003; Jang, 2009; Sauvé, 2009).

From these findings, it appears that personal relationships are more important than workplace relationships, with exchanges between partners outweighing exchanges between employee and employer. Future studies examining these relationships are needed to explain this phenomenon, as existing literature is limited. It would also be interesting to uncover whether this finding is unique to New Hampshire or prevalent among working parents in other states.

Support of family. The third most frequently reported glue theme was support of family. These parents felt that their family, be it individuals or the unit as a whole, facilitated balance. Family was broadly defined in the current study, representing partners, children, and other relatives. Support was the common thread represented in participant responses. Whether giving or receiving support, “family” was a factor in helping parents managing daily demands. For these parents, familial bonds provided a sense of security and stability that was unique.

Family, as glue, was consistent with the research. Accommodating the needs of working parents often falls in the hands of other family members, as families often respond to problems internally before venturing outside of the family unit for assistance (Lee, 2001). Informal child/elder care arrangements are ways working parents try to facilitate work and family balance internally (Lee, 2001). Parents work with other family

members to become team in order to balance the daily demands. For these parents, everything would fall apart without the support of family.

Personal strengths. The participant's own personal strengths was another theme that emerged. Many parents responded to the open-ended item by identifying themselves as the glue; they felt they were the only ones that could hold everything together. For these parents, their way of being, whether personality trait, characteristic, or unique ability, facilitated balance. For the purpose of the current study, the term personal strengths was adopted to capture this concept, a concept underrepresented in work-family literature.

While personality traits, particularly the "Big Five," have been associated with work-family conflict and facilitation, personal strengths, as glue, appears to be a new take on achieving balance (Wayne et al., 2004). This emergent theme is a primary example of the rich, new perspectives exploratory studies can produce. More research will need to be conducted to provide more information on this particular glue theme.

A more in depth analysis of this glue theme may reveal the downside of parents trying to do it all. For parents that see themselves as glue, they take on a great deal of responsibility. The amount of demands, from both work and family, can create a tremendous amount of stress; and the pressure from conflicting role demands may put the individual in a fragile situation. Future investigations should determine the extent to which role strain is associated with this particular glue theme.

In addition, it would be interesting to see if this glue factor would emerge among working parents in different states. The culture of New Hampshire is rather unique. With its "Live Free or Die" motto, New Hampshire is a fiercely independent state. Parents

perceiving themselves as glue may speak to the state's autonomous nature. A comparison study of different states could reveal whether or not this finding is state specific.

Children. The fifth highest reported glue theme was children. For these parents, children were a source of inner strength. Spending time with children provided parents with an escape, a way to negate negative work demands. The ability for children to be flexible was also important in parents achieving balance. Overall, these parents viewed the bond between parent and child as the greatest source of balance.

A number of researchers have examined the role children play in a parent's pursuit of balance between work and family roles. Participants in the current study positively associated children with balance, while past studies have focused on how work and childrearing negatively interact. For example, a number of researchers have examined the age of children in relation to job satisfaction and role management (Jacobson & Crockett, 2000; Craig & Sawrikar, 2008). Researchers have long debated whether parenting, when combined with employment, is more difficult for those with younger or older children. Although many argue that melding work and family roles becomes easier as children grow, parenting adolescents is not necessarily an easier task, as youth require a mix of supervision and independence (Jacobson & Crockett, 2000). Essentially the needs of parents change, as children get older, calling for a variation of workplace policies (Craig & Sawrikar, 2008; Thornthwaite, 2004; Ammons & Edgell, 2007). When parents have access to the benefits and programs they need to care for their child, balance becomes a more attainable goal. Therefore, it can be inferred from past findings, a reason parents reported children as glue in this study may be because they currently have access to family-friendly policies that suit their needs as a parent.

The influence children have on parents can be often overlooked. A review of the literature identifies children as predictive factor in work and family balance. Findings from the present investigation depict children as both a motivator and a source of inner strength for working parents. It is evident that children play a significant role in achieving balance between work and family domains. However, further investigation may also point to a downside. In being the glue, children may be forced to take on parental roles. Children become emotional caregivers by offering comfort and reassurance. Parents relying on children for support can place additional pressure on children, which may lead to role strain. Expecting for children, of any age, to be a source of strength may be found to be problematic.

Income. Income was another glue theme reported by working New Hampshire parents. Income represents a monetary gain received in exchange for work, which provides families with a sense of fiscal independence and security. For parents that reported income as the one thing that holds it all together, meeting financial obligations, such as paying the mortgage, putting food on the table, and paying utility bills, was the most significant way in which work and family intersected. Contrary to the current sample, which had a significant number of middle- to high-income workers, income as motivation to find balance between work and family roles has been associated with low-income parents (Backett-Milburn et al., 2008). Low-income employees tend to experience greater work and family demands. These workers tend to find motivation in the obligation to provide for their families (Backett-Milburn et al., 2008). The current study did not assess the income level of parents that reported income as glue. Additional research questions focused on other, more frequently reported glue themes. To provide a

more in-depth look at this particular glue theme, it may be worthwhile for future studies to determine the yearly income of parents that reported income as glue to determine whether the group is consistent with previous findings.

Many past studies have explored income not as a facilitator of balance, but rather an important job attribution. For example, Corrigan and Konrad (2006) found that working fathers place higher value on earnings when asked about job preferences. Interestingly, Honeycutt & Rosen (1997) found that salary was not as important as access to family-friendly policies. This finding was mirrored in the current study as more working parents reported work flexibility as glue than income.

Religion. Religion was the last of the seven emergent glue themes. Responses that were categorized under this theme embodied spiritual belief, religious conviction, or type of faith. When asked about the one thing that holds work and family life together, these fourteen participants responded by attributing balance to the relationship they have or support they receive from a higher power. Whether due to religious conviction or from a sense of faith, working parents indicated that they received strength from their personal belief system. The perceptions of these working parents mirrored previous findings. Ashar and Lane-Maher (2004) found that mid- and senior-level executives within the public sector linked spirituality to their definition of success.

Ultimately, to successfully achieve the perfect balance of work and family employees must work not for their own personal gain, but contribute to society overall. Mitroff and Denton (1999) yielded similar results among for profit company employees, by finding that employees associated success with having a spiritual outlook on life. Ammons and Edgell (2007) found that religion affects employment trade-offs for men

and woman. While religion affected males and females differently, both sexes were less likely to make family sacrifices to meet job demands when involved in a religious institution, suggesting that religious involvement makes individuals more family-oriented.

Previous studies clearly depict a linkage between religion and work-family issues. A similar connection was made in the current study. As noted in the previous chapter, the Survey of New Hampshire Working Families did not mention religion in any of the close-ended questions. Therefore, without being led, parents still freely associated religion/spirituality/faith with work and family balance. Participants reporting religion proved the importance of its role in the lives of working parents, which would have otherwise not been evaluated.

Research Question 2

The second research question sought to identify possible gender differences among glue responses as reported by New Hampshire working parents. As found within a review of the literature, gender differences existed among job attribute preferences (Corrigall & Konrad, 2006), family responsibilities (Coltrane, 2000), and employment (Corrigall & Konrad, 2006). Results revealed that gender differences did exist within the sample. Overall, partner support was the most frequently reported emergent glue theme among both working mothers and fathers. However, men were more likely than women to identify partner support. Currently, there is a limited amount of research to explain this phenomenon. Therefore, this investigation brings to light an important gap in the work-family literature – the lack of research on men and their work flexibility needs. When given a closer look, women dominate the work flexibility discussion, which can be

attributed to discriminatory factors in the workplace. Although women are often the focus of work-family research due to their evolving integration into the workforce, working fathers also have a great deal of strain balancing their work and family roles (White & Klein, 2008).

Traditionally, men have been the typical providers for the family. In today's society, as dual-earning households rise, men are faced with sacrificing their traditional role and taking on more caregiver responsibilities (White & Klein, 2008; Smith, 2009). Yet, their work-family needs are not represented in the existing literature. Therefore, results suggest there is a need for more research to focus on men and work flexibility to better understand why this gender difference exists.

Although there has not been a great deal of research on gender differences among partner support, there have been a few studies that claim women are less likely to receive spousal support (Higgins & Duxburg, 2007). Following a recent study conducted by the National Fatherhood Initiative, mothers, married and cohabiting, expressed feeling a lack of support (Glenn & Whitehead, 2009). A majority of these mothers reported that work and family balance would be a more attainable goal if they received more help from their partner (Glenn & Whitehead, 2009).

In addition, women are more likely to take on additional hours of work related to non-work activities to negate work-family conflict in the home (Higgins & Duxburg, 2007). Thus, men are more likely to be the recipients of support from their partner when compared to their female counterparts, which can explain why they are more likely to attribute work and family balance to the support of their partner.

As previously stated, women were more likely than men to indicate work flexibility as the work-family glue. According to the literature, women place a great deal of value on work flexibility, as it allows for them to manage their multiple role demands (Konrad et al., 2000; Corrigan & Konrad, 2006). Two separate studies on gender and job preference found flexible hours and work arrangements are a few of the most important job attributes in the eyes of working mothers (Konrad et al.; 2000; Corrigan & Konrad, 2006). Working fathers were more drawn to jobs based on earnings, power, and leadership (Konrad et al., 2000; Corrigan & Konrad, 2006). Although the workforce is rapidly changing, traditional gender roles are embedded within society and continue to appear both in the home and workplace (Corrigan & Konrad, 2006).

In general, mothers are more likely to take on the brunt of childrearing and domestic responsibilities, yet more women than ever before are becoming active members of the workforce (Corrigan & Konrad, 2006; Galinsky et al., 2009). This tug-of-war places women in a double bind. Flexibility within the workplace can be an essential lifeline for women juggling their responsibilities, which supports why women were more likely than men to report work flexibility as the glue that holds work and family together.

Additionally, women were more likely than men to report personal strengths as glue. This finding can again be attributed to the fact that women perceive themselves as taking on a great deal on non-work related responsibilities, such as child care, elder care, and other domestic tasks (Higgins & Duxbury, 2007). Also, as found by the National Fatherhood Initiative, a majority of both married and unmarried mothers felt that fathers were replaceable, suggesting that they themselves as mothers (or another man) could

substitute for a lack of paternal involvement (Glenn & Whitehead, 2009). Just as the working mothers in the current sample, these mothers suggested that they were a crucial part of holding it all (work and family) together (Glenn & Whitehead, 2009).

It is evident from both the work-family literature and the current study that men and women view their work and family roles differently. Therefore, working mothers and fathers achieve balance in different ways. The gender differences that emerged as a result of the study have significant policy and research implications for the field.

Research Question 3

The third research question was created to generate more information regarding partner support and its ability to facilitate work and family balance. The question inquired as to whether the type of relationship, the participant's marital status, played a role in identifying partner support as the glue that holds work and family life together. As part of the Survey of New Hampshire Working Families there were seven categories for marital status: married, in a civil union, widowed, divorced, separated, never married, and living together (not married). According to the results, among participants that identified partner support as glue, differences by marital status did exist. Both married and participants in a civil union were more likely to identify partner support as glue than participants living with, but not married to their partner.

However, it is important to note, that for all three categories, married participants, participants in a civil union, and participants living with, but not married to their partners, partner support was the most frequently reported glue factor when compared to the six other emergent themes. Also noteworthy, was that participants engaged in civil unions were the most likely to report partner support as glue.

As to be expected, those separated, divorced, never married, and widowed were least likely to identify partner support as glue. However, a few participants in these groups did identify their partner when responding to the open-ended question. Therefore, although a romantic relationship no longer exists between these couples their former partner was still a source of support.

As previously discussed in Chapter 2, partner support has been associated with achieving work and family balance. Having a partner has been classified as a strategy in reducing role strain between work and family roles (Voydanoff, 2002; Gudmunson et al., 2009; Zimmerman et al., 2003). Of the literature on partner support, an overwhelming amount focuses on spousal relationships, often between a man and a woman. With the influence of gender differences on work and family balance, heterosexual couples frequently make up the sample. During the creation of this survey researchers acknowledged civil unions to ensure that this population was captured within the sample, a strength of the current study.

Recent legislation in New Hampshire has supported both civil unions, and, ultimately gay marriage, providing the opportunity to capture a segment of this population of parents. As a result, an interesting finding surfaced – participants engaged in a civil union, while small in number, were the most likely group to report partner support as glue. Acknowledging, the very small sample it would be beneficial for researchers to explore the role of partner support among more same-sex couples. The implications that result from this finding call for future studies to investigate specific work-family needs for same-sex couples, as it is evident that their relationship is a significant factor in achieving balance.

Research Question 4

The fourth research question was created to generate more information concerning the relationship between work flexibility and work environment, specifically firm size. As part of the Survey of New Hampshire Working Families there were six categories for firm size: less than 10 employees, 10 to 25 employees, 26 to 29 employees, 50 to 99 employees, 100 to 249, and 250 or more employees. According to results, firm size did not play a role in parents reporting work flexibility as glue. Participants working at a firm with 100 to 249 employees were most likely to identify work flexibility, but by a very small margin. Overall, when reporting work flexibility to be the work-family glue, differences by firm size were very slim.

When compared with the six other emergent glue themes, work flexibility was the most researched facilitator of work and family balance in the literature. Both structural factors (Saltzstein et al., 2001) and supervisory support (Jang, 2009) have been classified as two categories of flexibility, both of which represent the work environment. Research related to firm size and work flexibility has provided mixed results. A study by Idson (1990) found that large firms were not as flexible when compared to smaller firms. Therefore, those employed by large firms did not have access to certain benefits that those at smaller firms experienced, which translated into lower levels of job satisfaction.

On the other hand, another study on firm size and job flexibility found that larger firms allowed for more fringe benefits, such as medical, dental, life insurance, sick leave, maternity leave, and promotion potential (Kalleberg & Van Buren, 1996). However, the same study did note that smaller firms did allow for greater job autonomy, allowing workers to have more freedom over their work. Flexible work hours, scheduling, and

other structural factors identified specifically by participants as facilitators of balance would fall under job autonomy.

It is clear that firm size plays a role in the amount of flexibility employees have within the workplace. The inclusivity of past findings is represented in the current findings, as the differences by firm size were very slim for parents that reported work flexibility as glue. Therefore, the results of the current research question are consistent with previous research.

Research Question 5

The fifth research question assessed whether level of education played a role in parents reporting themselves or their personal strengths, to be the work-family glue. For the purpose of the current study, there were four categories for level of education: high school or less, technical school/some college, college graduate, and postgraduate work. According to results, education level was not associated with parents reporting themselves as glue. Participants with an education level of high school or less were most likely to identify themselves to be the glue that holds work and family together, while participants with technical school/some college were least likely to report themselves as being the glue. However, the differences between all four level of education categories were minimal.

Personal strengths was the most limited work-family glue theme within the current scope of the literature. Traditionally, career success has been associated with higher levels of education (Judge, Cable, Boudreau, & Bretz, 1995). Judge and colleagues (1999) found that personality traits were predictive of career success. While studies have made connections between education, personality traits, and work, the

present investigation did not yield significant results. The lack of research connecting personal attributes to work and family balance leaves an unavoidable gap in the literature. Without having previous studies to compare the current findings to, the lack of significant findings concludes future studies need to explore this theme to gain better understanding of why parents feel that they are the glue that holds everything together.

Research Question 6

The sixth research question was created to determine the relationship between the age of oldest child and parents reporting children as glue. As part of the survey participants reported the ages of their oldest and youngest child. For the analysis, the ages of the oldest child were used. In addition, children were grouped into four different age categories: 0 to 4, 5 to 9, 10 to 14, and 15 to 18. Parents with children between the ages of 5 and 9 were most likely at to identify children as glue. However, the difference between groups by child's age was minimal. Therefore, the age of oldest child was not associated with parents identifying children as the glue that holds work and family life together.

As stated in Chapter 2, previous studies identified children as a predictor of work and family balance. Many researchers argue that the needs of younger children are greater, causing parents of younger children to encounter more work-family conflict. While the needs of children change as they grow, it does not mean that demands becoming more manageable.

Craig and Sawrikar (2008) found while work-family balance satisfaction levels slightly increase for parents of adolescents, overall parenting older children does not reduce role demands rather changes what demands need to be met to juggle work and

family. Parenting is a difficult job, no matter the age of the child. This concept is represented in the current findings. For parents who reported children as glue, balancing their work and family roles were made easier by the presence of their children regardless of their age. There was no relationship between the age of oldest child and the likelihood of parents reporting children to be the glue. Thus, children facilitating balance was not dependent upon their age.

Summary of Findings

These research questions yielded a number of significant results. The first significant finding was the diversity of definitions of glue that emerged as a result of the open-ended item, which demonstrated the unique array of needs parents require to meet the demands of their multiple roles. The second finding was that there were gender differences among glue themes. Lastly, the third significant finding was differences by marital status did exist among parents who reported partner support as being the work-family glue. It is important to note that there were also a number of results that were not statistically significant. However, these findings also added to the overall study, with many confirming concepts addressed within the current scope of the literature. All of the findings derived from the current investigation have important implications for the field.

Implications

The most significant finding emerged from the first research question and was confirmed by the additional quantitative results. While the sample only consisted of 500 working parents the themes and responses to the work-family glue inquiry were quite diverse. The diversity represented in the responses suggest that a universal approach to family-friendly policies will not address the work-family needs all of parents, leaving

some parents without the benefits they require to achieve balance. Employees cannot be placed in a box. It may be doing a disservice to both employees and employers to implement family-friendly policies without first understanding the needs of parents working within their respective companies. Companies, of all sizes, should consult their employees to find out what they require in order to meet their multiple role demands on a daily basis.

Allowing employees to design their own work/family fit plan would be an excellent strategy to facilitate balance. A simple company survey assessing the work flexibility needs of individual employees could be distributed and analyzed to determine what programs and policies would foster a family-friendly workplace culture. More importantly, an evaluative tool would allow for parents to have a say in policies that directly affect them.

Policy makers should encourage business owners to take responsibility for initiating work and family balance by assessing the needs of their employees. Incorporating the needs of employees by firm is an optimal situation for all parties involved. Employees benefit by having their specific needs met. As demonstrated in the literature, demands of working parents vary (Glass & Estes, 1997). Furthermore, the needs of parents do not remain static (Yost, 2004). As children grow they have different needs; thus this evolution translates into different social programs accommodating and benefiting working parents (Jacobson & Crockett, 2000; Glass & Estes, 1997). Therefore, parents need to identify and design their own work/family fit plan. Permitting working parents to take part in the process would allow for an array of needs to be reflected in workplace policies. As a result, employee job satisfaction levels should increase, which

would lead to more productive and loyal workers benefiting employers (Grover & Crooker, 1995; Bond et al., 1998; Glauber, 2009). By companies taking on the responsibility of implementing their own policies, business leaders should not feel controlled by a governing body. However, some type of enforcement will have to be mandated to ensure companies are implementing the necessary policies.

Companies are hesitant to implement such policies due to the need for additional time, resources, and money. Although employers view such policies as being a significant cost, it is ultimately a benefit for all parties involved; the benefits of family-friendly greatly outweigh the costs. As discussed in Chapter 2, Yost (2004) found that employers take a more hands-off approach to work-family issues. Employers are more receptive to implementing family-friendly policies when employees initiate the conversation (Yost, 2004). By expressing their individual work-family fit needs, employees take the first step to gain the benefits they need. Creating an open dialogue about work and family needs in the workplace should facilitate a number of positive benefits. When employees have access to the benefits they need job satisfaction increases. As demonstrated in the literature, job satisfaction is associated with higher levels of productivity and company loyalty (Grover & Crooker, 1995; Bond et al., 1998; Glauber, 2009). Therefore, the employee is not the only beneficiary of implementing family-friendly practices, employers and consumers, the public, benefit. Societal gain is seen in a competent, thriving workforce (Gornick & Meyers, 2003).

As a result of the findings related to gender differences, there is a need for policy makers to take the different needs of working mothers and fathers into consideration. For example, women were more likely than men to report work flexibility as glue. Research

has shown that women with children are more likely than their non-mother counterparts to leave the workforce; and the lack of flexibility in the workplace may account for their departure (Barnett, 2004). Following studies that came before, the current findings suggest that women would greatly benefit from family-friendly policies in the workplace, such as family leave, paid sick days, work schedule flexibility, and child care assistance (Honeycutt & Rosen, 1997; Gornick et al., 1998; Saltzstein et al., 2001).

These gender differences also have significant research implications for the field. Men are more likely than woman to identify partner support as the glue that holds work and family together. Other studies have also found that men are more likely to receive, rather than give partner support. Why does this gender difference exist? What do men need to become more supportive partners? Answers to these questions could provide the field with insight as to why this gender difference emerged.

In addition, there is a gap in the literature regarding men and work flexibility. Due to the integration of women in the workplace and the discriminatory factors they have encountered, women have been the primary focus of many work-family researchers. However, men are facing similar work-family pressures, as fulfilling the traditional breadwinner role no longer defines the success of working fathers (White & Klein, 2008). What are the work flexibility needs of men? How can employers support fathers in the workplace? Generating more information on working fathers will greatly benefit the field by further exploring gender differences.

Another significant research implication that emerged as a result of the current study involves same-sex couples. The findings suggest that of all marital groups, those engaged in a civil union were most likely to identify partner support as being the work-

family glue. Why is there a greater reciprocity of support between same-sex partners? The current sample had a very small number of same-sex couples, yet an overwhelming majority attributed balance to partner support. To confirm and expand upon present findings more studies need to explore work-family needs and same-sex couples. In reviewing the research, this population has been greatly overlooked. With more states taking steps to allow and recognize same-sex marriages, researchers must assess the needs of these employees.

Strengths

The greatest strength found within the current study was the fresh, new perspectives yielded from the findings. As discussed in the review of the literature, work and family balance has received a great deal of attention from researchers due to an evolving workforce and parental expectations (Parasuraman & Greenhaus, 1997; Grant-Vallone & Donaldson, 2001; Fleetwood, 2007). The current study took a new approach at assessing work and family balance. Working parents were given a voice, without being led. They were able to express what they themselves perceived as the glue that holds work and family life together.

The qualitative nature of the study allowed for other important factors there were not represented in other items of the Survey of New Hampshire Working Families to emerge. An example of this was religion, which was not addressed in the survey, but identified as a commonly reported glue factor. By also integrating quantitative methods into the research design, strengths of both quantitative and qualitative methodologies were incorporated into the study. With its unique mixed methods approach, the present

investigation has provided the field with rich, original data and an innovative new way to address future work and family balance inquiries.

The study also included populations overlooked in the existing scope of the work-family literature. For example, same-sex couples engaged in civil unions were represented in the current sample. Due to their inclusion, it was revealed that partner support was a significant factor in achieving balance for this group, calling for researchers to further explore these partner relationships as it relates to work and family issues. Additionally, the study highlighted current gaps in the literature, such as the lack of research on men's work flexibility needs. Also, there is a limited amount of research on personal characteristics and their role in work and family balance. Such findings prove that future research is not only warranted, but also necessary for the field to progress in its understanding of how work and family interact.

In addition, the representative sampling of participants strengthened the generalizability of the findings. The sample was recruited through a probability sampling method, RDD, to ensure that each household in the area, with a telephone, had an equally likely chance of being selected (Olson et al., 1992). Although there were a few exceptions, overall the demographics revealed the sample accurately illustrated working New Hampshire parents. Likewise, the data were weighted to account for known biases of telephone surveys.

The structure and composition of the survey, as well as the way in which data were collected, were other noteworthy strengths. As researchers who have extensive knowledge of work-family balance developed the survey, content and face validity was established. In addition, the Survey of New Hampshire Working Families had various

levels of measurement attached to its close-ended items. By having responses produce both categorical and scale variables, not only was response bias (response set and response anxiety) reduced by mixing the response pattern, but also validity and reliability of the measure were supported as higher levels of measurements were utilized (Monette, et al, 2008). Regarding data collection, telephone interviews are known to contain costs, limit interviewer falsification, and have the ability to be completed quickly, all positive features when conducting a study of this magnitude (Monette et al., 2008). Telephone interviews provided accessibility to working parents throughout the state.

Limitations

While the sample was a representative sampling of working New Hampshire parents, it only consisted of 500 participants. More responses could have provided more possible glue themes or strengthened the themes that emerged. Five of the seven emergent themes contained less than 10% of the sample. In addition, a larger sample size would provide greater validity to the study and findings. As the sample size increases, validity also increases. Therefore, a greater sample size would have allowed for a more accurate portrayal of working parents.

Another significant limitation related to sample was the lack of representation of the working poor. Although the sample was a representative sampling of the state, it was evident that data was skewed towards particular populations. For example, as previously noted, demographics yielded revealed that a majority of the sample had a yearly income of \$100,000 or more. On the other end of the spectrum, a very slim proportion of working poor were represented. While New Hampshire is a wealthier state, there are still pockets of extreme poverty that should not be overlooked. In 2004, the Carsey Institute found that

one in seven families in New Hampshire were low-income, with the greatest proportion being female-headed households (Churilla, 2006). While extreme measures could have been taken to ensure that this population was represented in the survey, the additional costs and time to oversample these employees would have been extremely high.

Additionally, this exploratory study was the first to investigate what working parents identify as the glue holding work and family life together. While originality is one the greatest strengths of the study, it is also a cause for concern. Glue is a subjective concept, a concept that has only been defined by 500 participants. Although, the current study provided a great deal of new data, and an interesting approach to studying work and family balance, it will need to be replicated to gain validity and establish reliability.

Future Studies

As discussed, there are significant implications for research. The current findings suggest that more research on certain populations is not only warranted, but also necessary in gaining a better understanding of work and family balance for all families. It has been recommended that greater attention be given to working fathers, as well as same-sex couples. Likewise, personal strengths, as a facilitator of balance, is not well represented in the current scope of the literature. Additionally, future research endeavors should further investigate individual glue factors yielded from the present findings.

Seven emergent themes were generated from the current study. There is much more to be known about these glue themes and more questions to be asked. For example, the current survey did not inquiry as to the length of the partner relationship. It may be worthwhile to determine if length of the relationship plays a role in an individual identifying their partner as glue. This inquiry is just one of many that can be derived from

the present work. In regards to the glue that defines work and family balance, the current findings simply lay the foundation for more in-depth investigations.

To understand work and family balance on a national level, a greater, more diverse population will need to be recruited for future studies. The present findings only assess work and family balance among New Hampshire working parents. The purpose of this study was to examine New Hampshire and suggest state specific policies and research implications regarding work and family balance, which could not be achieved by including working parents from other states. However, as discussed in previous chapters, New Hampshire is a rather rural, affluent state, which may limit the generalizability of the findings. With a smaller than average population, New Hampshire residents exhibit high income and education levels. A comparison among states would yield results that could shed light on the generalizability of the current study or highlight differences among states.

As demonstrated in the literature, both cross-sectional and longitudinal studies have been conducted. Due to the cross-sectional design of the current study, the results are a snapshot of work and family balance during the summer of 2009. A longitudinal study of the same nature or a follow-up with the current participants would show consistency and verify results, particularly responses yielded from the open-ended item. Furthermore, replication of study would give greater validity to the current findings.

Results yielded from the Survey of New Hampshire Working Families offer a significant amount information regarding working New Hampshire parents. The survey consisted of a number of close-ended items. Future studies can run glue themes against other demographic factors, Likert-scale items regarding work-family issues, or family

resource information. In addition, researchers could conduct a solely quantitative analysis by manipulating only close-ended items. The survey is a significant resource for future work and family balance inquiries and should be further examined to ensure it is utilized to its full potential.

Conclusion

What is the glue that holds work and family life together? For New Hampshire parents, the answer is anything, but simple. As a result of the current study, seven glue themes emerged, offering a glimpse as to how to define this subjective term. Parents have a diverse, array of needs that need to be met to manage their daily role demands. Thus, for every parent, the glue is unique. The present investigation has provided the field with fresh, new perspectives on work and family balance, as well as an innovative approach to examining future work-family inquiries. Implications derived from the findings greatly benefit the field, as they provide employers, policy makers, and researchers, with a better understanding of what working parents need to achieve work and family balance.

REFERENCES

- Abowitz, D. A. & Toole, T. M. (2010). Mixed method research: Fundamental issues of design, validity, and reliability in construction research. *Journal of Construction Engineering and Management*, 136(1), 108-116. doi:10.1061/_ASCE_CO.1943-7862.0000026
- Allen, T. D. (2001). Family-supportive work environments: The role of organizational perceptions. *Journal of Vocational Behavior*, 58, 414-435. doi:doi:10.1006/jvbe.2000.1774
- Ammons, S. K. & Edgell, P. (2007). Religious influences on work-family trade-offs. *Journal of Family Issues*, 28(6), 794-826. doi:10.1177/0192513X07299682
- Annie E. Casey Foundation. 2009 KIDS COUNT data book: State profiles of child well-being. Retrieved from http://www.aecf.org/~media/Pubs/Other/123/2009KIDSCOUNTDataBook/AEC186_2009_KCDB_FINAL%2072.pdf.
- Ashar, H. & Lane-Maher, M. (2004). Success and spirituality in the new business paradigm. *Journal of Management Inquiry*, 13(3), 249-260. doi:10.1177/1056492604268218
- Backett-Milburn, K., Airey, L., McKie, L., & Hogg, G. (2008). Family comes first or open all hours?: How low paid women working in food retailing manage webs of obligation at home and work. *The Sociological Review*, 56(3) 474-496. Retrieved from <http://web.ebscohost.com.libproxy.unh.edu/ehost>
- Barrette, J. (2009). *Work/family balance: What do we really know? Contemporary family trends*. Retrieved from The Vanier Institute of the Family website: http://www.vifamily.ca/library/cft/barrette/work_family_balance.pdf
- Barnett, R. C. (2004). Women and multiple roles: Myths and reality. *Harvard Review of Psychiatry*, 12(3), 158-164. doi:10.1080/10673220490472418
- Black, T. R. (1999). *Doing quantitative research in social sciences*. Thousand Oaks, CA: SAGE Publications.
- Blankenhorn, D. (January, 1999). *Family friendly or employer friendly? A child's-eye view of work family policies*. Presentation at a conference entitled, "American Labor and the New Economy - A Day of Dialogue," sponsored by Social Democrats, USA, and the League for Industrial Democracy, Washington, DC.

- Bond, J. T., Galinsky, E., Kim, S. S., & Brownfield, E. (2005). *National study of employers*. New York: Families and Work Institute.
- Bond, J. T., Galinsky, E., & Swanberg, J (1998). *The 1997 national study of changing workforce*. New York: Families and Work Institute.
- Bond, J. T., Thompson, C., Prottas, D. (2002). *Highlights of the national study of the changing workforce*. New York: Families and Work Institute.
- Brett, J. M., Stroh, L. K., & Reilly, A. H. (1992). What is it like being a dual career manager in the 1990's? In S. Zedeck (Ed.), *Work, Families, and Organizations*. San Francisco, CA: Jossey-Bass.
- Bureau of Labor Statistics, U.S. Department of Labor (2008). *Table 5. Employment status of population by sex, marital status, and presence and age of own children under 18, 2006-2007*. Retrieved from <http://www.bls.gov/news.release/famee.t05.htm>.
- Bureau of Labor Statistics, U.S. Department of Labor (2010). *American time use survey – 2008 results*. Retrieved from <http://www.bls.gov/news.release/pdf/atus.pdf>
- Carlson, D. S., Grzywacz, J. G., & Zivnuska, S. (2009). Is work-family balance more than conflict and enrichment? *Human Relations*, 62(10), 1459-1486. doi: 10.1177/0018726709336500
- Chruilla, A. (2006, Winter). *Low-income families in New Hampshire* (Issue Brief No. 3). Durham, NH: Carsey Institute, University of New Hampshire.
- Churilla, A. (2009, Summer). *The state of working New Hampshire 2009* (Issue Brief No. 15). Durham, NH: Carsey Institute, University of New Hampshire.
- Cohen, L., Duberley, J., & Musson, G. (2009). Work-life balance? *Journal of Management Inquiry*, 18(3), 229-241. doi:10.1177/1056492609332316
- Coltrane, S. (2000). Research on household labor: Modeling and measuring the social embeddedness of routine family work. *Journal of Marriage and the Family*, 62(4), 1208-1233. Retrieved from <http://www.jstor.org.libproxy.unh.edu/stable/pdfplus/1566732.pdf>
- Corrigall, E. A. & Konrad, A. M. (2006). The relationship of job attribute preferences to employment, hours of paid work, and family responsibilities: An analysis comparing women and men. *Sex Roles*, 54 (1/2), 95-111. doi:10.1007/s11199-006-8872-y
- Craig, L. & Sawrikar, P. (2008). Satisfaction with work-family balance for parents of early adolescents compared to parents of younger children. *Journal of Family Studies*, 14(1), 91-106. Retrieved from

http://www.sprc.unsw.edu.au/media/File/Craig_Sawriikar_Satisfaction_With_WorkFamily_balance

- Creswell, J. W. (1998). *Qualitative inquiry and research design: Choosing among five traditions*. Thousand Oaks, CA: SAGE Publications.
- Dorman, P. (2001). Maternity and family leave policies: A comparative analysis. *The Social Science Journal*, 38(2), 189–201. Retrieved from <http://web.ebscohost.com.libproxy.unh.edu/ehost>
- Fleetwood, S. (2007). Why work-life balance now? *International Journal of Human Resource Management*, 18(3), 387-400. doi: 10.1080/09585190601167441
- Friedman, S. D., & Greenhaus, J. H. (2000). *Work and family--Allies or enemies*. New York: Oxford University Press.
- Frone, M. R., Russell, M., & Cooper, M. L. (1997). Relation of work-family conflict to health outcomes: A four-year longitudinal study of employed parents. *Journal of Occupational and Organizational Psychology*, 70(4), 325-335. Retrieved from <http://web.ebscohost.com.libproxy.unh.edu/ehost>
- Galinsky, E., Peer, S. L., & Eby, S. (2009). *2009 guide to bold ideas for making work work*. New York: Families and Work Institute.
- Glass, J. L. & Estes, S. B. (1997). The family responsive workplace. *Annual Review of Sociology*, 23, 289-313. doi: 0360-0572/97/0815-0289
- Glauber, R.. (2009, Summer). *Family-friendly policies for working rural mothers* (Issue Brief No. 15). Durham, NH: Carsey Institute, University of New Hampshire.
- Glenn, N. & Whitehead, B. D. (2009). *Mama says: A national survey of mothers' attitudes on fathering*. Retrieved from the National Fatherhood Initiative website: <http://www.fatherhood.org/mamasays/>
- Goodfellow, J., & Lavery, J. (2003). Grandparents supporting working families. *Family Matters*, 66, 14-19. Retrieved from <http://web.ebscohost.com.libproxy.unh.edu/ehost>
- Gornick, J. C. and Meyers, M. K. (2003). *Families that work: Policies for reconciling parenthood and employment*. New York: Russell Sage Foundation.
- Gornick, J. C., Meyers M. K. and Ross K. E. (1998). Public policies and the employment of mothers: A cross-national study. *Social Science Quarterly*, 79(1), 35-54. Retrieved from <http://web.ebscohost.com.libproxy.unh.edu/ehost>
- Grant-Vallone, E. J., & Donaldson, S. I. (2001). Consequences of work-family conflict on

employee well-being over time. *Work & Stress*, 15(3), 214-226.
doi:10.1080/02678370110066544

- Greenhaus, J. H. & Beutell, N. J. (1985). Sources of conflict between work and family roles. *Academy of Management Review*, 10(1), 76-88. Retrieved from <http://web.ebscohost.com.libproxy.unh.edu/ehost>
- Greenhaus, J. & Singh, R. (2003). *Work-family linkages, A Sloan Work and Family encyclopedia entry*. Chestnut Hill, MA: Boston College.
- Grover, S. L., & Crooker, K. J. (1995). Who appreciates family-responsive human resource policies: The impact of family-friendly policies on the organizational attachment of parents and non-parents. *Personnel Psychology*, 48(2), 271-288. Retrieved from <http://web.ebscohost.com.libproxy.unh.edu/ehost>
- Gudmunson, C. G., Danes, S. M., Werbel, J. D., & Loy, J. T. (2009). Spousal support and work-family balance in launching a family business. *Journal of Family Issues*, 30(8), 1098-1121. doi: 10.1177/0192513X09333758
- Higgins, C. A., Duxbury, L. E., & Irving, R. H. (1992). Work-family conflict in the dual-career family. *Organizational Behavior and Human Decision Processes*, 51(1), 51-75. Abstract retrieved from <http://www.sciencedirect.com.libproxy.unh.edu/>
- Higgins, C., Duxbury, L., & Lyons, S. (2007). *Reducing work-life conflict: What works? What doesn't?* Ottawa, ON: Public Health Agency of Canada.
- Hill, E. J., Hawkins, A. J., Ferris, M., & Weitzman, M. (2001). Finding an extra day a week: The positive influence of perceived job flexibility on work and family life balance. *Family Relations*, 50(1), 49-58. Retrieved from <http://www.jstor.org.libproxy.unh.edu/stable/pdfplus/585774.pdf>
- Holliday, A. (2002). *Doing and writing qualitative research*. Thousand Oaks, CA: SAGE Publications.
- Honeycutt, T. L. & Rosen, B. (1997). Family friendly human resource policies, salary levels, and salient identity as predictors of organizational attraction. *Journal of Vocational Behavior*, 50, 271-290. doi:0001-8791/97
- Idson, Todd L. (1990). Establishment size, job satisfaction and the structure of work. *Applied Economics*, 22(8), 1007-1018. doi:0003-6846/90
- Jacobson, K. C., & Crockett, L. J. (2000). Parental monitoring and adolescent adjustment: An ecological approach. *Journal of Research on Adolescence*, 10(1), 65-97. Retrieved from
- Jang, S. J. (2009). The relationships of flexible work schedules, workplace support,

supervisory support, work-life balance, and the well-being of working parents. *Journal of Social Service Research*, 35(2), 93-104.
doi:10.1080/01488370802678561

Johnson, K. M. (2010, Spring). *New Hampshire demographic trends reflect impact of the economic recession*. (Issue Brief No. 18). Durham, NH: Carsey Institute, University of New Hampshire.

Judge, T. A., Cable, D. M., Boudreau, J. W., & Bretz, R. D. (1995). An empirical investigation of the predictors of executive career success. *Personnel Psychology*, 48(3), 485-519. Retrieved from <http://web.ebscohost.com.libproxy.unh.edu/ehost>

Judge, T. A., Higgins, C. A., Thoresen, C. J., & Barrick, M. R. (1999). The big five personality traits, general mental ability, and career success across the life span. *Personnel Psychology*, 52(3), 621-653. Retrieved from <http://web.ebscohost.com.libproxy.unh.edu/ehost>

Kalleberg, A. L. & Van Buren M. E. (1996). Is bigger better? Explaining the relationship between organization size and job rewards. *American Sociological Review*, 61(1), 47-66. Retrieved from <http://www.jstor.org/pss/2096406>

Keene, J. R. & Quadagno, J. (2004). "Predictors of perceived work-family balance: Gender difference or gender similarity?" *Sociological Perspectives*, 47(1), 1-23. Retrieved from <http://www.jstor.org.libproxy.unh.edu/stable/pdfplus/1389601.pdf>

Konrad, A., Ritchie, J. E. Jr., Lieb, P. & Corrigan, E. (2000) Sex differences and similarities in job attribute preferences: A meta-analysis. *Psychological Bulletin*, 126, 593-641. doi:10.1037//0033-2909.126.4.593

Krieder, R. M. & Simmons, T. (2003). *Marital status, 2000* [electronic resource]. Washington, D.C.: U.S. Dept. of Commerce, Economics and Statistics Administration, U.S. Census Bureau. Retrieved from

Le Bihan B. & Martin, C. (2004). Atypical working hours: Consequences for childcare arrangements. *Social Policy & Administration*, 38(6), 565-590. Retrieved from <http://www3.interscience.wiley.com.libproxy.unh.edu/cgi-bin/fulltext/118770151/PDFSTART>

Lee, J. (2001). *Work/family balance and family responsive working arrangements*. Retrieved on from Center of Full Employment and Equity (CofFEE). <http://e1.newcastle.edu.au/coffee/pubs/wp/2001/01-11.pdf>.

McCrae, R. R., & Costa, P. T., Jr. (1991). Adding Liebe und Arbeit: The full five-factor model and wellbeing. *Personality and Social Psychology Bulletin*, 17(2), 227-232. Abstract retrieved from

<http://psp.sagepub.com.libproxy.unh.edu/cgi/content/abstract/17/2/227>

- Menagahn, E. (1989). Role changes and psychological well-being: Variations in effects by gender and role repertoire. *Social Forces*, 67(3), 693-714. Retrieved from <http://www.jstor.org.libproxy.unh.edu/stable/pdfplus/2579538.pdf>
- Merriam, S. B. (1998). *Qualitative research and case study application in education: Revised and expanded from case study research in education*. San Francisco, CA: Jossey-Bass Publishers.
- Milkie M, and Peltola P (1999). Playing All the Roles: Gender and the work- family balancing act. *Journal of Marriage and the Family*, 61(2), 476-490. Retrieved from <http://www.jstor.org.libproxy.unh.edu/stable/pdfplus/353763.pdf>
- Mitroff, I. A., & Denton, E. A. (1999). *A spiritual audit of corporate America: A hard look at spirituality, religion, and values in the workplace*. San Francisco: Jossey-Bass/Pfeiffer.
- Monette, D. R., Sullivan, T. J., and DeJong, C. R. (2008). *Applied social research: A tool for the human services* (7th ed.). Belmont, CA: Brooks/Cole.
- Montcalm, D. & Royce, D. (2002). *Data analysis for social workers*. Boston, MA: Allyn & Bacon.
- New Hampshire Postsecondary Education Commission. (2009) *Status of higher education in New Hampshire*. Retrieved from http://www.nh.gov/postsecondary/research/documents/2009_report.pdf.
- Olson, S. H., Kelsey, J. L., Pearson, T. A., & Levin, B. (1992). Evaluation of random digit dialing as a method of control selection in case-control studies. *American Journal of Epidemiology*, 135 (2), 210-222. Abstract retrieved from <http://aje.oxfordjournals.org/cgi/content/abstract/135/2/210>
- Onwuegbuzie, A. & Leech, N. (2005). On becoming a pragmatic researcher: The importance of combining quantitative and qualitative research methodologies. *International Journal of Social Research Methodology*, 8(5), 375-387. doi:10.1080/13645570500402447.
- Quesenberry, J. L., Trauth, E. M., & Morgan, A. J. (2006). Understanding the “mommy tracks”: A framework for analyzing work-family balance in the IT workforce. *Information Resources Management Journal*, 19(2), 37-53. doi:10.1145/1341971.1341975
- Parasuraman, S., & Greenhaus, J. H. (Eds.). (1997). *Integrating work and family: Challenges and choices for changing world*. Westport, CT: Quorum.

- Robert Wood Johnson Foundation and the University of Wisconsin Population Health Institute. (2010). *Background*. Retrieved from County Health Rankings: Mobilizing Action Toward Community Health. <http://www.countyhealthrankings.org/about-project/background>.
- Saltzstein, A. L., Ting, Y., & Saltzstein, G. H. (2001). Work-family balance and job satisfaction: The impact of family-friendly policies on attitudes of federal government employees. *Public Administration Review*, 61(4), 452-467. Retrieved from <http://www.jstor.org.libproxy.unh.edu/stable/977507>
- Sauvé, R. (2009). *Family life and work life an uneasy balance*. Retrieved from The Vanier Institute of the Family website: <http://www.vifamily.ca/library/work/sauve/worklife.pdf>
- Simmons, T. & O'Neill. (2001). *Households and families, 2000* [electronic resource]. Washington, D.C.: U.S. Dept. of Commerce, Economics and Statistics Administration, U.S. Census Bureau.
- Smith, K. (2009, Fall). *Increased reliance on wives as breadwinners during the first year of the recession*. (Issue Brief No. 9). Durham, NH: Carsey Institute, University of New Hampshire.
- Somers, C. V., Benjamin, J. D., & Chenail, R. J. (2009). Master's students document stability and change within and across progress notes. *Contemporary Family Therapy*, 32(1), 22-38. doi:10.1007/s10591-009-9105-7
- Thomas, M. R. (2003). *Blending qualitative & quantitative research methods on theses and dissertations*. Thousand Oaks, CA: Corwin Press.
- Thorntwaite, L. (2004). Working time and work-family balance: A review of employees' preferences. *Asia Pacific Journal of Human Resources*, 42(2), 166-184. doi:10.1177/1038411104045360
- Trenberth, L. (2005). The role, nature and purpose of leisure and its contribution to individual development and well-being at work. *British Journal of Guidance and Counseling*, 33(1), 1-7. doi:10.1080/03069880412331335849
- U.S. Census Bureau. (2009). *New Hampshire Quickfacts from the Census Bureau*. Retrieved from <http://quickfacts.census.gov/qfd/states/33000.html>
- Van Steenbergen, E. F. & Ellemers, N. (2009). Is managing the work-family interface worthwhile? Benefits for employee health and performance. *Journal of Organizational Behavior*, 30, 617-642. doi:10.1002/job.569

- Voydanoff, P. (1989). Work and family: A review and expanded conceptualization. In E. Goldsmith (Ed.), *Work and family: Theory, research, and applications*. Newbury Park, CA: Sage Publications.
- Voydanoff, P. (2002). Model linkages between the work-family interface and work, family, and individual outcomes: An integrative model. *Journal of Family Issues*, 23, 138-164. doi: 10.1177/0192513X02023001007
- Voydanoff, P. (2005). Toward a conceptualization of perceived work-family fit and balance: A demands and resources approach. *Journal of Marriage and Family*, 67, 822-836. doi:10.1111/j.1741-3737.2005.00178.x
- Wayne, J. H., Musica, N., & Fleeson, W. (2004). Considering the role of personality in the work-family experience: Relationships of the big five to work-family conflict and facilitation. *Journal of Vocational Behavior*, 64, 108-130. doi:10.1016/S0001-8791(03)00035-6
- White, J. M., & Klein, D. M. (2008). *Family Theories (3rd ed.)*. Thousand Oaks, California: Sage Publications.
- Wilcox, W. B. (2004). *Soft patriarchs and new men: How Christianity shapes fathers and husbands*. Chicago: University of Chicago Press.
- Yost, C. W. (2004). *Work + life: Finding the fit that's right for you*. New York: Riverhead Books.
- Zimmerman, T. S., Haddock, S. A., Current, L. R., & Ziemba, S. (2003). Intimate partnership: The foundation to the successful balance of family and work. *The American Journal of Family Therapy*, 31, 107-124. doi:10.1080/01926180390167070

APPENDICES

Appendix A: Institutional Review Board Approval

University of New Hampshire

Research Integrity Services, Office of Sponsored Research
Service Building, 51 College Road, Durham, NH 03824-3585
Fax: 603-862-3564

18-Feb-2010

Harris, Sabrina
Family Studies, Pettee Hall
415 Walnut Ridge Trail
Aurora, OH 44202

IRB #: 4776

Study: What is the Glue that Holds Work and Family Life Together?

Approval Date: 17-Feb-2010

The Institutional Review Board for the Protection of Human Subjects in Research (IRB) has reviewed and approved the protocol for your study as Exempt as described in Title 45, Code of Federal Regulations (CFR), Part 46, Subsection 101(b) with the following comment(s):

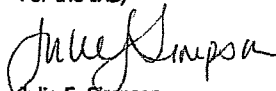
1. On the application form, the IRB changed the research site to "Analysis of NH Working Families Survey Data" and removed the check mark by Surveys/Questionnaires as only existing data is being used.

Researchers who conduct studies involving human subjects have responsibilities as outlined in the attached document, *Responsibilities of Directors of Research Studies Involving Human Subjects*. (This document is also available at <http://www.unh.edu/osr/compliance/irb.html>.) Please read this document carefully before commencing your work involving human subjects.

Upon completion of your study, please complete the enclosed Exempt Study Final Report form and return it to this office along with a report of your findings.

If you have questions or concerns about your study or this approval, please feel free to contact me at 603-862-2003 or Julie.simpson@unh.edu. Please refer to the IRB # above in all correspondence related to this study. The IRB wishes you success with your research.

For the IRB,



Julie F. Simpson
Manager

cc: File
Smith, Malcolm

Appendix B: The Survey of New Hampshire Working Families

NH WORKING FAMILIES SURVEY, MAY 2009

Q:INTRO

"Good evening / afternoon. My name is _____ and I'm calling on behalf of the Carsey Institute and Cooperative Extension from the University of New Hampshire Survey Center. We are conducting a confidential study of working families in New Hampshire, and we'd really appreciate your help and cooperation."

"First, I have a few questions to ask in order to determine if you qualify for this study."

"Do you live at this residence all year round or are you on vacation in New Hampshire?"

- 1 LIVE IN NH YEAR ROUND
- 2 SEASONAL, JUST VACATIONING → "Thank you very much for your time, we are only interviewing year round residents at this time."
- 99 REFUSED → Send Letter, Schedule appointment for 1 week

Q:ESTAT

"How many adults currently living in the household have worked for pay in the last week?"

- 0 NONE → "Thank you very much, we are only interviewing working parents."
- 1 ONE
- 2 TWO
- 3 THREE
- 4 FOUR
- 5 FIVE
- 6 SIX
- 7 SEVEN OR MORE
- 99 NA/REFUSED → Send Letter, Schedule appointment for 1 week

Q:ANYKIDS

"Do any of the adults who work for pay have a child under the age of 18 who live at home at least 40 percent of the time?"

- 1 YES
- 2 NO → "Thank you very much, we are only interviewing working parents."

99 REFUSED → Send Letter, Schedule appointment for 1 week.

→ If ESTAT>1 (More than one working adult), Go to BIR1

Q:INT3

"Would that be you or someone else?"

- 1 INFORMANT → Go to SEX
- 2 SOMEONE ELSE -- ASK TO SPEAK TO THAT PERSON → Go to INT2
- 3 PERSON NOT AVAILABLE → Schedule appointment

99 REFUSED → Send Letter, Schedule appointment for 1 week.

Q:BIR1

"In order to determine who to interview, could you tell me, of all the working parents aged 18 or older who currently live in your household including yourself -- who had the most recent birthday? I don't mean who is the youngest, but rather, who had the most recent birthday?"

- 1 INFORMANT → Go to SEX
- 2 SOMEONE ELSE -- ASK TO SPEAK TO THAT PERSON → Go to INT2
- 3 DON'T KNOW ALL BIRTHDAYS, ONLY SOME → Go to BIR2
- 4 DON'T KNOW ANY BIRTHDAYS OTHER THAN OWN → Go to SEX

99 REFUSED → Exit

Q:BIR2

"Of the ones that you do know, who had the most recent birthday?"

- 1 INFORMANT → Go to SEX
- 2 SOMEONE ELSE -- ASK TO SPEAK TO THAT PERSON → Go to INT2
- 3 PERSON NOT AVAILABLE → Exit

99 REFUSED → Exit

Q:INT2

"Hello, this is _____ calling on behalf of the Carsey Institute and Cooperative Extension from the University of New Hampshire Survey Center. We are conducting a confidential study of working families in New Hampshire, and we'd really appreciate your help and cooperation.

"You have been identified as the adult in your household who had the most recent birthday. Is this correct?"

- 1 YES
- 2 APPOINTMENT

99 REFUSAL

Q:SEX

"Thank you very much for helping us with this important study."

"Before we begin I want to assure you that all of your answers are strictly confidential -- they will be combined with answers from other people from across the state. Your telephone number was randomly selected from all families in New Hampshire. This call may be monitored for quality assurance."

"Participation is voluntary. If you decide to participate, you may decline to answer any question or end the interview at any time."

IF ASKED - "This survey will take about 15 minutes to complete."

RECORD SEX OF RESPONDENT

1	MALE
2	FEMALE
99	NA

Q:TOWN

"First, in what town do you live?"

RECORD NUMBER OF TOWN FROM SHEET

997	OTHER
998	DK - DO NOT PROBE
999	NA / REFUSED

Q:MARRIED

"Are you currently married, in a civil union, widowed, divorced, separated, never married or living with your partner but not married?"

1	MARRIED (COMMON LAW MARRIAGE & SPOUSE AWAY IN MILITARY)
2	IN A CIVIL UNION
3	WIDOWED
4	DIVORCED
5	SEPARATED
6	NEVER MARRIED (INCLUDING ANULLMENTS)
7	LIVING TOGETHER NOT MARRIED
99	NA / REFUSED

Q:THRSWRK

"In all your jobs, what is the approximate number of hours per week that you spend working for pay?"

RECORD EXACT NUMBER OF HOURS

- 97 97 OR MORE
- 98 DON'T KNOW
- 99 NA/REFUSED

Q:WAYPAID

"For the rest of the questions on your workplace, please answer for your main job only."

"In this job, are you salaried, paid by the hour, or are you paid some other way?"

- 1 SALARIED
- 2 PAID BY THE HOUR
- 3 OTHER

- 98 DON'T KNOW
- 99 NA/REFUSED

Q:WRKSCHED

"Which of the following best describes your usual work schedule at your main job ...

[READ RESPONSES]

- 1 Regular day time schedule,
- 2 Regular evening schedule,
- 3 Regular night schedule
- 4 Rotating shift,
- 5 Split shift,
- 6 Variable, according to my employer's needs,
- 7 Variable, according to my own needs, OR
- 8 Something else?"

- 98 DON'T KNOW
- 99 NA/REFUSED

Q:FIRMSIZE

"About how many people work for your employer at all locations?"

- 1 LESS THAN 10
- 2 10 - 25
- 3 26 - 49
- 4 50 - 99
- 5 100 - 249
- 6 250 OR MORE

- 98 DON'T KNOW -- READ CATEGORIES
- 99 NA/REFUSED

Q:ETYPE

"What type of employer do you work for on your main job?"

[READ RESPONSES]

- | | |
|----|------------------------------------------------------|
| 1 | Self-employed, |
| 2 | For profit employer, |
| 3 | Non profit employer, or |
| 4 | Government?" - INCLUDES PUBLIC SCHOOLS, UNIVERSITIES |
| 5 | Other (volunteered) |
| 98 | DON'T KNOW |
| 99 | NA/REFUSED |

Q:TENURE

"How long have you worked with your current employer?"

ENTER NUMBER OF YEARS

ENTER NUMBER OF MONTHS

→ If MARRIED=1,2,7 (Married, Civil Union, Living with partner)
then continue to SESTAT

→ If Married=3,4,5,6 (No spouse/partner) Go to SUCCESSA

Q:SESTAT

"Is your spouse or partner ...

READ RESPONSES. IF R GIVES 2 RESPONSES, ENTER LOWER NUMBER

- | | |
|----|-------------------------------------------|
| 1 | Employed |
| 2 | Self-employed, |
| 3 | Retired and not working, → Go to SUCCESSA |
| 4 | Unemployed → Go to SUCCESSA |
| 5 | Homemaker, → Go to SUCCESSA |
| 6 | Disabled, or a → Go to SUCCESSA |
| 7 | Student?" → Go to SUCCESSA |
| 98 | DK (DO NOT PROBE) |
| 99 | NA / REFUSED |

Q:SHRSWRK

"What is the total number of hours per week that your spouse or partner spends working for pay?"

RECORD NUMBER OF HOURS

- | | |
|----|------------|
| 97 | 97 OR MORE |
| 98 | DON'T KNOW |
| 99 | NA/REFUSED |

Q:SUCCESSA

"These next questions are about how your job may affect your family and personal life, and how your family and personal life may affect your job. First, how successful do you feel in balancing your job and family life? Do you feel ... very successful ... somewhat successful ... or not too successful?"

- 1 VERY SUCCESSFUL
- 2 SOMEWHAT SUCCESSFUL, or
- 3 NOT TOO SUCCESSFUL?"

- 98 DON'T KNOW
- 99 NA/REFUSED

Q:FLEXA

"Overall, how flexible is your job in allowing you to tend to demands from your family and personal life? Would you say ... very flexible ... somewhat flexible ... or not too flexible?"

- 1 VERY FLEXIBLE
- 2 SOMEWHAT FLEXIBLE
- 3 NOT TOO FLEXIBLE

- 98 DON'T KNOW
- 99 NA/REFUSED

Q:SUCCESSB

"These next questions are about how your job may affect your family and personal life, and how your family and personal life may affect your job. First, how successful do you feel in balancing your job and family life? Do you feel ... it is not too successful ... somewhat successful ... or very successful?"

- 1 VERY SUCCESSFUL
- 2 SOMEWHAT SUCCESSFUL
- 3 NOT TOO SUCCESSFUL

- 98 DON'T KNOW
- 99 NA/REFUSED

Q:FLEXB

"Overall, how flexible is your job in allowing you to tend to demands from your family and personal life? Would you say ... not too flexible ... somewhat flexible ... or very flexible?"

- 1 VERY FLEXIBLE
- 2 SOMEWHAT FLEXIBLE
- 3 NOT TOO FLEXIBLE

- 98 DON'T KNOW
- 99 NA/REFUSED

Q:WRKINTA

"Now I am going to ask you several questions about how work affects family. Please tell me how often in the past year you have experienced each of the following: would you say ... never ... rarely ... sometimes ... most of the time ... or all of the time?"

"How often do the demands of YOUR JOB conflict with your family life?"

"Would you say ... never ... rarely ... sometimes ... most of the time ... or all of the time?"

- 1 NEVER
- 2 RARELY
- 3 SOMETIMES
- 4 MOST OF THE TIME
- 5 ALL OF THE TIME

- 98 DON'T KNOW
- 99 NA/REFUSED

Q:WRK1A

"How often have you not been able to get everything done at home each day because of your job?"

IF NECESSARY: "Would you say ... never ... rarely ... sometimes ... most of the time ... or all of the time?"

- 1 NEVER
- 2 RARELY
- 3 SOMETIMES
- 4 MOST OF THE TIME
- 5 ALL OF THE TIME

- 98 DON'T KNOW
- 99 NA/REFUSED

Q:WRK2A

"How often have you not been in as good of a mood as you'd like to be at home because of your job?"

IF NECESSARY: "Would you say ... never ... rarely ... sometimes ... most of the time ... or all of the time?"

- 1 NEVER
- 2 RARELY
- 3 SOMETIMES
- 4 MOST OF THE TIME
- 5 ALL OF THE TIME

- 98 DON'T KNOW
- 99 NA/REFUSED

Q:WRK3A

"How often have you not had enough time for your family or other important people in your life because of your job?"

IF NECESSARY: "Would you say ... never ... rarely ... sometimes ... most of the time ... or all of the time?"

- 1 NEVER
- 2 RARELY
- 3 SOMETIMES
- 4 MOST OF THE TIME
- 5 ALL OF THE TIME

- 98 DON'T KNOW
- 99 NA/REFUSED

Q:WRK4A

"How often have you made sacrifices in your personal or family life for the sake of your career or job?"

IF NECESSARY: "Would you say ... never ... rarely ... sometimes ... most of the time ... or all of the time?"

- 1 NEVER
- 2 RARELY
- 3 SOMETIMES
- 4 MOST OF THE TIME
- 5 ALL OF THE TIME

- 98 DON'T KNOW
- 99 NA/REFUSED

Q:WRK5A

"How often does talking with friends at work help you deal with problems at home?"

IF NECESSARY: "Would you say ... never ... rarely ... sometimes ... most of the time ... or all of the time?"

- 1 NEVER
- 2 RARELY
- 3 SOMETIMES
- 4 MOST OF THE TIME
- 5 ALL OF THE TIME

- 98 DON'T KNOW
- 99 NA/REFUSED

Q:FAMINTA

"Using the same scale, now I'd like to turn to how your family affects your work life..."

"How often do the needs of YOUR FAMILY conflict with your job?"

IF NECESSARY: "Would you say ... never ... rarely ... sometimes ... most of the time ... or all of the time?"

- 1 NEVER
- 2 RARELY
- 3 SOMETIMES
- 4 MOST OF THE TIME
- 5 ALL OF THE TIME

- 98 DON'T KNOW
- 99 NA/REFUSED

Q:FAM1A

"How often does talking with someone at home help you deal with problems at work?"

IF NECESSARY: "Would you say ... never ... rarely ... sometimes ... most of the time ... or all of the time?"

- 1 NEVER
- 2 RARELY
- 3 SOMETIMES
- 4 MOST OF THE TIME
- 5 ALL OF THE TIME

- 98 DON'T KNOW
- 99 NA/REFUSED

Q:FAM2A

"How often has your family or personal life kept you from getting work done on time at your job?"

IF NECESSARY: "Would you say ... never ... rarely ... sometimes ... most of the time ... or all of the time?"

- 1 NEVER
- 2 RARELY
- 3 SOMETIMES
- 4 MOST OF THE TIME
- 5 ALL OF THE TIME

- 98 DON'T KNOW
- 99 NA/REFUSED

Q:FAM3A

"How often have you made sacrifices in your career or job for the sake of your personal or family life?"

IF NECESSARY: "Would you say ... never ... rarely ... sometimes ... most of the time ... or all of the time?"

- 1 NEVER
- 2 RARELY
- 3 SOMETIMES
- 4 MOST OF THE TIME
- 5 ALL OF THE TIME

- 98 DON'T KNOW
- 99 NA/REFUSED

Q:WRKINTB

"Now I am going to ask you several questions about how work affects family. Please tell me how often in the past year you have experienced each of the following: would you say ... all of the time ... most of the time ... sometimes ... rarely ... or never?"

"How often do the demands of YOUR JOB conflict with your family life?
Would you say ... all of the time ... most of the time ... sometimes ... rarely ... or never?"

- 1 NEVER
- 2 RARELY
- 3 SOMETIMES
- 4 MOST OF THE TIME
- 5 ALL OF THE TIME

- 98 DON'T KNOW
- 99 NA/REFUSED

Q:WRK1B

"How often have you not been able to get everything done at home each day because of your job?"

IF NECESSARY: "Would you say ... all of the time ... most of the time ... sometimes ... rarely ... or never?"

- 1 NEVER
- 2 RARELY
- 3 SOMETIMES
- 4 MOST OF THE TIME

- 5 ALL OF THE TIME
- 98 DON'T KNOW
- 99 NA/REFUSED

Q:WRK2B

"How often have you not been in as good of a mood as you'd like to be at home because of your job?"

IF NECESSARY: "Would you say ... all of the time ... most of the time ... sometimes ... rarely ... or never?"

- 1 NEVER
- 2 RARELY
- 3 SOMETIMES
- 4 MOST OF THE TIME
- 5 ALL OF THE TIME
- 98 DON'T KNOW
- 99 NA/REFUSED

Q:WRK3B

"How often have you not had enough time for your family or other important people in your life because of your job?"

IF NECESSARY: "Would you say ... all of the time ... most of the time ... sometimes ... rarely ... or never?"

- 1 NEVER
- 2 RARELY
- 3 SOMETIMES
- 4 MOST OF THE TIME
- 5 ALL OF THE TIME
- 98 DON'T KNOW
- 99 NA/REFUSED

Q:WRK4B

"How often have you made sacrifices in your personal or family life for the sake of your career or job?"

IF NECESSARY: "Would you say ... all of the time ... most of the time ... sometimes ... rarely ... or never?"

- 1 NEVER
- 2 RARELY
- 3 SOMETIMES

- 4 MOST OF THE TIME
- 5 ALL OF THE TIME

- 98 DON'T KNOW
- 99 NA/REFUSED

Q:WRK5B

"How often does talking with friends at work help you deal with problems at home?"

IF NECESSARY: "Would you say ... all of the time ... most of the time ... sometimes ... rarely ... or never?"

- 1 NEVER
- 2 RARELY
- 3 SOMETIMES
- 4 MOST OF THE TIME
- 5 ALL OF THE TIME

- 98 DON'T KNOW
- 99 NA/REFUSED

Q:FAMINTB

"Using the same scale, now I'd like to turn to how your family affects your work life..."

"How often do the needs of YOUR FAMILY conflict with your job?"

IF NECESSARY: "Would you say ... all of the time ... most of the time ... sometimes ... rarely ... or never?"

- 1 NEVER
- 2 RARELY
- 3 SOMETIMES
- 4 MOST OF THE TIME
- 5 ALL OF THE TIME

- 98 DON'T KNOW
- 99 NA/REFUSED

Q:FAM1B

"How often does talking with someone at home help you deal with problems at work?"

IF NECESSARY: "Would you say ... all of the time ... most of the time ... sometimes ... rarely ... or never?"

- 1 NEVER
- 2 RARELY
- 3 SOMETIMES

- 4 MOST OF THE TIME
- 5 ALL OF THE TIME

- 98 DON'T KNOW
- 99 NA/REFUSED

Q:FAM2B

"How often has your family or personal life kept you from getting work done on time at your job?"

IF NECESSARY: "Would you say ... all of the time ... most of the time ... sometimes ... rarely ... or never?"

- 1 NEVER
- 2 RARELY
- 3 SOMETIMES
- 4 MOST OF THE TIME
- 5 ALL OF THE TIME

- 98 DON'T KNOW
- 99 NA/REFUSED

Q:FAM3B

"How often have you made sacrifices in your career or job for the sake of your personal or family life?"

IF NECESSARY: "Would you say ... all of the time ... most of the time ... sometimes ... rarely ... or never?"

- 1 NEVER
- 2 RARELY
- 3 SOMETIMES
- 4 MOST OF THE TIME
- 5 ALL OF THE TIME

- 98 DON'T KNOW
- 99 NA/REFUSED

- If MARRIED=1,2,7 (Married, Civil Union, Living with partner) then continue to CROSSO1A
- If Married=3,4,5,6 Go to CLIM

Q:CROSSO1A

"Overall, how flexible is your spouse or partner's job in allowing them to incorporate family demands? Would you say very flexible ... somewhat flexible ... or not too flexible?"

- 1 VERY FLEXIBLE
- 2 SOMEWHAT FLEXIBLE

- 3 NOT TOO FLEXIBLE
- 98 DON'T KNOW
- 99 NA/REFUSED

Q:CROSSO2A

"How often does your spouse or partner come home in a bad mood because of his or her job?
Would you say never ... rarely ... sometimes ... most of the time ... or all of the time?"

- 1 NEVER
- 2 RARELY
- 3 SOMETIMES
- 4 MOST OF THE TIME
- 5 ALL OF THE TIME
- 98 DON'T KNOW
- 99 NA/REFUSED

Q:CROSSO1B

"Overall, how flexible is your spouse or partner's job in allowing them to incorporate family demands? Would you say not too flexible ... somewhat flexible ... or very flexible?"

- 1 VERY FLEXIBLE
- 2 SOMEWHAT FLEXIBLE
- 3 NOT TOO FLEXIBLE
- 98 DON'T KNOW
- 99 NA/REFUSED

Q:CROSSO2B

"How often does your spouse or partner come home in a bad mood because of his or her job?
Would you say all of the time ... most of the time ...sometimes ... rarely ... or never?"

- 1 NEVER
- 2 RARELY
- 3 SOMETIMES
- 4 MOST OF THE TIME
- 5 ALL OF THE TIME
- 98 DON'T KNOW
- 99 NA/REFUSED

Q:CLIM

"For each of the following statements about your workplace, please tell me if you agree or disagree, or if you just don't know"

Q:CLIM1

"Do you agree or disagree that at your workplace, employees who put their family or personal needs ahead of their job are not looked on favorably."

"Is that strongly or just somewhat?"

- 1 STRONGLY AGREE
- 2 SOMEWHAT AGREE
- 3 NEUTRAL (VOLUNTEERED) PROBE: "Would you say you are in the middle or that you have no opinion?"
- 4 SOMEWHAT DISAGREE
- 5 STRONGLY DISAGREE

- 98 DON'T KNOW
- 99 NA/REFUSED

Q:CLIM2

"Do you agree or disagree that at your workplace, employees have to choose between advancing in their jobs or devoting attention to their family or personal lives."

"Is that strongly or just somewhat?"

- 1 STRONGLY AGREE
- 2 SOMEWHAT AGREE
- 3 NEUTRAL (VOLUNTEERED) PROBE: "Would you say you are in the middle or that you have no opinion?"
- 4 SOMEWHAT DISAGREE
- 5 STRONGLY DISAGREE

- 98 DON'T KNOW
- 99 NA/REFUSED

Q:CLIM3

"Do you agree or disagree that at your workplace, parents are encouraged to take time off work to care for their children when needed."

IF NECESSARY: "Is that strongly or just somewhat?"

- 1 STRONGLY AGREE
- 2 SOMEWHAT AGREE
- 3 NEUTRAL (VOLUNTEERED) PROBE: "Would you say you are in the middle or that you have no opinion?"
- 4 SOMEWHAT DISAGREE
- 5 STRONGLY DISAGREE

- 98 DON'T KNOW
- 99 NA/REFUSED

Q:CLIM4

"Do you agree or disagree that at your workplace, it is okay for parents to make or receive phone calls at work for family related matters."

IF NECESSARY: "Is that strongly or just somewhat?"

- 1 STRONGLY AGREE
- 2 SOMEWHAT AGREE
- 3 NEUTRAL (VOLUNTEERED) PROBE: "Would you say you are in the middle or that you have no opinion?"
- 4 SOMEWHAT DISAGREE
- 5 STRONGLY DISAGREE
- 98 DON'T KNOW
- 99 NA/REFUSED

Q:SUPERV

"Now for some questions dealing specifically with your supervisor. Please tell me if you agree or disagree with these statements"

Q:SUPERV1

"My supervisor is critical of me spending work time dealing with family problems or issues."

"Is that strongly or just somewhat?"

- 1 STRONGLY AGREE
- 2 SOMEWHAT AGREE
- 3 NEUTRAL (VOLUNTEERED) PROBE: "Would you say you are in the middle or that you have no opinion?"
- 4 SOMEWHAT DISAGREE
- 5 STRONGLY DISAGREE
- 97 NO SUPERVISOR
- 98 DON'T KNOW
- 99 NA/REFUSED

Q:SUPERV2

"My supervisor is flexible about my scheduling so that I can meet my family needs. For example, taking a child to the doctor, or going to a school function."

"Is that strongly or just somewhat?"

- 1 STRONGLY AGREE
- 2 SOMEWHAT AGREE
- 3 NEUTRAL (VOLUNTEERED) PROBE: "Would you say you are in the middle or that you have no opinion?"
- 4 SOMEWHAT DISAGREE
- 5 STRONGLY DISAGREE
- 97 NO SUPERVISOR
- 98 DON'T KNOW
- 99 NA/REFUSED

Q:SUPERV3

"My supervisor has let me or would let me bring my child to work in an emergency. For example, if the babysitter doesn't show up, or the child has a snow day."

"Is that strongly or just somewhat?"

- 1 STRONGLY AGREE
- 2 SOMEWHAT AGREE
- 3 NEUTRAL (VOLUNTEERED) PROBE: "Would you say you are in the middle or that you have no opinion?"
- 4 SOMEWHAT DISAGREE
- 5 STRONGLY DISAGREE
- 97 NO SUPERVISOR
- 98 DON'T KNOW
- 99 NA/REFUSED

Q:FLEX2

"Turning now to flexible workplace policies, does your employer allow you to ..."

READ RESPONSES AND CHECK ALL THAT APPLY

- 1 Periodically change starting and quitting times?
- 2 Have control or choice over which shifts you work?
- 3 Work a compressed workweek for at least part of the year?
- 4 Telecommute or work at home on a regular basis?
- 5 Request a part-time or reduced work schedule?
- 6 DON'T KNOW
- 7 NONE OF THESE ARE OFFERED
- 8 NA/REFUSED
- 9 CLICK TO CONTINUE

Q:BENE

"The next questions are about fringe benefits at your workplace. Please tell me whether each fringe benefit is available to YOU through your employer"

READ RESPONSES AND CHECK ALL THAT APPLY

- 1 Health insurance
- 2 Paid sick leave
- 3 Paid vacation days
- 4 Parental or family leave with pay
- 5 Personal time
- 6 DON'T KNOW
- 7 NONE OF THESE ARE OFFERED
- 8 NA/REFUSED
- 9 CLICK TO CONTINUE

Q:TRAP1

"For each of the following statements about your job, please tell me if you agree or disagree."

"Your job is more flexible than most."

"Is that strongly or just somewhat?"

- 1 STRONGLY AGREE
- 2 SOMEWHAT AGREE
- 3 NEUTRAL (VOLUNTEERED) PROBE: "Would you say you are in the middle or that you have no opinion?"
- 4 SOMEWHAT DISAGREE
- 5 STRONGLY DISAGREE
- 98 DON'T KNOW
- 99 NA/REFUSED

Q:TRAP2

"The main reason you are staying in your job is because of the flexibility that it offers."

IF NECESSARY: "Is that strongly or just somewhat?"

- 1 STRONGLY AGREE
- 2 SOMEWHAT AGREE
- 3 NEUTRAL (VOLUNTEERED) PROBE: "Would you say you are in the middle or that you have no opinion?"
- 4 SOMEWHAT DISAGREE
- 5 STRONGLY DISAGREE
- 98 DON'T KNOW

99 NA/REFUSED

Q:TRAP3

"You have passed up a promotion or a job offer and stayed with your current employer because you were uncertain of your ability to negotiate arrangements to accommodate your family needs."

IF NECESSARY: "Is that strongly or just somewhat?"

- 1 STRONGLY AGREE
- 2 SOMEWHAT AGREE
- 3 NEUTRAL (VOLUNTEERED) PROBE: "Would you say you are in the middle or that you have no opinion?"
- 4 SOMEWHAT DISAGREE
- 5 STRONGLY DISAGREE
- 98 DON'T KNOW
- 99 NA/REFUSED

Q:GLUE

"Thinking about all the factors that contribute to and detract from how you manage your work and family life, what is the ONE thing that keeps it all together ... that is, if that person, thing was not there it all would fall apart?"

RECORD VERBATIM RESPONSE

Q:NUMKIDS

"Now we have some questions about your children and child care arrangements."

"How many of the persons who CURRENTLY live in your household are under 18 years of age, including babies, small children, foster children and children living in the home less than full-time?"

- 1 ONE
- 2 TWO
- 3 THREE
- 4 FOUR
- 5 FIVE
- 6 SIX
- 7 SEVEN OR MORE
- 98 DON'T KNOW
- 99 NA/REFUSED

Q:AGEKID

"What is the age of your youngest child living at home?"

RECORD EXACT AGE 0-17. IF LESS THAN 1 YEAR, ENTER 0

98 DON'T KNOW

99 NA/REFUSED

→ if NUMKIDS=1 and AGEKID>14 Go to FAMRES1

→ if NUMKIDS=1 and AGEKID<15 Go to CCARE

Q:AGEKID2

"What is the age of your oldest child living at home?"

RECORD EXACT AGE 0-17. IF LESS THAN 1 YEAR, ENTER 0

98 DON'T KNOW

99 NA/REFUSED

→ If AGEKID>14 and AGEKID2>14 Go to FAMRES1

Q:CCARE

"Thinking of your youngest child only, please tell me which of the following child care arrangements you use while you are working for pay."

READ RESPONSES AND CLICK ALL THAT APPLY

- 1 You cared for your youngest child while you were at work, → Go to CRELIAB1
- 2 the child's other parent or stepparent, → Go to CRELIAB1
- 3 the child's brother or sister,
- 4 a grandparent,
- 5 some other relative,
- 6 a family day care provider outside of your home,
- 7 an organized care facility,
- 8 a non-relative such as a friend, neighbor, sitter, nanny, or au-pair,
- 9 a before or after school program, or the
- 10 child cares for his or herself?"
- 11 DON'T KNOW
- 12 NA/REFUSED
- 13 CLICK TO CONTINUE

Q:CCCOST

"Thinking now of all your children under 15 years old, how much do you or your family pay ALL child care providers to watch your children in a typical week?"

ENTER AMOUNT PER WEEK.

DON'T NEED DOLLAR SIGNS.

IF THEY SAY \$500.00 A WEEK PUT IN 500.

0 DOES NOT PAY FOR CHILD CARE

997 \$997 OR MORE

998 DON'T KNOW

999 NA/REFUSED

Q:CRELIAB1 / CRELIAB2

"How reliable would you say your childcare arrangements are, would you say they are not too reliable ... somewhat reliable ... or very reliable?"

- 1 VERY RELIABLE
- 2 SOMEWHAT RELIABLE
- 3 NOT TOO RELIABLE

- 98 DON'T KNOW
- 99 NA/REFUSED

- ➔ If MARRIED=1,2,7 (Married, Civil Union, Living with partner) then continue to WHOWATCH
- ➔ If Married=3,4,5,6 Go to FAMRES1

Q:WHOWATCH

"If someone has to be home with your child(ren) or take them somewhere when both you and your spouse or partner are supposed to be working, which of you is more likely to stay home? Would you say you are ... your spouse or partner is ... it depends on the situation ... or you both equally take turns?"

- 1 RESPONDENT
- 2 SPOUSE / PARTNER
- 3 IT DEPENDS
- 4 BOTH EQUALLY, TAKE TURNS

- 5 KIDS OLD ENOUGH TO CARE FOR THEMSELVES (VOLUNTEERED)

- 98 DON'T KNOW
- 99 NA/REFUSED

Q:FAMRES1

"Shifting gears, now I'd like to ask about resources in your community ..."

"There are 25 family resource centers throughout the State of New Hampshire. These centers provide education, training, and support for families in the community. Have you ever participated at an event at a family resource center?"

- 1 YES
- 2 NO

- 98 DON'T KNOW
- 99 NA/REFUSED

Q:FAMRES2

"Have you ever attended a parent education, financial resource management, or nutrition class conducted by UNH Cooperative Extension?"

- 1 YES
- 2 NO

- 98 DON'T KNOW
- 99 NA/REFUSED

Q:INFO

"Now, I'd like to ask you about the sources you turn to for information that could help you better care for your family. Have you used ..."

READ RESPONSES AND CHECK ALL THAT APPLY

- 1 TV, Magazines or Newspapers
- 2 Internet Web Sites
- 3 Aged based newsletters like Cradle Crier and Toddler Tales
- 4 Your family doctor or health care provider
- 5 Friends and relatives
- 6 Parent education classes or support groups
- 7 DON'T KNOW
- 8 NONE OF THESE
- 9 NA/REFUSED
- 10 CLICK TO CONTINUE

Q:LOSEFLEX

"We also are interested in understanding how the current economy may be affecting people's home and work life. Has your access to workplace flexibility -- such as flex work schedules or flexible workplace options -- been increased, decreased, or remained the same in the past 12 months because of your employer's concerns about the economic downturn?"

- 1 INCREASED
- 2 DECREASED
- 3 REMAINED THE SAME
- 4 CHANGED, BUT NOT FOR ECONOMIC REASONS (VOLUNTEERED)

- 98 DON'T KNOW
- 99 NA/REFUSED

Q:TILTWRK

"With the increase in the amount of layoffs at companies, has the likelihood of your use of workplace flexibility increased, decreased, or remained the same from this time last year?"

- 1 INCREASED
- 2 DECREASED
- 3 REMAINED THE SAME
- 4 CHANGED, BUT NOT FOR ECONOMIC REASONS (VOLUNTEERED)

- 98 DON'T KNOW
- 99 NA/REFUSED

Q:LOSEJOB1/LOSEJOB2

"How concerned are you about losing your job? Would you say you are very concerned ... somewhat concerned ... or, not very concerned?"

- 1 VERY CONCERNED
- 2 SOMEWHAT CONCERNED
- 3 NOT VERY CONCERNED

- 98 DON'T KNOW
- 99 NA/REFUSED

Q:AGE

"Now, a few questions for statistical purposes.

"In what year were you born?"

RECORD YEAR

- 9998 DON'T KNOW / NOT SURE
- 9999 REFUSED

Q:EDUCAT

"What is the highest grade in school, or level of education that you've completed and got credit for..."

READ RESPONSES

- 1 Eighth grade or less,
- 2 Some high school,
- 3 High school graduate, (INCLUDES G.E.D.)
- 4 Technical school,
- 5 Some college,
- 6 College graduate,
- 7 Or postgraduate work?"

- 98 DK (DO NOT PROBE)
- 99 NA / REFUSED

Q:INCOME

"How much TOTAL income did you and your family receive in 2008, not just from wages or salaries but from all sources -- that is, before taxes and other deductions were made? Was it... (READ CATEGORIES)

	ANNUAL	MONTHLY EQUIVALENT
1	Less than \$15,000,	Less than \$1,250
2	\$15,000 to \$29,999,	\$1,250 - \$2,499
3	\$30,000 to \$44,999,	\$2,500 - \$3,749
4	\$45,000 to \$59,999,	\$3,750 - \$4,999
5	\$60,000 to \$74,999,	\$5,000 - \$6,249
6	\$75,000 to \$99,999, or	\$6,250 - \$8,333
7	\$100,000 and over?"	\$8,334 and over

- 97 REFUSED
- 98 DK - "Just your best guess ..." RE-READ CATEGORIES
- 99 NA - "This is only for statistical purposes ..." RE-READ CATS

Q:D14

"Not counting business lines, extension phones, or cellular phones -- on how many different telephone NUMBERS can your household be reached?"

- 1 ONE
- 2 TWO
- 3 THREE
- 4 FOUR
- 5 FIVE
- 6 SIX
- 7 SEVEN OR MORE

- 98 DK
- 99 NA / REFUSED

Q:END

"Those are all the questions I have. I want to thank you for your time and participation. Your input has been very valuable. Goodbye"