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WORK AND FAMILY CONFLICT IN THE MILITARY

A Thesis

Presented to the

Faculty of

California State University,

San Bernardino

In Partial Fulfillment

of the Requirements for the Degree

Master of Science

in

Psychology:

Industrial/Organizational

by

Anne Kathryn Patten

June 2012

WORK AND FAMILY CONFLICT IN THE MILITARY

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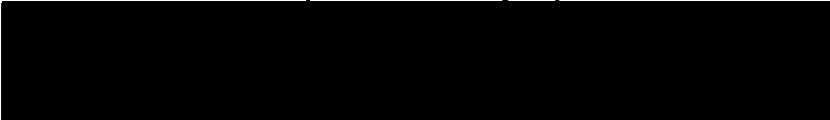
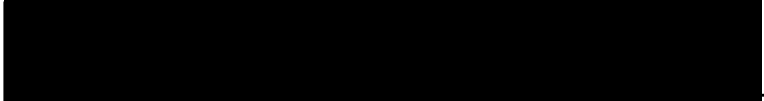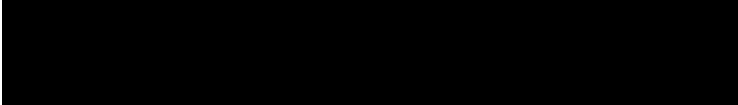Faculty of

California State University,

San Bernardino

by

Anne Kathryn Patten

June 2012

Approved by:

Dr. Janelle Gilbert, Chair, Psychology   Date May 31,2012

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ABSTRACT

The ability to meet work-family balance often seems
elusive given the demands that employees must meet, both in
the workplace as well as the home. The United States
military has set up a unique platform in which to research
organizational policies that help balance their employees'
work and family lives. The goal of this study was to
research the indirect effects of work-family conflict (both
work-to-family and family-to-work conflict) with the
predictors family organization fit, family supportive
organization perceptions, and perceptions of organization
benefits offered on the outcomes of organizational
commitment, turnover Intention, and marital tension.

Participants for this study consisted of 151 male and
59 female married, active duty, military personnel.
Responses were collected through an online survey that
utilized several scales. A path analysis was used to
analyze the final model. Significant, direct relationships
were found between family-organization fit and
organizational commitment as well as family supportive
organization perceptions and organization commitment.
Significant indirect effects included increased family
supportive organization perceptions, which predicted

decreased work-to-family and family-to-work conflict, which in turn led to less turnover intention and marital tension. Increased family organization fit predicted decreased perceptions of work-to-family conflict, which in turn led to less marital tension. Finally, increased perceptions of organization benefits offered predicted increased perceptions of work-to-family conflict, which in turn led to greater marital tension. Future research should exam the relationships found in this study in non-military organizations. A variety if implications arising from these findings are discussed from both an organizational and individual perspective.

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CHAPTER ONE

LITERATURE REVIEW

Introduction

Changes in demography, attitudes, and the workplace

have increased the probability that workers will experience

some form of conflict between their work and family life

(Butler, Gasser, & Smart, 2003). In the past two decades,

the American family has experienced considerable structural

and practical changes that have been accompanied by equally

impressive shifts in corporate changes (Thomas & Ganster,

1995). Balancing work and family is not just a concern for

the worker, but also for the organization. American

families consist of fathers, mothers, husbands, and wives

that work. To counter such a trend, a large number of

companies have implemented benefit programs to help balance

work and family life.

Given the developing structural and functional changes

in the American family, it is necessary that organizations

provide support for these changes (Thomas & Ganster, 1995).

Beyond offering work-family policies to employees, there

needs to be a deeper understanding of how these policies

affect work-family balance so that employers and

researchers can better understand their true impact. There has been a heightened interest of employers in employees' quality of life which has prompted a proliferation of research on the relationship between work and family roles. However, there has only been a select few studies that look at organizational support on outcomes such as work-family conflict (Eby et al., 2005). Kossek and Ozeki (1998) describe how the work-family conflict literature has not addressed the effects of organizational policies on such conflict; while the work-family policy literature has not generally studied work-family conflict's impact on work-family policy impact. Similarly, the work-family policy literature has traditionally addressed the family to work direction of conflict, while the work-family conflict literature has traditionally addressed the work to family direction of conflict (Massmann & Gilbert, 2010).

As the potential negative effects of work-family interference become more evident, organizations have become increasingly proactive in their attempts to assist employees by fostering work-family policies (Huffman, Culbertson, & Castro, 2008). These work-family policies allow employees to have support and flexibility in order to successfully sustain both their work and family lives

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(Huffman et al., 2008). The military is no different; just as formal-family friendly policies have become standard policy for certain civilian organizations (Allen, 2001), they have become similarly customary in the military (Huffman et al., 2008). It has been reasonably argued that because of the nature of demands (being deployed, inconsistent relocation etc.) inherent in military service, the military provides a unique setting in which to examine the nature of some of the relationships between the work and family domains (Bourg & Segal, 1999).

Over the past decade, the number of operations in which the military has found itself involved in has increased by some 300 percent (Adams et al., 2005). The number of service members who are married has also increased from 38 percent to 55 percent. Considering these facts, it seems appropriate to understand how being an employee of the military affects important organizational and familial relationships (Adams et al., 2005). The impact and perceptions of work-family policies can perhaps best be understood by evaluating how employees evaluate fit with an organization based on their families' values matching up with the organizations' values and or supplies (e.g. family-organization fit) (Massmann & Gilbert, 2010).

Work-family conflict is the most developed work-family topic (Casper, Bordeaux, Eby, & Lockwood, 2007). Attention to workplaces and work schedules fed logically into a growing body of research on work-family conflict across many different disciplines, including psychology, sociology, family studies, and business fields (Bianchi, & Milkie, 2010; Casper et al., 2007; Massmann & Gilbert, 2010). In this study, work-family conflict is examined as key variable that links the fit, and work-family literatures together.

Work-Family Conflict

The concept of work-family conflict has been researched for over the past 40 years, dating back to pioneer researchers such as Kahn, Wolfe, Quinn, Smoek, and Rosenthal (Ford, Heinen, & Langkamer, 2007; Massmann & Gilbert, 2010). Greenhaus and Beutell (1985) gave the following commonly accepted definition of work-family conflict: "a form of interrole conflict in which the role pressures from work and family domains are mutually incompatible in some respect" (p. 77). Early studies in the 1980's conceptualized work-family conflict as a one-dimensional, bidirectional construct, signifying that it

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referred to both the influence of work on family and the influence of family on work as part of one dimension (Eby et al., 2005; Ford et al., 2007). Countering the idea that work-family conflict was a one-dimensional construct, Greenhaus and Beutell (1985) conceptualized interference of work with family and family with work as separate facets of work-family conflict. Stated in other words, there can be work-to-family interference, and family-to-work interference, both of which differentiate the two directions of the more global concept of work-family conflict (Brough, O'Driscoll, & Kalliath, 2005; Massmann & Gilbert, 2010).

The theoretical basis of work-family conflict can best be understood by the role dynamics theory (Kahn, Wolfe, Quinn, Snoek, & Rosenthal, 1964; Massmann & Gilbert, 2009). Kahn et al. (1964) define a role as being made up of role expectations which are "sent" by the members of that particular group. Kahn et al. (1964) further explain that role pressures are then placed upon the person to conform to the expectations of his or her role. Role conflict is defined as "the simultaneous occurrence of two or more sets of pressures such that compliance with one would make more difficult compliance with the other" (Kahn et al., 1964, p.

19). According to Greenhaus and Beutell (1985) interrole conflict is a form of role conflict in which sets of opposing pressures arise from participation in different roles. Interrole conflict is experienced when pressures arising in one role are incompatible with pressures arising from another role (Greenhaus & Beutell, 1985; Kahn et al., 1964; Massmann & Gilbert, 2010). Stated in other words, the presence of two strong opposing role pressures (such as the pressures from the work and family domains) can produce interrole conflict (Greenhaus & Beutell, 1985).

Greenhaus and Beutell (1985) marked an important shift in work-family conflict measurement/research by breaking work-family conflict down into three major forms: time-based conflict, strain-based conflict, and behavior-based conflict in both the work-to-family and family-to-work directions (Ford et al., 2007). According to Ford et al. (2007), this framework has provided a helpful organization of the constructs that lead to work-family conflict. Time-based conflict occurs when multiple roles may compete for a person's time (Greenhaus & Beutell, 1985). Time-based . conflict can occur when time pressures associated with membership in one role may make it physically impossible to fulfill with expectations arising from another role

(Greenhaus & Beutell, 1985). Time-based conflict can also occur when time pressures produce a mental preoccupation with one role even when one is physically attempting to meet the demands of another role. An example of time-based conflict from the work domain is an employee having to work overtime when they need to go pick up their child from soccer practice. This example demonstrates how the employee's membership in their work role makes it physically impossible to fulfill his/her family role as a parent. Factors from the family realm (i.e. household duties, and child-care obligations) can also create time-based conflict (Ford et al., 2007).

Strain-based conflict exists when strain in one role affects one's performance in another role, which induces stress and tension (Ford et al., 2007; Greenhaus & Beutell, 1985). According to Greenhaus and Beutell (1985), work stress is a source of strain that leads to role pressure. Critical antecedents of work stress include conflict with one's occupational role, work role ambiguity, and work role overload (Ford et al., 2007; Kahn & Byosiere, 1992; Massmann & Gilbert, 2010). The result of work stress can be spillover into the family domain (i.e. work interference-with-family) and influence non-work outcomes

(Ford et al., 2007). Antecedents to family-related strain consist of factors that induce stress within the family. Marital/relationship and parental conflict can lead to interference with work roles, while spousal and family support have been found to be negatively related to family-interference with work and can help to enhance job satisfaction (Byron, 2005; Ford et al., 2007; & Massmann & Gilbert, 2010).

Behavior-based conflict occurs when specific patterns of either work or family role behavior may be incompatible with expectations regarding behavior in another role (Greenhaus & Beutell, 1985). More specifically, if an individual is unable to change behavior to comply with the expectations of different roles, he or she is likely to experience conflict between work and family roles (Greenhaus & Beutell, 1985). An example of behavior-based strain stemming from the work domain is an employee who is a manager and acts authoritatively as well as objectively while at work. However, when he/she gets home the individual/manager is not able to be nurturing or emotional, which the family expects. Research on antecedents for time-based pressures, strain, and behavioral pressures has supported the bidirectional nature

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of work-family conflict (Ford et al., 2007; Massmann & Gilbert, 2010). Interestingly, Byron (2005) found that work -related antecedents tend to have a stronger influence on work-interference to family than family-interference to work, while family related antecedents have a stronger influence on family-interference to work than work-interference to family.

The consequences of work-family conflict can be categorized into three categories; physical and psychological health outcomes, work consequences, and family consequences (Eby et al., 2005). Frone, Russell, and Cooper (1997) found that work-to-family conflict predicted greater depression, physical health complaints, and hypertension while family-to-work conflict predicted greater alcohol consumption. Other researchers have linked work-family conflict to greater stress and lower life satisfaction (Eby et al., 2005; Kelloway, Gottlieb, & Barham, 1999; Parasurman & Simmers, 2001). Work-family conflict has been readily researched in regards to work outcomes (Eby et al., 2005). Commonly researched consequences of work-family conflict for organizations include lower job satisfaction, turnover intentions, decreased job involvement, and decreased affective

organizational commitment (Bedian, Burke, & Moffett, 1988; Bruck, Allen, & Spector, 2002; Eby et al., 2005; Greenhaus, Parasuraman, & Collins, 2001; Massmann & Gilbert 2010; Wiley, 1987). Finally, work-family conflict has family consequences such as lower family satisfaction (Eby et al., 2005).

Work-family conflict has readily been researched in the private sector of organizations. However, according to Heilmann, Bell, and McDonald (2009) there has been a lack of empirical research on what they called work-home conflict (identical to work-family conflict) in the military. This lack of research seems odd given that the military life demands unusually elevated levels of commitment and dedication from both the member and family members in terms of dangerous duty assignments, possibility of capture or death, frequent relocations, and extended family separations (Bowen, 1989; Heilmann et al., 2009). The research study on work-home conflict conducted by Heilmann et al. (2009) describes how military members and their families make a broad range of personal and family sacrifices to accommodate the military (specifically the United States Air Force). Consequently, greater demands are placed on commitment, time, and energy of service

members and their families (Bowen, 1989; Heilmann et al., 2009). These demands should be observed as to how they affect time, strain, and behavior-based forms of interrole conflict that makes up work-family conflict (Heilmann et al., 2009).

According to a study conducted by Adams et al. (2005), a growing body of research within the military psychology literature suggests that working conditions surrounding increased OPTEMPO (which refers to the number of operations in which the military is involved) can have direct negative associations with both family and work-related outcomes. As opposed to the military literature, the civilian literature posits that, in addition to their direct relations, working conditions also have indirect relations with outcomes through their effect on work-family conflict (e.g. Bedeian et al., 1988; Frone, Yardley, & Markel, 1997; Kopelman, Greenhaus, & Conolloy, 1983).

Adams' et al. (2005) study researched an integrated work-family model that included both direct and indirect effects of working conditions on family and work outcomes. They found that working conditions (operationalized as the degree of separation and unpredictability experienced in regards to conditions surrounding OPTEMPO) for Army

personnel, had a direct relation to work outcomes (or what the researchers referred to as Army outcomes) but not family outcomes (Adams et al., 2005). Work outcomes were operationalized by the participants' attitude toward the army, while family outcomes were operationalized by family functioning, marital conflict, and marital satisfaction (Adams et al., 2005). For family outcomes, the relation of OPTEMPO was indirect and occurred through its relation to work-family conflict. Specifically, the time demands and affective reactions associated with OPTEMPO were related to both the amount of work-family conflict and the attitudes about the Army (Adams et al., 2005). Interestingly, there was a non-significant path between work-family conflict and Army outcomes which suggests that work-family conflict was not the primary mechanism linking OPTEMPO to attitudes toward the Army. However, the researchers did find that time demands and affective reactions associated with OPTEMPO had an indirect relation with family outcomes such as marital satisfaction of conflict and family functioning through work-family conflict (Adams et al., 2005). Stated in other words, work-family conflict appeared to be the primary mechanism linking OPTEMPO to family outcomes.

While there has been a substantial amount of research conducted on work-family conflict, the results of these studies range from being negligible to being very strong (Kossek & Ozeki, 1998). Kossek and Ozeki (1998) explain how the negative relationship between experiencing work-to-family conflict correlates with two common outcome variables; job satisfaction and life satisfaction. However the nature and strength of this relationship varies greatly depending on the study. Researchers obtain different results when measuring work-family conflict for two primary reasons: differences in measurement and differences in samples studied (Kossek & Ozeki, 1998). Results pertaining to work-family conflict may have varied in nature and strength as often as they did because researchers were utilizing general measures of work-family conflict (Kossek & Ozeki, 1998). Today, many work-family conflict measures clearly specify the direction of the role conflict (i.e. work-to-family or family-to-work conflict). Kossek and Ozeki (1999) emphasize that demographic characteristics of work-family conflict should not be used as a substitute for quality measure of the work-family conflict construct. It should be noted that considerably more research has been conducted on work-to-family conflict than family-to-work

conflict (Casper et al., 2007; Kossek & Ozeki, 1998).

Considering that work-family conflict can potentially cause

problems for both organizations and employees, research has

readily been conducted on policies that can help reduce

this conflict, and consequently decrease negative work

outcomes.

Work-Family Policies

Work-family practices are often expected to lead to

positive organizational outcomes, such as increased

organizational commitment (Massmann & Gilbert, 2010; Muse,

Harris, Giles, & Field, 2008). In response to work-family

conflict, many organizations are offering some form of

organizational family-friendly policies (Behson, 2005).

According to Thompson, Beauvais, and Lyness (1999)

employees today are offered a wide range of formal work-

family resources and programs, such as job sharing,

telecommuting, job-protected parental leave, part-time

return-to work options, flextime, resource and referral

services, on-site child care, and support groups. Even

though research suggests that these kinds of resources can

reduce the stress associated with balancing multiple roles

(Thomas & Ganster, 1995), there is also evidence that

employees are not taking advantage of these resources
(Thompson et al., 1999). Even though employers may not
understand that this lack of participation as a problem,
researchers are seeing an increase in stress, fatigue, and
illness associated with this imbalance affect individual
and organizational effectiveness and well-being (Thompson
et al., 1999). If organizations do not help to cultivate a
more balanced work-family life for employees, businesses
could be contributing to tensions in employees' personal
lives. The ensuing negative repercussions to such tensions
could result in a decrease in productivity and creativity
on behalf of the employee.

Thompson et al. (1999) provide strong preliminary
empirical evidence that the availability of formal work-
family resources may have a small effect on employee
attitudes and experiences. However, it is the employees'
perceptions of informal work-family supportiveness (i.e.
supportive supervisors) that are strongly related to
important outcomes like job satisfaction, affective
organizational commitment, turnover intentions, and work-
family conflict. According to Behson (2005), formal work-
policy implementation (i.e. work-family policy
availability, and work schedule flexibility) will probably

fail to generate reduced work-family interference, unless the supportive polices are complemented by the organization's informal processes. Similarly, Batt and Valcour (2003) found that one common example of formal work-family policy, flexible scheduling options, was found to be unrelated to work-family interference but negatively related to turnover intentions, while supervisor support (an informal work-family policy) was found to be negatively related with work-family conflict and turnover intentions. Taken together, these findings suggest that formal work-family resources are a necessary but insufficient approach to help employees successfully manage work and family demands (Massmann & Gilbert, 2010; Batt & Valcour, 2003).

Allen (2001) extended the work-family policy literature by not only acknowledging the importance of supervisor support, but also by introducing the notion of family-supportive organizational perceptions (FSOP). FSOP is a more comprehensive concept that encompasses perceptions of the entire organizational environment (Allen, 2001; Massmann & Gilbert, 2010). Allen (2001) states that in addition to family-supportive policies and family-supportive supervisors, it is imperative to examine the global perceptions that employees form regarding the

extent the organization is family-supportive. Allen
discovered that FSOP was related to, but unique from, other
variables associated with the work and family literature
such as supervisor support. Specifically, Allen found that
FSOP contributed a significant amount of variance
associated with work-family conflict, job satisfaction,
organizational commitment, and turnover intentions beyond
the variance contributed by supervisory support, and
benefit availability. Simply stated, the results indicate
that employees who perceived that the organization was less
family-supportive, experienced more work-family conflict,
less job satisfaction, less organizational commitment, and
greater turnover intentions than did employees who alleged
that the organization was more family-supportive (Allen,
2001). FSOP also mediated the relationship between family-
friendly benefits that were available and the dependent
variables of work-family conflict, affective commitment,
and job satisfaction. Finally, FSOP mediated the
relationship between supervisor support and work-family
conflict. Allen's study specifically demonstrates that
benefit availability may not be capturing the full variance
of relevant outcomes (Massmann & Gilbert, 2010).

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As it pertains to this study, research on military families and work-family interference in the context of work-family policies, is incredibly limited (Huffman et al., 2008). The few studies that have examined work-life imbalance and work-family policies in a military context have focused on two types of organizational outcomes; job commitment, and turnover (Huffman et al., 2008).

In relationship to family-friendly organizations, the U.S. military has a number of unique, formal family-friendly policies (some which are specific only to the military, and others that are shared with civilian organizations) and services that are available to help their members balance work and personal/family life, such as on-site educational classes, support groups for family members, on-site day care centers, youth services, and family-friendly leave policies (Huffman & Payne, 2006). According to Huffman et al. (2008) perceptions of family-friendly organizations can differ among employees because many of the informal perceptions are formed through policies and the culture (or organizational environment) of the organization as well as the attitudes and behaviors of the most direct supervisor or work group. This perspective is no different for the military. Similarly, the military

has comparable formal, family-friendly policies across units, and the implementation and support of these policies varies depending on the direct unit leaders (Huffman et al., 2008). An example of this would be two soldiers may perceive the military as a whole to have different levels of family-friendly support depending on their unit and personal experiences within the military (Huffman et al., 2008). According to a study done by Pittman, Kerpelman, and McFayden (2004) Army military unit leaders played a critical role in family outcomes. More specifically, it was discovered that the military employee's perception that one's unit culture was concerned about and supportive of their family was related to both internal adaptation (i.e. the impact of work-based factors on the quality of family life) and interestingly, external adaptation (i.e. the family's response to perceived work demand and reward that is relevant to its ability or willingness to accommodate the demands of the workplace) in the post-deployment period (Pittman et al., 2004).

Bourg and Segal (1999) conducted one of the few studies that were able to differentiate and analyze the effects of formal and informal family-friendly policies in reference to organizational commitment as a criterion

variable. Bourg and Segal's (1999) study was centered around the impact of formal, family supportive policies and practices on organizational commitment in the Army. Bourg and Segal found that military employees' perceptions of formal and informal organizational work-family supportiveness had significant independent effects on the organizational commitment of soldiers. It was also found that perceptions of family policies (both formal and informal) had significant positive indirect effects on commitment through reduced work-family conflict.

While Bourg and Segal (1999) were ahead of their time in differentiating formal and informal organizational policies/support as separate, independent contributors to organizational outcomes, they did not address FSOP, or whether one type of policy either formal or informal is more predictive of organizational outcomes such as work-family conflict. Bourg and Segal (1999) recommended at the time that the military move towards an expansion model of personal resources to maintain the organizational commitment of members who are increasingly committed to family roles. We can see this occurring today with the further in depth development of formal family-friendly policies that are available to military personnel and their

families such as on-site educational classes, support groups for family members, on-site day care centers, youth services, and family-friendly leave policies, and military family housing (Huffman et al., 2008).

As mentioned earlier, research on military employees/families and work-family imbalance in the context of work-family policies (both formal and informal), is incredibly limited and has revealed inconsistent results at best (Bourg & Segal, 1999; Matsch, Sachau, Gertz, & Englert, 2009; Huffman et al., 2008). Interestingly, each of these studies has alluded to formal and informal family-supportive policies (e.g. Bourg & Segal, 1999), however only one of these studies examined organizational environments or FSOP (e.g. Huffman et al, 2008). Taken together, these findings suggest that supportive policies (i.e. formal family-friendly policies) and supportive supervisors (i.e. informal organizational policies/support) are both important independent contributors to positive outcomes for individuals and organizations (Bourg & Segal, 1999). However, considering the amount of variance FSOP can explain in work-related outcomes, FSOP also needs to be considered when evaluating the effectiveness of work-family policies (Huffman et al., 2008).

Brough et al. (2005) emphasized that there has been a substantial amount of discussion regarding organizational work-family policies and initiatives. Conversely, there has been relatively little empirical examination on the impact that these initiatives have on the individuals whom they are proposed to assist. Underlying the concept of work-family policies is social support, which is a multi-faceted construct and includes instrumental (practical) and emotional support from work colleagues, supervisors, and family members (Brough & Pears, 2004; Brough et al., 2005; Massmann & Gilbert, 2010). Again, the notion that the availability of family-friendly policies is enough to decrease work-family conflict has seen many mixed results in the literature (Kossek & Ozeki, 1998; Massmann & Gilbert, 2009). For example, Brough et al. (2005) expected that the use of family-friendly resources would be negatively related to family-to-work interference. Rather, policy use predicted more family-to-work interference, suggesting that other underlying processes are occurring (Brough et al., 2005; Massmann & Gilbert; 2009). As mentioned in Behson's (2005) study, some researchers have found that supervisor support (informal support) is critical to the usability and success of work-family

policies, but it's simply not enough to evaluate the usefulness of work-family policies. In conclusion, the work-family policy literature has mostly assessed how the use of work-family policies affects work attitudes and behaviors without considering FSOP (Allen, 2001; Huffman et al., 2008). The concept of FSOP is centered on the employee's perception of an organization's environment, which according to Massmann and Gilbert (2010), is an idea not far removed from the fit literature (Allen, 2001). Work-family policies are incorporated in family-organization fit, specifically at the complementary level (Massmann & Gilbert, 2010). Work-family policies need to fit with what the employee's family needs, which in turn will affect family-organization fit.

Fit Literature

Kanter (1977) proposed the idea that families may differ in their interactions with the workplace and encouraged future research to address these differences. Similarly, Kossek and Ozeki (1998) called for more research in regards to attitudes towards the use of work-family policies (Massmann & Gilbert, 2010). It may not be intuitive that an organization has more "customers" than

just the employee in regards to work-family interactions (Massmann & Gilbert, 2010). For example, Orthner and Pittman (1986) demonstrated that in the U.S. Air Force, perceived organizational support indirectly affects job commitment through family support. According to Massmann & Gilbert (2010) only a small body of literature exists on the concept of work-family fit, and it can be considered a "first effort" at integrating the fit and work-family literatures. Massmann & Gilbert (2010) proposed that family-organization fit as a construct, replaces work-family fit as more practical and parsimonious construct.

Work-Family Fit

Work-family fit has been addressed from several different perspectives, and one of the more popular perspectives has been holistic in nature (Massmann & Gilbert, 2010). Pittman (1994) describes work-family fit as an assessment of the balance between the spheres of work and family, and may be considered the acceptability of the multidimensional exchange between a family and work organization. According to Pittman (1994), work-family fit implies the perception of a suitable correspondence between work and family that goes beyond the absence of role conflict. The military (specifically, military families)

exhibit especially different patterns of work and family issues, given unique situations like frequently having to move, overseas deployments, and housing situations (Massmann & Gilbert, 2010; Pittman, 1994).

At the individual/employee level of analysis, Pittman describes the institutions of the family and the military as "greedy." More specifically, Pittman discusses how the military seeks exclusive and undivided loyalty in order to reduce the claims of competing roles and status positions on those they wish to encompass within the militaries' boundaries. Highlighting the military employee as a participant in two institutions competing for his/her attention is what facilitated the development of Pittman's (1994) study on work-family fit. Pittman (1994) investigated the relationship between work hours and marital quality by drawing on the work-family fit perspective (Massmann & Gilbert, 2010). According to Massmann and Gilbert (2010), Pittman's measure of work-family fit appeared to attend to both complementary (e.g. "family needs and concerns") and supplementary (e.g. "military good child rearing milieu") types of fit, even though the author did not label the items as such. Keeping in mind that the measure was written for the U.S. Army as a

sample, Pittman found that work hours indirectly affect marital quality through work-family fit (Massmann & Gilbert, 2010). Specifically, as work-family fit increased, marital tension decreased. Massmann and Gilbert (2010) assert that this relationship demonstrates that the fit literature can potentially explain inconsistent findings in the work and family literature.

Another study that examined work-family fit in a military context was a study conducted by Pittman, Kerpelman, and McFadyen (2004). These researchers examined a U.S. Army sample in the context of deployment situations (Massmann & Gilbert, 2010). Pittman et al. (2004) exclusively outlined demands-capacities (what the researchers referred to as external adaptation) and needs rewards (referred to as internal adaptation) types of work-family fit in their measures. According to Massmann and Gilbert (2010), these measures lend credibility to the different conceptualizations of fit (discussed in the next section). Work-family fit was found to be an outcome in the sense that it serves as an adaptive support mechanism for military families throughout times of deployment (Massmann & Gilbert, 2010). The study conducted by Pittman et al. (2004) adds to the literature by demonstrating how

work-family fit should be explored as a criterion along with the popular antecedent, mediator, or moderator studies (Massmann & Gilbert, 2010).

Perhaps Teng (1999) best demonstrated the need for a fit model in the work and family literature by reviewing multiple roles, job demands, and spillover-crossover research trends (Massmann & Gilbert, 2010). The mixed results that constitute the work and family literature are indicative of a "missing piece" in the literature (Massmann & Gilbert, 2010). Gilbert and Massmann (2010) suggest that fit could be the missing piece, which would greatly inform additional research while having vast implications for practice by providing better guidance to organizations on successfully selecting work-family policies. Teng's (1999) study assessed demands-abilities/expectations and rewards-needs work-family fit. Teng found that work-family fit significantly predicted job satisfaction, work productivity, and family functioning after accounting for demographic variables, social desirability, structural job and family demands, family to work spillover, and crossover from spouse's work (Massmann & Gilbert, 2010).

Work-family fit as a construct is still new and is being developed (Massmann & Gilbert, 2010). Work-family

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fit revolves around the balances between demands-abilities

and needs-supplies (discussed in the next section).

Similarly, a large amount of the work-family literature

overlaps with work-family policy literature in regards to

demands/abilities and needs-supplies.

Family-Organization Fit, an Extension of

Person-Organization Fit

Family-organization fit is an extension of the fit

literature (i.e. person-environment, person-organization-

fit, and person-job fit) (Massmann & Gilbert, 2010).

Family-organization fit is most directly extended from

person-organization fit (P-O fit) which can best be

described as the match or fit between a person and his or

her organization (Massmann & Gilbert, 2010). According to

Massmann and Gilbert (2010), the nature of the P-O fit

level of analysis lends itself to providing a foundation

for understanding F-O fit. As stated earlier, the

organization has an additional "customer" in considering

the employee's family's values and needs (Massmann &

Gilbert, 2010).

Person-organization fit can best be understood as a

construct that contains two research perspectives which are

integral to family-organization fit; complementary and

supplementary fit, and a needs-supplies and demands-abilities fit (Kristof-Brown, Zimmerman, & Johnson, 2005; Massmann & Gilbert, 2010). According to Kristof (1996) the key to understanding P-O fit as a construct, is to distinguish between the previously mentioned two perspectives. The first perspective, complementary and supplementary fit, describes the relationship between a person and the organization in terms of their shared characteristics (Massmann & Gilbert, 2010; Kristof, 1996). Complementary fit occurs when individuals offer a characteristic to the organization that "completes" a missing piece (Massmann & Gilbert, 2010). Supplementary fit occurs when individuals share characteristics with their immediate environment (in this case, the organization or the people in the organization) (Massmann & Gilbert, 2010).

The second perspective that is integral to understanding F-O fit is needs-supplies and demands -abilities fit (Massmann & Gilbert, 2010; Kristof, 1996). According to Kristof (1996) needs supplies fit refers to the organization supplying what the employee needs. For example, if an employee needs an on-site childcare option, and the

employer provides such a benefit, needs-supplies fit exits. Demands-abilities fit refers to the employee more or less supplying what the organization needs (i.e. the employees' abilities fitting with the organizations demands) (Massmann & Gilbert, 2010; Kristof, 1996). In summary, supplementary fit is the fit between the person and the organization in regards to characteristics (i.e. culture, values, and goals), while complementary fit then incorporates demands-abilities and needs-supplies fit (Massmann & Gilbert, 2010). It is important to note that P-O fit has infrequently been operationalized at the complementary level (e.g. most research has focused on values-based measures, also known as supplementary fit) (Massmann & Gilbert, 2010; Kristof-Brown et al., 2005). Taken together, total F-O and P-O fit is best accomplished by evaluating complementary and supplementary fit (Kristof-Brown et al., 1996).

Exploring the family as a part of the fit literature is a reasonable next step in research analysis (Massmann & Gilbert, 2010). Despite the P-O fit literature focusing on supplementary fit, and work-family fit focusing on complementary fit, assessing both supplementary and complementary F-O fit is imperative. As it relates to

Kristof's P-O fit model, job seekers might also assess fit

with an organization based on their families' values and/or

needs matching up with the organizations' values and/or

supplies (Massmann & Gilbert, 2010). Massmann & Gilbert

(2010) were able to significantly demonstrate that family-

organization fit is a related, yet discriminate extension

of person-organization fit, occurring when individuals'

families and their organizations "fit." There are several

outcomes that are related to P-O fit and consequently F-O

fit.

Outcome Variables and Hypotheses

Literature supports person-organization fit as being

related to positive organizational outcomes (i.e. decreased

work-family conflict, organizational commitment, job

satisfaction, and decreased turnover intentions) (Massmann

& Gilbert, 2010). Massmann and Gilbert (2010) found that

F-O fit explained variance above and beyond P-O fit in

relationship to organizational outcomes. Specifically, F-O

fit explained 28.3 percent of variance in work to family

interference and 13.6 percent of the variance in family to

work interference after controlling for demographic control

variables and P-O fit (Massmann & Gilbert, 2010).

Similarly, F-O fit explained additional variance in turnover intentions above and beyond demographic control variables, Person-job fit, and P-O fit. Massmann and Gilbert (2010) note that these results add to the literature by offering additional evidence that, demographics alone do not explain variance in work-family conflict. Gilbert and Massmann (2010) found that gender, marital status, and number of dependents do not significantly predict either direction of work-family conflict. Interestingly, work-family policy research has traditionally focused on demographic characteristics as a proxy for measures of work-family conflict, which when done, doesn't constitute the construct (Kossek & Ozeki, 1998; Massmann & Gilbert, 2010).

Massmann and Gilbert (2010) suggest that work-family policies are a part of family-organization fit, specifically at the complementary level-a relationship that could facilitate the explanation of inconsistent results in the work-family literature. It is important to note that a conceptual link can be drawn from Allen's (2001) value-based proposed model of FSOP to the concept of supplementary fit (Massmann & Gilbert, 2010). It is only when researchers and organizations consider how work-family

policy fits with that of the employee's family needs, will work-family conflict be reduced (Massmann & Gilbert, 2010). An example as provided by Massmann & Gilbert (2010) is an employee needs flex-time, and the organization offers and supports this choice, family-organization fit will be high. Work-family policy fit needs to accommodate the employee's family needs, which will help lead to decreased work-family conflict (Massmann & Gilbert, 2010).

The present study seeks to bridge the gap in research findings for work-family conflict (both work-to-family, and family-to-work) and work-family policy literature by understanding how employees evaluate fit with an organization based on their families' values matching up with the organizations' values and or supplies (i.e. F-O fit) (Massmann & Gilbert, 2010). Active duty military personnel are in a unique position to evaluate family-organization fit simply because of the nature of their occupational demands, (separation due to deployments, relocation, high risk of death for combat employees etc.) all of which can affect the relationships between the work and family domains (Bourg & Segal, 1999). Considering the similar rank structure of the multiple military branches, as well as the numerous work-family resources that are

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available to these employees, it is reasonable to evaluate the impact of family-organization fit and family supportive organization perceptions on marital tension, organizational commitment, and turnover intentions.

The central purpose of the present study is to examine the indirect effect(s) of work-family conflict (both work-to-family and family-to-work conflict) with the predictors of F-O fit, FSOP, and perceptions of organization benefits offered on the outcomes of organizational commitment, turnover intentions, and marital tension. A compilation of the previously mentioned variables and relationships lead to a proposed path analysis model (Appendix E). Different patterns should mediate these relationships, such that work-to-family conflict should have a stronger effect on family-related variables (*i.e.* marital tension) than work-related variables (*i.e.* organizational commitment, and turnover intention). Family-to-work conflict should have a stronger effect on work-related variables (*i.e.* organizational commitment, and turnover intention) than family-related variables (*i.e.* marital tension). Therefore this study suggests that:

- Hypothesis 1. The proposed model will fit the data,
  and the links within the model will support the
  hypothesis (Appendix E).

This study predicts that both work-to-family and family-to-work conflict will mediate the relationship between the predictors of F-O fit, FSOP, and perceptions of organization benefits offered on the outcomes of organizational commitment, turnover intentions, and marital tension (Hypothesis 1).

CHAPTER TWO

METHODS

Participants

Participants consisted of married, active duty

military personnel (151 men and 59 women). Of the 210

participants, 92 reported working for the Army, 46 reported

working for the Navy, 31 reported working for the Marine

Corps, and 41 reported working for the Air Force. Of the

210 participants, 88 responded that they were in the

military reserves. Two hundred-seven participants

responded that they were married, while 3 participants

claimed to be legally married, but separated. Participants'

ages ranged from 21 to 66 years of age. Of the 210

participants, 154 were male while 59 were female. Of the

210 participants, 155 reported having 1 to 5 children. One

hundred-fifty three participants were enlisted in the

military, while 57 were officers in the military. In order

to participate in this study, each individual had to be

active duty military personnel in any military branch (i.e.

Army, Navy, Marine Corps, and Air Force). Also, each

participant had to legally be married.

Two hundred participants were necessary for this study in order to have enough power to run EQS for the hypothesized model. This is based on the recommendation of ten subjects per parameter (Tabachnick & Fidell, 2007). There are 20 parameters in the proposed structural equation model.

Procedure

Participants were recruited via e-mail as well from the online survey software company Qualtrics. The researcher initially contacted friends, family, co-workers, and other acquaintances located throughout the United States. Some of these participants forwarded the link to their own contacts. Given the small response rate, the researcher hired Qualtrics Software Company to electronically distribute the survey to those that qualified.

Apparatus

Participants were asked to complete the study using a web-based survey format (http://www.qualtrics.com). A "snowball" invitation ("Help the researcher reach her goal by either a) forwarding your survey invitation or b)

distributing the following link to your co-workers, family, friends that qualify to take the survey.") was included at the end of the surveys to further broaden the sample's diversity.

Materials

The measures (self-report) included one web-based electronic survey format. In addition to the pre-existing valid and reliable surveys that were selected, a demographics section and a new Perceptions of Organization Benefits Offered scale were created for this project. Appendix A includes the study's entire final measures. In the appendix, subscales are noted, where appropriate, but when the surveys were circulated, the subscales were not labeled. All participants in the study agreed to the informed consent (Appendix B) and received the information statement at the end of the survey (Appendix C).

Demographics

Participants were asked to report basic demographic information (gender, age, marital status, number of people in the household, number of children, level of community or religious support, ethnic origin, education level, length of employment at current organization, length of employment

in current position, average hours worked per week, current
military branch, and whether they are in the reserves),
within the past five years how many times they were
deployed, within the past five years how many times they
had to leave their families for specialty training on a 16-
item questionnaire. An example item will asked "What
military branch do you currently work for?" to which
participants marked either "Army," "Navy," "Marine Corps,"
or "Air Force."

Family Supportive Organization Perceptions

Family supportive organization perceptions was
assessed using a measure that was developed by Allen
(2001). According to Allen (2001), the items derived
assess employees' perceptions regarding the extent that the
work environment is family-supportive. Items were
reflective of individual perceptions regarding assumptions
and experiences within the organization that pertain to the
nature of work and family interactions (Allen, 2001). The
family supportive organization perceptions scale included
14 items, and responses were collected via a 5-point,
Likert-type scale, where 1 = Strongly disagree and 5 =
Strongly agree. Example items were "Work should be the
primary priority in a person's life," and "The ideal

employee is one that is available 24 hours a day. Responses to all items were averaged to form the overall family-supportive organization perception score. Higher scores will correspond to more favorable perceptions. Internal reliability was acceptable, as Coefficient alpha = .83.

Family-Organization Fit

F-O fit was assessed using a measure that was developed by Massmann and Gilbert (2010). This measure contains both supplementary and complementary items. The supplementary portion of the scale was developed by Massmann and Gilbert who utilized existing supplementary P-O fit measures (i.e., Gilbert & Rodgers, 2002; Lovelace & Rosen, 1996) as guides. The complementary F-O fit scale items were developed based on a theoretical perception of the construct, with emphasis on work-family policies (Massmann & Gilbert, 2010).

The F-O fit scale included 33 items (15 supplementary and 18 complementary), and responses were collected via a 5-point, Likert-type scale, where 1 = Very poor fit and 5 = Very good fit. Example supplementary items were "How do your family's values 'fit' with your organization's values?" and "How do your family's sociability 'fit' with

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your organization's sociability?" Responses to all items were averaged to form the overall F-O fit score. Higher scores corresponded with a better fit. Internal reliability was excellent for both the supplementary items (Coefficient alpha = .95) and complementary items (Coefficient alpha = .96), as well as the full scale (Coefficient alpha = .97).

Work-Family Conflict

Carlson, Kacmar, and William's (2000) 18-item measure was utilized in order to assess the 6 dimensions of work-family conflict: time-based, strain-based, and behavior-based by work to family interference and family to work interference (direction). Example items were "My work keeps me from my family activities more than I would like" (time-based work to family interference), "I am often so emotionally drained when I get home from work that it prevents me from contributing to my family" (strain-based work to family interference), "The problem-solving behavior that works for me at home does not seem to be as useful at work" (behavior-based family to work interference).

Responses were collected via a 5-point, Likert-type scale, where 1 = strongly disagree and 5 = strongly agree. Responses to all items were averaged to form an overall work to family interference and family to work interference

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scores. Higher scores corresponded with more conflict/interference. According to Carlson et al. (2000) the reliability of the six dimensions of the scale was more than sufficient. Internal reliability was excellent for both directions of Work Family Conflict (work-to-family conflict α = .92 and family-to-work conflict α = .94). Internal consistency for the full scale was also good (Coefficient alpha = .96).

Turnover Intentions

Turnover intentions were assessed using a modified version of Jaros (1997) measure. This measure contains 3-items. An example question asked, "How likely are you to search for a position with another employer?" to which participants respond using a 5-point, Likert-type scale, where 1 = Not at all likely and 5 = Very likely. Responses to all items were averaged to form a turnover intention score. Higher scores corresponded to higher turnover intentions. Internal reliability was acceptable, as Coefficient alpha = .82.

Marital Tension

Marital tension was assessed using a modified version of Pittman's (1994) measure. This measure contains a 10-item measure. An example question asked, "How often do you

regret marrying?" to which participants will respond to the
first seven questions using a 5-point, Likert-type scale,
where 0 = Never and 5 = Very frequently. The last two
questions asked participants to respond a 5-point, Likert-
type scale, where 1 = Never and 6 = Very frequently.
Responses to all items were averaged to form a marital
tension score. Higher scores corresponded to greater
marital tension. Internal consistency was excellent, as
Coefficient alpha = .91.

Benefits Utilized versus Benefit Availability

Benefit use was assessed using a modified version of
Maitlen's (2002) benefits offered versus benefits desired
measure. This measure contains 24-items. Sample items
were "Do you utilize basic housing allowance benefits?" to
which participants respond by either indicating 'yes' or
'no' they to utilizing the benefit. Another example
question asks, "To what extent does your organization
provide legal assistance offered by your Fleet and Family
Support Center(s)?" to which participants responded using a
5-point, Likert-type scale, where 1 = To a small extent and
5 = To a great extent. Responses to items that assess the
extent to which the organization (the military) provides a
certain benefit will be averaged to form a benefit

availability score. Higher scores corresponded to higher benefit availability. Internal reliability for the entire scale was excellent, as Coefficient alpha = .90. Internal reliability for each subscale was acceptable (the utilization of benefits α = .85, and perceptions of organization benefits offered α = .90).

The specific benefits measured by this scale were chosen based on their accessibility across all military branches and all active duty military personnel. Similarly, the selected benefits were also chosen because each benefit represented a family-related benefit. Traditionally, the work-family policy literature has consistently researched benefits that relate to flexible work schedules, flextime, part-time work, job sharing, and telecommuting (Hammer & Barbara, 1999; Maitlen, 2002; Ronen & Primps, 1980; Zedeck & Moiser, 1990). Given that this project is specific to the military employees, the benefits provided are somewhat unique to the organization (the military). Maitlen (2002) found that childcare, flexible scheduling, and telecommuting were indicators of the latent variable Family-Supportive Benefits (unstandardized coefficients = 3.39, 3.22, 1.03, p < .05).

Assumptions

Before beginning data analysis, SPSS was used to assess assumptions on all major variables. The dataset contains responses from 210 active duty military personnel. There were no cases to be deleted due to missing data because the missing data followed no patterns and accounted for less than 5% of the total data. All major variables were screened for univariate and multivariate outliers, skewness, and kurtosis.

A criterion of $z = \pm 3.30$, $p < .001$ was used in order to evaluate skewness, kurtosis, and univariate outliers. Out of the 8 variables, none of the variables had univariate outliers, skewness, or kurtosis. Skewness and standard error of skewness are given in Table 1. Using a Mahalanobis distance with $p < .001$, no multivariate outliers were found. Homoscedasticity and linearity were inspected through regressions and scatterplots of the major variables. There was no evidence of multicollinearity after running Mahalanobis distance and examining collinerarity diagnostics. Means and standard deviations for the major variables are given in Table 2. See Appendix D for the correlation covariance matrix.

Table 1. Skewness and Standard Error of Skewness.

Scales	Skewness	SE
Family Organization Fit	-0.10	0.17
Family Supportive Organization Perceptions	-0.02	0.17
Perceptions of Organization Benefits Offered	-0.32	0.17
Work-to-Family Conflict	-0.09	0.17
Family-to-Work Conflict	0.27	0.17
Organizational Commitment	0.17	0.17
Turnover Intention	0.22	0.17
Marital Tension	0.36	0.17

Table 2.   Means and Standard Deviations.

Scales	M	SD
Family Organization Fit	3.58	0.77
Family Supportive Organization Perceptions	3.03	0.66
Perceptions of Organization Benefits Offered	3.50	0.8
Work-to-Family Conflict	3.35	0.87
Family-to-Work Conflict	2.97	0.97
Organizational Commitment	4.67	0.95
Turnover Intention	2.93	1.15
Marital Tension	2.98	1.18

CHAPTER THREE

RESULTS

The Hypothesized Model

The hypothesized proposed path analysis model is in
Appendix E. Absence of a line connecting variables implies
lack of hypothesized direct effect. The hypothesized model
examined the indirect effects of work-family conflict (both
Work-to-Family and Family-to-Work Conflict) with the
predictors Family Organization Fit, Family Supportive
Organization Perceptions, and Perceptions of Organization
Benefits Offered on the outcomes of Organizational
Commitment, Turnover Intention, and Marital Tension.

It was hypothesized that there was a relationship
between Family Organization Fit and Organizational
Commitment, Turnover Intention, and Marital tension that
would be mediated by both Work-to-Family and Family-to-Work
Conflict. Additionally, it was hypothesized that there was
a relationship between Family Supportive Organization
Perceptions and Organizational Commitment, Turnover
Intention, and Marital tension that would be mediated by
both Work-to-Family and Family-to-Work Conflict. Finally,
it was hypothesized that there was a relationship between

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Perceptions of Organization Benefits Offered and

Organizational Commitment, Turnover Intention, and Marital

tension that would be mediated by both Work-to-Family and

Family-to-Work Conflict.

Model Estimation

Very little support was found for the hypothesized

model Satorra-Bentler χ^2 (12, N = 210) = 115.07, p < .05,

Robust CFI = .82, RMSEA = .22.

Post hoc model modifications were performed in an

attempt to develop a better fitting model. On the basis of

the Lagrange multiplier test, and theoretical relevance,

two paths were added (the first path that was added was

between Family Organization Fit and Organizational

Commitment; the second path added to the model was between

Family Supportive Organization Perceptions and

Organizational Commitment). On the basis of Wald's test,

and theoretical relevance, four hypothesized paths were

dropped (the path between Family Organization Fit and

Family-to-Work Conflict; the path between Perceptions of

Organization Benefits Offered and Family-to-Work Conflict;

the path between Work-to-Family Conflict and Organizational

Commitment; and the path between Family-to-Work Conflict

and Organizational Commitment). The model was improved with the above mentioned paths, as well as the elimination of the previously mentioned paths.

The final path analysis model fit the data well, Satorra-Bentler χ^2 (12, N = 210) = 15.66, p > .05, Robust CFI = .99, RMSEA = .04. The final model with standardized and unstandardized coefficients is in Appendix F.

Direct Effects

Family Organization Fit was predictive of Organizational Commitment (unstandardized coefficient = .59, p < .05). As perceptions of Family Organization Fit increased, so did Organizational Commitment.

To a far less extent, Family Supportive Organization Perceptions was predictive of Organizational Commitment (unstandardized coefficient = -.17, p < .05). As perceptions of Family Supportive Organization Perceptions increased, Organizational Commitment decreased.

Indirect Effects

The significance of the intervening variables was evaluated using tests of indirect effects through EQS. Both Work-to-Family and Family-to-Work Conflict served as

intervening variables between Family Supportive Organization Perceptions and Turnover Intention. Increased Family Supportive Organization Perceptions predicted decreased perceptions of both Work-to-Family and Family-to-Work Conflict, which predicted less Turnover Intention (unstandardized indirect effect coefficient = -.59, p < .05, standardized coefficient = -.33).

Either Work-to-Family or Family-to-Work Conflict, or both variables, served as intervening variables between Family Organization Fit, Family Supportive Organization Perceptions, Perceptions of Organization Benefits Offered, and Marital Tension. Increased Family Organization Fit predicted decreased perceptions of Work-to-Family Conflict which predicted less Marital Tension (unstandardized indirect effect coefficient = -.14, p < .05, standardized coefficient = -.09). Increased Family Supportive Organization Perceptions predicted decreased perceptions of both Work-to-Family and Family-to-Work Conflict, which predicted less Marital Tension (unstandardized indirect effect coefficient = -.74, p < .05, standardized coefficient = -.41). Finally, increased Perceptions of Organization Benefits Offered predicted increased perceptions of Work-to-Family Conflict which predicted

greater Marital Tension (unstandardized indirect effect coefficient = .09, p < .05, standardized coefficient = .06).

CHAPTER FOUR

DISCUSSION

The ability to balance one's work and family life is a
goal that many employees seek to achieve. However, the
ability to meet this type of balance often seems elusive
given the demands that an employee must meet, both in the
workplace as well as the home. As family structure
continues to change, and the difficulties associated with
performing well in the workplace continue to rise,
America's employers need to rethink the ways in which they
support employees as well as their families. It is time
that America's employers begin to adapt their
organizational policies in order to better support
employees' work and family lives. As one of the largest
organizations to exist, the United States military has set
up a unique platform in which to apply organizational
policies to help balance their employees' work and family
lives.

A major consideration that is past due is the concept
that it is the organization's responsibility to
productively manage not only their employees' wellbeing,
but also the wellbeing of the employees' families if they

are to have an efficient workforce. This study set out to provide work-family conflict as a link between varying types of perceptions of organizational family support/fit and employee and family outcomes in a military setting. In order for employee outcomes such as turnover intention, and family outcomes such as marital tension to be reduced, both work-to-family and family-to-work conflict needs to remain low. One way to possibly lower the amount of work-to-family or family-to-work conflict is to have an organization that is globally supportive of balancing work and family lives, as well as an organization that fits with an employee's family needs and expectations. In order to study these complex relationships, the path analysis model was established.

Though not all hypotheses were supported, this study contributes to the existing literature in a number of ways. The results provided encouraging evidence that Work-to-Family Conflict is a construct that needs to be considered when evaluating F-O Fit, FSOP, and the Perceptions of Organizational Benefits Offered on outcomes such as Turnover Intention and Marital Tension. The proposed path analysis model proposed in Hypothesis 1 did not fit the data from this sample. Therefore, a final path analysis

model was developed that did meet the data. Work-to-Family and Family-to-Work Conflict served as significant intervening variables between FSOP and Turnover Intention. This relationship was relatively strong in magnitude. As Family Supportive Organization Perceptions increased, both Work-to-Family and Family-to-Work Conflict decreased, which in turn led to less Turnover Intention. In the past, studies have utilized FSOP as a predictor variable on direct outcomes such as Work-Family Conflict and Turnover Intention (Allen, 2001). The current study found that FSOP of military personnel still predicts job outcomes such as Turnover Intention, but this relationship is indirect by way of both Work-to-Family and Family-to-Work Conflict. Researchers are continuously struggling to capture variance in key organizational outcomes; therefore, FSOP may be a variable to further add to capturing variance in outcomes such as Turnover Intention. This study also shows that Marital Tension was an outcome that was negatively related to FSOP indirectly through Work-to-Family and Family-to-Work Conflict. This relationship was very strong in magnitude, and thus demonstrated FSOP's ability to predict Marital Tension through Work-to-Family and Family-to-Work Conflict. When an employee feels that the organization is

globally supportive of balancing work and family roles, one should experience less Work-to-Family and Family-to-Work conflict, which leads to decreased Marital Tension.

This study has also shown that Work-to-Family Conflict served as a significant intervening variable between F-O Fit and Marital Tension. This relationship was weak in magnitude, and thus F-O Fit was not a strong predictor of Marital Tension through Work-to-Family Conflict. As F-O Fit increased, Work-to-Family Conflict decreased, which in turn led to decreased Marital Tension. This finding continues to provide encouraging evidence that F-O Fit is an important construct as it relates to the fit and work-family literature. Considering that F-O Fit is a newly developed construct, the psychometric properties of the F-O Fit scale were excellent for this study. The variable was not skewed or kurtotic, was normally distributed, and had strong internal reliability.

Additional outcomes that are not limited to organizational outcomes, that are more proximal to the employee, are outcomes like marital tension. Taking into consideration that many outcomes addressed in the work and family literature involve the home life or family life, marital tension was found in this study to be an outcome

that had explained the most significance. Marital Tension was an outcome that was indirectly explained by the predictors of F-O Fit, FSOP, and Perceptions of Organizational Benefits Offered. F-O Fit predicted decreased Marital Tension through Work-to-Family Conflict, FSOP predicted decreased Marital Tension through Work-to-Family and Family-to-Work Conflict, and Perceptions of Organizational Benefits Offered predicted increased Marital Tension through Work-to-Family Conflict. These results suggest that Marital Tension could be a crucial family issue/outcome that needs to be studied for both work-family research and applied purposes (i.e. organization benefits development).

The family-supportive benefits included in this study were specific to the military as an organization. This study found that Work-to-Family Conflict served as a significant intervening variable between Perceptions of Organizational Benefits Offered and Marital Tension. In other words, the more an employee perceived that a particular benefit was provided, the more Work-to-Family Conflict increased, which led to higher levels of Marital Tension. While the relationship was weak in magnitude, it still supports literature that states that the mere

availability of benefits is not enough to reduce work-family conflict (e.g. Allen, 2001; Kossek & Ozeki, 1998). It is important to note that a higher percentage of this sample did not utilize benefits offered by the military, such as marriage enrichment services, family counseling, and individual counseling. These findings suggest that military personnel are not utilizing certain benefits offered by the military because they do not feel that the organization as a whole is very supportive of their use. This can be related back to the culture of the military; specifically, it may indicate that even though the military as an organization provides family-friendly benefits, informal support such as supervisory support may not exist or be consistently supported. It should be kept in mind that the military attempts to support military families through family-friendly benefits so that military personnel can focus on their job/duties as free from the stresses and strains of family as possible. In other words, it could be that the family-friendly benefits offered by the military exist in order to keep military personnel focused on their jobs, and not their families.

Work-to-Family and Family-to-Work Conflict did not mediate the path between F-O Fit and FSOP on Organizational

Commitment. However, both F-O Fit and FSOP directly

related to Organizational Commitment. As perceptions of F-

O Fit increased so did Organizational Commitment. The

strength of this relationship was fairly strong. This

finding is particularly interesting because recent,

previous research has not established a significant

relationship between F-O Fit and Organizational Commitment

(Massmann & Gilbert, 2010). The evidence that F-O Fit and

Organizational Commitment are related demonstrates that

Organizational Commitment is perhaps not as distal to F-O

Fit as once thought. One should also consider this finding

within the context of a military sample. The sample used

in this study had above average Organizational Commitment.

It should be considered that as an organization, the

military may have above average Organizational Commitment

due to the nature of the work performed and the contracts

personnel must abide by for the required length of years

that they have to serve. Unexpectedly, FSOP directly

predicted Organizational Commitment, even though this

relationship was weak in strength. Specifically, as

perceptions of FSOP increased, Organizational Commitment

decreased. This finding may suggest that the global

perceptions military personnel form regarding the extent

that the military as a whole is family-supportive,

negatively affects their Organizational Commitment. In

other words, while an employee may feel that their family

fits in some aspects with the military, employees may still

feel that the military is not globally supportive of

balancing work and family lives. Organizational commitment

is a psychological link between an employee and his or her

organization that will make it less likely that the

employee will leave an organization (Allen & Meyer, 1996;

Massmann & Gilbert, 2010). Considering the demanding

culture of the military, it seems as though the high levels

of Organizational Commitment experienced by military

personnel may be a part of the military's socialization

process. The results of this study suggest that it may be

this very socialization process that takes military

personnel's focus on family fit. The military tries to

offer and promote its family-friendly benefits so that

military personnel can focus on their commitment to the

military. However, underlying that notion is the military

demanding the attention and commitment of its personnel.

Therefore, it may be interpreted that the military as an

organization is not as family-friendly as it would like

people to think it is, rather the focus of the military's

efforts are to focus the military employees on devoting his or her allegiance strictly to the organization.

Limitations

As with all research, the results need be interpreted in light of the study's limitations. To begin with, some of this study's data was collected from a convenience sample (i.e. acquaintances of the researcher). The researcher was able to increase the sample beyond personal acquaintances by utilizing Qualtrics to obtain a random sample. Considering that a portion of this study's sample is non-random, generalizability of the findings is limited. Another limitation, related to the sample, is this study solely researched employees that were active duty, and married in the military. The military is a very unique organization due to the nature of the work performed (i.e. the physical and psychological demands of being in the military), and other non-military organizations most likely do not have the same demands for their employees. Consequently, some of the organizational benefits researched in this study are specific to the military, and thus the findings affect its generalizability to other populations.

Next, participants filled out the F-O fit scale by answering questions about their families' fit with the organization. The accuracy of their responses is dependent upon the accuracy of their perceptions of their families' fit with the military. Thus, it should be kept in mind that the findings of this study may be different than if a family member had completed the scale. Another limitation would be the high levels of organizational commitment reported by participants. Again, because this study's sample included the military, employees may have a heightened level of organizational commitment due to the nature of the work being performed (i.e. defending and protecting the United States of America) that cannot necessarily be generalized to other organizations.

One other limitation to this study involves the length of the survey. Participants were required to complete a lengthy survey which resulted in a number of participants self-selecting themselves out of the study. Due to this trend, the sample studied may not have been representative of the larger married, active duty military population. Future surveys should be condensed whenever possible to help reduce this effect. To finish, this study is correlational in nature; all of this study's data was

collected at the same time. Therefore, the direction of the relationships presented stems from theory only. It is conceivable, for example, that the level of Organizational Commitment predicts F-O fit, rather than fit predicting commitment.

Implications and Future Research

The results from this study have both critical theoretical and applied implications for both employers and employees. Primarily, this study demonstrated the importance of considering work-family interference (i.e. both Work-to-Family and Family-to-Work conflict) when evaluating perceptions of family-supportive benefits, Family Supportive Organizational Perceptions, and Family-Organization fit on numerous employee outcomes. In other words, one should not only think in terms of how employee perceptions of fit, or work-family polices, directly affect employee outcomes like marital tension or turnover intention. Rather, one should consider how work-family interference mediates that relationship. Work-family interference as a construct has been well established in the past literature. This study further offers organizations an indirect relationship between perceptions

of family-friendly policies/support, and family-organization fit on employee outcomes based primarily on work-family interference.

Many organizations attempt to combat work-family interference by enacting family-friendly policies that are based on demographic characteristics without considering how the organization as a whole supports the use of such benefits (Kossek & Ozeki, 1998; Allen, 2001). Family supportive organization perceptions need to be taken into account when implementing organizational family-friendly policies. It is not enough for an organization to implement a family-friendly policy; supervisors and higher levels of the organization need to support the use of such benefits in order to truly see their positive effects on employee outcomes. While the military takes a great deal of pride in offering a variety of family-friendly benefits to its employees and their families, this study shows that those benefits may not be utilized for a number of reasons. For example, the employee may not have supervisory support in using such benefits, or perhaps the organization makes available such family-friendly benefits, but does not support the use of them within a specific military unit. Similarly, future research should study the potential

differences between enlisted personnel and officers in the military regarding the availability and support of use for family-friendly benefits. It could be that officers may have more informal, supervisory support in using family-friendly benefits than do enlisted personnel.

As stated earlier, many organizations attempt to combat work-family interference by enacting family-friendly policies which are based on demographic characteristics. Family-organization fit in an adapted form may find a practical use in organizational policy-making by providing employees with benefits more suited to their needs while saving the organization money on unnecessary benefits (Massmann & Gilbert, 2010). The current study has continued to successfully merge the fit and work-family literatures by utilizing the newer construct of family-organization fit. The family-organization fit measure is a quality instrument that can easily be used beyond what this study researched. Family-organization fit should continue to be researched more in depth with outcomes related to work-family and fit literatures such as job choice intentions (Gilbert & Rogers, 2002), work productivity (Teng, 1999) , and family functioning (Teng, 1999).

Addressing the limitations of the current study will only help to provide stronger support for uniting the work-family and fit literatures. In terms of study design, future research should target more diverse samples to include civilian samples (i.e. non-military). Similarly, future research should evaluate perceptions of non-married individuals who perhaps have a family, and live like a family (i.e. have been in a long-term relationship and perhaps have children), but are not legally married. Future research should also consider collecting family-organization fit from both the employee's perspective as well as the family's perspective. It would be advantageous to determine whether employees are cognizant of their families' fit with their organizations. It could be that family-organization fit's relationship with outcome or mediating variables changes when evaluating family-organization fit from the family's perspective. The family's perspective of family-organization fit could be more predictive of work-family interference and other work attitudes than is the actual employee's perception. Finally, it would be beneficial to further assess the construct of family supportive organization perceptions from a 360 degree feedback perspective. Researchers should

collect data from the employee, multiple family members, and the organization itself including supervisors.

In summary, the major objective of the present study was to link the fit and work-family literatures together by researching work-family interference as a mediating variable. As this study demonstrated, both work-to-family and family-to-work conflict are important constructs to evaluate when looking at fit and work-family policies on employee outcomes. The relationship between family supportive organization perceptions on employee outcomes such as marital tension and turnover intention, can best be understood through the mediating effect of both work-to-family and family-to-work conflict. Although family-organization fit only predicted certain employee outcomes by way of work-to-family conflict, this study continued to demonstrate family organization fit's value in the work-family and fit literature. A case has been made to organizations that investing in family-supportive benefits may end up being a worthy investment as long as they take into account the organization's support in utilizing such benefits in order to alleviate work-family interference.

APPENDIX A

SCALES

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Demographics

(Developed by Anne Patten, Researcher)

Please answer the following 10 questions regarding basic demographic information.

For questions with multiple choices, please choose the <u>one</u> that best applies to you.

1. What is your gender?

- ❑ Male

- ❑ Female

2. What is your age? _____

3. What is your marital status?

- ❑ Married

- ❑ Living together

- ❑ Separated

- ❑ Divorced

- ❑ Widowed

- ❑ Single, never married

4. How many people live in your household? _____

5. How many dependents children do you have? _____

6. What is your religious affiliation?

- ❑ Christian

- ❑ Jewish

- ❑ Muslim

- ❑ Hindu

- ❑ Buddhist

- ❑ None

- ❑ Other _____

7. What is your ethnic origin?

- ❑ Native American (including Alaskan Native)

- ❑ Asian (including Oriental, Pacific Islander and Filipino)

- ❑ African American

- ❑ Hispanic

- ❑ Caucasian

- ❑ Other race _____

8. What is your education level?

- ❑ Less than 8th grade

- ❑ Grade 9–11

- ❑ Completed high school

- ❑ Additional non-college training (*e.g.,* technical or trade school)

- ❑ Some college

- ❑ Completed college degree

- ❑ Completed college with advanced degree (M.S., M.A., Ph.D., M.D., etc.)

9. What is the current military branch for which you work?

❑ Army

❑ Navy

❑ Marine Corps

❑ Air Force

10. How long have you worked for the military?

_____ years _____ months

11. How long have you worked for the military in your current position?

_____ years _____ months

12. On average, how many hours (including overtime) do you work each week? _____

13. Are you enlisted or an officer?

❑ Enlisted

❑ Officer

14. Are you in the Reserves?

❑ Yes

❑ No

15. Within the past five years, how many times have you been deployed?

- ❑ 0 Times

- ❑ 1-3 Times

- ❑ 4-7 Times

- ❑ 8 or More Times

16. Within the past five years, how many times have you had to leave your family for specialty and or field training?

- ❑ 0 Times

- ❑ 1-3 Times

- ❑ 4-7 Times

- ❑ 8 or More Times

Family Supportive Organization Perceptions

(Allen, 2001)

Using the scale below, please indicate the extent to which you agree or disagree with each statement.

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

1. Work should be the primary priority in a person's life. (R)

2. Long hours inside at work are the way to achieving advancement. (R)

3. It is best to keep family matters separate from work. (R)

4. It is considered taboo to talk about life outside of work. (R)

5. Expressing involvement and interest in non-work matters is viewed as healthy.

6. Employees who are highly committed to their personal lives cannot be highly committed to their work. (R)

7. Attending to personal needs, such as taking time off for sick children is frowned upon. (R)

8. Employees should keep their personal problems at home. (R)

9. The way to advance in this organization is to keep non-work matters out of the workplace. (R)

10. Individuals who take time off to attend to personal matters are not committed to their work. (R)

11. It is assumed that the most productive employees are those who put their work before their family life. (R)

12. Employees are given ample opportunity to perform both their job and their personal responsibilities well.

13. Offering employees flexibility in completing their work is viewed as a strategic way of doing business.

14. The ideal employee is the one who is available 24 hours a day. (R)

Note. (R) indicates the item is reverse coded so that higher scores indicate more positive perceptions of the organization's support for work/nonwork balance.

Allen, T.D. (2001). Family-supportive work environments: the role of organizational perceptions. *Journal of Vocational Behavior, 58,* 414-435.

Family–Organization Fit

(Massmann & Gilbert, 2010)

When answering the following questions about your organization and your family, please keep the following definitions in mind:

"Your organization"—made up of co-workers, work groups, supervisors, as well as the organization as a whole.

"Your family"—may include your immediate family (e.g., spouse and children), your extended family (e.g., parents or siblings), or even your household (e.g., roommates).

Supplementary Family–Organization Fit

Using the scale below, please describe the way your family and the organization you work for "fit" or "match" (i.e., similarities) on the following items.

1	2	3	4	5
Very Poor Fit	Poor Fit	Moderate Fit	Good Fit	Very Good Fit

1. How do your family's values "fit" with your organization's values?

2. How do your family's ethics "fit" with your organization's ethics?

3. How do your family's goals and objectives "fit" with your organization's goals and objectives?

4. How do your family's ways of reaching out to the community (charity) "fit" with your organization's charitable giving?

5. How do your family's attitudes "fit" with your organization's overall attitude?

6. How does your family's sociability "fit" with your organization's sociability?

7. If your family had to interact with your co-workers, how would they "fit" with them?

8. How do your family's outside interests "fit" with your organization's outside interests?

9. How does your family's work ethic "fit" with your organization's work ethic?

10. How does your family's view on politics "fit" with your organization's view on politics?

11. How do your family's religious beliefs "fit" with your organization's view on religion?

12. How does your family's definition of career success "fit" with your organization's definition of career success?

13. How do your family's dress preferences "fit" with your organization's dress code?

14. How would your family's personal style "fit" within your organization?

15. How does your family's communication style "fit" with your organization's communication style?

Complementary Family-Organization Fit

Using the rating scale below, please describe the "fit" or "match" between your family's needs or expectations and what your organization supplies or demands.

1	2	3	4	5
Very Poor Fit	Poor Fit	Moderate Fit	Good Fit	Very Good Fit

1. How does your average work load "fit" with your family's needs?

2. How does your required time at work "fit" with your family's needs?

3. How does your work schedule (*i.e.*, hours or shifts worked) "fit" with your family's needs?

4. How do your tasks at work "fit" with your family's needs?

5. How does your control over your schedule "fit" with your family's needs?

6. How does your income (base pay) "fit" with your family's needs?

7. How does your other income (*e.g.*, special incentive pay, re-enlistment bonuses, etc...) "fit" with your family's needs?

8. How do your available promotion opportunities "fit" with your family's needs?

9. How do your organization's health benefits "fit" with your family's needs?

10. How your organization's retirement or pension plans "fit" with your family's needs?

11. How your organization's dependent care benefits "fit" with your family's needs?

12. How do your organization's financially-based benefits (*e.g.,* flexible spending accounts, financial planning) "fit" with your family's needs?

13. How do your benefit choices (*e.g.,* number of available plans) "fit" with your family's needs?

14. How does the physical energy required of you at work "fit" with your family's needs?

15. How does the mental energy required of you at work "fit" with your family's needs?

16. How do your organization's overtime requirements "fit" with your family's needs?

17. How does your organization's policy on completing personal tasks at work (or "on the clock") "fit" with your family's needs?

18. How does your organization's policy on taking work home "fit" with your family's needs?

Massmann, R.E., & Gilbert, J. A. (2010). *Family-organization fit: An extension on person-organization fit.* Paper presented at the Society for Industrial Organizational Psychologists, Atlanta, Georgia.

Work–Family Conflict

(Carlson, Kacmar, & Williams, 2000)

Using the scale below, please indicate the extent to which you agree or disagree with each statement.

1	2	3	4	5
Strongly Disagree				Strongly Agree

Time-Based Work Interference with Family

1. My work keeps me from my family activities more than I would like.

2. The time I must devote to my job keeps me from participating equally in household responsibilities and activities.

3. I have to miss family activities due to the amount of time I must spend on work responsibilities.

Time-Based Family Interference with Work

4. The time I spend on family responsibilities often interfere with my work responsibilities.

5. The time I spend with my family often causes me not to spend time in activities at work that could be helpful to my career.

6. I have to miss work activities due to the amount of time I must spend on family responsibilities.

Strain-Based Work Interference with Family

7. When I get home from work I am often too frazzled to participate in family activities/responsibilities.

8. I am often so emotionally drained when I get home from work that it prevents me from contributing to my family.

9. Due to all the pressures at work, sometimes when I come home I am too stressed to do the things I enjoy.

Strain-Based Family Interference with Work

10. Due to stress at home, I am often preoccupied with family matters at work.

11. Because I am often stressed from family responsibilities, I have a hard time concentrating on my work.

12. Tension and anxiety from my family life often weakens my ability to do my job.

Behavior-Based Work Interference with Family

13. The problem-solving behaviors I use in my job are not effective in resolving problems at home.

14. Behavior that is effective and necessary for me at work would be counterproductive at home.

15. The behaviors I perform that make me effective at work do not help me to be a better parent and spouse.

Behavior-Based Family Interference with Work

16. The behaviors that work for me at home do not seem to be effective at work.

17. Behavior that is effective and necessary for me at home would be counterproductive at work.

18. The problem-solving behavior that works for me at home does not seem to be as useful at work.

Carlson, D., Kacmar, K., & Williams, L. (2000). Construction and initial validation of a multidemensional measure of work–family conflict. *Journal of Vocational Behavior, 56*(2), 249-276.

Organizational Commitment

(Meyer & Allen, 1997)

Using the scale below, please indicate the extent to which you agree or disagree with each statement.

1	2	3	4	5	6	7
Strongly Disagree			No Opinion			Strongly Agree

Affective Organizational Commitment

1. I would be very happy to spend the rest of my career with this organization.

2. I really feel as if this organization's problems are my own.

3. I do not feel like "part of the family" at my organization. (R)

4. I do not feel "emotionally attached" to this organization. (R)

5. This organization has a great deal of personal meaning for me.

6. I do not feel a strong sense of belonging to my organization. (R)

Normative Organizational Commitment

7. I do not feel any obligation to remain with my current employer. (R)

8. Even if it were to my advantage, I do not feel it would be right to leave my organization now.

9. I would feel guilty if I left my organization now.

10. This organization deserves my loyalty.

11. I would not leave my organization right now because I have sense of obligation to the people in it.

12. I owe a great deal to this organization.

Continuance Organizational Commitment

13. It would be very hard for me to leave my organization right now because of my contract with the military, even if I wanted to.

14. It would be very hard for me to leave my organization right now because of my responsibilities with my family.

15. Too much in my life would be disrupted if I decided I wanted to leave my organization now.

16. Right now staying with my organization is a matter of necessity as much as desire.

17. I feel that I have too few options to consider leaving this organization.

18. One of the few serious consequences of leaving this organization would be the scarcity of available alternatives.

19. One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice—another organization may not match the overall benefits that I have here.

Meyer, J.P., & Allen, N.J. (1997). *Commitment in the workplace: Theory, research, and application.* Thousand Oaks, CA: Sage Publications.

Turnover Intentions

(Jaros, 1997)

Considering your current organization, please use the scales below to state your opinion about each statement. For each statement, indicate your answer by clicking on the appropriate circle.

1. How often do you think about leaving your organization or not re-enlisting?

1	2	3	4	5
Never	Rarely	Sometimes	Often	Always

2. How likely are you to search for a position with another employer?

1	2	3	4	5
Definitely Will Not	Probably Will Not	Not Sure	Probably Will	Definitely Will

3. How likely are you to leave the organization in the next year?

1	2	3	4	5
Definitely Will Not	Probably Will Not	Not Sure	Probably Will	Definitely Will

Jaros, S.J. (1997). An assessment of Meyer and Allen's (1991) three-component model of organizational commitment and turnover intentions. *Journal of Vocational Behavior, 51,* 319-337.

Marital Tension

(Pittman, 1994)

Using the scale below, please indicate the frequency with which you argue or disagree with your spouse about various aspects of your relationship, which will be stated below.

0	1	2	3	4	5
Never	Very Rarely	Rarely	Occasionally	Frequently	Very Frequently

1. Arguments or disagreements over money.

2. Arguments or disagreements over not receiving enough affection.

3. Arguments or disagreements over problems with sex.

4. Arguments or disagreements over life goals.

5. Arguments or disagreements over the amount of time shared with your spouse.

6. Arguments or disagreements over the division of household chores.

7. Arguments or disagreements over career decisions.

| 1 | 2 | 3 | 4 | 5 | 6 |

Never   Very Rarely   Rarely   Occasionally   Frequently   Very

Frequently

8. How often do you regret marrying?

9. How often things between you and your spouse go well?

10. How often do you feel tension in your marriage?

Pittman, J.F. (1994). Work/family fit as a mediator of work factors on marital tension:

Evidence from the interface of greedy institutions. *Human Relations, 47*, 183-210.

Benefit Offered versus Benefits Desired

(Maitlen, 2002)

Please check (✓) "yes" or "no." On the scale, please indicate the number which provides the most accurate description.

1. Have you and or your family utilized the health insurance offered by your organization?

_____ yes   _____ no

2. To what extent does your organization provide health insurance?

    1   2   3   4   5

to a small extent   to a great extent

3. Have you and or your family utilized basic housing allowance for housing offered by your organization?

_____ yes   _____ no

4. To what extent does your organization provide basic housing allowance?

    1   2   3   4   5

to a small extent   to a great extent

5. Have you and or your family utilized marriage enrichment services offered by your organization?

___ yes   ___ no

6. To what extent does your organization provide marriage enrichment services?

1	2	3	4	5

to a small extent   to a great extent

7. Have you and or your family utilized the commissary services offered by your organization?

___ yes   ___ no

8. To what extent does your organization provide commissary services?

1	2	3	4	5

to a small extent   to a great extent

9. Have you and or your family utilized the GI Bill services offered by your organization?

_____ yes   _____ no

10. To what extent does your organization provide GI Bill services?

| 1 | 2 | 3 | 4 | 5 |

to a small extent   to a great extent

11 . Have you and or your family utilized the Service Members Group Life Insurance offered by your organization?

_____ yes   _____ no

12. To what extent does your organization provide Service Members Group Life Insurance services?

| 1 | 2 | 3 | 4 | 5 |

to a small extent   to a great extent

13. Have you and or your family utilized financial management assistance offered by your organization's Fleet and Family Support Center(s)?

_____ yes   _____ no

14. To what extent does your organization provide financial management assistance offered by your Fleet and Family Support Center(s)?

1	2	3	4	5
to a small extent				to a great extent

15. Have you and or your family utilized relocation services offered by your organization's Fleet and Family Support Center(s)?

_____ yes   _____ no

16. To what extent does your organization provide relocation services offered by your Fleet and Family Support Center(s)?

1	2	3	4	5
to a small extent				to a great extent

17. Have you and or your family utilized the career resource center offered by your organization's Fleet and Family Support Center(s)?

_____ yes   _____ no

18. To what extent does your organization provide career resource center services offered by your Fleet and Family Support Center(s)?

1	2	3	4	5
to a small extent				to a great extent

19. Have you and or your family utilized family counseling offered by your organization's Fleet and Family Support Center(s)?

_____ yes   _____ no

20. To what extent does your organization provide family counseling services offered by your Fleet and Family Support Center(s)?

1	2	3	4	5
to a small extent				to a great extent

21. Have you and or your family utilized individual counseling offered by your organization's Fleet and Family Support Center(s)?

_____ yes   _____ no

22. To what extent does your organization provide individual counseling services offered by your Fleet and Family Support Center(s)?

1	2	3	4	5
to a small extent				to a great extent

23. Have you and or your family utilized legal assistance offered by your organization's Fleet and Family Support Center(s)?

_____ yes   _____ no

24. To what extent does your organization provide legal assistance offered by your Fleet and Family Support Center(s)?

1	2	3	4	5
to a small extent				to a great extent

Maitlen, A., A. (2002). *Family-supportive benefits and their effect on experienced work-family conflict.* (Unpublished master's thesis). California State University, San Bernardino, California.

APPENDIX B

INSTITUTIONAL REVIEW BOARD APPROVAL

**Human Subjects Review Board
Department of Psychology
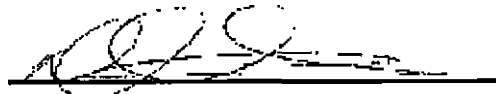California State University,
San Bernardino**

PI: Gilbert, Janelle & Patten, Anne

From: Donna Garcia

Project Title: Work and Family Conflict in the Military

Project ID: H-11WI-32

Date: Saturday, April 30, 2011

Disposition: Administrative Review

Your IRB proposal is approved. This approval is valid until 4/30/2012.

Good luck with your research!

Donna M. Garcia, Chair
Psychology IRB Sub-Committee

APPENDIX C

INFORMED CONSENT

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Informed Consent

You are invited to participate in a study designed to investigate the interrelationships among you, your family, and your workplace. This study is being conducted by Anne Patten under the supervision of Dr. Janelle Gilbert, for a Master's of Science Thesis at California State University, San Bernardino. This study has been approved by the Department of Psychology Institutional Review Board Sub-Committee of California State University, San Bernardino. A copy of the official Psychology IRB Stamp of approval appears at the bottom of this page.

In this study you will be asked to respond to situations that measure work and family perceptions as it relates to the workplace. The survey should take approximately 18-20 minutes to complete. All of your responses will be held in the strictest of confidence by the researchers. Since the survey is being administered via Qualtrics, IP addresses are collected. IP addresses will be deleted prior to any analysis of collected information to ensure all of your responses will be completely anonymous. Summary results of this study will be available from Anne Patten *(annepatten85@gmail.com)* after July 20, 2011.

Your participation in this study is completely voluntary. You are free not to answer any questions and withdraw at any time during this study without penalty. This study involves no risk beyond those of everyday life, nor any direct benefits to you as an individual. To ensure the validity of the study we ask that you not discuss this study with other participants.

If you have any questions or concerns about this study, please feel free to contact Professor Dr. Janelle Gilbert at(909) 537-5587 or via e-mail at Janelle@csusb.edu.

I acknowledge that I have been informed of, and that I understand the nature and purpose of this study, that I freely consent to participate, and that at the conclusion of the study, I may ask for additional explanation regarding the study. I also acknowledge that I am at least 18 years of age.

CALIFORNIA STATE UNIVERSITY, SAN BERNARDINO
PSYCHOLOGY INSTITUTIONAL REVIEW BOARD SUB-COMMITTEE
APPROVED **04** / **30** / **11** VOID AFTER **04** / **30** / **12**
IRB# **H-11WI-32** CHAIR

APPENDIX D

INFORMATION STATEMENT

Information Statement

Thank you for your participating in this study which is designed to investigate work and family balance. This study is being conducted by Anne Patten of the master's program in Industrial-Organizational Psychology at California State University, San Bernardino, under the supervision of Dr. Janelle Gilbert. This study has been approved by the Department of Psychology Institutional Review Board Sub-Committee of California State University, San Bernardino.

This study involved no risks beyond those of everyday life, nor any direct benefits to you as an individual beyond the participation in psychological research. In order to ensure the validity of the study, we ask that you do not discuss this study with other participants or other individuals who may also serve as participants.
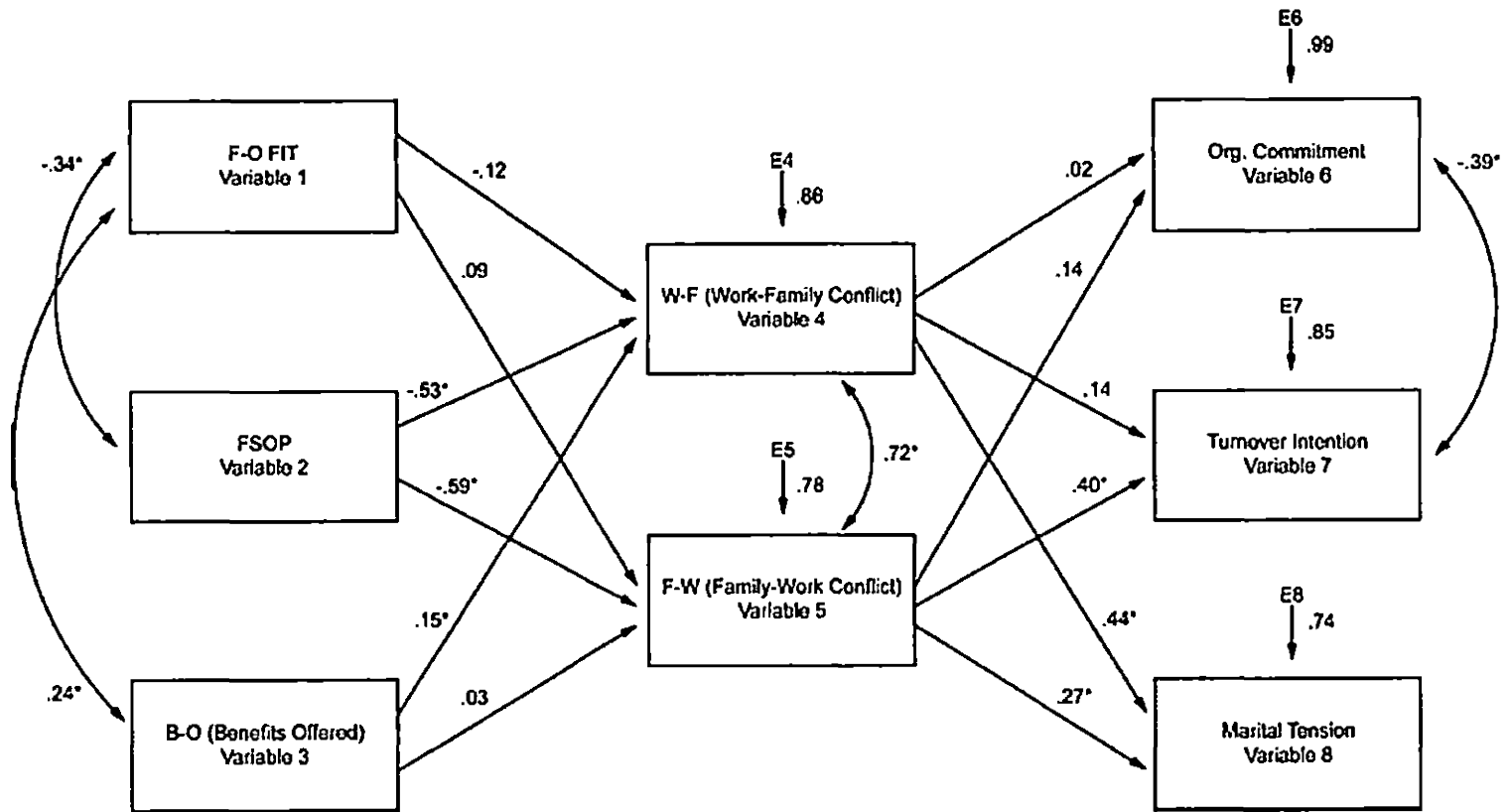
If you have any questions or concerns about this study, please feel free to contact Dr. Janelle Gilbert at (909) 537-5587 or via email to janelle@csusb.edu. Summary results of this study will be available from Anne Patten when it is available for review.

APPENDIX E

CORRELATION COVARIANCE MATRIX

FOR ALL VARIABLES

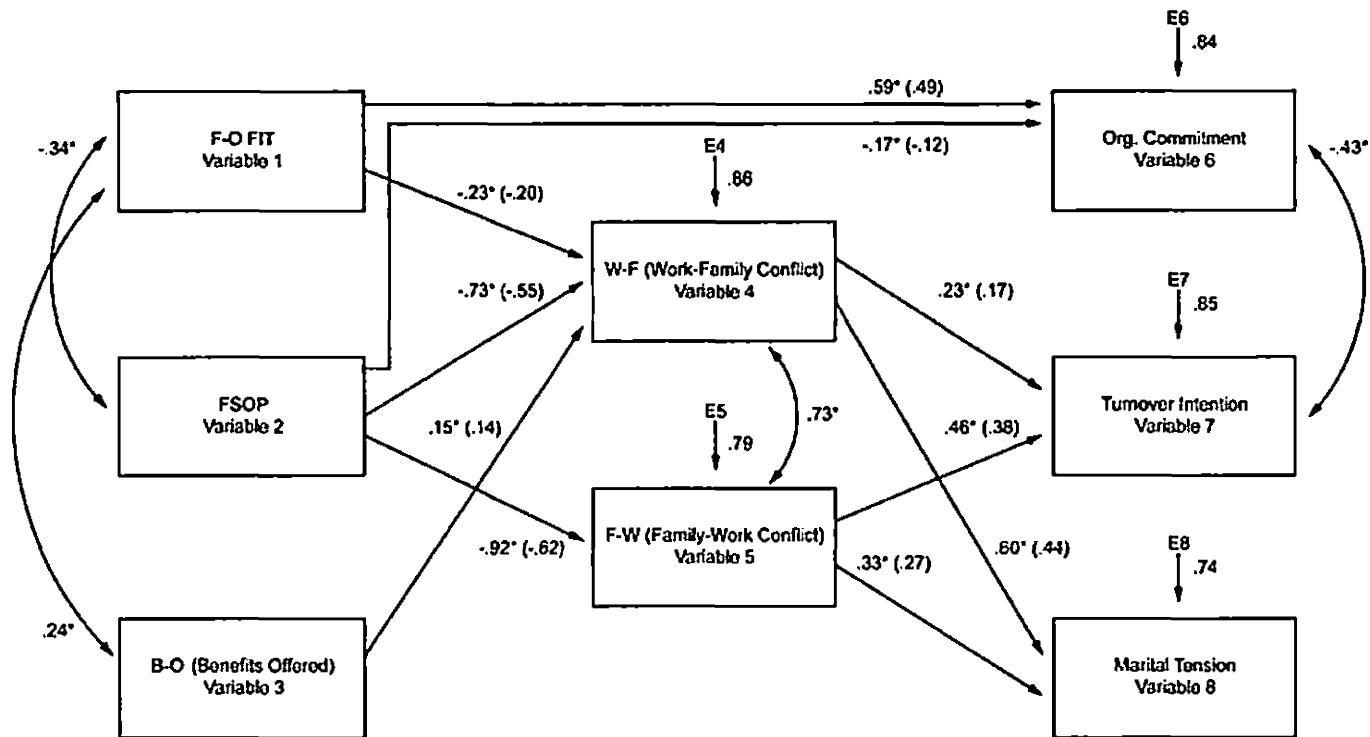|	1	2	3	4	5	6	7	8
1. Family Organization Fit	1.0							
2. Family Supportive Organization Perceptions	-.34*	1.0						
3. Perceptions of Organization Benefits Offered	.23	-.00	1.0					
4. Work-to-Family Conflict	.09	-.48*	.13	1.0				
5. Family-to-Work Conflict	.30	-.62*	.05	.79*	1.0			
6. Organizational Commitment	.53	-.32*	.11	.13	.16*	1.0		
7. Turnover Intention	.05	-.26*	.05	.46*	.52*	-.24*	1.0	
8. Marital Tension	.05	-.44*	.03	.65*	.62*	.15*	.57*	1.0

* p < .05

APPENDIX F

PROPOSED PATH ANALYSIS MODEL

Note: Standardized coefficients reported on model.
Significance tests were done on unstandardized coefficients.

*p < .05

APPENDIX G

FINAL PATH ANALYSIS MODEL

Note: Standardized coefficients reported on model as ().
Significance tests were done on unstandardized coefficients.   *p < .05

Indirect Effects:
FSOP predicted Turnover Intention through Work-to-Family and Family-to-Work Conflict (unstandardized indirect effect coefficient = -.59, p < .05, standardized coefficient = -.33).

F-O Fit predicted Marital Tension through Work-to-Family Conflict (unstandardized indirect effect coefficient = -.14, p < .05, standardized coefficient = -.09).

FSOP predicted Marital Tension through Work-to-Family and Family-to-Work Conflict (unstandardized indirect effect coefficient = -.74, p < .05, standardized coefficient = -.41).

Perceptions of Organization Benefits Offered predicted Marital Tension through Work-to-Family Conflict (unstandardized indirect effect coefficient = .09, p < .05, standardized coefficient = .06).

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