

Best of the Best

2005



Summaries of the Top Twenty Nominees for the
Rosabeth Moss Kanter Award for Excellence in
Work-Family Research

A partnership of
The Center for Families at Purdue University
The Boston College Center for Work & Family

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Best of the Best

The 2005 Rosabeth Moss Kanter Award for Excellence
in Work-Family Research

by Shelley M. MacDermid and Andrea Wittenborn

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The Center for Families at Purdue University
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Introduction

Welcome to the 2005 volume of “Best of the Best.” This publication makes it possible for work-life practitioners to quickly become familiar with the best the world of scientific research has to offer them.

Over the past few decades there has been an explosion of research on the relationships between work and nonwork life. Researchers studying these issues come from many disciplines and professions, resulting in fragmented awareness of one another’s work. In addition, exchanges of research information among scholars, consultants and corporate practitioners are limited. Some excellent studies have failed to have impact because of lack of awareness.

The Kanter award raises awareness of high quality work-family research among the scholar, consultant and practitioner communities. It fosters debate about what the standards of quality for work-family research should be, and ultimately will raise those standards. And it identifies the “best of the best” on which to base future research.

The award is named for Rosabeth Moss Kanter, who has been identified by leading scholars as the person having the most influence on the modern research literature on work and family. The proposals contained in her 1977 monograph *“Work and Family in the United States: A Critical Review and Agenda for Research and Policy”* remain timely a quarter-century later.

In this report you will find summaries of the 20 best scientific research articles published during the year 2004 and nominated for the 2005 Kanter award. These articles were selected after reviewing more than 2500 studies published in peer-reviewed journals. You also will find a list of all the articles nominated, email addresses for the authors, and a commentary giving an overview of the nominees. We appreciate very much the work of the authors and the reviewers who produced and selected these wonderful studies – hopefully you will too. Enjoy!

Rosabeth Moss Kanter Biography

Rosabeth Moss Kanter is the Ernest L. Arbuckle Professor of Business Administration at Harvard Business School, specializing in strategy, innovation, and leadership for change. She advises major corporations and governments worldwide, and is the author or co-author of 16 books, including her newest book, *Confidence: How Winning Streaks and Losing Streaks Begin and End and Evolve! Succeeding in the Digital Culture of Tomorrow*. Other award-winning bestsellers include *Men & Women of the Corporation*, *The Change Masters*, *When Giants Learn to Dance*, and *World Class: Thriving Locally in the Global Economy*, and *Rosabeth Moss Kanter on the Frontiers of Management*. In 2001 she received the Academy of Management's Distinguished Career Award, its highest award for scholarly contributions, for her impact on management thought, and in 2002 received the World Teleport Association's Intelligent Community Visionary of the Year Award.

Professor Kanter's current work focuses on leadership of turnarounds – how winning streaks and losing streaks begin and end – which she is examining in businesses across a variety of industries, major league sports, inner-city schools, and countries whose economic fortunes have changed. She is also interested in the development of new leadership for the digital age – how to guide the transformation of large corporations, small and mid-sized businesses, health care, government, and education as they incorporate new technology, create new kinds of alliances and partnerships, work across boundaries and borders, respond to accountability demands, and take on new social responsibilities. She serves as a senior adviser to IBM's award-winning Reinventing Education initiative, currently active in 21 sites in the U.S. and in 8 other countries and is partnering with IBM to bring her leadership models to K-12 education reform (www.reinventingeducation.org). In 1997-1998 she conceived and led the Business Leadership in the Social Sector (BLSS) project at *Harvard Business School* including CEOs, Senators, and Governors in dialogue and a call to action about public-private partnerships for change. From 1989-1992 she also served as Editor of the *Harvard Business Review*, which was a finalist for a National Magazine Award for General Excellence in 1991. She joined the Harvard Business School faculty in 1986 from Yale University, where she held a tenured professorship from 1977 to 1986; previously, she was a Fellow in Law and Social Science at Harvard Law School.

Professor Kanter has received 21 honorary doctoral degrees and over a dozen leadership awards, and has been named to lists of the “50 most influential business thinkers in the world” (ranked in the top 10), the “100 most important women in America” and the “50 most powerful women in the world.” Her public service activities span local and global interests. She has been a judge for the Ron Brown Award for Corporate Leadership given at the White House, a member of the Board of Overseers for the Malcolm Baldrige National Quality Award, is a Fellow of the World Economic Forum, served on the U.S. Secretary of Labor's Committee on Skills Gap of the 21st Century Work Force Council and the Massachusetts Governor's Economic Council (for which she was co-chaired the International Trade Task Force), led the effort to establish a Year 2000 Commission for legacy

projects for Boston, and currently serves on the Massachusetts Convention Center Authority board. She has been a corporate and pension fund director and sits on many civic and non-profit boards, including City Year, the national urban youth service corps that was the model for Americorps and is now expanding internationally, to South Africa and other countries.

She co-founded Goodmeasure Inc., a consulting group, and also serves as a director or adviser for other companies. Her consulting clients include some of the world's most prominent companies, and she has delivered keynote addresses for major events in the U.S. and dozens of other countries, sharing the platform with Prime Ministers and Presidents. Goodmeasure has developed Web-based versions of her leadership and change tools (www.changetoolkit.com), to help embed them in the daily work of organizations everywhere.

(excerpted from www.goodmeasure.com)

Excerpts from

Work and Family in the United States: A Critical Review and Agenda for Research and Policy

by Rosabeth Moss Kanter
Russell Sage Foundation, 1977

Whatever one's definition of "normal" family life and optimal individual development, it is at least clear that poor economic position places undue stress on personal relations. There would seem to be little need to further document this association. However, it would be valuable in an area, such as this, to specify the conditions under which people cope most effectively with stresses introduced into their lives by work conditions, so that people can be supported in their own attempts to create satisfying lives. An emphasis on coping mechanisms, rather than only documenting statistical associations, would help alleviate the assumption of "pathology" introduced into discussions of the family life of the disadvantaged in the 1960s. We would learn about the sources of personal strength which social policy can help reinforce. Research, in short, should not contribute to foreclosing the options for people's private arrangements by assuming only a limited number of "healthy" or permissible life-styles.

(P. 91)

I have argued throughout this report that work and family are connected in many subtle and unsubtle, social, economic, and psychological ways belying the simplified version of the myth of separate worlds with which I began. If anything, the literature surveyed here makes evident the fact that separateness itself might be seen as a variable and a dimension, rather than a fixed aspect of social structure. We need to pay attention to the variety of patterns of separateness and connectedness between working and loving, occupations and families, in the United States. And we need to examine the consequences of these patterns of work-family association for the lives of American men, women, and children.

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Commentary

This report describes the top 20 research studies nominated for the 2005 Rosabeth Moss Kanter Award for Excellence in Work-Family Research, given for the best research article published during a given year. A large panel of scientists did the “heavy lifting,” wading through over 2500 published articles to find the best of the best (the full process is described at the end of the report). This report is a crib sheet – an hour’s worth of reading will tell you about an entire year’s worth of the best scientific research about worklife from all over the world. Following this commentary, you will find summaries of each of the top 20 articles, contact information for their authors in case you have questions, and a description of the award process and its sponsors.

The review committee has become more diverse with each competition. The 2005 committee included scientists from seven countries: the U.S., India, Australia, Canada, UK, Austria and the Netherlands. The list of scientific journals reviewed for the competition has continued to expand, now including 61 journals from the fields of management, family studies, sociology, psychology, economics, demography, social work, and gerontology.

A chart at the end of this commentary documents the popularity of specific topics in this year’s competition. The three most popular topics were: wives’ and mothers’ employment, the duration and timing of work, and work-family conflict. Studies with an international or multinational focus were also very visible this year, as were studies focusing on government policies.

Public Policy

Boundaries between work and family life are shaped at all levels of society, from government policies and cultural traditions all the way down to individual personality characteristics. Unlike many other industrialized countries, the U.S. relies on employers to provide or administer many family-related policies and programs. Thus, studies that focus on or include other countries offer useful opportunities to understand ways to ensure maximum effectiveness of citizens at home and at work.

Kanter nominees in this year’s competition addressed work hours, parental leave, and elder care. In each instance, governments around the world have been considering policies aimed at encouraging families or organizations to behave in particular ways in order to address a social problem. For example, **Top 20** nominee **Reynolds** studied workers’ desires to change the number of hours worked in four industrialized countries with very different government policies and labor markets: the U.S., Germany, Japan and Sweden. Some of the findings were quite surprising. U.S. workers, who were presumed to feel the most overworked, were more than twice as likely as workers in any other country to want more work hours – even if they were already working full-time! The researchers speculated that the weak social safety net and workers’ perceptions of advancement opportunities might be responsible for these preferences.

“Studies with an international or multinational focus were very visible in this year’s competition.”

Another key way that cultures differ is the degree to which they focus on individual rights or obligations to others. **Top 20** nominee **Spector** investigated the presumption that long work hours would be more likely to generate work-family conflict in collectivist cultures such as Asia and Latin America than individualist cultures such as the U.S. or Europe. Unexpectedly, workers in collectivist cultures were less bothered by long hours, perhaps because the work role was seen as more fully integrated with obligations to family. Workers in individualist cultures were more likely to see work as conflicting with nonwork life and thus were more susceptible to stress. The cultures were similar, however, in the consequences of work-family problems. Thus, policies reducing work hours are less likely to reduce work-family conflict in collectivist cultures, but it is just as important to address them there.

Historically, the industrial revolution shifted functions from the home to social institutions: Workers traveled to factories to earn a living, children traveled to school for education, and ill family members left home to be cared for in hospitals. But expectations about who is expected to provide particular types of care are constantly shifting. For example, hospital stays have become much shorter in recent years, requiring family members to take on care once provided in hospitals. **Kanter winners Sarkisian and Gerstel** zeroed in on eldercare, asking why women do such a disproportionate share of it. Popular explanations have proposed that women are instinctively drawn or culturally trained to nurture, but in fact men and women both adjust their involvement in eldercare to employment demands, explaining much of the ‘gender gap’ in care. Women are more likely than men to increase their care as elders become more needy, and they are more likely to reduce their involvement in employment in response to elder care demands. Thus, like fertility, elder care is a challenge to adequate supplies of workers.

“Elder care is a challenge to adequate supplies of workers.”

Another policy challenge for both governments and employers is ensuring that as many workers as possible are able to find and keep jobs. **Top 20** nominee **Roy** and colleagues accompanied poor mothers in Chicago on their daily routines to understand the complexities of their schedules. The mothers spent 2 to 5 hours on public transportation each day to hold down their job(s), get their children to and from child care and fulfill the reporting requirements of public assistance agencies. In many cases, it proved impossible to complete all of these tasks within the constraints of the 9 to 5 ‘public schedule’ followed by doctors’ offices, social services agencies, and schools. Women then felt forced to sacrifice employment, public assistance, or personal care to try to maintain care for their children.

Top 20 nominee **Johnson** studied the long-term implications for women of spending time raising children alone, either because they never married or because they were separated, divorced or widowed. Although limited education, and being unmarried or a member of an ethnic minority group were even stronger predictors than single motherhood, women who had spent 10 years or more earlier in life raising children on their own were five times more likely than women who had been continuously married to live in poverty when they were 65-75 years old.

Organized Labor

Labor unions are another important part of the work-family landscape. In Britain, finalists Budd and Mumford found that unionized workers had greater access to paid leave, child care support and job sharing, and were more likely than workers

not in unions to know about and to use such benefits. Interestingly, labor unions were instrumental not only in bargaining for such benefits but also in educating workers about them and ensuring that workers could use them. Nonetheless, unionized workers were much less likely than their managers to say the workers had access to such benefits, a pattern common throughout the labor force.

Dynamics Within Families

Employers may not always realize it, but spouses are a very important audience for workplace programs and policies. In a very creative study of Russian military officers and their wives during a period when 39% of the officers lost their jobs, **finalist Westman** found that women absorbed men's distress, but that the same was not true for men. Distressed wives increased their husbands' dissatisfaction by criticizing or undermining them, which then crossed over to increase their own distress. It appears that if distressed spouses are not part of the solution, they are likely to become part of a problem. The researchers conclude that efforts to reduce the stress and strain of employees should also target their spouses, with particular attention to reducing undermining behaviors.

Time is a perennially popular topic in the Kanter competition, and in recent years long work hours have received considerable attention. Although they are associated with a variety of negative outcomes, it is also true that long work hours are only part of the picture. Several Kanter nominees this year worked on filling in some of the detail.

Top 20 nominee **Sayer** and her colleagues challenged a finding by the Council of Economic Advisors that increased hours of work by parents have come at the expense of time with their children. Their analysis of detailed time diaries from the past 30 years show that children today are getting more time with both their mothers and fathers than children 30 years ago. It appears that rising work hours have cut more into leisure time than time with children.

Top 20 nominee **Voydanoff** received a record-setting three nominations for her work examining 'time squeezes' in relation to work, family, and community factors. She argued that focusing too much on work hours as the cause of low involvement in other domains is an oversimplification. She found, for example, that parents' activities with their children were not a simple function of their work hours. Professional activities in the community appeared to take time away from family activities, but community activities more oriented toward youth or families increased opportunities for family time. Paid work time also was only modestly related to marital quality, and only for fathers, who reported higher quality when they spent only moderate hours in paid work and also participated in community organizations. Fathers who spent the least amount of time working for pay and participating in community-professional organizations spent the most time in activities with their spouses. Instead of work time, work demands like pressure were major contributors to work-to-family conflict. Community resources such as support from friends and a sense of community helped to decrease conflict and enhance work-to-family facilitation, even when work demands were low.

Rather than work hours, **Top 20** nominee **Roxburgh** focused on the mental health consequences of feeling chronically pressed for time. She found that when time pressure was controlled, gender differences in levels of depression between men and women disappeared. She also found that having more income appeared to make it less likely that time pressure would result in depression. For men but not women, coworker support reduced depression and also made it less likely that time

"Too much emphasis on work hours as the cause of low involvement in other domains is an oversimplification."

pressure would lead to depression. For women, time pressure wiped out the normally beneficial effects of volunteer work on depression.

Dynamics Within Workplaces

Although work-family conflict has been studied many times, most existing studies are cross-sectional, making it difficult to be sure what is cause and what is effect. Two European studies in this year's competition gathered data over time to see whether work-family conflict is a cause or a result of stress.

In the Netherlands, **Top 20** nominee **Peeters** found, consistent with earlier studies, high levels of cognitive, emotional, and physical stress at work were more likely to lead to reports of work-to-home interference one year later than the reverse.

In Finland, **Top 20** nominee **Kinnunen** also gathered longitudinal data to examine differences between men and women. Results showed that the patterns for women were consistent with earlier research, with work-to-family conflict leading to increased general distress and psychological symptoms one year later. But for men, work-family conflict was the result of high levels of marital dissatisfaction, parental distress, and psychological and physical symptoms one year earlier.

The study of organizational cultures has also been popular among researchers in recent years. Three studies this year took creative looks at culture. **Top 20** nominee **Hammer** examined the power of organizational cultures that set very high standards for performance and respectful treatment of others, finding that work-family conflict was more likely to generate stress in high-performance cultures. The situation was made worse when the culture did not encourage respectful treatment of others.

Finalist Judge studied the way work-family policies are implemented, speculating that perceived unfairness or injustice can be stressors that aggravate work-family conflict. Findings showed that procedural and interpersonal justice were related to work-family conflict, which in turn was related to stress. Distributive and informational justice were not related to work-family conflict or stress. Thus, it was not the fairness of the decision outcomes but the fairness and respectfulness of the decision processes that were most important for work-family conflict and stress.

Finally, **Top 20** nominee **Swanberg** examined the culture of a single organization to examine work-family policies that were implemented in ways that perpetuated inequity between men and women. She found that although work expectations had increased for everyone, overtime and leave rules were implemented very differently for men and women.

Private Policy

We use the term 'private policy' to refer to policies administered or initiated by employers. Three nominated studies this year focused on new mothers, one of the groups most often targeted by work-family policies.

Work-family policies are often put in place to deal with child-bearing and to retain mothers across the transition to parenthood. **Top 20** nominee **Waldfoegel** found that maternity leaves in the U.S., regardless of whether or not they are paid, affect mothers' decisions about when to return to employment, and substantially increase the likelihood that mothers will return to their previous employers. Unfortunately, **Top 20** nominee **Glass** found unintended consequences of using such policies years later. New mothers who used work-family policies that reduced

"...the fairness and respectfulness of the decision processes (that) were most important for work-family conflict and stress."

their time at work, such as reducing work hours or working at home faced substantial penalties in subsequent growth of their income per hour, especially if they were managerial employees, unless they left their employers! Flexible scheduling and use of child care assistance were less costly for workers.

Finalist Connolly compared child care assistance to wage increases as recruitment tools, finding that wage increases would cost 50% more. A key finding was that child care assistance was a valued benefit even to workers who didn't expect to use it, because they valued the support given to coworkers and the effort to reduce difficulties related to child care.

Lessons from This Year's Competition

This year's competition was particularly rich in lessons for researchers, policy makers, and practitioners.

Lessons about Gender Equity

- Care for needy elders will fall disproportionately on women, reducing their availability to employers unless other assistance can be found.

Lessons about Work-Family Conflict

- Work-family conflict appears to be distinct from other forms of stress; it is not simply a reflection of more general kinds of distress.
- In Britain, union membership appears to increase access to programs and policies intended to reduce work-family conflict.
- Men's work-family distress crosses over to affect their wives, whose dissatisfaction then crosses back to affect their husbands.
- Job stress produces work-family conflict one year later, particularly among women.
- Organizational cultures that set high standards for productivity make work-family conflict more stressful, especially when the culture also sets low standards for respectful treatment of others.
- Work-family policies that are administered through fair and respectful procedures are linked to lower levels of work-family conflict than policies that are administered unfairly or disrespectfully.
- Supportive policies can backfire when they are administered in ways that perpetuate gender inequity.

Lessons about Work Hours


- It is extremely difficult to maintain employment when access to child care and transportation are constrained by limited public schedules and transportation.
- Policy strategies that reduce work hours may be less effective in reducing work-family conflict and stress in collectivist than individualist cultures. Workers in the U.S. appear particularly committed to long hours.
- Parents have reduced their leisure time in order to spend more time with their children today than thirty years ago.
- Regardless of the number of hours worked, feeling pressed for time is associated with greater risk of depression for both men and women.

Lessons about Mothers

- Child care assistance seems to be a cost-effective recruitment tool, even for workers without small children.
- In the short term, parental leaves seem to be effective retention tools.
- Child care assistance that reduces face time carries penalties in wage growth for workers who stay with their employers, particularly managers and professionals.
- Women who spend a decade or more raising children alone because of divorce, widowhood, or never marrying, are five times more likely to live in poverty after age 65 than continuously married women.

* *For readers' convenience, only the name of the first author is used to refer to each nominated study.*

In the remainder of this report, the symbol  indicates the likely relevance of a particular article for work-life practitioners:

 Somewhat relevant

  Relevant

   Very relevant

Name of First Author	Duration and timing of work	Wives' and mothers' employment	Work-family conflict, balance	Multiple roles	Government policies	International	Parenthood	Care for children	Corporate work-family policies	Stress	Alternative work arrangements	Gender and earnings	Community involvement	Unpaid work	Health and well-being	Organizational culture	Low-income families	Fathers	Marriage and divorce	Labor unions	Flexibility	Bottom Line	Job satisfaction	Eldercare
Winner												X												X
Sarkisian...	X	X			X																			
Finalists																								
Budd...						X			X		X									X				
Connelly...					X		X	X	X													X		
Judge...			X							X						X								
Westman...	X				X	X				X									X					
Top 20																								
Berger...	X	X			X		X	X	X															
Glass...	X	X					X	X	X		X	X					X							
Hammer...			X			X			X	X					X	X								
Johnson...		X		X	X		X	X							X		X		X					
Kinnunen...		X	X	X		X				X					X			X						
Peeters...	X		X								X			X		X								
Reynolds...	X	X	X		X	X	X	X			X									X	X			
Roxburg...	X			X						X		X	X	X	X									
Roy...	X	X		X	X							X	X				X							
Sayer...	X	X					X	X						X				X						
Spector...	X		X	X		X				X					X								X	
Swanberg...	X	X							X		X	X				X					X			
Voydanoff (fam. integrat'n)	X	X	X	X							X		X	X				X						
Voydanoff (wf conflict)			X	X									X											
Voydanoff (marital quality)		X											X				X							
COUNTS	12	11	8	7	7	6	6	6	6	5	5	5	5	4	4	4	4	3	2	2	2	1	1	1

The Winning Article

Author Biographies and Summary

Author Biographies

Natalia Sarkisian is an assistant professor in the sociology department at Boston College. Her research focuses on the effects of race, gender, and class on family experiences. Much of her work examines the differences and similarities in familial involvement by race/ethnicity and gender, and explores the structural circumstances and cultural values that may account for these differences and similarities. More specifically, she examines the racial/ethnic differences and similarities in extended family integration, kin support, and in father-child involvement. She also examines the gender gap in extended family caregiving, and the relationship between extended kin support and older workers' employment. Finally, she also studies the effects of marriage and parenthood on extended kin involvement. This was Professor Sarkisian's first nomination in the Kanter competition.

A professor of sociology at the University of Massachusetts, Amherst, **Naomi Gerstel's** current research consists of two projects, one on care to relatives and friends and the other on why Americans spend so much time on the job. She has published articles and books on women's and men's caregiving, racial differences in care given to relatives, divorce and commuter marriage as well as on policies that address issues in families and work, including the FMLA and childcare. Professor Gerstel's work has received Top 20 honors in one previous Kanter competition, for her article Unions' Responses to Family Concerns, written with D. Clawson and published in *Social Problems*.



Explaining the Gender Gap in Help to Parents: The Importance of Employment

N. Sarkisian & N. Gerstel

Journal of Marriage and Family

Volume 66, 2004, pp. 431-451

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Studies have long shown that adult daughters spend more time helping their parents and in-laws than sons. Common explanations for this 'gender gap' are that women are innately driven or socialized from very young ages to take care of others. The authors of this study set out to test these explanations by examining the role of employment and job characteristics in explaining the gender gap. If the gap is the result of instinct or socialization, the researchers expected to see disparities in caregiving even among men and women working under the same job conditions.

A secondary data analysis was completed using the 1992-1994 wave of the National Survey of Families and Households, a large nationally-representative U.S. study that conducted detailed interviews with adult men and women. The subsample selected for this study included 7,350 adults with living parents and/or parents-in-law. The researchers examined the impact of work conditions on the weekly hours of assistance provided, while controlling for many other factors that also might affect assistance such as parental need and location, number of siblings, and education and health of the adult child.

Results did not support innate or cultural explanations. Instead, the gender gap largely disappeared when women were compared to men who worked similar jobs. Women were more likely than men, however, to increase the amount of help they provided as elders became more needy. Men were significantly more likely than women to consistently refrain from providing help. People with higher wages or who were self-employed provided less help.

Thus, the gender gap in eldercare occurs largely because women and men differ in their employment conditions, with women earning lower wages, being more likely to work part-time, and less likely to be self-employed than men.

The researchers note that health care cost-cutting puts pressure on families to provide more assistance, and that the gender gap in care is likely to grow because women who earn less will face pressure to cut back on paid work. If they do not, needy elders may go without care.

"The politics of privatizing assistance ... may intensify a series of inequalities. It likely will deepen the gender gaps in family work and employment, and deprive many elderly and the poor, whose children are unlikely to have lucrative jobs, of the help they need."

(P. 447)

Summaries of Finalist Articles



Trade Unions and Family-Friendly Policies in Britain

J. Budd & K. Mumford

Industrial and Labor Relations Review

Volume 57, 2004, pp. 204-222

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Trade unions are a potential vehicle for decreasing work-family conflict through advocating family-friendly policies. However, previous research shows mixed results in the relationship between unionization and employer-provided family-friendly benefits.

The current study focused on analyzing the relationship between unions and the availability of six work-family policies: parental leave, paid family leave, childcare support, flexible work hours, options to work at home, and job sharing options. Data from the 1998 British Workplace Employee Relations Survey were used, which included over 1,900 workplaces and 22,000 individuals from those sites. Questionnaires and interviews were used to collect the data.

Overall, findings indicated that workplaces with at least one union were more likely to have parental leave, paid family leave, child care support, and job sharing policies than were similar workplaces with no unions. The increased availability of some of these policies appeared to stem from the collective bargaining power of unions. However, other policies appear to have developed from union employees' voicing their benefit preferences. While union members were more likely than non-union workers to report they had access to parental leave, paid family leave, and job sharing options, they were less likely to report the availability of flexible working hours and work at home options. As tends to be the case throughout the labor force, there were gaps in workers' awareness of benefits available to them -- unionized workers were less likely to report having access to particular benefits than their managers reported.

"In British workplaces, unions appear to positively affect the provision of some family-friendly policies ... by negotiating for additional benefits ... by informing workers about existing policies and representing them when they wish to avail themselves of those policies."

(P. 220)



The Value of Employer-Sponsored Child Care to Employees

R. Connelly, D. Degraff, & R. Willis

Industrial Relations

Volume 43, 2004, pp. 759-792

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Mothers of young children have been responsible for much of the growth in the U.S. labor market over the past several decades, and are expected to continue be a substantial part of the growth in the next 20 years. Employers have responded to this and other demographic changes by offering various forms of child care assistance, which may include offering child care at the workplace. The number of businesses with on-site centers rose from 105 in 1978 to 8000 in 1998.

Previous research has shown that employers offering child care benefits report positive impacts of child care assistance programs such as reduced turnover, absenteeism, and costs for recruitment. It has been difficult to estimate the monetary value of such assistance to workers – especially workers who do not use the assistance – and the true return on the employer’s investment.

Data for this study came from interviews and surveys conducted with 925 employees of three U.S. businesses. The firms produced the same products with the same technology, and all were located in the same city. Two of the firms had employer-sponsored child care. The researchers used a creative measurement technique that asked workers whether or not they would vote to have all employees pay a particular amount to keep an onsite child care center open. Different employers were asked about different dollar amounts, which were randomly assigned, allowing the researchers to pinpoint the exact value of the benefit.

As in previous studies, employees reported that child care programs reduced absenteeism and tardiness. Unexpectedly, employees without children were willing to pay just as much as employees with children, because they saw child care as being good for children, and helpful to coworkers.

The child care program offered a significant recruitment benefit. Newly hired workers placed greater value on the child care program than long-term workers. To provide the same value to newly-recruited workers through wage increases would have cost 50% more than the cost of the child care program.

*“...availability,
reliability, and
convenience must
be linked with high-
quality care and
moderate prices.
Promoting on-site
child care through
providing strong tax
incentives to firms
should be one of a
menu of ways to
accomplish this goal.”*

(P. 589)



Organizational Justice and Stress: The Mediating Role of Work-Family Conflict

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Journal of Applied Psychology

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One of the struggles involved in efforts to create supportive workplaces is finding ways to ensure that workers are treated equitably. This study examined perceived fairness or justice in administering work-family policies to see whether injustice increased work-family conflict.

Faculty employed at 23 randomly selected U.S. universities around the U.S. participated in the study. Survey data were gathered from 174 participants and their spouses or partners twice, six months apart. Analysis controlled for participants' job satisfaction and use of work-family policies.

The researchers examined four types of justice:

- distributive (perceived fairness of decision outcomes),
- procedural (perceived fairness of decision processes),
- interpersonal (being treated with sincerity and respect),
- informational (adequate, honest, explanations).

Findings showed that perceived procedural and interpersonal injustice were related to higher work-family conflict, which in turn was related to stress. Distributive and informational justice were not related to work-family conflict or stress. Thus, it was not the fairness of the decision outcomes but of the decision processes that were most important for work-family conflict and stress.

The researchers recommended that employers ensure that work-family policies are developed fairly. Employee surveys, which allow employees a voice in the policies, are useful in setting up such policies. Second, employers should create policies that are widely accessible to employees, so as to avoid perceptions of unfairness. Finally, the procedures used to administer the policies should be fair and employees requesting to use the policies should be treated with sincerity and respect.

"...unfairness [can be] a stressor...an aspect of the work environment that causes employees to doubt their ability to cope with work demands"

(P. 395)



Crossover of Marital Dissatisfaction during Military Downsizing among Russian Army Officers and Their Spouses

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Journal of Applied Psychology

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“Experiencing job insecurity, spells of unemployment, and economic hardship are inevitable consequences of today’s global economy, and they exact a heavy toll on the well-being of the family.”

(P. 777)

Previous studies show that distress experienced by a worker affects his or her spouse as well. The aim of this study was to examine crossover of marital dissatisfaction in couples experiencing job insecurity. The researchers gathered data from Russian army officers who were about to lose their jobs to military downsizing. Face-to-face interviews with 1,250 couples were conducted twice, 18 months apart. Between the waves, about 39% of the officers had lost their military jobs.

These authors found that couples experiencing financial hardship had more conflict, which led to marital dissatisfaction. Husbands’ marital dissatisfaction crossed over to their wives, but the reverse did not occur. Distressed wives increased their husbands’ dissatisfaction by criticizing or undermining them.

Wives appeared to act as ‘shock absorbers,’ and were far more susceptible to crossover effects than their husbands. Their dissatisfaction also was more susceptible to financial hardship than that of their husbands.

The researchers concluded that efforts to reduce the stress and strain of employees should also target their spouses. A distressed wife is likely to engage in undermining that will have an adverse effect on her husband, and then later, through the husband, on herself. It appears that if a distressed spouse is not part of the solution, she is likely to become part of a problem. Interventions for preventing the adverse consequences of work stress should focus on reducing undermining behavior between spouses.

**Summaries of the Remaining Articles
in the Top 20:**

The Kanter 20



Maternity Leave and the Employment of New Mothers in the United States

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Journal of Popular Economics

Volume 17, 2004, 331-349

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Mothers in the U.S. tend to have less paid maternity leave than women in other industrialized nations. U.S. mothers also tend to return to work more quickly after giving birth than their peers in other countries. This study examined the links between maternity leave coverage and women's employment decisions after giving birth.

Data came from the National Longitudinal Survey of Youth, a study of a nationally representative sample in the U.S. studied repeatedly over the past 30 years. The sample for this study consisted of 3,258 births occurring between the years 1988 and 1996.

As might be expected, women who were employed during their pregnancies returned to work more quickly than women who were not employed during pregnancy, supporting the idea that employment during pregnancy indicates stronger connection to the labor force.

Women who were in jobs with maternity leave coverage (paid or unpaid) before giving birth were more likely to take up to 12 weeks of leave than women without maternity leave coverage. However, after 12 weeks of leave, women with leave coverage returned to work more quickly than those without. Nearly 80% of women with leave coverage returned to their pre-birth employer, compared to just under 63% of women without coverage, supporting the usefulness of maternity leaves for retention.

The results show that maternity leave policies shape women's employment decisions following the birth of a child. The availability of maternity leave coverage increased the likelihood of mother's returning to their former employers.

"These results suggest that maternity leave coverage is related to the length of time that a new mother stays home after a birth."

(P. 332)



Blessing or Curse? Work-Family Policies and Mother's Wage Growth Over Time

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Work and Occupations

Volume 31, 2004, pp. 367-394

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Today, single women and married women without children earn almost as much as men with similar positions and qualifications, but women with children earn about half as much as similarly situated men. Ironically, work-family policies are intended to be part of the solution, but they also may be part of the problem.

This study followed 162 mothers over the course of a decade to see what happened to their wages in the years following their use of child care assistance, telecommuting, flexible scheduling, and reduced work hours.

The mothers were randomly selected from all those who gave birth at one of four Midwestern hospitals between December 1991 and September 1992. The analysis took into account mothers' personal priorities and the characteristics of their occupations and their workplaces.

Results showed that using any of the four work-family policies negatively affected growth in mothers' wages. Using policies that reduced mothers' 'face time' – telecommuting and reduced work hours – reduced wages the most. The effects of using schedule flexibility or child care assistance were mild. Penalties were most severe for mothers in managerial or professional jobs, who sacrificed 27% of their wage growth for telecommuting any time during the study period and 22% for working part-time. Telecommuting or working part-time for the entire study period reduced wage growth by 58% or 50% respectively.

Although work-family policies are often promoted as retention tools, wage penalties for using the policies do exist. The managerial and professional workers in this study were able to reduce the wage penalties of using the policies if they changed employers.

“...use of accommodations that diminished employee ‘face time’ in the workplace and most directly freed employee time to perform caregiving tasks led to potentially serious wage penalties for those in more lucrative managerial and professional careers”

(P. 390)



Expanding the Psychosocial Work Environment: Workplace Norms and Work-Family Conflict as Correlates of Stress and Health

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Journal of Occupational Health Psychology

Volume 9, 2004, pp. 83-97

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Recently, there has been a great deal of interest in the role of workplace cultures in workers' experiences of stress. Norms are cultural rules about how people are expected to behave. The current study examined the connection between organizational norms and employee well-being. Norms governing work performance focused on pressures for attendance, performance and commitment to the job. Norms governing social relations focused on the degree to which people were treated with respect and encouraged to help one another.

This study used a sample of 1,346 employees from 56 companies in the food and beverage industry in Norway. The businesses studied were representative of their industry. Data were gathered using a survey.

Results showed that when norms imposed strong pressure for productivity, job stress was higher in general, and work-family conflict was more likely to lead to stress. This was especially true when social norms set low standards for the treatment of others. Work-to-family conflict was also related to health symptoms, which were less susceptible than job stress to organizational norms.

"Social relations norms...may make work performance pressures more tolerable in general by creating what Cooke and Rousseau (1988) called a 'constructive' organizational culture."

(P. 94)



Economic Status in Later Life Among Women Who Raised Children Outside of Marriage

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Journal of Gerontology: Social Sciences

Volume 59B, 2004, pp. S315-S323

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Previous research indicates that female-headed households with children have less income and assets than married-couple households. While the economic hardships confronting single mothers in earlier years are well-documented, little is known about the economic status of single mothers in later life. Economic challenges that single mothers face in early life are likely to persist into later years. Specifically, single mothers are likely to experience economic struggles in later life because they often have limited employment histories and are unable to rely on partners for financial support. The current study examines single mothers' economic status in later life.

Data came from the nationally representative Health and Retirement Study. The sample consisted of 2,611 women aged 66 to 75 in 1999. Women who were single earlier in life while raising dependent children because of widowhood, divorce, separation, or never having married were compared to women who were continuously married while raising dependent children, and women who never had children.

About 1 in 4 long-term single mothers (10 years or more) aged 65-75 reported family income below the poverty level compared with 5% of continuously married mothers. When education, current marital status, race, and ethnicity were taken into account, women who spent considerable amounts of time raising children outside of marriage were 50% more likely to report incomes below poverty. The average family income of continuously married mothers was 90% higher than the income of long-term single mothers. In retirement, long-term single mothers who did not complete high school and were not married when their children were born experienced the greatest economic hardship. Better predictors of economic deprivation in later life than single motherhood, however, were limited education, single marital status in old age, and membership in a racial or ethnic minority group.

Since retirement income (from Social Security and private pension plans or 401K's) is based on labor market experience, single mothers who have accumulated limited employment earnings experience enduring economic challenges in later life. The researchers urged policymakers to consider social security reforms targeting retired women who raised children alone.

"Our results show that the well-documented financial difficulties confronting women raising children outside of marriage persist into later life... Shortfalls in spousal support appear to be the primary reason for poor outcomes in later life."

(P. S321-322)



Work-to-family conflict and its relationship with satisfaction and well-being: a one-year longitudinal study on gender differences

U. Kinnunen, S. Geurts & S. Mauno

Work & Stress

Volume 18, 2004, pp. 1-22

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“...employees who experienced a high level of work-to-family conflict at both time points reported the lowest level of satisfaction and well-being in the domains of work and family as well in general at both Time 1 and Time 2”

(P. 18)

Although many previous studies have found relationships between work-family conflict and well-being, most of these studies have been cross-sectional, making it difficult to separate cause from effect. This study examined these relationships over time and also looked for differences between men and women.

Using the Finnish Population Register Center, data were gathered from a random sample of 425 employed Finnish women and men. Surveys were collected from the same individuals in 1999 and 2000. All participants had a partner and/or child.

Results showed that work-to-family conflict was relatively stable for both women and men.

For women, consistent with previous research, work-to-family conflict led to increased job dissatisfaction, parental distress, and psychological symptoms one year later.

But among men, work-family conflict was the result of high levels of marital dissatisfaction, parental distress, and psychological and physical symptoms one year earlier.

Thus, work-to-family conflict may be more detrimental to women than men in terms of later satisfaction and well-being. For men, work-family conflict may be in part a symptom of prior distress. Employee Assistance Programs provided by organizations should be aware of these gender differences as they develop programs for their employees.



Work-Home Interface, Job Stressors, and Employee Health in a Longitudinal Perspective

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International Journal of Stress Management

Volume 11, 2004, pp. 305-322

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In studies over the past thirty years, stress at work has been found to lead to work-family conflict. Almost all of these studies, however, have been cross-sectional, making it impossible to be sure that the causal flow was from stress to conflict. This study examined the relationships among three different types of job stressors and work-to-home interference across time.

Data came from 383 health care workers at a residential elder care residential facility in the Netherlands. Participants completed questionnaires on two occasions a year apart.

Consistent with the findings of earlier studies, high levels of cognitive, emotional, and physical stress at work were more likely to lead to reports of work-to-home interference than effects running in the opposite direction. In addition, work-to-home interference was clearly distinguishable from other types of work stressors – it was not simply part of another kind of stressor.

Other results showed that both work-to-home interference and job stressors predicted feelings of exhaustion one year later.

The authors suggest that prevention of exhaustion and stress require efforts by both employers and workers. Employers can work to provide more supportive workplaces. Workers may be able to alter their attitudes, expectations and behaviors.

“High cognitive, emotional, and physical stressors at work led to the experience of work interfering with home, 1 year later.”

(P. 317)



When Too Much is Not Enough: Actual and Preferred Work Hours in the United States and Abroad

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Sociological Forum

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“...the American desire for fewer hours is not unusual. On the contrary, what makes the United States different from Japan, Sweden, and Germany is the large number of workers who want more hours than they have.”

(P. 114)

Recently, overwork has been a popular topic of discussion. U.S. workers are now working more hours than their counterparts in many industrialized countries and some researchers have reported that an increasing proportion of workers would like to work less. The purpose of this study was to examine mismatches between actual and preferred work hours throughout the workforces of the U.S. and three other industrialized countries: Japan, Germany and Sweden.

The researchers expected that desires to work more or less would be related both to the characteristics of individual workers, such as education, age and family responsibilities, and the characteristics of their societies such as income inequality, the social safety net, the availability of child care, the length of the normal work week, and the cultural importance of work.

Data came from an international Social Survey Programme that includes representative samples from many countries. The distribution of mismatches was surprising, especially in the U.S. and Sweden. In Sweden, most participants (60%) wanted to work less, regardless of whether they were full-time or part-time. U.S. workers were more than twice as likely to want more hours than workers in other countries; 14% of workers wanted more hours even though they were already working full-time. Overall, far more workers wanted to switch to part-time work from full-time than the reverse.

Age, family characteristics, and gender were related differently to the likelihood of mismatches in different countries. Education was consistently related to a desire for fewer hours.

Swedish workers were the most likely to want to work fewer hours, even though weekly and annual hours are already low and the government has devoted itself to reducing the conflict between work and family. The American desire for more hours appeared to be motivated by both financial needs, such as a weak social safety net, and income preferences.



'There Just Aren't Enough Hours in the Day': The Mental Health Consequences of Time Pressure

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Journal of Health and Social Behavior

Volume 45, 2004, 115-131

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Presumably, overwork produces stress, but few studies have examined the process through which this occurs. The purpose of this study was to understand how feeling pressed for time can affect depression, and the other factors implicated in this process.

The 791 research participants were randomly selected from 13 counties in north-east Ohio. Data were gathered using a telephone survey. All participants were employed at least 30 hours per week.

Controlling for age and general health, women were both more time pressured and more depressed than men. Levels of education were similar for men and women, but men worked more hours for pay. Women perceived higher social support from coworkers but there were no gender differences in perceptions of support from spouses or partners. These patterns were all consistent with the findings of prior studies.

Time pressure explained about 13% of the variation in depression. When time pressure was taken into account, most of the gender difference in depression disappeared.

For men but not women, support from coworkers reduced depression and also reduced the impact of time pressure on depression. For women, time pressure wiped out the positive benefits of involvement in volunteer activity for depression. For both men and women, higher incomes reduced the relationship between time pressure and depression, possibly because income increased access to resources, or because time pressure is considered a status symbol among high-income workers.

Thus, time pressure was not only inconvenient, but significantly related to depression, an illness with substantial implications for health care costs. Time pressure was unevenly distributed between men and women, as were the resources that reduced depression and its responsiveness to time pressure.

"...the subjective experience of time pressure is a significant predictor of depression among employed men and women"

(P. 124)



Don't Have No Time: Daily Rhythms and the Organization of Time for Low-Income Families

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Family Relations

Volume 53, 2004, pp. 168-178

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Low-income families often appear to be poorly organized and unable to successfully maintain employment. This study examined how low-income mothers and families managed daily activities including work, family, transit, and interaction with institutions like child care centers and social service agencies.

Data came from a large study called Welfare, Children and Families. Researchers conducted in-depth interviews with mothers and also observed them during their daily routines. The sample included 75 mothers with at least one child aged 18-48 months. All families had income no greater than 200% of federal poverty guidelines.

Mothers spent 2 to 5 hours each day commuting on public transportation to one or more jobs, children's child care centers or schools, doctors' offices, and public welfare and social service agencies. Because many of these organizations operated on a 'public schedule' of 9 to 5, it proved almost impossible to fulfill all of their obligations.

Mothers in the study tried various strategies for integrating their work and family obligations, such as cultivating networks of help or reducing their obligations, sometimes by giving up employment, public assistance that required appointments, or sleep. Mothers often experienced stress and frustration, and physical costs such as sleep deprivation, poor nutrition, and limited time for self-care.

The authors suggest that low-income families could benefit from access to services beyond the current 9 to 5 public schedule. Given the extreme difficulty of maintaining employment and child care when restricted to public transportation, child-care vouchers and housing assistance could be very useful in helping mothers to maintain employment.

"The need to 'solve the puzzle every day' led poor mothers to constantly shift strategies to better integrate work and family obligations."
(P. 175)



Are Parents Investing Less in Children? Trends in Mothers' and Fathers' Time with Children

L. Sayer, S. Bianchi, & J. Robinson

American Journal of Sociology

Volume 110, 2004, pp. 1-43

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In 1999, the Council of Economic Advisors concluded that increased work hours had decreased U.S. parents' time with their children by 22 hours per week. Unfortunately, this conclusion was based on simply subtracting work hours from total waking hours, without paying attention to the choices parents make about how to allocate their time. This study examined detailed time diaries from the 1960's to the 1990's to see how parents actually spent their time.

The aim of the study was to investigate how maternal and paternal child care time has changed between the mid-1960s to the late-1990s. Time diary data from four national surveys of adults in the U.S. were used. These surveys were conducted in 1965, 1975, 1985, and 1998. There were more than 10,000 randomly-selected participants, with more than 1000 at each wave.

Both mothers and fathers spent more time with their children in the late 1990s than in the 1960s. For mothers, there was a decline in time spent in child care activities between 1965 and 1975, followed by a steady increase in the subsequent years. Fathers' time spent in child care activities increased in the late 1990s, rising from 41% to 53% of total child care activities in the household.

In addition, children of employed mothers in 1998 may spend more time with their mothers than the average child spent in 1965, even though most mothers then were not employed. Much of the time parents have freed up for children appears to have come out of leisure time.

The researchers explain their findings by observing that fertility declines have reduced the number of siblings children must compete with for their parents' time, that parents have given up leisure time to devote more time to their children, and that safety concerns have led many parents to supervise their children's activities much more closely. They also caution, however, that there may be wider variation among parents today than in the past, meaning that some children are getting less time with their parents.

*"...children, on average,
are increasingly
advantaged in terms
of the parental time
and attention they
receive"*

(P. 32)



A Cross-National Comparative Study of Work-Family Stressors, Working Hours, and Well-Being: China and Latin America Versus the Anglo World

P. Spector, C. Cooper, S. Poelmans, T. Allen, M. O'Driscoll, J. Sanchez, O. Siu, P. Dewe, P. Hart & L. Lu

Personnel Psychology

Volume 57, 2004, pp. 119-142

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"...our data...run counter to stereotypical thinking about collectivist cultures, which are often depicted as too focused on family ... and, thus, unwilling to work long hours"

(P. 139)

Most studies of work-family conflict have taken place in western countries. While some research on work-family issues have been completed elsewhere, few cross-country comparisons have been conducted. The major purpose of this study was to test the hypothesis that long work hours are more likely to generate work-family pressure in collectivist (e.g., Latin, Asian) than in individualist cultures such as the U.S.

The following countries were examined: Anglo countries included Australia, Canada, England, New Zealand, and the U. S. Asian countries included Hong Kong, the People's Republic of China, and Taiwan. Latin American countries included Argentina, Brazil, Colombia, Ecuador, Mexico, Peru, and Uruguay. Questionnaire data were collected between 1997 and 2000 by the Collaborative International Study of Managerial Stress. The measurement instruments were tested for both linguistic and statistical equivalence.

Unexpectedly, work hours generated feelings of work-family pressure among Anglos but not the other groups. Anglos appeared to view working additional hours as taking away from their family life, contributing to greater pressure. On the other hand, Chinese and Latin Americans appeared to view working extra hours as supporting their families, thereby not increasing pressure. In all regions, however, work-family pressure was associated with the same outcomes: increased intent to quit, and decreased job satisfaction and mental and physical well-being.

The authors note that policies reducing work hours are unlikely to be helpful in cultures where long work hours are not related to increased stress. Collectivist cultural orientations may buffer some work-family pressure effects.



Illuminating Gendered Organization Assumptions. An Important Step in Creating a Family-Friendly Organization: A Case Study

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Community, Work & Family

Volume 7, 2004, pp. 3-28

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This study investigated how employees' job conditions affected their ability to meet work, personal, and family responsibilities. It also addressed the role gender can unintentionally play in work-family policies.

An in-depth case study approach was used to study a parks and recreation department. Thirty managers and direct service employees were individually interviewed about their job and workplace conditions and work-family balance. Eight specific policies were studied, including paid leave, telecommuting and overtime.

Of 8 policies studied, 4 sustained inequality between men and women. For example, supervisors did little advance planning for women's maternity leaves, and repeatedly called women during their leaves to ask for assistance or to request that they return early. Supervisors also disallowed family or personal reasons as legitimate bases for requesting telecommuting, which systematically disadvantaged women.

Overtime also was unevenly allocated across men and women. Positions filled mostly by men were given relatively free access to overtime, largely up to the worker's discretion. Positions filled mostly by women were allocated no overtime, and there were unwritten expectations that women would work overtime without pay if necessary to finish their work before leaving the office.

One of the real contributions of this case study is to show how gender inequity became visible only with systematic scrutiny across the organization. Without attention to the gendered logic underlying policies prevalent in many organizations, little if any movement will be made towards establishing work environments supportive of employees' work, family and personal lives.

"... workplace policies can inadvertently sustain stratification inequalities between men and women; benefit male workers more than female workers; and value men's skills more than women's skills."

(P. 25)



The Effects of Work and Community Resources and Demands on Family Integration

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Journal of Family and Economic Issues

Volume 25, 2004, pp. 7-23

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“... the popular and academic emphasis on the time squeeze as the critical factor affecting the social organization and quality of family life is inadequate.”

(P. 21)

The ‘time squeeze’ has been the subject of hot debate in recent years. Some scholars believe that work and community responsibilities make it difficult for today’s parents to participate in family activities. Others argue that parents have as much time available for family activities today as in previous decades. This study examined how work and community characteristics influenced to parents’ activities with their adolescent children.

A secondary analysis was conducted using the National Survey of Families and Households. Data were collected between 1992 and 1994 from 1,156 adults aged 19 and older who were married dual-earner parents with a child between the ages of 10 and 17.

Mothers who worked fewer hours tended to be more involved in activities with their adolescents, but fathers’ work hours were not related to their activities with adolescents. Instead, fathers participated in more of their adolescent’s activities when they were less involved in work-related community activities. Both mothers and fathers spent more time with their adolescents when they were more involved in organized youth activities or family-oriented community activities. In general, there were more similarities than differences between mothers and fathers.

These findings show that paid work and professional activities in the community may take time away from involvement in family activities, but that community activities more oriented toward youth or families may increase opportunities for family time. Parents’ activities with their children are not a simple function of the number of hours they work.



Implications of Work and Community Demands and Resources for Work-to-Family Conflict and Facilitation

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Journal of Occupational Health Psychology

Volume 9, 2004, pp. 275-285

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Even though many organizations now consider community relations an important part of their work-life efforts, few studies of work-family conflict have considered community factors. This study focused on how demands and resources both at work and in the community were related to work-to-family conflict and facilitation (facilitation occurs when resources from one role make another role easier to perform).

Data from the National Survey of Midlife Development were examined. Participants included 2,507 employed adults living in the U.S. who were between the ages of 25 to 74. These adults completed a telephone interview and a questionnaire.

Not surprisingly, work demands were major contributors to work-to-family conflict. Work resources were important sources of facilitation, and were associated with lower conflict. Community resources such as support from friends and a sense of community helped to decrease conflict and enhance facilitation. Interestingly, community demands and resources were related to work-to-family conflict and facilitation even when work demands were low.

This article shows that there are factors beyond work characteristics, such as community factors, that are implicated in work-family conflict and facilitation. Both work and community resources can ease work-to-family conflict and promote facilitation.

“...community demands and resources influence work-to-family conflict and facilitation for all employees regardless of the level of their work demands or resources”

(P. 285)



Implications of Work and Community Resources and Demands for Marital Quality

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Community, Work, & Family
Volume 7, 2004, pp. 311-325
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“... the lack of effects of time in paid work and participation in community organizations on marital disagreements and happiness suggests that the effects of a time squeeze on marital quality are generally limited to activities with spouse and do not extend to the more qualitative aspects of marital quality”

(P. 322)

Marital quality is complex and influenced by various factors both inside and outside of the relationship. This study examined the impact of time in paid work, level of community participation, and work and community resources and demands on three aspects of marital quality: activities with spouse, marital disagreements, and marital happiness.

A secondary data analysis was completed on the National Survey of Families and Households. The sample for this study included 544 mothers and 489 fathers with a child between 10 and 17 years of age. The parents were dual-earners surveyed between 1992 and 1994.

Mothers' paid work time and participation in community-professional organizations were not related to marital quality. Fathers' marital quality was higher when they spent only moderate hours in paid work and participating in community organizations. Fathers who spent the least amount of time working for pay and participating in community-professional organizations spent the most time in activities with their spouses.

While job satisfaction was unrelated to marital quality, parents who were more satisfied with their communities experienced higher levels of marital quality, and parents who were more satisfied with their marriages were more satisfied with their communities. In addition, marital quality was higher when negative work spillover, economic strain, and job demands were low.

Like those of her other Kanter-nominated studies, the findings of this study suggest that it would be a mistake to put too much emphasis on paid work hours as the major 'culprit' in work-family conflict.

Award Procedures

Structure of the Review Committee

The committee is chaired by Shelley M. MacDermid, Professor and Director of the Center for Families at Purdue University, and Director of the Midwestern Work-Family Association. During 2005, 38 reviewers from 5 countries participated in selecting the Kanter winners. Reviewers are invited to serve by the committee chair, using a variety of criteria. For example, reviewers are selected to represent a variety of scientific fields and institutions. International representation is desirable. Each year, nominees and winners from the prior year are invited to serve on the committee. Volunteers are invited to apply to join the committee via work-family networks and listservs. Both junior and advanced scholars are invited to serve, but most members are senior scholars with long publication records. Membership on the committee rotates on a staggered cycle of approximately three years.

Journals Reviewed

Articles in 61 journals were reviewed. The selection of journals was guided using four sources: an empirical study by Bob Drago identifying where most of the work-family literature appears, the journals most frequently appearing in the citation database developed by the Sloan Work-Family Researchers' Network, and an informal survey of leading researchers about the journals they regularly read. Finally, members of the review panel are surveyed each year about journals they recommend adding to the list.

Qualifying Articles

The Kanter award is given to the authors of the best work-family research article published during a calendar year. No external nominations are accepted for the award. Instead, every article published in a large number of peer-reviewed scientific journals is scrutinized. The articles must be data-based and innovative (i.e., not summaries of existing research). Both qualitative and quantitative analysis are eligible.

Initial Pool of Nominees

Each reviewer was responsible for examining all articles published during the 2004 calendar year in 3-5 scientific journals. Each journal was examined by at least 2 reviewers, who nominated the articles they felt were deserving candidates for the Kanter award. Reviewers also were encouraged to nominate articles that they knew about through other sources.

Second Round

Each of the 70 nominated articles was sent to 2 reviewers, who scored it according to several standard criteria. The total scores were used to select the Kanter Top 20; the top 5 articles became finalists for the award.

Final Round

In the final round, all reviewers scored each of the finalist articles to determine the winner. After the winners were chosen, reviewers were asked (as they are each year) to recommend revisions to the award process for the 2006 award.

Members of the Kanter Award Committee — 2005

Shelley M. MacDermid, Chair

Child Development and Family Studies **Purdue University**

Stella Anderson	Appalachian State University
Manfred Auer	University of Innsbruck, Austria
Ellen Auster	York University, Canada
Boris B. Baltes	Wayne State University
Anne Bardoel	Monash University, Australia
Deepti Bhatnagar	Indian Institute of Management, India
Peter Brandon	University of Massachusetts
Forrest Briscoe	Pennsylvania State University
Michelle Budig	University of Massachusetts
Maria Charles	University of California at San Diego
Gordon Cleveland	University of Toronto, Canada
Jan Cleveland	Pennsylvania State University
Terri Cooney	University of Missouri
L.T. Eby	University of Georgia
Theodore N. Greenstein	North Carolina State University
J.G. Grzywacz	Wake Forest University of Medicine
Eileen White Jahn	St. Joseph's College - Suffolk Campus
Jacqueline James	Boston College
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Jane Kiser	Indiana University Northwest
Amy Kroska	Kent State University
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Patricia Roehling	Hope College
Theresa Rothausen-Vange	University of St. Thomas
Susan Roxburgh	Kent State University
Brenda Seery	Penn State Worthington Scranton
Connie Shehan	University of Florida
Cath Sullivan	University of Central Lancashire, United Kingdom
Jennifer Swanberg	University of Kentucky
Stephen Sweet	Ithaca College
Eileen Trzcinski	Wayne State University
Monique Valcour	Boston College
Stephen Wood	University of Sheffield, United Kingdom
Carrie Yodanis	University of British Columbia, Canada
Anisa Zvonkovic	Texas Tech University

Journals Reviewed

Academy of Management Journal	Journal of Marriage and Family
Academy of Management Review	Journal of Occupational & Organizational Psych.
Administrative Science Quarterly	Journal of Occupational Health Psychology
American Journal of Sociology	Journal of Organizational Behavior
American Sociological Review	Journal of Personality and Social Psychology
Canadian Journal of Administrative Sciences	Journal of Population Economics
Canadian Journal of Sociology	Journal of Vocational Behavior
Canadian Journal on Aging	Marriage and Family Review
Canadian Psychology	Monthly Labor Review
Child Development	Personnel Psychology
Community, Work, and Family	Psychology of Women Quarterly
Demography	Qualitative Sociology
Developmental Psychology	Research on Aging
Early Childhood Research Quarterly	Research on Social Work Practice
Families in Society	Review of Economics of the Household
Family Relations	Sex Roles
Feminist Economics	Signs
Gender and Society	Social Forces
Gender, Work, & Organizations	Social Problems
Human Relations	Social Psychology Quarterly
Human Resource Management	Social Service Review
Industrial and Labor Relations Review	Social Work
Industrial Relations	Social Work Research
International Journal of Stress Management	Sociological Forum
Journal of Aging Studies	The Gerontologist
Journal of Applied Psychology	Work and Occupations
Journal of Family and Economic Issues	Work and Stress
Journal of Family Issues	British Journal of Sociology
Journal of Health and Social Behavior	Social Science Research
Journal of Human Resources	Journal of Gerontology: Psychological and Social Sciences
Journal of Management	

The Center for Families at Purdue University

The Center for Families works to strengthen the capacity of families to provide nurturing environments for their members. The center promotes decision-making that is both informed by rigorous research and responsive to families' needs, and works to make such research available, accessible, and understandable; develops innovative ways to enhance the quality of life of children and families; and creates and nurtures collaborations for change to improve the quality of life for families and children. Primary audiences for the center's work are educators, human service professionals, employers, and policy makers. The Center is home to **The Midwestern Work-Family Association**, a membership organization interested in family issues that offers employers of all sizes opportunities to address – individually and collectively – challenges confronting today's workplaces around issues of work and family.

The Boston College Center for Work & Family

Founded in 1990, the Boston College Center for Work & Family is committed to enhancing the quality of life of today's workforce by providing leadership for the integration of work and life, an essential for individual, organizational and community success. The Center strives to accomplish this goal through its research and education initiatives and through the Center's three corporate partnership organizations. **The Work & Family Roundtable** is a national organization of 45 employers committed to excellence in work/life with the mission to provide leadership to shape responses to the demands of work, home, and community in order to enhance employee effectiveness. **The New England Work & Family Association (NEWFA)** is our New England partnership group established in 1992 to help employers understand and address the complex work/life challenges facing today's workforce. In 2005, the Center formally expanded its work beyond the boundaries of the United States, with the launch of the **Global Workforce Roundtable**. The Global Workforce Roundtable will provide a dynamic forum for a multicultural exchange of information, best practices, and lessons learned among leading corporations seeking to enhance their global workforce strategies.

Alliance for Work-Life Progress

The Sponsor of the Rosabeth Moss Kanter Award, Alliance for Work-Life Progress (AWLP), is the leading not-for-profit professional association committed to the development and advancement of the field of work-life effectiveness. Founded in 1996, AWLP strives to improve the professionalism of those working in the work-life arena and influence better integration of work and family life. AWLP also addresses work-life issues through publications, forums, surveys, and as an education provider, including certificate courses. An affiliate organization of WorldatWork, AWLP has its headquarters in Scottsdale, Arizona.

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