

The Family-Work Conflict: A GSS/NO approach

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Abstract

The family work conflict (FWC) is analyzed in this paper within the Conservation of Resources Theory (COR) (Hobfoll, 1989). Three concepts were addressed in order to analyze the FWC: family resources, work resources, and organizational distress. Previous organizational research showed the importance of controlling for gender, age, and SES, elements taken into account in this paper. Based in the GSS and NOS mixed database of 1991, results support the idea of the correlation of number of children less than 12 years old and FWC. Likewise, relations between managers and workers and FWC showed the highest significance in the model ($p < 0.0005$). In accordance with COR, the age of respondent and marital status are negatively correlated with FWC, supporting the idea that the more the resources that a person has, the less the conflict he/she has with coping with stressful situations.

Keywords: Family-work; Conflict; Family resources; GSS; NOS; Capitalistic environment

Introduction

Smith's laissez-faire concept is the ideology of the capitalist society, and furthermore of the rational organizations in the United States. Free market has showed the benefits for survival of the capitalist state, and the economical welfare of developed countries is going through one of the best eras since the Industrial Revolution. The profitability, for its own sake, has embedded the human being in an assimilation process, which converted the *Homo sapiens* in a *Homo economicus*. Descartes "cogito, ergo sum" famous proverb should be read today as "bill, ergo sum". This rationalization is an example of how the bureaucratized society embedded in everyday life [1], is directing the entire population to a dehumanized level, which unbalances the efficiency benefits of a rational society with the human being *raison d'être*. Open organizational environment has lead organizations in a milieu where competitiveness measures success. This competitive capitalistic environment has been traduced in a dehumanized institution [1] and in a more time-demanding system for working people that want to upgrade within their internal labor market [2].

Likewise, the survival of the society depends on its self-reproduction. Without people, the group so-called society would not exist. In almost all cultures, the goal of self-reproduction is left to the family. Family, to the extent of this paper, is a social institution in which the goals of human reproduction, maturation, and the nurturing socialization of children are fulfilled [3].

Today's society would not exist without the organizations and the families. This particular characteristic shows a contradiction for society. If capitalist societies are sustained by a portion of corporate profits—which means that organizations ought to exist—and the self-reproduction family's goal ought to be maintained, how can the subjects within those social institutions cope with such demands? Those subjects are human beings that have to deal with that controversy each day. This paper wants to stress the so-called FAMILY- WORK CONFLICT (FWC) as an important element in the well-being of society. Since each social institution poses demands on the subjects, the Conservation of Resources Theory [4] will be used as a theoretical framework that deals in a proactive way with these issues.

As an example of what is happening today to workers, there is a recent study that talks about the multiple demands posed on subjects. "The blame is of the stress" said Doctor Bernardo García-Granda,

psychiatrist of Kendall Medical Center and Mercy Hospital. He indicates that the demands of the related society with the pressures at work, school, family, couple's problems, and the illnesses, the adults demand and until to the children that give up to the hours of dream in order to fulfill all their obligations [5].

Using the NOS/GSS to address the FWC is something that to my knowledge has been done only few times. Therefore, the results of this paper could be helpful with others papers that have addressed the work family conflict from different perspectives, like conflict and strain [6], in courts and maternity policies [7], benefit utilization and organizational attachment [8], job-to-home spillover [9], and family roles [10].

To the extent of this paper and due to the limitations of the GSS, the Family-Work Conflict could be treated similar to the Work-Family Conflict, knowing that past research have shown structural differences [8,9]. Future research is needed.

The Research Problem

Theoretical approaches

When conflicts appear, so to say, a higher demand than the stock of resources, a stressful situation is present. Hobfoll [4] defines stressor as an emotional, psychological, or physical distress caused by some stimuli. Since the GSS has an important source of cases analyzed, searching for those stressors will be important to determine the weight of each one. Likewise, since the GSS is a randomize sample, the problem that the FWC can be handled differently by people based on their personalities [4] could be overcome.

Work and Family demands can be overcome by some supply from people. These "suppliers" will be called resources, to the extent that each person has his/her own and particular resources. For Hobfoll [4] resources "are defined as those objects, personal characteristics, conditions, or energies that are valued by the individual or that serve

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Received February 05, 2016; Accepted April 25, 2016; Published April 30, 2016

Citation: Largacha-Martinez C (2016) The Family-Work Conflict: A GSS/NO approach. Arabian J Bus Manag Review 6: 229. doi:10.4172/2223-5833.1000229

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as a means for attainment of these objects, personal characteristics, conditions, or energies.” Within the COR framework, people have their particular resources and during their lifetime they seek to achieve more and to distribute their resources throughout their needs or demands [6].

The conflict or stress that results from the “re-distribution” of resources within each individual’s demands is part of the COR model [6] and will be a specific topic of this paper. Psychological stress is produced by a loss of resources or lack of gain [4]. COR is better suited to the analysis of the FWC than the Role Theory that has some limitations [6].

How often your family interfered with your work? Based on this GSS National Survey question, this paper will analyze some family resources (i.e., children less than 12 years old, marital status) and work resources (i.e., hours worked last week, organizational pressure related with children, future promotion, job control), controlling for some variables that will act also as resources (i.e., age, SES, size of organization, race, and gender). It is important to be clear that what is stressful for one person could not be for another [4], but since the GSS is a big random sample, results are generalizable.

Description of the variables and hypotheses

The interrelation of all the variables of the model can be seen in the Conceptual Model (Figure 1). Five principal concepts are withheld in this model: Family resources, Work resources, Organization distress, Subject socio-demographic characteristics, and Family-work conflict. For the purpose of this paper, the construct “work” will be used with the personal characteristics and self-evaluations of his/her conditions, while the construct “organization” meaning the company where the subject works and has posed some “environmental” conditions over the worker. Family was already defined and subject characteristics will act as control variables. Finally, Family-Work Conflict is the dependent variable of the model.

Dependent variable

Family-work conflict: the dependent variable has an interval self-

evaluating characteristic. Subjects could answer the GSS question: How often your family interfered with your work (JOBVSHME)? with four possible answers (Table 1):

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Frequently	22	4.6	4.6	4.6
	Sometimes	81	16.9	16.9	21.5
	Seldom	156	32.6	32.6	54.1
	Never	220	45.9	45.9	100.0
	Total	479	100.0	100.0	

Table 1: Jobs Home how often your family interfered with you.

The variable JOBVSHME have inverted labels since the more the conflict the lower the answer; a reverse coded variable was created DV_2 so the regression would have positive correlation when the more the conflict the more of the independent variable (Table 2).

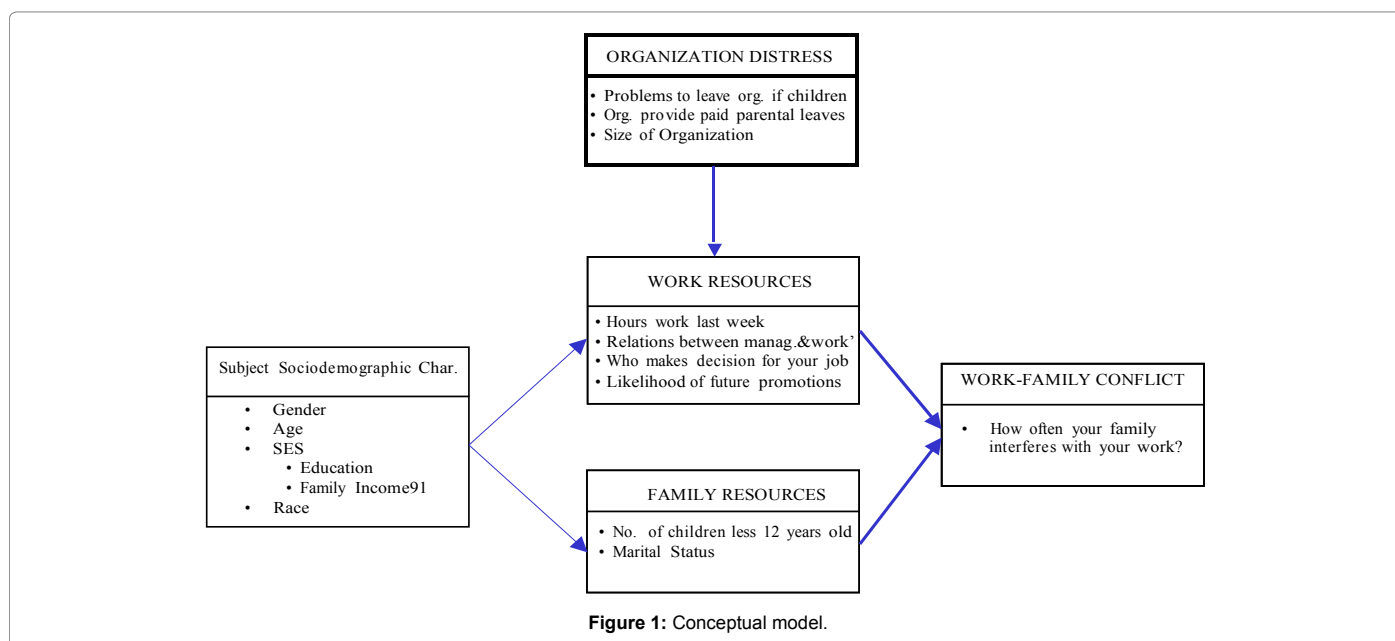
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	220	45.9	45.9	45.9
	2.00	156	32.6	32.6	78.5
	3.00	81	16.9	16.9	95.4
	4.00	22	4.6	4.6	100.0
	Total	479	100.0	100.0	

Table 2: DV_2 job vs home (reverse code).

Independent Variables. Why are they included?

For family resources

Number of children with less than 12 years of age (BABPRET1): The field of child development, as the term suggest, is dominated by theories that stress the orderly progression of the child (physically and mentally) through a series of sequentially linked stages or phases. Freud posited five stages, Sullivan eight, Piaget six, Kohlberg six, and Erikson posits eight, although these continue into adulthood [11]. In addition, researchers who examine the life histories of children who have succeeded, despite many challenges in their lives, have consistently



found that these children have had at least one stable, supportive relationship with an adult (usually a parent, other relative, or teacher) beginning early in life [12]. Concomitantly, Douglas [13] found that more than 85% of parents' stated beliefs of children socialization could be grouped in less than 5 categories.

Therefore, it is clear that for children the first years are important and demanding in parents' resources. In the GSS survey appear two variables that help use children as a resource demanding family topic: BABIES, that are the number of children that the household has with less than 6 years of age, and PRETEENS for children between 6 years of age and 12 years of age. For the purpose of this research, the "first years" in child socialization would be less than 12 years being in accordance with Kallerberg et al. [14] that also used 12 year olds to measure family roles. The variable BABPRET1 is the result of adding BABIES and PRETEENS. Although Grandey and Cropanzano [6] did not explain the age of children at home, they found a positive correlation ($r = 0.45$) between children at home and family-work conflict, and also a significant β weight. For work-family conflict the Pearson coefficient was $r = 0.09$.

Hyp. 1a. The more the number of children less than 12 years old a household has, the more the family- work conflict.

The next hypothesis was included after the whole model was run, thanks to a revision of Dr. McBrier, therefore the results will not appear in tables and figures, but they will be presented. Because pregnancy is treated as a disability, and gender-neutral policies are prohibited by the Court [7], women with children should have more FWC than men.

Hyp. 1b. The more the number of children less than 12 years old a household has the more the family-work conflict for women and the less for men.

Marital Status_(MARITAL2): Marital status is an example of a family resources that is valued and sought, and also "the COR model views married status as a resource" [6]. Grandey and Cropanzano [6] found a negative correlation between marital status and work-family conflict, and also a significant β weight, supporting the idea of marital status as a resource. The GSS has 5 possible answers to this question: married, widowed, separated, divorce, and never married. For the purpose of this paper, MARITAL was recoded into a three interval-resource variable (MARITAL2), when widowed, separated, and divorce were grouped in one only answer, expecting that a separated spouse has more resources than a never married.

Hyp 1c. The more the resources a person has with his/her marital status the less family-work conflict he/she has.

For work resources: Number of hours worked last week_(HRS1): Balancing responsibilities through assigning personal resources to each responsibility is the key issue to a non-conflict relationship between work and family. The time that a person spends working, if too high with respect of his/her family responsibilities, would be detrimental for the family, therefore the number of hours worked last week is a good indicator of the resources applied to work. Commitment to work in managerial positions is measured in time in the office, so in those positions the FWC will be higher [6,8]. This variable is a better indicator of work attendance than "number of hours worked in average", at least for the GSS frequencies encountered. Thompson, Beauvais, and Lyness found that "number of hours worked per week was ... significant related to work-to-family conflict" ($\beta = 0.203, p < 0.01$).

Hyp 2a. The more the hours a person worked last week, the more the family-work conflict he/she has.

Relation between managers and workers (UNMANREL): Within organizational environment theory, this topic appears frequently in commitment research [10], achievement [15], motivation [16,17], alienation [1], and a good or bad relation, therefore the relation between management and workers should be a good measure. In addition, this relation will affect productivity, creativity, and will diminish any job tension existing in the environment [8]. The interval self-evaluative variable was measured in the GSS as (Table 3):

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very	159	33.2	33.2	33.2
	Quite Good	155	32.4	32.4	65.6
	Neither Good Nor Bad	117	24.4	24.4	90.0
	Quite Bad	30	6.3	6.3	96.2
	Very Bad	18	3.8	3.8	100.0
	Total	479	100.0	100.0	

Table 3: Unmanrel relations between management and workers.

Hyp. 2b. The worse the relationship between management and workers, the more the family-work conflict those workers have.

How likely you will be promoted in the next five years (FUTPROMO): Kanter's [15] remarkable argument about the importance of opportunities in work is the theoretical sustain of this variable. She shows how opportunities and promotion are perceived as almost the same for workers [15]. Therefore, within the COR model, opportunities for promotion could be analyzed as a psychological resource for respondents. Baron et al. [18] found that the relation between the size of the establishment and the presence of an internal labor market was positive. Therefore, it is important to measure the likelihood of promotion, controlling for size. On the other hand, Herzberg [16] found a contrary effect, stating that advancement was only marked as representative of job feelings in 10% of 10 studies of 17 populations. Additionally, increase in opportunities—companies with FILM's—lead to a decrease in stressors, or to an increase in motivators [15], therefore a less FWC is expected. The interval self-evaluative variable was measured in the GSS as (Table 4):

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Likely	108	22.5	22.5	22.5
	Likely	85	17.7	17.7	40.3
	Not Very Likely	126	26.3	26.3	66.6
	Not Likely at All	160	33.4	33.4	100.0
	Total	479	100.0	100.0	

Table 4: Futpromo how likely you will be promoted next five years.

Hyp. 2c. The more the likelihood of a self-reported future promotion, the less the family-work conflict he/she has.

Who makes decisions for your job (JOBCONTROL): A good example of the destructiveness of the alienation experienced by workers in the job is the assembly line, that can be seen in "the high rates of absenteeism, tardiness, and turnover among employees" [1]. "Sometimes I felt just like a robot" stated a worker [1]. Herzberg [16] found that supervision was marked as representative of negative job feelings, and as the second more important topic in his remarkable study summarizing 10 studies of 17 populations. The interval self-evaluative variable was measured in the GSS as (Table 5):

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Other Decide What	108	22.5	22.5	22.5
	And How I Do	44	9.2	9.2	9.2
	Other Decide What	126	26.3	26.3	66.6
	But Not How	113	23.6	23.6	32.8
	I Decide Some What	479	100.0	100.0	
	And How I Do	186	38.8	38.8	71.6
	I Am My Own Boss	136	28.4	28.4	100.0
	Total	479	100.0	100.0	

Table 5: Job control who makes decision for your job.

Hyp. 2d. The less the autonomy a person has in his/her work, the more the family-work conflict he/she has.

As organization distress: Problem for the organization because of worker's leaving the organization because of troubles with young children (V196): This variable does not need a theoretical approach; it is simply a matter of everyday life. If a parent receives a call saying that his/her child had a problem, or if the child will be awarded by his/her school and the parent wants to be present, what is the reaction of the organization to that absenteeism? Supposedly, this controversy for the parents of "at-the-same-time" demands will increase the family-work conflict. This variable is part of the NOS survey made to the employer, thus the answer is from the organization perspective. The organizations answers look like this (Table 6):

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	A great problem	38	7.9	7.9	7.9
	Somewhat of a problem	221	46.1	46.1	46.1
	No problem at all	220	45.9	45.9	100.0
	Total	479	100.0	100.0	

Table 6: V196 Q. 57 Problem of emplys w/young children.

Hyp. 3a. The more the problematic the situation for the employer that the employee leaves the establishment because of some problem with young children's employee, the more the family-work conflict he/she has.

Organizations provide paid parental leaves (V206): The topic of the benefits in an organization is something that deserves discussion. Because of the "humanization" process in which organizations went in the last decades, parental leaves are part of a family-culture organization environment [8], but "managerial approval was required before parental leaves could be taken". On the other hand, the Family and Medical Leave Act (FMLA) of 1993 guarantees the worker unpaid leaves until 12 weeks with reinstatement [7].

The aforementioned is clearly a cause for family-work conflict. If the couple had a newly born and low SES they will not have a feasible option of leaving the organization for 12 weeks. Likewise, if a worker wants to be promoted and his/her child needs some attention, whatever the case, he/she will think twice before leaving the organization. More Work-family culture organizations should lead to job satisfaction; therefore less FWC should be present [8]. The organizations answers look like this (Table 7):

Hyp. 3b. If the company paid parental leaves, the less the family-work conflict that he/she has.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	140	29.2	29.2	29.2
	No	339	70.8	70.8	100.0
	Total	479	100.0	100.0	

Table 7: V203 Q. 59a ORG provide paid parental leaves.

Study Design and Methods

Data, population, unit of analysis, and collection methods

Getting the model: The National Organization Survey (NOS) and General Social Survey (GSS) of 1991 are an all U.S. business establishments, cross sectional sample database. The NOS made in 1991 has 727 cases. When they match the NOS with the GSS, questions were asked by telephone to the same interviewees of the NOS. Since in telephone an interview has to be smaller, the researchers decided to exclude some questions of the "normal" GSS questionnaire. They did it randomly (see Codebook of GSS). Therefore, when they asked the question "How often your family interfered with your work?" they got 244 system missing values, related to 244 NOS interviewees to whom that question were not formulated. Because of that situation, the GSS/NOS database was narrowed to 483 cases, after deleting those system-missing cases. After that, another 5 cases had answers of NA and NAP. Those were recoded to the mean. Since the question has an interval structure, the 5 cases were recoded above the mean, if the arithmetic procedure did not have an exact answer. Finally, 479 cases were obtained as the final database to make this research. Some descriptive statistics showed that the means of some variables of the final database (N=479) and the means of the initial one (N=727) are extremely similar, supporting the idea that the randomly "de-selecting" process maintains generalizability to the final sample.

After purifying the database the other 14 variables of the model presented no system missing values and the NA/NAP answers were recoded to the next possible answer above the mean of each case. The unit of analysis of the GSS is the employee, which was the same that answered the NOS sample as the establishment, and in this resides the excellence of this sample.

Socio demographic characteristics and control variables

This model worked with the following control variables: Age, Race, Education, Family Income for 1991, Gender and size of establishment. Although these variables were thought as control variables, it is clear to the reader they worked as important independent variables within the Conservation of Resources Theory [4]. Experience meaning "more age" should act as a resource, and the same to being white or nonwhite, being female or male, and the same should happen with the family income. Specific considerations of some of these variables are explained below.

Race (RACE1): The Codebook of the GSS 1991 explained numerically the outcomes in the answer of race, but the data base has only three possibilities: White, black, and others. Since black and others had small numbers, they were recoded as one answer and labeled as "Nonwhites".

Gender: Since past research shows how family roles are different for women and men [10,15], the results will take into account these social characteristic overall in relation with number of children less than 12 years of age.

Family Income (INCOME91): Since less than 50% of companies have the probability to pay maternal leave, and organizations are not

under legal obligation to pay the 12 legal weeks of pregnancy, (Guthrie & Roth, 1999), families with low income should have more FWC and stress.

Logarithmic size of the establishment (LOGSIZE): There are different ways to measure the size of an organization. For the purpose of this paper, Kallerberg et al. [10] talked about the logarithmic of the full time employees of the organization is “usually taken as the indicator of size”. In addition, the part time employees were added and the natural logarithm of the final number was computed. Logarithmic number is used because the skewness is usually reduced by this method [10]. Size and formalization are correlated and formalized organizations are more likely to offer paid maternity leaves to employees [7]. Therefore, family-work conflict and size should be negative correlated.

Statistical techniques

Quantitative analysis of secondary data was made with the GSS/NOS database of 1991. This database has a characteristic of being national cross-sectional sample of 727 cases. The first step was to filter cases of randomly non-questioned topics from the dependent variable. The next steps were: Variables recoding, skewness reduction, correlation and colinearity analysis, and ‘above the mean’ recoding NA/NAP answers.

Since the dependent variable (JOBVSHME) has an interval structure, linear regression was made, getting *t* values and *p* probabilities. Analysis of standardized β’s was also made. The unit of analysis is the employee for the GSS and the establishment for the NOS; both are the same person.

Paper limitations

Some variables that would be important like the ones of attitudes to work (WORKHARD) and to family values (FELUHOM), could not be used because the randomly de-selecting process diminished these variables too much, and statistically, it was impossible to used them.

Results and Discussion

In order to present the results of this paper, the first step is to show the means of the variables. They are shown in Table 8:

	N	Minimum	Maximum	Mean	Std. Deviation
AGE	479	19	80	40.08	11.92
BABPRET1	479	0.00	9.00	0.7286	1.3199
DV_2	479	1.00	4.00	1.8017	0.8800
EDUC	479	4	20	13.59	2.75
FUTPROMO	479	1	4	2.71	1.15
HRS1	479	3	89	40.46	14.44
INCOME91	479	1	21	15.22	4.36
JOBCTRL	479	1	4	2.86	0.93
LOGSIZE	479	0.00	10.72	4.1918	2.4637
MARITAL2	479	1.00	3.00	1.6409	0.8134
RACE1	479	1.00	2.00	1.1253	0.3314
SEX	479	1	2	1.49	0.50
UNMANREL	479	1	5	2.15	1.07
V196	479	1	3	2.38	0.63
V203	479	1	2	1.71	0.46
Valid N (listwise)	479				

Table 8: Means of Variables.

A list with the descriptive statistics with all of the names of the variables can be found in the appendix. The R2 of the model is 0.12. The final results are shown in Table 9.

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	1.622	0.477		3.402	0.001
AGE	-1.24E-02	0.004	-0.167	-3.490	0.001
BABPRET1	0.101	0.031	0.151	3.302	0.001
EDUC	2.724E-02	0.016	0.085	1.755	0.080
FUTPROMO	-5.23E-02	0.036	-0.069	-1.453	0.147
HRS1	-1.19E-03	0.003	-0.020	-0.424	0.672
INCOME91	-3.27E-03	0.010	-0.016	-0.321	0.748
JOBCTRL	3.686E-02	0.047	0.039	0.789	0.430
LOGSIZE	-6.05E-03	0.018	-0.017	-0.329	0.742
MARITAL2	-0.120	0.054	-0.111	-2.228	0.026
RACE1	-0.165	0.119	-0.062	-1.391	0.165
SEX	8.173E-02	0.081	0.046	1.005	0.316
UNMANREL	0.137	0.038	0.166	3.616	0.000
V196	0.116	0.065	0.083	1.773	0.077
V203	4.734E-02	0.088	0.024	0.538	0.591

Table 9: Final results.

For family resources

Both hypotheses were supported (Hyp. 1a, 1c). When a family has children under 12 years old, with a probability of $p < 0.001$ the hypothesis was supported, and more family work conflict appeared. In terms of the marital status, the Conservation of Resources Model [4], which states that being married, would act as a resource for coping stressful events, was also supported. This means that if a person is married, he/she will have more resources, psychological and physical ones, to cope with demands from the family, therefore the less FWC would be present. With a probability of $p < 0.026$ the hypothesis was supported.

In terms of the weight of gender in the relation of FWC and number of children, the linear regression supported the Hypothesis 1.b. (see appendix), showing that FWC was significant for female and not for men,

For work resources

Hypothesis 2a was rejected. This result warrants discussion, because the GSS has two similar questions for this topic. One question asked about the average hours work per week, but the results were statistically bad in terms of missing values. This should show that people do not work a fix amount of hours each week, therefore when they answered the number of hours worked last week it could happened that for some strange reason they had to work more or less than the “average”, biasing the answers and the real relation with the dependent variable of this model.

Hypothesis 2b was supported with a probability of $p < 0.0005$. It is interesting to see that this variable has the highest standardized beta of the model ($\beta = 0.17$) showing the importance of the “environment” in the establishments in terms of the wellbeing of employees. This wellbeing was measured related with the family-work conflict and supported the idea that if a person works in an organization with a bad relation with management, his/her relations with the family will be conflictive.

The self-reported answer about the likelihood of future promotions

is not correlated with the FWC. Hypothesis 2c was rejected, although it had a non-significant $t = -1.453$, the relation in the model is negative showing that the more the likelihood of having a future promotion the more the family-work conflict. (see Appendix to note coding answers). This is similar to the results of highest school achieved, that the more the school the more the FWC, therefore and for future research, the highest the hierarchical position the FWC should be higher.

The last hypothesis (Hyp. 2d) for the work resources were rejected (JOBCTRL). The relation between management and workers is positively correlated with FWC. It could be argued that job control appears to be unrelated with FWC because if an employee has a good relation with his/her “boss” and low job-control, there should be no causal for a family-work conflict. So to say, the low job-control is not related with stressful situations, therefore no conflict should arise with subject’s family. For future research it would be interesting to control for working attitudes (i.e., to work hard) and the relation with job-control.

For organization distress

Hypothesis 3a was not supported, but this variable warrants discussion. This research supports the idea of a FWC because the existence of children in the household younger than 12 years of age. Additionally, and part of the cause of that correlation, is that children are time demanding, therefore parents with children would have to leave their organizations sometimes because of problems with young children.

The question made to the employers was inquiring this topic, but the results showed a negative correlation (see Appendix for coding in this question), meaning that the more the problematic for the establishment the less the FWC, result that is totally contrary to the hypothesis. The significance for a relation when research only shows one direction is $t > 1.65$. For this variable the probability was 0.077 ($p < 0.077$), but since the direction was inverse, the hypothesis was rejected. Deeper analysis to the question of the GSS and the way it was done is needed.

Hypothesis 3b was rejected. If the organizations provide parental leaves it was supposed that the FWC will decrease, but that hypothesis was not supported. As stated before, one explanation could be the existence of those benefits but the “impossibility” to take advantage of them, because of a “working-hard-culture” of the organization. Future research is needed to deepen the type of organization, culture of organization and worker, and hierarchical position of worker with the FWC.

For control variables

As supposed, experience (more AGE) is a resource that people have to cope with daily demands, and family was not the exception. The older the subject the lower the FWC. Neither RACE nor GENDER acts as resources for coping with FWC. Surprisingly but very interesting, family income (INCOME91) was not correlated with FWC, showing that the conflict is not a problem of money. So to say, money cannot solve the problems of a conflictive family-work relationship. Family income is not a stressor in the FWC, which could mean that the FWC is centered more on the social-psychological part of the subject than on the external part. Concomitantly, race is not correlated with FWC.

The size of the establishment was not correlated with the FWC. Kallergberg et al. [10] showed that size and administrative intensive are negative correlated with and unbalanced situation—meaning that

either small and large organizations are administrative intensive. This could explain why size and FWC are not correlated. Future research has to deal with formalization, and organization sector.

Finally, higher education (EDUC) leads to higher position in the hierarchy of companies, which leads to higher FWC. From a Human Capital perspective this is understandable. People invest in themselves with the purpose of getting better jobs, leading to more conflictive family-work relationships.

Conclusion and Policy Implications

Conservation of Resources supported the idea that marital status acts as a resource in contrast with Role Theory. Although this result is important for family-culture organizations, future research is needed in order to analyze in what way marital status acts as a resource; is it in a psychological (i.e., self-esteem, happiness) way or in a physical resources (i.e., double income, split duties, split household expenses) way?

This paper also support that the younger the children, the higher their time-demanding status. Therefore, US laws should change their “gender-neutral” position for another more in accordance with reality. Controlling for gender, results support the idea that FWC and number of children less than 12 years old is female oriented. These results and the well-known different process of socialization experienced by female and male—in addition of some biological differences—should be taken into account for future laws. Independent of gender, how US suppose that babies should be raised in this country?

Either considering the FWC or the WFC, it is amazing the importance of the relation between management and workers, and the spill over that in-between conflict generates. Therefore, one of the best investments for a company should be in the improvement of their internal quality environment, because a worker with bad relations with management and high conflict with his family is less productive. Every day development societies are working for a better world, but sometimes they forgot the most important fact: the well-being of people. To my knowledge, there is no law that protects the workers for a bad relation with management, and I have no information of a union strike for the same reason. If causes problems in work and in family, does not worth to have some policies that regulate them? In some way?

In sum, the Family-Work conflict is an important topic in the well-being of society. Theoretical approaches should be broadened in order to take into account not only “inside” organizational analysis, rather more integral research must be done more frequently. Societies are extremely complex and only with a group of flexible sociologists, the ontological world that since Comte everyone is waiting could be overcome.

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