Resources from Work Permeate Into the Family: Through Increased Schedule Control

Soomi Lee¹
Katie M. Lawson² and Sarah A. Damaske¹

¹Pennsylvania State University
²Ball State University
Love and work are the cornerstones of our humanness.

-Sigmund Freud
Competing Demands from Work and Family
Importance of Schedule Control

- **Schedule Control**: whether workers have the ability to determine working hours and where their work is done\(^1,2\)

- Schedule control may help reduce competing time demands between work and family in dual-earner households\(^3,4\)

- The **Work-Home Resources** (W-HR) model\(^6\)
  - Contextual resources (*workplace policies*) may increase schedule control, which may, in turn, increase temporal flexibility at home

Workplace Intervention to Increase Schedule Control
STAR Intervention
Conceptual Model for STAR Intervention

- To increase schedule control
- To increase supervisor support for family
- To decrease work-to-family conflict

Randomized Controlled Design
Implemented in IT industry

Can the benefits of the STAR be shared in the perceptions of the employee’s spouse/partner?


Research Question 1

Baseline
Workplace Intervention

6-month follow-up
Employee-reports of Schedule Control

12-month follow-up
Partner-reports of Employees’ Work Schedule Flexibility for Family Roles
Research Question 2

A sub-sample of dual-earner couples

Baseline Workplace Intervention

6-month follow-up Employee-reports of Schedule Control

Relative resource comparison b/w two working partners<sup>1-3</sup>

Partner-reports of Their Own Work Schedule Flexibility for Family Roles

Research Question 3

Baseline Workplace Intervention

6-month follow-up Employee-reports of Schedule Control

12-month follow-up Partner-reports of Employees’ and Their Own Work Schedule Flexibility

Partner-Reports of Satisfaction with Housework Division\textsuperscript{1,2}

Participants

- 334 Employee-partner dyads (246 dual-earner couples)
- 174 intervention, 160 control

<table>
<thead>
<tr>
<th>Partner Characteristics</th>
<th>M (SD) or %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age</td>
<td>46 (9.29)</td>
</tr>
<tr>
<td>Sex, Women</td>
<td>69%</td>
</tr>
<tr>
<td>Race, White</td>
<td>74%</td>
</tr>
<tr>
<td>College graduates</td>
<td>63%</td>
</tr>
<tr>
<td>Part-time (of working partners)</td>
<td>24%</td>
</tr>
<tr>
<td>MEASURES</td>
<td>DESCRIPTION</td>
</tr>
<tr>
<td>-----------------------------------------------------------</td>
<td>-----------------------------------------------------------------------------</td>
</tr>
</tbody>
</table>
| Employee-reported schedule control (8 items)              | “How much choice do you have over when you begin and end each work day?”  
(Thomas & Ganster, 1995)                                                                                   | 3.59 (0.65)     | B: .78 |
|                                                           | 1 (very little) – 5 (very much)                                            |                 | 6M: .84 |
| Partner-perceived work schedule flexibility (2 items)     | (1) “Does your spouse/partner have in his/her work schedule, (2) “do you have in your work schedule, time to handle family responsibilities?”  
(Neal & Hammer, 2007)                                                                                     |(1) 3.15 (0.65) | N/A   |
|                                                           | (2) 3.35 (0.68)                                                             |                 |       |
|                                                           | 1 (no flexibility at all) – 4 (a lot of flexibility)                        |                 |       |
| Partner-reported satisfaction with housework division (3 items) | “How satisfied are you with how the two of you divide housework such as cooking, cleaning, yard work, and so on?” | 4.17 (0.69)     | B: .72 |
Analytic Strategy

- PROCESS macro in SAS (Hayes, 2013)

Indirect Effect = a \times b
Results
Intervention increased partner-perceived employees’ flexibility at home, mediated by employee schedule control

**6-month follow-up**
Employee-reports of Schedule Control

**12-month follow-up**
Partner-reports of Employees’ Work Schedule Flexibility for Family Roles

*Indirect Effect* = 0.03, $SE = 0.02$, 95% CI = $[0.0038$ to $0.0716]$

**Covariates:** Partner gender, partner age, partner race, partner education, partnered status, number of children, partner employment status
Intervention did not change working partners’ own flexibility at home, mediated by employee schedule control.

**Baseline**
Workplace Intervention

6-month follow-up
Employee-reports of Schedule Control

12-month follow-up
Partner-reports of their own work Schedule Flexibility for Family Roles

\[ B = 0.20, \ SE = 0.07, \ p < 0.01 \]

\[ B = -0.03, \ SE = 0.07, \ p > 0.05 \]

**Covariates:** Partner gender, partner age, partner race, partner education, partnered status, number of children, partner employment status.
Moderating effect of partners’ baseline satisfaction with housework division

Baseline Workplace Intervention

6-month follow-up Employee-reports of Schedule Control

12-month follow-up Partner-reports of Employees’ and Their Own Work Schedule Flexibility

\[ B = 0.20, \ SE = 0.07, \ p < 0.01 \]

\[ B = -0.23, \ SE = 0.10, \ p < 0.05 \]

Indirect Effect = -0.05, SE = 0.03, 95% CI = [-0.1141 to -0.0044]

Covariates: Partner gender, partner age, partner race, partner education, partnered status, number of children, partner employment status
Working partners who were highly satisfied with housework division exhibited decreases in their work schedule flexibility in response to increases in employees’ schedule control.

![Graph showing the relationship between changes in employees' schedule control and partners' perceived work schedule flexibility.](https://example.com/graph.png)

**Changes in Partners' Perceived Work Schedule Flexibility at 12 Months, Adjusted for baseline**

**Partners’ Baseline Satisfaction with Housework Division**

- Higher (+1SD)
- Lower (-1SD)

**Changes in Employees' Schedule Control (6-Month Score - Baseline Score)**

- Decrease (-1SD)
- Increase (+1SD)
Discussion

- Workplace intervention increased employee schedule control, which, in turn, increased partner perceptions of employees’ work schedule flexibility for family
  - One partner’s additional resource obtained from work influence the other partner’s perception of having more of the resource in the family domain
  - Schedule control is an important work resource, for employees’ flexibility (Briscoe, 2007; Moen et al., 2011), and also for employee-partners’ evaluation
Discussion

- Increases in employees’ schedule control predicted decreases in working partners’ perceived work schedule flexibility, when the partners were highly satisfied with housework division at baseline

  - Working partners might have perceived relatively less flexibility in their work schedule in comparison to their partner (employee) who increased schedule control (Crosby, 1982; Granrose et al., 1992; Suls & Miller, 1977)

  - This effect might have been more apparent for partners who were initially more satisfied with housework division, because they were more aware of the employees’ relative contribution to the housework (Kluwer et al., 1997)
Limitations and Future Directions

- Relatively privileged sample
- Future interventions may need to consider targeting both partners within families
Acknowledgements

This research was conducted as part of the Work, Family and Health Network (www.WorkFamilyHealthNetwork.org), which is funded by a cooperative agreement through the National Institutes of Health and the Centers for Disease Control and Prevention: Eunice Kennedy Shriver National Institute of Child Health and Human Development (Grant # U01HD051217, U01HD051218, U01HD051256, U01HD051276), National Institute on Aging (Grant # U01AG027669), Office of Behavioral and Social Sciences Research, and National Institute for Occupational Safety and Health (Grant # U01OH008788, U01HD059773). Grants from the National Heart, Lung, and Blood Institute (Grant #R01HL107240), William T. Grant Foundation, Alfred P. Sloan Foundation, and the Administration for Children and Families have provided additional funding.
Appendix
STAR Components

- Participatory Sessions

  • Rethink current work culture and practices to move toward a more effective environment for managing both work and personal life
  • Develop new strategies for increasing control over work time and achieving results
  • Discuss strategies for how coworkers can support each other through change


STAR Components

- **Supervisor Training & Behavior Tracking**
  - Educate about health and business reasons for reducing work-life conflicts
  - Convey top management support for initiative
  - Identify and practice specific behaviors that demonstrate support – both professional and personal
  - Develop tools and strategies for supporting their employees during the change, including identifying key “results” and managing scheduling conflicts

Computer-based Training  Supportive Behavior Tracking
Each person is free to do whatever they want, whenever they want as long as the work gets done.