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Family-Friendly Work Environment? An Investigation of Women's Job Stress and Satisfaction

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FAMILY-FRIENDLY WORK ENVIROMENT? AN INVESTIGATION OF WOMEN'S JOB

STRESS AND SATISFACTION

A Thesis

by

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ABSTRACT

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Little research has focused on women with and without children in the workplace and their work-life balance. This study is conducted through the lens of organizational culture in order to determine how different workplace policies can influence women and their job satisfaction and level of job stress. The participants for this study included 172 female students and staff (working full and part time) from an institution of higher education in South Texas. Results showed no significant differences in women's job satisfaction or stress level at work, regardless of having children or not. However, there is a positive relationship between women's job satisfaction and perceived family-friendly culture as well as a negative relationship between women's job stress and perceived family-friendly culture.

Organizations must implement family-friendly policies because it is clear when women feel that they have achieved a work-life balance, they are more satisfied at work and therefore are better employees.

DEDICATION

To start with, I would like to express my gratitude to my family. The completion of my master's degree would not have been possible without their love and support. Thank you to my mother, Biljana Ciric, my father, Branko Ciric, and my brother Miljan Ciric for always believing in me. In addition, I would especially like to dedicate my thesis to my mother Biljana Ciric whose desire to have high education was significant. For the lack of resources and her parents support she was never able to achieve it. However, in my eyes in some way she did. Also, thank you to my mentor, Dr. Cory Cunningham, for her brilliant ideas, countless meetings, continuous motivation, enormous patience and positive energy through this great journey. Thank you all for inspiring me and pushing me to be the best I can be.

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CHAPTER I

INTRODUCTION

Women have been fighting for equality for decades; fighting to have equal rights to vote, receive an education, learn new skills, and the opportunity to work outside the home. Although women have successfully changed the Constitution and are legally afforded the same rights and responsibilities as men, women now face the challenge of achieving a work-life balance. This struggle is not the result of male chauvinism, but appears to be the result of out-dated organizational cultures that do not address the professional and personal needs of women.

The problem in today's society is that organizational cultures do not allow employees to be successful in their multiple roles. Society expects women to reproduce and be caregivers but at the same time organizations expect professionalism and commitment, putting women in a catch-22 position. As a result of traditional organizational policies, or non-family friendly policies, women often find themselves in unfair positions of having to choose between personal and professional responsibilities and goals (Lepore, 2011).

Establishing a work-life balance is not a challenge faced solely by women with children. Although the journey to finding a work-life balance manifests in different ways, this is an issue that all women must address regardless of education level, marital status, children, or career. Thus, the gender, women, cannot be defined as a homogeneous group. Research shows that women without children experience more negative violations, greater job satisfaction, and

greater job stress than women with children (Pitts, Jarry, Wilkins, & Pandey, 2006). Women with children experience less job satisfaction but are able to cope with stress better than women without children (Pitts, Jarry, Wilkins, & Pandey, 2006). This is an indication that there should be more research done on women with and without children in organizations concerning the treatment they receive from their superiors and the way organizations are addressing their problems inside and outside of work. Family-friendly policies provide employees, with and without families, with the opportunity to address their personal issues while creating higher job satisfaction, lower jobs stress, and higher productivity, which are ultimately the goals for both organizations and employees (Lepore, 2011).

Historically, fighting discrimination and inequality in the workplace has led women to positions of power, as business owners and managers, in a traditionally masculine dominated part of the culture (Nelson, 2012).

As women are entering these traditionally masculine professional fields in record numbers, it is possible that they may experience challenges (Irizary, 2004). Men and women experience organizational life and its policies differently, especially at the professional level (Sheppard, 1993). Research shows that women should maintain a "professional face" in order to be successful in the workplace (Irizary, 2004). "Professional face", or professionalism, is described as being reliable, respectful, honest, responsible, and competent (Irizary, 2004). This "professional face" is often in direct contradiction to gender rules, which are the traditions and social relationships in societies and cultures that together determine what is considered 'feminine' and what is 'masculine' and how power is allocated between, and used differently by women and men (MacDonald et al., 1997). Gender assumptions can negatively influence policy and practices aimed to help employees balance their multiple roles. If assumptions underlying traditional

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practices and policies are not examined and modified, organizations may have trouble in the future building a work environment that maximizes employee productivity and at the same time support their private life (Swanberg, 2004). If organizations have the best intention of recruiting and retaining employees and maximizing their productivity they should consider implementing a new approach to job structure, going beyond traditional organizational policies, and infusing family-friendly policies into daily operations (Swanberg, 2004).

Research shows that employees working in more supportive and family oriented workplaces have higher levels of job satisfaction, are more committed to their organizations' success, have greater loyalty to their employer, and a stronger intention to stay at their job (Bond et al., 1998). The creation of a family-friendly workplace environment has largely been neglected by traditional work-family professionals because they did not want business leaders to perceive the need for work-family policies as a women's issue (Barnett, 1999). Ignoring how gender role assumptions permeate the day-to-day operations and structure of the workplace has limited the progress toward creating organizations that are family-friendly (Brandy, 2011; Swanberg, 2004; Acker, 1990; Blum & Kahn, 1996; Zimmer, 1986).

Clearly, women entering the workforce and the subsequent struggle they have faced balancing work and family has been the focus of much research in recent decades. The problem is that organizational culture has not caught up to the norms and needs of employees today, particularly women. Therefore, organizations that continue to operate under antiquated policies and assumptions find themselves with resentful and unsatisfied employees. Research is beginning to expose that organizational culture is much more complex than initially perceived. It's not as simple as a black and white, men and women issue. Current research is indicating that there are sub-cultures within large gender categories. Gender-sensitivity has come a long way in

the last 40 year and family-friendly cultures are beginning to address the issues that both men and women are encountering to keep their lives in balance. With a focus on women, the goal of the current study is to take an initial step in looking at the efficacy of family-friendly cultures within organization.

CHAPTER II

REVIEW OF LITERATURE

Organizational Culture

Organizational culture is defined as the values and behaviors that contribute to the unique social and physiological environment of the organization (Acker, 1990; Hays, 1996). Cultural values include organizational expectations, philosophy, and a specific collection of norms that are shared by people and groups within an organization that controls the way they interact with each other as well as with stakeholders outside the organization (Davis, 2007). The concept of organizational culture is hard to define but in the last 25 years it has gained wide acceptance as a way to understand human systems (Davis, 2007).

Organizational culture is shifting its attention to the human side of organizational life by clarifying the importance of creating appropriate systems of shared meaning to help people work together toward desired outcomes (Eikenberry, 2007). The creation of an organization's culture is an evolving process that is controlled by its members. They are the ones who collectively decide on the organization's values as well as establish and reinforce organizational norms that are in-line with these values. It requires members, especially leaders, to acknowledge the impact of their behavior on the organizational culture and to understand the relationship between an organization and its environment which is also affected by the organization's basic assumptions (Davis, 2007).

In the U.S., people spend more time working than they do with their families (Eikenberry, 2007). Therefore, for people to be fulfilled, the time they spend working must be valuable, enjoyable, and meaningful (Eikenberry, 2007). When people are mentally and psychologically engaged at work, they are safer on the job, more productive, and more willing to please customers. Employees' level of engagement, enjoyment, and vested interest in the company are determined by organizational culture (Acker, 1990; Hays, 1996). It is important for organizations to consider the working environment and the importance of strong relationships (Eikenberry, 2007). Building and sustaining an organizational culture is one way of showing that people are an organization's most valuable asset (Eikenberry, 2007). Organizational culture helps employees, as a whole, to find a work-life balance. Specifically, an organization's culture can help women to reach their highest potential in devoting equal time to paid and unpaid roles, with a particular emphasis on family.

Organizational Culture and Gender

Just as organizations have their own sets of norms and values that members are expected to uphold, the larger society also has normative expectations that are placed on women. Unfortunately, many of these societal norms are contradictory in nature, resulting in feelings of confusion, exhaustion, and stress by women today (Hays, 1996). For example, women are expected to have children and are also expected to get a higher education and partake in the workforce. Another cultural norm is that a "good mother" is one who is always on call for her children. However, the "ideal worker" is expected to be unencumbered by competing demands (Acker, 1990; Hays, 1996). For working women this creates a tension between two competing expectations. According to the "ideal worker" belief, a committed worker is one who demonstrates intensive effort on the job through actions that appear to sacrifice all other concerns

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for work (Epstein et al. 1999; Williams, 2000). This includes a willingness to drop everything at a moment's notice for a new work demand, devoting enormous hours of "face time" at work, and working late nights or weekends (Epstein et al., 1999). Normative conceptions of the "ideal worker" and the "good mother" create a cultural tension between the motherhood role and the role of committed worker. By cultural definition, a "good mother" will direct her time and emotional energy toward her children without limit, but the "ideal worker" would drop anything for the need of the organization (Hays, 1996).

Research indicates that working mothers are penalized for taking time off to raise their children (Correll & Benard, 2006). Mothers are often seen as less competent and less committed to work when compared to women without children (Rice, 2011). Visibly pregnant managers are often judged as being less committed to their jobs, less dependable, and less authoritative, but warmer, more emotional, and more irrational than otherwise equal women managers who are not pregnant (Correll & Benard, 2006). When comparing men and women with the same personal and professional characteristics, the same academic productivity, and both with children, research shows that having children negatively affects women more than men (Rice, 2011). Men with children are four times more likely to be promoted than women with children (Rice, 2011). Results also indicate that women without children do not have flexible working hours, do not get paid time off for family issues, and do not receive equal benefits (Correll, Benard & Paik, 2006). For women to successfully balance multiple roles and norms placed on them, organizational culture could help by implementing family-friendly policies.

If a woman is competent, she is often perceived as being harsh. If a woman is kind, she is often seen as being overly soft or emotional. Since organizations what to hire and promote both competent and friendly people, this creates a huge stumbling block for women (Sandberg &

Scovell, 2013). When a woman acts nice, which is more appropriate for a female, people's reactions are more positive. However, if she takes a more instrumental approach, such as "This is what I want and I deserve it", people tend to react far more negatively (Sandberg & Scovell, 2013). Success and likability are positively correlated for men and negatively correlated for women.

Over 10 years ago, the 'Family Friendly Index' was developed as a tool to measure a company's development toward a family-friendly corporate culture by comparing the company's policies and procedures with the benchmark standard (Galinsky, Friedman, & Hernandez, 1991). As a result of relatively high job stress, low job satisfaction, and burnout, organizations are on the road to building family-friendly environments for the sake of organizational productivity and employee job satisfaction (Menéndez, Benach, Muntaner, Amable, & O'Campo, 2007). In 1991, only 2% of the Fortune 500 companies were rated as using the 'Family Friendly Index' (Menéndez, Benach, Muntaner, Amable, & O'Campo, 2007; Galinsky et al., 1991). The majority of them were in the early phases of developing a work-family initiative. By 1996, 86% of major U.S. employers claimed to offer some kind of childcare assistance (Menéndez, Benach, Muntaner, Amable, & O'Campo, 2007; Galinsky et al., 1991).

Men and women experience workplace environment and policies differently. Gender relations are the rules, traditions, and social relationships in societies and cultures that together determine what is considered 'feminine' and 'masculine', and how power is allocated between, and used differently by women and men (MacDonald et al., 1997). According to Swanberg (2004), gendered assumptions can negatively influence policies and practices aimed to help employees balance their multiple roles. Unless assumptions underlying traditional practices and policies are examined and modified, organizations may have trouble building a work environment that maximizes employee productivity while supporting their lives off the job

(Swanberg, 2004). If organizations are to recruit and retain employees and maximize their productivity they should consider integrating a new paradigm about the structure of jobs into operational goals, going beyond the literal interpretation of family-friendly policies, and infusing creativity into daily operations (Swanberg, 2004).

Social Comparisons in Private and Public Organizations

Social comparisons between men and women and the role of culture have an important impact on public as well as private organizations. A social comparison is when an individual states that they are, for instance, successful, competent or ambitious, and they are making such evaluations in relation to some type of standard (Buunk & Gibbons, 1997; Festinger, 1954; Wood, 1989). Such standards are often based on the perceived qualities and achievements of others (Buunk et al., 2011). In general, individuals may compare themselves with family, friends, or colleagues on many distinct dimensions, varying from intelligence to attractiveness, from salary to career opportunities, and from health status to life expectancy (Buunk & Gibbons, 1997; Festinger, 1954; Wood, 1989). Social comparison can help people evaluate and improve themselves. It may also have a substantial impact on an individuals' way of thinking, feeling, behaving, and working (Buunk & Gibbons, 2007). The workplace is a major context of life in which people may attain prestige, recognition, and self-esteem. Employees frequently engage in comparisons with their coworkers in order evaluate themselves (Buunk & Ybema, 1997; Goodman, 1977).

Social comparison occurs in different stages in private and public organizations. Private organizations operate in a competitive and dynamic environment, in which profitability is the ultimate criterion of success (Buunk & Ybema, 1997; Goodman, 1977). They are operating to satisfy customer demands. On the other hand, public organizations are more focused on

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maintaining constituencies, seeking multiple and cooperative goals, and obtaining funding through processes which are susceptible to political influences (Porter & Van Maanen, 1970; Solomon, 1986). Research shows that public organizations have a much more favorable work-family culture than private organizations (Mauno, Kinnunen, & Piitulainen, 2005). Even though the climate of private organizations is generally more competitive than public organizations, employees in public organizations compare themselves based on their job outcomes, while employees in private organizations tend to compare themselves to other members (Mauno, Kinnunen, & Piitulainen , 2005).

Since men and women value different aspects of their work, it is not a surprise that they differ in social comparison as well. Research shows that women tend to place greater emphasis on specific job outcomes, such as the amount of vacation time (Maume, 2006), income (Amabile, Hill, Hennessey, & Tighe, 1994; Singh, 1994), working conditions (Bennett, Stadt, & Karmos, 1997) and the option to work part-time (Dæhlen, 2007).). In contrast, men have been found to place greater emphasis on aspects related to inputs, such as the opportunity to use their talents or skills (Amabile et al., 1994; Centers & Bugental, 1966). Women have only recently entered the labor force and often suffer from gender inequalities. Even today, women are paid less for the same job as men (Joshi, Makepeace, & Dolton, 2007), have lower probabilities of promotion (Blau & Devardo, 2007) and more often have temporary work contracts (Menéndez, Benach, Muntaner, Amable, & O'Campo, 2007). In 1970, American women were paid 59 cents for every dollar their male counterparts made. As of 2010, women are paid 77 cents for every dollar men make (Sandberg, 2013). Forty years later and women have only moved up by eighteen cents. In addition, men are more likely to get promoted due to their potential and women only for their past experience and accomplishments (Sandberg, 2013). Inequalities such

as these create high job stress among women (e.g., Menéndez et al., 2007) which leads women to socially compare themselves more often than men.

Family –Friendly Workplace Policies

Family-friendly workplace policies make it possible for employees to more easily balance family and work, and to fulfill both their family and work obligations (Schorr, 1997). Research shows that employees working in more supportive and family-oriented workplaces have higher levels of job satisfaction, are more committed to their organizations' success, have greater loyalty to their employer, and a stronger intention to stay at their job (Bond et al., 1998). Some possible family-friendly policies include: providing convenient and secure daycare, allowing flexible schedules, creating job sharing opportunities where two or more people share one position in order to meet job responsibilities and still have time to spend with their children or elderly parents, allowing new mothers to temporarily work part-time, enforcing medical family leave, reimbursing tuition for employees seeking higher education, providing private space on-site for nursing mothers to pump, and many others (Schorr, 1997).

There are many organizations in the United States that have implemented family-friendly policies. For example, Lynda.com, is a company that serves as a resource for educational purposes and digital art. It also offers online training that remains open seven days a week and includes expert instructions from true masters in their fields. Lynda.com's mission statement is to impart knowledge regarding correct workflow and teach customers how to develop skills required to solve problems (Weinman, Heavin & Robison, 2012). Lynda.com has created an organizational culture which provides its members with an extraordinary work environment, tremendous opportunity for advancement, and great benefits. For example, their employees are provided with 100% company paid health, dental, and vision insurance for themselves and their

dependents, paid company holidays, vacation, sick leave, bereavement, jury duty leave, paid life

insurance as well as short-term and long-term disability leave. Google is another organization

that has created a family-friendly culture. Not only are employees provided with full benefits for

themselves and their dependents, the benefits of working at Google continue even after an

employees' death (McCullough, 2010). For example, Google will continue to pay 50 % of

employees' salaries for a decade after their death. If they had any dependent children, Google

will support them with $1,000 per month until they reach the age of 19 or 23 if they're enrolled

in full-time education (Savov, 2012).

In just a few short years, work-life balance has moved from a management buzzword to

one of the major human resource issues of the early 21st century. To maintain a competitive

advantage, businesses world-wide will need to work harder to attract and retain quality staff

(Greenhaus, Collins, & Shaw, 2003). New Zealand's ageing population is already creating a

critical skills shortage in many industries that will only deepen as the baby boomer generation

reaches retirement (Shoptaugh, Phelps, & Visio, 2004). Changing demographics within the

employment market including greater numbers of working mothers, mature workers and certain

minority groups are forcing companies to deliver family-friendly strategies and offer flexible

conditions for an increasingly diverse workforce (Shoptaugh, Phelps, & Visio, 2004).

This diverse workforce makes the creation of a family-friendly organizational culture difficult, as

employees have differing needs, expectations, and definitions of work-life balance.

A study in Hong Kong illustrates this challenge by identifying three different groups of

female workers (Ng & Fosh, 2004). "Advocators" are those women who want a balanced life

but, at the same time, would like a career. They are highly aware of the problems associated with

women in management positions and may instigate equal opportunity measures that help women

employees achieve a balance between career and family (Ng & Fosh, 2004). "Supporters" are those women who have made the choice to lead a balanced life, accepting that they will not get many chances of promotion. Therefore, they are happy to stay where they are, but are supportive of equal opportunity policies that give ambitious women, who also want a balanced life, the opportunity to move up the organizational hierarchy (Ng & Fosh, 2004). "Outsiders" are women who put family before work and have low career ambition. They are not sensitive to problems women employees face and have little opinion on equal opportunity policy (Ng & Fosh, 2004). The different expectations and roles that women play in organizations make it difficult for organizations to develop family-friendly environments and equal opportunities that satisfy everyone.

As organizations are moving into the twenty-first century, more complex lives of the U.S. labor force will continue to challenge supervisors, managers, and human resource professionals. One important solution to more effectively specify and meet the needs of both employers' and employees' is for organizations to implement formal workplace policies that will assist workers in balancing their multiple responsibilities and cultivate a work environment attentive to the employees' diverse needs (Swanberg, 2004). By implementing family-friendly policies organizations will decrease, particularly for women, employee burn-out, increase organizational productivity, and increase personal well-being (Bond et al, 1998; Galinsky, Kim, & Bond, 2001).

Women in the Workplace

History

For hundreds of years men believed that women had a place in the home, bearing children and taking care of their husbands. They believed women should do everything in their power to please men. During the time of Enlightenment in the 18th century, women began to

realize that they were just as intelligent as men and were able to learn new skills so there should not be a reason for them to be excluded from taking part in the same activities as men, including work outside the home (Nelson, 2012). Women wanted to receive an education, state their own opinions, and even get into the workforce (Nelson, 2012). This was not an easy struggle. During the Industrial Revolution in the 19th century more women were entering the workforce as servants to those in the middle or higher classes. Women were cheaper to hire because men were paid higher wages, therefore giving way to more female professionals (Nelson, 2012). By 1870 states were providing schools where more working class girls could receive an education (Nelson, 2012). Invention of the typewriter and the telephone provided more job opportunities for women. Women were really moving up in the world, having more options to work outside the home.

In the 20th century women were given even more options pertaining to the type of work that they could pursue (Carrie, 1995). The 19th Amendment gave women the right to vote but did not liberate them from all discrimination. The breaking point for women in the workplace came during World War II, when women were forced to work outside the home while their husbands were at war (Nelson, 2012). Today, women account for over 45% of the world's workforce. In the U.S, women account for about 46% of the total labor force (Kirsh, 2013). In 2006, there were 67 million women employed in the U.S. and the labor participation rate was up to 59.4% (Nelson, 2012). Even though women are still being discriminated against in the workplace it has not stopped them from owning their own businesses and reaching management positions in companies while still raising a family (Kirsh, 2013).

Women have gone through hard times for centuries in order to be seen as equals to men. It has been a difficult fight to find their way into the workforce, that for so long was dominated

by men (Nelson, 2012). Women fought together as a united front and successfully began to shift cultural norms and expectations regarding women's rights (Nelson, 2012). Women will continue to enter into the workforce and increase overall labor rates. It is projected that there will be a 49% increase in the total labor force between 2006 and 2016 (Nelson, 2012).

Women with a history of being discriminated against in the workplace might give those whom they resemble a break; for example, women employees with children may be more willing to give other working mothers extended deadlines (Kirsh, 2013). However, a growing body of research confirms just the opposite. Women are just as likely as men to show sexism toward women in hiring practices, salaries and professional mentorship (Christakis, 2012). Unfortunately, the organizational culture in the U.S. has not evolved at the same rate as women's rights, forcing female employees to work within a system that does not acknowledge differing definitions of work-life balance. As a result, women employees often find themselves in competing camps, as they try to reconcile inconsistent organizational and societal norms and roles (Kirsh, 2013; Sandberg, 2013).

Work-life Balance

Work-life balance is a complicated process, and knowing how to define it and achieve it is an on-going negotiation faced by all working adults. Both working men and women have work-life balance issues, but how these issues play out often differs along gender lines. Men often act as though their job comes first, whereas women typically put family first (Thomson-DeVeaux, 2011). Men sacrifice time at home for career advancement and more take-home pay, while women sacrifice career advancement and higher pay for time spent with family (Thomson-DeVeaux, 2011).

All women struggle with finding the balance between work and personal life. A recent study shows that women, regardless of age, socioeconomic status, marital status, or even whether or not they have children, feel guilty about juggling their work and home lives (Thomson-DeVeaux, 2011). Specifically, women have negative feelings associated with "boundary-spanning work demands" that occur after-hours, such as taking a work-related phone call or checking their email. Married women, with and without children, have difficulties achieving a balance between demands placed on them by both work and family (spouse and/or children). Single women without children have difficulties achieving a balance between demands placed on them by work and other life roles (Hamilton, Gordon & Whelan-Berry, 2006).

Previous studies show that single women without children experience work-to-life conflict (difficulty achieving balance between demands placed on them by work and being able to participate in other life roles) because of extra hours, staying late, and covering weekends (Hamilton et al., 2006). Married women with children experience more life-to-work conflict (difficulty achieving balance between demands placed on them by their husbands and children as well as at work) than work-to life (Hamilton et al., 2006). Without communication and policies that acknowledge these conflicts, women are not able to achieve work-life balance. As an organizational member, taking an extra shift or picking up the slack for a colleague is often necessary (Selingson, 2012). However, when organizational expectations contradict with family expectations, women often turn to one another for support, resulting in conflicting priorities which ultimately harm the company (Selingson, 2012).

Organizational Outcomes

Job Stress

A common obstacle faced by organizations is the reduction of job-related stress (Sosik & Godshalk, 2000). Job stress is defined as feelings of work-related hardness, tension, anxiety, and frustration (Grossi, Keil, & Vito, 1996; Tewksbury & Higgins, 2006; Van, Voorhis, Cullen, Link & Wolfe, 1991). Job stress is an employee's response to strain resulting from a particular work environment (Armstrong & Griffin, 2004; Dowden & Tellier, 2004). Stress -related cost is equivalent to approximately ten percent of the United States' gross national product (Sosik & Godshalk, 2000).

Organizations that are able to reduce job-related stress find more satisfied employees and increased productivity (Liberman, 2002; Sosik & Godshalk, 2000). Some of the most common job related stressors include ambiguity, role conflict, lack of supervision, lack of group cohesiveness, and lack of promotional opportunities (Jaramillo, 2005; Hassel & Brandl, 2009). High levels of stress influence job satisfaction and can lead to career changes (Lambert, Hogan, Altheimer & Wareham, 2010). Some findings show that women are experiencing more stress than men, while others report there are no differences between these two groups (Morash & Haarr, 2006; Hassel & Brandl, 2009). For women in the workplace, supervisor support has been shown to have a significant association with job stress. Among female staff, those who reported lower levels of supervisory support were more likely to report higher levels of job stress (Lambert, Hogan, Altheimer & Wareham, 2010). Men report stress resulting from evaluation of job performance by supervisors, while women experience greater stress resulting from unreasonable expectations and harsh treatment from their supervisors (Lambert et al., 2010). Job stress is hugely problematic and has been linked with higher medical problems, psychological problems such as job burnout, and social and familial problems such as divorce, abuse, suicide and turnover (Cheek, 1984; Dowden & Teiller, 2004; Lambert, Edwards, Camp & Saylor, 2005;

Slate & Vogel, 1997; Whitehead & Lindquist, 1986; Woodruff, 1993). Job stress will serve as a tool for the current study to help expose different perceptions of anxiety and tension that employees experience in family-friendly and non family-friendly organizations.

Job Satisfaction

Job satisfaction can be defined as the, "pleasurable or positive emotional state resulting from the appraisal of one's job or job experience" (Locke, 1976, p.1297). Job satisfaction is simply the degree that to which a person likes his/her job (Spector, 1994). Like job stress, job satisfaction has significant consequences for workers and organizations (Lambert, Hogan, & Barton, 2002). Lower levels of job satisfaction have been associated with job burnout, absenteeism, turnover intent and turnover (Labert & Hogan, 2009; Whitehead & Lindquist, 1986; Wright, 1993). Job satisfaction is different for men and women.

Among women, supervisor trust and structure have a significant positive relationship with job satisfaction (Lambert et al., 2010). Women's perceived job satisfaction is more affected by unreasonable expectations and harsh treatment from their supervisors than men in the workplace (Lambert et al., 2010). Results show that female workers tend to score higher on a job satisfaction scale than men, and they are also more likely to suggest mentoring programs (Lambert et al., 2010). Research has found that workers who perceive a need for mentoring are experiencing higher levels of work-related stress (Lambert, Hogan, Altheimer & Wareham, 2010).

Clearly, job satisfaction is an important component in an employee's life, and it is necessary for organizations to maintain it. Job satisfaction ultimately motivates employees and is linked to their sense of self and commitment to the organization (Lambert, Hogan, Altheimer & Wareham, 2010). Therefore, the current study will use job satisfaction to help better understand

women with and without children in the workplace, and their perceptions of their own value and contribution to the organization.

While the issue of finding a satisfactory work-life balance is not new, female employees continue to experience unique challenges, despite many organizations claims of implementing family-friendly policies. With the focus on women, the goal of the current study is to take an initial step in looking at the efficacy of family-friendly cultures within organizations. Therefore, the following hypotheses and research question are posited:

H1: Women with children working in perceived family-friendly organizations will experience less job stress and greater job satisfaction than women with children working in perceived non family-friendly organizations.

H2: Women without children working in perceived family-friendly organizations will experience less job stress and greater job satisfaction than women without children working in perceived non family-friendly organizations.

RQ1: Is there a difference in job satisfaction and job stress between women with children and women without children in perceived family-friendly and non-family-friendly organizations?

CHAPTER III

METHODOLOGY

Participants

The participants for this study were female staff, graduate and undergraduate female students, from an institution of higher education in South Texas. The current study included a convenience sample of women who are employed either full or part time. Sample size was N=172. Participants ranged from the age of 19 to 75 years old. The age range was set to include women within child-bearing age as well as women past child-bearing years, since they are equally significant in the workplace. Participants were asked to fill out pen and paper questionnaires containing self-report measures as well as the consent form. By signing the consent form participants were guaranteed anonymity and confidentiality.

Sub-Sample

The current study used four sub-samples. The first two sub- samples included women with children (n=70), 27 of whom perceived their organization to be family-friendly and 12 perceived their organization to be non family- friendly. The remaining 31 participants with children indicated that they were unsure about their organization's use of family-friendly policies and were therefore not included. The remaining two sub- samples included women without children (n=102), of whom 51 perceived their organization to be family-friendly and 18 perceived their organization to be non-family-friendly. The remaining 33 participants without

children indicated that they were unsure about their organization's use of family-friendly policies and were therefore not included.

<div align="center">**Measures**</div>

Demographics

A variety of demographic questions were asked such as, age, ethnicity, household income, marital status, and whether or not the participants have children.

Perceived Organizational Culture

Perceived organizational culture was measured through three items, "The organization that I work for has family-friendly policies", "The organization that I work for enforces family-friendly policies", and "I am able to achieve a work-life balance" ($\alpha = .78$). The items were assessed on a 5-point Likert scale where 1 = strongly disagree and 5 = strongly agree. In order to determine the differences between sub-samples regarding the perception of family-friendly organizational culture, participants who answered 1= (strongly disagree) and 2= (disagree) were coded as working for non-family-friendly organizations and participants who answered 4= (agree) and 5= (strongly agree) were coded as working for family-friendly organizations.

Job Satisfaction

Job satisfaction was assessed by using the Minnesota Satisfaction. Questionnaire (MSQ) Short Form, initially developed by Weiss, Dawis, England, and Lofquist (1967). The scale consisted of 20 items that complete a sentence beginning with the phrase, "In my present job…" The scale and its factors presented high levels of reliability, with Cronbach's alpha of 0.88. The items were assessed on a 5-point Likert scale where 1 = strongly disagree and 5 = strongly agree (*See Appendix A*).

Job Stress

Job stress is generally defined as an employee's feelings of job-related hardness, tension, anxiety, frustration, worry, emotional exhaustion, and distress (Cullen et al., 1985). Consistent with the definition, 5-items adapted from Crank, Regoli, Hewitt, and Culbertwon (1995) were used to measure job stress. Items included phrases such as," I am usually under a lot of pressure when I am at work". The 5-items, Likert-type scale had a Cronbach's alpha of .82 and were added together to form an index of job stress *(See Appendix B)*.

Procedures

Female staff and students from an institution of higher education in South Texas were asked to participate in the volunteer study, after obtaining IRB approval. All participants were given a consent form and were asked to sign it, which ensured anonymity and confidentiality. Pen and paper survey was passed around for female staff and students working part-time and full-time. Participants took approximately ten minutes to complete the surveys.

CHAPTER IV

RESULTS AND DISCUSSION

Results

The purpose of this study was to take an initial step in looking at the efficacy of family-friendly cultures within organizations, focusing on women with and without children and their levels of job satisfaction and stress.

Hypothesis one predicted that women with children working in perceived family-friendly organizations would experience less job stress and greater job satisfaction than women with children working in perceived non family-friendly organizations and was found not to be significant, $F_{(34.137)}$ 1.454, $p=.069$. Hypothesis two claimed that women without children working in perceived family-friendly organizations would experience less job stress and greater job satisfaction than women without children working in perceived non family-friendly organizations and was also not significant, $F_{(22,149)}$ 1.091, $p=.363$

As this was an exploratory study several interesting findings came to light that, although do not support the hypotheses, provide valuable stepping stones for future research After running an ANOVA, results showed that perceived organizational culture has a significant effect on women's job satisfaction, $F_{(22,149)}$ 1.951, $p=.01$, and job stress, $F_{(12)}$ 2.277, $p=.011$, regardless of whether or not they have children.

One particular item asked participants to indicate the extent to which they are able to achieve a work-life balance. Results from an ANOVA, showed that perceived work-life balance significantly effects women's job stress F (9.162) 2.955, p=.003 regardless of children or family-friendly organizational culture. In addition, results indicate that having a child does not significantly influence women's perceived job satisfaction, F (34.137) 1.454, p=.069, regardless of organizational culture.

The research question asked if there is a difference in job satisfaction and job stress between women with children and women without children in perceived family-friendly and non- family-friendly organizations, and was found to be not significant, r (172)= -.364, p= <.01.

Previous research indicates that when employees, with and without families, have the opportunity to address their personal issues at work they experience higher job satisfaction, lower job stress, and higher productivity, which are goals for both the organization and employees (Lepore, 2011). Therefore, the current study ran several correlational tests to determine if similar relationships would be found among female employees regarding perceived family-friendly organizations.

Results indicate there is a negative correlation between perceived job stress and perceived family-friendly culture, r (172) = -.179, p<.05 (see Table 1). Thus, perceived job stress for women, regardless of having a child or not, will increase when organizations do not enforce a family-friendly culture.

Table 1

Descriptive Statistics

	Mean	Std. Deviation	N
JOBSTRESSTOTAL	2.8500	.72584	172
PRCULTURE3	3.6841	.89418	172
HAVE CHILDREN	1.5930	.49270	172

Correlations

		JOBSTRESSTOTAL	PRCULTURE3	HAVE CHILDREN
JOBSTRESSTOTAL	Pearson Correlation	1	-.179*	-.087
	Sig. (2-tailed)		.019	.258
	Sum of Squares and Cross-products	90.090	-19.883	-5.300
	Covariance	.527	-.116	-.031
	N	172	172	172
PRCULTURE3	Pearson Correlation	-.179*	1	.078
	Sig. (2-tailed)	.019		.308
	Sum of Squares and Cross-products	-19.883	136.725	5.888
	Covariance	-.116	.800	.034
	N	172	172	172
HAVE CHILDREN	Pearson Correlation	-.087	.078	1
	Sig. (2-tailed)	.258	.308	
	Sum of Squares and Cross-products	-5.300	5.888	41.512
	Covariance	-.031	.034	.243
	N	172	172	172

*. Correlation is significant at the 0.05 level (2-tailed).

There is also a positive relationship between job satisfaction and perceived family-friendly culture, r (172) = .462, $p<.01$ (see Table 2). Therefore, women's perceived job satisfaction will increase, regardless of having a child or not, if organization enforces family-friendly culture.

Table 2

Descriptive Statistics

	Mean	Std. Deviation	N
JOBSATTOTAL	3.5166	.54279	172
PRCULTURE3	3.6841	.89418	172
HAVE CHILDREN	1.5930	.49270	172

Correlations

		JOBSATTOTAL	PRCULTURE3	HAVE CHILDREN
JOBSATTOTAL	Pearson Correlation	1	.462**	.122
	Sig. (2-tailed)		.000	.112
	Sum of Squares and Cross-products	50.380	38.334	5.560
	Covariance	.295	.224	.033
	N	172	172	172
PRCULTURE3	Pearson Correlation	.462**	1	.078
	Sig. (2-tailed)	.000		.308
	Sum of Squares and Cross-products	38.334	136.725	5.888
	Covariance	.224	.800	.034
	N	172	172	172
HAVE CHILDREN	Pearson Correlation	.122	.078	1
	Sig. (2-tailed)	.112	.308	
	Sum of Squares and Cross-products	5.560	5.888	41.512
	Covariance	.033	.034	.243
	N	172	172	172

**. Correlation is significant at the 0.01 level (2-tailed).

Finally, there is a negative relationship between perceived job satisfaction and job stress for women with children, r (172) = -.364, $p<.001$ (see Table 3). In other words, job satisfaction will decrease when stress levels increase for women with children.

Table 3

Descriptive Statistics

	Mean	Std. Deviation	N
JOBSATTOTAL	3.5166	.54279	172
JOBSTRESSTOTAL	2.8500	.72584	172
Family	.8140	.98541	172

Correlations

		JOBSATTOTAL	JOBSTRESSTOTAL	Family
JOBSATTOTAL	Pearson Correlation	1	-.364[**]	-.122
	Sig. (2-tailed)		.000	.112
	Sum of Squares and Cross-products	50.380	-24.533	-11.120
	Covariance	.295	-.143	-.065
	N	172	172	172
JOBSTRESSTOTAL	Pearson Correlation	-.364[**]	1	.087
	Sig. (2-tailed)	.000		.258
	Sum of Squares and Cross-products	-24.533	90.090	10.600
	Covariance	-.143	.527	.062
	N	172	172	172
Family	Pearson Correlation	-.122	.087	1
	Sig. (2-tailed)	.112	.258	
	Sum of Squares and Cross-products	-11.120	10.600	166.047
	Covariance	-.065	.062	.971
	N	172	172	172

**. Correlation is significant at the 0.01 level (2-tailed).

Discussion

The goal of the current study was to take an initial step in determining the efficacy of family-friendly policies and the subsequent impact on women's perceived job satisfaction and job stress. Although no significant differences between women with and without children regarding their job satisfaction and stress level were found, there is evidence that the extent to which women perceive their organization to have and enforce family-friendly policies effects their job stress and job satisfaction, and subsequently, their ability to achieve a satisfactory work-life balance. This is consistent with previous findings that job stress is often triggered by ambiguity, role conflict, and lack of promotional opportunities (Jaramillo, 2005; Hassel &

Brandl, 2009). Such triggers can be attributed to the values and expectations endorsed by an organization, which contribute to its culture. Therefore, when female employees perceive that the organization supports their work and home needs, they experience greater job satisfaction and less work-related stress, which ultimately results in greater productivity, less turn-over, and stronger organizational identification (Lambert, Hogan, & Barton, 2002). Thus, it is in an organization's best interest to determine and meet the diverse needs of its employees.

Although the need to adjust organizational norms and expectations for employees in the 21st century is widely recognized, many companies have made allowances which are minimal at best. The fact that over 80% of organizations in the U.S. claim to offer on-site childcare (Menéndez, Benach, Muntaner, Amable, & O'Campo, 2007), is a step in the right direction. However, a true family-friendly organization recognizes that employees, women in particular, have work and family needs that span beyond childcare.

Clearly, all women, regardless of children, struggle to find a balance between work and home responsibilities. Researchers and organizations must consider all sides of this dilemma; it is not just working moms who are looking for more hours in the day. Organizations need to start looking at their employees as their most valuable assets and treat them as such (Sandberg & Scovell, 2013). Organizations should have an open dialog about gender, since women are held back due to gender stereotypes (Sandberg & Scovell, 2013). Recently, Sheryl Sandberg, author of Lean In (2013), compared chasing a career to running a marathon. Both men and women get to the starting line equally fit and trained. Everybody is cheering for men, "You can do this!", "This is your dream!" Women on the other hand, get cheers like "Do you really want to do this?", "Don't you want children one day?", "Should you star something you know you can't finish?" (Sandberg, 2013). As women in the workplace become more successful these messages

are getting louder. Changing organizational culture towards family-friendly policies and working environment is easier said than done. However, we have to start somewhere and women seem to be on the top of the list.

CHAPTER V

LIMITATIONS AND SUGGESTIONS FOR FUTURE RESEARCH

There were several limitations within the current study. First, the sub- sample (women with children, n=70 and women without children, n=102) were not equal. Second, the study utilized convenience and snowball sampling techniques, resulting in a disproportionately large number of college-age and Hispanic participants. As a result, cultural and age-related issues may have influenced the results. For example, Hispanic women traditionally place more emphasis on family than work and therefore, they may not experience as much job-related stress. Similarly, women in their early twenties may not yet have children and may not have been in the workforce long enough to experience job stress.

This initial study provides a wide base for future research. Since results indicate a positive relationship between job satisfaction and perceived family-friendly culture and a negative relationship between jobs stress and perceived culture, organizational culture seems to be a good place to start talking about women's job satisfaction and stress levels. Future research is needed to more fully understand the various work and home needs of women, with and without children. Once these needs are identified, research must address strategies for organizations to implement appropriate policies.

Other research is needed, which focuses specifically on the effects of having children, or not having children, and women's ability to achieve a satisfactory work-life balance. Sandberg

(2013) uses the example of a working mother rushing to her child's soccer game leaving her female colleagues without children feeling as though they must pick-up the slack. Single women without children expressed their feelings by saying: "My coworkers should understand that I need to go to that party tonight and this is just as important as their kids' soccer game because going to a party is the only way I might actually meet someone and start a family so I can have a soccer game to go to one day"! (Sandberg, 2013, p. 132).

Finally, future research should address how culture influences perceived job satisfaction and job stress. For example, collectivistic cultures may define work-life balance differently than individualistic cultures. In addition, culture may determine gender expectations, which may affect perceived job satisfaction and job stress. Comparing various organizations around the world would provide a more complete understanding of how to meet the diverse needs of today's workforce.

Although the current study resulted in limited significant findings, it was tremendously important for serving as a launching pad for future research surrounding the treatment and expectations of women with and without children in the workplace.

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APPENDIX A

APPENDIX A

JOB SATISFACTION SCALE

Directions: Please read each item and circle the appropriate level of agreement.

1. In my present job, I am satisfied with my schedule.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

2. In my present job, the majority of my tasks require me to work alone.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

3. In my present job, I am given the freedom to do things differently from time to time.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

4. In my present job, I feel as though I am "somebody" in the community.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

5. In my present job, I feel that my boss interacts with his/her subordinates in a respectful manner.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

6. In my present job, I feel that my boss is competent in making decisions.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

7. In my present job, I am asked to do things which violate my conscience.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

8. In my present job, I feel that I have job security.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

9. In my present job, I am asked to do things to help my follow co-workers.

1	2	3	4	5
Never	Rarely	Natural	Sometimes	Always

10. In my present job, I am glad that I get the chance to tell people what to do.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

11. In my present job, I feel as though my strengths are being utilized.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

12. In my present job, I feel that way my company puts policies into practice are appropriate.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

13. In my present job, I believe I am paid appropriately for the amount of work I do .

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

14. In my present job, I am satisfied with the opportunities for the advancement.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

15. In my present job, I am satisfied with the amount of freedom I am afforded to use my own judgment.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

16. In my present job, I am encouraged to try my own methods of accomplishing tasks.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

17. In my present job, I am satisfied with the working conditions.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

18. In my present job, I am satisfied with the way my co-workers get along with one another.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

19. In my present job, I am satisfied with the praise I receive.

1	2	3	4	5

Strongly	Disagree	Neutral	Agree	Strongly
Disagree				Agree

20. In my present job, I have a personal feeling of accomplishment.

1	2	3	4	5
Strongly	Disagree	Neutral	Agree	Strongly
Disagree				Agree

APPENDIX B

APPENDIX B

JOB STRESS SCALE

Directions: Please read each item and circle the appropriate level of agreement.

1. There are lot of aspects of my job that make me upset.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

2. I am usually under a lot of pressure when I am at work.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

3. I am usually calm and at ease when I am working. (reverse coded)

1	2	3	4	5
Strongly Agree	Disagree	Neutral	Agree	Strongly Disagree

4. When I am at work I often feel upset or uptight.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

5. A lot of time my job makes me very frustrated or angry.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

BIOGRAPHICAL SKETCH

Nina Ciric earned a Master of Arts in Communication with a concentration in Organizational Communication from the University of Texas-Pan American in May 2013. She also received a Bachelor's of Business in Marketing from the University of Texas-Pan American in December 2010. During her time as a graduate student, she worked as a Graduate Teaching Assistant in the Department of Communication where she taught Introduction to Communication. For contact purposes use nciric@broncs.utpa.edu