

**ANTECEDENTS AND OUTCOMES OF WFC: RACIOETHNIC DIFFERENCES
AMONG WORKING PROFESSIONALS WITH FAMILIES**

Christopher J. Mathis, Morgan State University
christopher.mathis@morgan.edu

Ulysses J. Brown, III, Savannah State University
brownu@savstate.edu

Natasha W. Randle, Mississippi State University-Meridian
nrandle@meridian.msstate.edu

ABSTRACT

As the U.S. workplace becomes more heterogeneous, it is essential that managers understand the concerns of diverse employees. This paper examines racioethnic differences that are likely to influence the antecedents (e.g., role overload, conflict, and ambiguity) and outcomes (e.g., job satisfaction-work, pay, promotion, supervision, and coworkers) affecting the U.S. workplace. In addition, we measure two distinct dimensions of work-family conflict (WFC), work interfering with family conflict (WIFC) and family interfering with work conflict (FIWC). Using a comparative sample and structural equation modeling, our findings explain the divergent viewpoints of Blacks and Whites regarding role stress, WFC, and job satisfaction facets. This underscores the important role of subgroup analyses comparison. Implications and limitations of the current study and suggestions for future research are presented as well.

INTRODUCTION

Work-family conflict (WFC) and its antecedents and outcomes have been an area of great interest to researchers. While there is much research on WFC, there is a dearth of research that examines the racioethnic differences of antecedents and outcomes among the U.S. workforce. In the only relevant work we have found to have a comparable sample of Blacks and Whites, Frone, Russell, and Cooper (1992) reported that a racioethnic difference did not exist, and therefore, the model appeared to be generalizable across both racial groups.

According to the *U.S. Census Bureau* (1996), trends suggest that by the year 2020, minority groups (e.g., Hispanics, Blacks, and Asians) will make up a significant portion of the workforce. Given the changing demographics of the workforce since the 1980s, it is critical that empirical research efforts on the work-family interface be conducted addressing minority racioethnic populations in the workplace (e.g., Brockwood, 2007; Casper, Eby, Bordeaux, Lockwood, & Lambert, 2007; Kossek & Ozeki, 1998). As a result, proactive managers should be familiar with WFC issues amid a racioethnically diverse workforce; establish work-family policies that will be acceptable to members of different racioethnic communities; and consider alternative approaches to motivating, directing, and coaching workers.

Prior research (e.g., Butler, Grzywacz, Bass, & Linney, 2005; Judge & Colquitt, 2004) has mainly used White samples, and frequently, minority group members were collapsed into a nebulous “non-White” category, as if all minority groups are homogenous. Therefore, we believe that comparing racioethnic groups adds to the richness of the existing body of knowledge and may be of use to human resources practitioners. Thus, the purpose of this research is to examine a structural equation model of the relationship between role stress and the facets of job satisfaction within our WFC model by comparing Blacks and Whites. We provide theoretical underpinnings for WFC (Hobfoll, 1989) and use a social psychological theory (Tajfel & Turner, 1986) to develop the research hypotheses.

Theory and Hypotheses

Work–family research has rarely been established or embedded in a specific theory (Grandey & Cropanzano, 1999). Generally, the conceptual foundation utilized for WFC is role theory, which posits that individuals play multiple roles in their lives, and that participation in one role depletes the amount of resources from participation in another role (Kahn, Wolfe, Quinn, Snoek, & Rosenthal, 1964). However, role theory has some limitations when applied to work–family conflict studies. When applied, role theory has overlooked family roles, which is essentially important in understanding the work–family relationship.

Therefore, the Conservation of Resources (COR) model (Hobfoll, 1989) may be a more appropriate conceptual model for work–family research because it is a more general stress theory that explains the intersection of the work and family domains; in addition, it offers a strong framework (e.g., Cullen & Hammer, 2007; Premeaux, Adkins, & Mossholder, 2007). The COR model proposes that “individuals seek to acquire and maintain resources” (Grandey & Cropanzano, 1999, p. 352). Hobfoll (1989) defines resources as “those objects, personal characteristics, conditions, or energies that are valued by the individual or that serve as a means for attainment of these objects” (p. 516). Hence, stress results if an individual perceives a potential loss of resources, expects a resource gain that does not happen, or suffers an actual loss of resources.

With regard to the aspect of this study that examines racioethnic differences, the social identity theory presents the theoretical underpinning. According to Tajfel (1982), social identity theory explains the relationship between social structures and individual identity through the meanings people attach to their membership in identity groups, such as racioethnic groups. So, these meanings characterize the way individuals interact with others from their own identity groups or from other groups (Tajfel, 1982; Tajfel & Turner, 1986). The meaning of intergroup relations consists of “any aspect of human interaction that involves individuals perceiving themselves as members of a social category or being perceived by others as belonging to a social category” (Taylor & Moghaddam, 1994, p. 6). Thus, social identity theory is an individual’s self concept that is characterized by his or her attachment level felt toward the group and membership in a specific group. The conservation of resources model and social identity theory collectively provide the theoretical framework for this study, which moderates the relationships between role stress and WFC, and WFC and job satisfaction facets to explore whether racioethnicity has some interactive influence.

Work–Family Conflict

Several management scholars (Carlson & Kacmar, 2000; Frone, Russell, & Cooper, 1992; Gutek, Seale, & Klepa, 1991) have identified two dimensions of WFC: conflict due to work interfering with family (WIFC) and conflict due to family interfering with work (FIWC). WIFC can be described as “a form of interrole conflict in which the general demands of time devoted to and strain created by the job interfere with performing family-related responsibilities” (Netemeyer, Boles, & McMurrin, 1996, p. 401). In contrast, FIWC can be identified as “a form of interrole conflict in which the general demands of, time devoted to, and strain created by the family interfere with performing work-related responsibilities” (Netemeyer et al., 1996, p. 401). Both WIFC and FIWC essentially result from an individual’s attempt to meet an abundance of different conflicting demands from the work and family roles.

Antecedents of WFC

In this study, role stress will be conceptualized as role overload, conflict, and ambiguity. Coverman (1989) found that “role overload leads to role conflict only when the demands of one of the multiple roles make it difficult to fulfill the demands of another role” (p. 968). Role overload occurs when an individual has too many role demands and too little time to fulfill them (Baruch, Biener, & Barnett, 1987; Rapoport & Rapoport, 1976). According to Kahn et al. (1964), 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” (p. 19). Previous research has linked role conflict to role ambiguity because role conflict appears to be attached to role behavior (Kahn et al., 1964; Rizzo, House, & Lirtzman, 1970). Role ambiguity occurs when an individual lacks a clear definition about the behavior expected in a role and the required methods to fulfill his or her duties (Kahn et al., 1964; Rizzo et al., 1970). Therefore, we advance that using these three forms of role stress will create a more comprehensive model that promotes a better understanding of the relationship between role stress and WFC because there is an interrelationship among role stress (i.e., role overload leads to role conflict, which has been linked to role ambiguity).

For instance, prior studies (Boyar, Maertz, Pearson, & Keough, 2003; Carlson & Kacmar, 2000) found that role conflict and role overload were positive predictors of WIFC; however, role ambiguity was not a significant predictor of WIFC. Carlson and Kacmar (2000) reported that role conflict and role ambiguity were positively related to FIWC; however, FIWC was not significantly related to role overload. Consistent with the COR model, we believe that experiencing high levels of conflict at work might reduce available resources and leave fewer resources available for family demands, or vice versa. Furthermore, the COR model proposes that stress is a reaction to the interrole conflict encountered because resources are lost in the process of juggling both work responsibilities and family obligations. Based on the previous discussion, we advance that a significant relationship will exist between role stress (i.e., role overload, conflict, and ambiguity) and WIFC and/or FIWC and offer the following hypotheses:

H1: (a) Role conflict, (b) role ambiguity, and (c) role overload will be positively related to FIWC and/or WIFC.

Racioethnic Differences among Antecedents of WFC

Diversity in the workplace is a paramount, salient, and ongoing matter confronting corporate America to date. The question is not whether a corporation should address and foster diversity at every level in the organization, but how well it is being targeted, valued, and managed. Thus, the importance of racioethnicity impacting work–family conflict cannot be overemphasized.

Because of the influence of interactions shaped by the social identity theory, individuals from diverse racioethnic backgrounds are expected to demonstrate role stress related to WIFC and FIWC; however, it may be different. For instance, African American stereotypes are distinctly negative as compared to those of other racioethnic groups (Bell, 1985; Crocker & Major, 1989; Kirschenman & Neckerman, 1991), which can be associated with greater encounters of discrimination and prejudice. In addition, Whites reported the least occurrences of discrimination at work and in general, as compared to their Black counterparts (Bell, Harrison, & McLaughlin, 1997; Utsey, Chae, Brown, and Kelly, 2002). Therefore, other racioethnic groups are less likely to translate vague workplace events in racioethnic terms and encounter less discrimination than Blacks. These events should intensify the importance that Blacks place on diversity as a method of diminishing the seriousness of the actual (or alleged) discriminatory encounters at work (Mor Barak, Cherin, & Berkman, 1998).

Based upon the aforementioned research conducted on the relationship between role stress and WFC, we believe that these findings may be sample specific, since the extant literature is devoid of large Black samples. Derived from the previous discussion and social identity theory, we advance that a racioethnic difference will exist between WIFC/FIWC and role stress (i.e., role overload, conflict, and ambiguity) and offer the following hypotheses:

H2: There exists a difference between Blacks and Whites in the relationship between (a) role conflict, (b) role ambiguity, and (c) role overload and WIFC.

H3: There exists a difference between Blacks and Whites in the relationship between (a) role conflict, (b) role ambiguity, and (c) role overload and FIWC.

Relationship between WIFC and FIWC

WIFC and FIWC are considered distinct constructs, and scholars have demonstrated they are positively correlated (Boyar et al., 2003; Carlson & Kacmar, 2000; Frone et al., 1992). We conjecture that if the levels of conflict from the work domain are strong enough to impact family roles, then the levels of stress in the family domain might cause work conflict. Therefore, we argue the work domain variables related to WIFC would indirectly affect the FIWC construct. Carlson and Kacmar (2000) examined the importance of life role values and their influence on the way that WIFC and FIWC were experienced. They found positive and significant paths between WIFC and FIWC. Other scholars have found identical results regarding the relationship between FIWC and WIFC (Boyar et al., 2003; Frone et al., 1992). Given these interrelationships, it is a constant balancing act as employees determine a degree of job devotion that maintains the appropriate level of actual or perceived work performance. This subsequently may cause

conflict between the work and family and indirectly affect FIWC or vice versa. Thus, we suggest:

H4: There will be a positive relationship between FIWC and WIFC.

Racioethnic Differences between the Relationship of WIFC and FIWC

Cianni and Romberger (1995) proposed that Blacks perceived that the corporate culture is a “country club” with limited access for themselves. As a result, Blacks perceived that the glass ceiling appears to be much lower than they thought it would be. These beliefs may influence their perceptions because Blacks may feel that they have to work twice as hard in order to have access to the same opportunities that Whites encounter with half the work. Due to these perceptions, the lack of support from work for Blacks may increase the conflict between the work and family as compared to their White counterparts. Given these perceptions, along with social identity theory, which suggests individual attachment to their own identity groups, differences are expected between Blacks and Whites in the relationship between WIFC and FIWC. In light of the prior discussion, there has been a neglect to determine if a difference exists between Blacks and Whites in respect to their relationship between WIFC and FIWC; therefore, we evaluate the following hypothesis:

H5: There exists a difference between Blacks and Whites in the relationship between FIWC and WIFC.

Outcomes of WFC

Locke (1976) characterizes job satisfaction as “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences” (p. 1297). Job satisfaction is an important work-related attitude among workers in various employment settings. Earlier studies used global measures of job satisfaction instead of measuring employee job satisfaction across its various dimensions or facets (Bedeian, Burke, & Moffett, 1988; Boles & Babin, 1996; Decker & Borgen, 1993; Good, Sisler, & Gentry, 1988; Noor, 2004). To accurately measure job satisfaction, several characteristics of the job may need to be evaluated in hopes of obtaining a broad measure of employee beliefs and attitudes about the job (Churchill, Ford, & Walker, 1974; Gregson, 1991). Since numerous dimensions may not be equally important to each individual, it is possible that two employees who have identical overall job satisfaction scores may not in fact be equally satisfied with their particular job. In the current study, job satisfaction is accessed across the five dimensions: work, pay, promotion, supervision, and coworkers.

Boles, Howard, and Donofrio (2001) found a negative relationship between WIFC and two facets of job satisfaction: job satisfaction-work and job satisfaction-promotion. In another study, Boles, Wood, and Johnson (2003) found that a negative relationship exists between WIFC and job satisfaction-pay, job satisfaction-promotion, and job satisfaction-supervision. In a previous study that examined the relationship between the facets of job satisfaction and FIWC, Boles et al. (2001) reported a negative relationship between FIWC and the job satisfaction-coworker facet. The COR model proposes that conflict between an employees’ work obligations and family responsibilities depletes resources, or stimulates the perception of depleted resources, leading to

negative outcomes such as lower job satisfaction, inferior performance, and lower commitment. Considering the prior discussion, we expect that employees will report varying degrees of satisfaction across the five facets of job satisfaction and therefore evaluate the following hypothesis:

H6: FIWC and/or WIFC will be negatively related to job satisfaction with (a) work, (b) pay, (c) promotion, (d) supervision, and (e) coworkers

Racioethnic Differences among Outcomes of WFC

Even though the relationship between WFC and the job satisfaction facets have not been examined between Blacks and Whites, there has been mixed results on much of the research comparing Blacks' and Whites' differences on job satisfaction. Black workers in a wide variety of occupations, including blue collar workers (Milutinovich, 1977; Tuch & Martin, 1991), social work faculty members (Davis, 1985), and low and mid-level managers (Greenhaus, Parasuraman, & Wormley, 1990), reported lower levels of job satisfaction than White workers. Conversely, research with an assortment of professions, including patrol officers (Buzawa, 1984) and white collar workers (Brenner & Fernsten, 1984), found that White employees reported lower levels of job satisfaction than did their Black employees. Thus, with respect to job satisfaction among Black and White workers, the pattern of findings has not been clear.

The social identity theory asserts that individuals' identification with a group is linked with attitudes at work, such as job satisfaction, performance, and employee turnover (Joshi, Liao, & Jackson, 2006; Slattery & Selvarajan, 2005). However, the extant literature is devoid of large samples of Blacks. We believe that the findings of subsequent studies may be sample specific. In view of the previous literature and social identity theory, we expect that racioethnic differences exist across the five facets of job satisfaction and WIFC and FIWC; therefore, we offer the following hypotheses for evaluation:

H7: There exists a difference between Blacks and Whites in the relationship between WIFC and job satisfaction with (a) work, (b) pay, (c) promotion, (d) supervision, and (e) coworkers.

H8: There exists a difference between Blacks and Whites in the relationship between FIWC and job satisfaction with (a) work, (b) pay, (c) promotion, (d) supervision, and (e) coworkers.

METHOD

Our data was collected via a web survey from various United States citizens, including employees from a southeastern state agency, alumni of northeastern and southern universities, and graduate business students employed in diverse organizations, across various functional areas. The criteria for inclusion in our study were that the participant be employed in an organization, work at least forty hours per week, and have a spouse or at least one child under the age of 18. Interested individuals who met these criteria were electronically sent an invitational letter with a link to the survey entitled, 'Job Satisfaction Survey.' The electronic invitational letter explained the purpose of the survey with the link included. Participants were instructed to complete and submit the questionnaire online. To increase the response rate, two electronic

reminders were sent to the same email addresses in two-week increments after the initial invitational letter.

Procedures

We sent 1263 electronic invitational surveys to prospective research participants, and 495 useable surveys were completed. However, since some participants did not meet the criteria of having a spouse and/or child(ren), 205 were eliminated, bringing the qualified total to 290 participants. After eliminating other racioethnic groups because they did not meet the recommended minimum sample size of 100 to ensure stable maximum likelihood estimation (Hair, Black, Babin, Anderson, & Tatham, 2005), the final sample consisted of 276, for a response rate of 26.1 percent (i.e., $1263 - 205 = 1058$; $276/1058$). The cross-sectional sample consisted of 276 participants: 175 Blacks (63.4%).

Sample Demographics

Of the 175 Black participants, 77.7% were women and approximately 80% had children. In terms of marital status, 21.1% were single, 64.0% were married, and a small percentage (13.7%) was divorced. Over ninety percent of the Black participants were between the ages of 21 and 50. The number of years that Blacks worked for the organization is as follows: less than 3 years (36.0%), 4-8 years (29.1%), 9-15 years (19.4%), 16-24 years (9.7%), 25 years or more (4.0%), and 1.7% did not respond to this item. Of the 101 Whites, there were 46 men (45.5%) and approximately 63% had children. In terms of marital status, 5.9% were single, 86.1% were married, and a small percentage (6.9%) was divorced. Over eighty percent of the Whites were between the ages of 21 and 50. The number of years that White participants worked for the organization is as follows: less than 3 years (31.7%), 4-8 years (36.6%), 9-15 years (19.8%), 16-24 years (4.0%), and 25 years or more (7.9%).

Measures

We measured the constructs by using the following instruments found in the work–family research literature.

Role Stress

This scale is a comprehensive conceptualization, extensive enough to measure stress in relation to work and family roles of both men and women (Bohen & Viveros-Long, 1981). This instrument assessed role overload with six items, role conflict with four items, and role ambiguity with three items using (1) N/A and (2) Very Rarely to (7) Always. An example item from the instrument for role overload is “I feel physically drained when I get home from work.” An example item from the instrument for role conflict is “My job keeps me away from my family too much.” An example item for role ambiguity is “I worry whether I should work less and spend more time with my children.” The alphas for role overload, role conflict, and role ambiguity for Blacks were .790, .597, and .555 and for Whites were .801, .554, and .724, respectively. Although the reliability for role conflict for both subgroups (Blacks’ alpha = 0.597 and Whites’ alpha = 0.554) and role ambiguity for Blacks were low (Blacks’ alpha = 0.555), a

confirmatory factor analysis revealed that each item used to measure the construct was statistically significant, and thus the construct was deemed acceptable for research purposes and included in the structural equation model.

Work–Family Conflict

WIFC and FIWC were measured using the Netemeyer et al. (1996) scales. These measures both contain five items. These instruments used a seven-point response scale ranging from (1) Strongly Disagree to (7) Strongly Agree. Higher scores are associated with greater inter-domain conflict for each scale. An example item from the WIFC scale is “I often have to miss important family activities because of my job.” An example item from the FIWC scale is “I sometimes have to miss work so that family responsibilities are met.” The alphas for WIFC and FIWC were .927 and .734 for Blacks and .941 and .761 for Whites, respectively.

Job Satisfaction Facets

This study used the Job Satisfaction Scale (JSS) developed by Gregson (1991) that identified the five dimensions of job satisfaction: work, pay, promotion, supervision, and coworkers. The JSS is a 30-item instrument that uses a 7-point Likert scale with responses ranging from (1) Strongly Disagree to (7) Strongly Agree. Some example items are “My work is boring” and “My coworkers are slow.” Cronbach’s alpha values for work, pay, promotion, supervisor, and coworkers were .855, .816, .771, .878, and .803 for Blacks and .821, .894, .921, .887, and .881 for Whites, respectively.

Method of Analysis

We used structural equation modeling (path analysis) to evaluate the hypotheses. The family and work conflict model was developed using the Linear Structural Relations (LISREL) computer program developed by Jöreskog and Sörbom (1993). The covariance matrix was used as the input for all models, and the maximum likelihood estimation procedure was employed to produce the model parameters.

To evaluate model fit, we utilized measures of absolute fit and incremental fit to determine how well our data fit the hypothesized model (Hair et al., 2005). The absolute fit measures, maximum likelihood ratio chi-square statistic (χ^2), and goodness-of-fit index (GFI), provide a measure of the extent to which the covariance matrix estimated by the hypothesized model reproduces the observed covariance matrix (James & Brett, 1984). The root mean square error of approximation (RMSEA) was also considered as it approximates the amount of error present in the model. Another fit index, the Tucker-Lewis index (TLI), or Non-Normed Fit Index (NNFI), was used to assess model fit; the NNFI assesses a penalty for adding additional parameters to the model. The normed fit index (NFI) was used because it assesses a model’s fit in relation to the worst and best fit attainable, rather than as a sole function of the difference between the reproduced and observed covariance matrices (Bentler & Bonett, 1980). The comparative fit index (CFI), containing similar attributes to the NFI, compares the predicted covariance matrix to the observed covariance matrix, and is least affected by sample size.

RESULTS

The means, standard deviations, reliability estimates, and zero-order correlations are displayed in Tables 1 and 2 for Blacks and Whites, respectively. As shown in these two tables, support was established for H1 because role conflict, role ambiguity, and role overload were positively related to both FIWC and WIFC.

Model Fit

The two-step approach to structural equation modeling was employed (Anderson & Gerbing, 1988). First, the measurement model was inspected for satisfactory fit indices. After establishing satisfactory model fit, the structural coefficients were interpreted. Because we chose to evaluate two groups (Blacks and Whites), we also employed the multi-sample approach to evaluate the moderator effects of race.

Similar to Brown, Knouse, Stewart, and Beale (2009), our study utilized a multi-sample model that was tested to assess the differences between Blacks and Whites. Overall, the measurement model had acceptable fit indices (see Table 3). That is, the Chi-square statistic was at its minimum, and the p -value was nonsignificant. The GFI was above its recommended threshold level of 0.90 (Hair et al., 2005), and the root mean square error of approximation (RMSEA) was less than 0.08, indicative of an acceptable model (Steiger & Lind, 1980). The Chi-square divided by the degrees of freedom coefficient was less than three, which indicates acceptable model fit (Arbuckle & Wothke, 1995). The CFI, NFI, and NNFI all indicated an acceptable fit of the model to the data. In addition, all normalized residuals were less than two, which further indicates that the data fit the hypothesized model.

Table 4 displays the structural coefficients for the models. Hypotheses 1a, 1b, and 1c examined whether role stress (i.e., role conflict, role ambiguity, and role overload) was positively related to FIWC and WIFC. Role stress was only related to WIFC and was not related to FIWC. That is, role conflict ($\beta = .141, p < .10$, moderate) and role ambiguity ($\beta = .777, p < .05$) were positively related, and role overload ($\beta = -.562, p < .05$) was negatively related to WIFC, although, in the opposite direction. Further, role stress (i.e., role conflict, $\beta = .822, ns$; role ambiguity, $\beta = .387, ns$; role overload, $\beta = .982, ns$), was not significantly related to FIWC. Therefore, partial support was established for Hypotheses 1a, 1b, or 1c.

When closely examining the relationships by race, there were similarities and differences between the total sample of blacks and whites. Similar to the total sample, Whites had a positive relationship between role conflict and WIFC ($\beta = .183, p < .05$). Also, role conflict ($\beta = .112, ns$) and role ambiguity ($\beta = .224, ns$) were not significantly related to FIWC for Blacks, and role overload was not significantly related to FIWC ($\beta = -.011, ns$) for Whites. However, contrary to the total sample, neither Blacks ($\beta = -.062, ns$) nor Whites ($\beta = -.012, ns$) had a significant relationship between role ambiguity and WIFC, even though the total sample did. In addition, a positive relationship did not exist between role conflict and WIFC for Blacks ($\beta = .208, ns$). Although the Black ($\beta = .663, p < .05$) and White ($\beta = .938, p < .05$) groups had a significant relationship between role overload and WIFC, it was positively significant as compared to the

TABLE 1. MEANS, STANDARD DEVIATIONS, ZERO-ORDER CORRELATIONS, AND RELIABILITY ESTIMATES FOR WORK–FAMILY CONFLICT BLACK MODEL

| Var | Mean | s.d. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|-----|------|------|--------|--------|--------|-------|-------|-------|-------|-------|-------|-------|
| 1 | 2.00 | 1.22 | (.93) | | | | | | | | | |
| 2 | 1.34 | 0.67 | .39** | (.73) | | | | | | | | |
| 3 | 2.64 | 0.79 | .54** | .28 | (.79) | | | | | | | |
| 4 | 1.80 | 0.56 | .24** | .14 | .25** | (.60) | | | | | | |
| 5 | 0.82 | 0.40 | .21** | .20** | .35** | .18* | (.56) | | | | | |
| 6 | 3.87 | 0.97 | -.02 | .12 | -.00 | -.00 | .04 | (.86) | | | | |
| 7 | 1.50 | 0.75 | -.04 | -.05 | -.08 | -.03 | -.07 | .11 | (.82) | | | |
| 8 | 2.25 | 0.85 | .02 | .14 | -.05 | .07 | .09 | .31** | .13 | (.77) | | |
| 9 | 3.58 | 1.10 | -.25** | .01 | -.26** | -.11 | -.13 | .29** | .09 | .22** | (.88) | |
| 10 | 3.90 | 0.82 | -.12 | -.20** | -.09 | -.04 | -.11 | .19* | .08 | .18* | .41** | (.80) |

Note. Reliability estimates are on the diagonals in parentheses. 1 = work interfering with family conflict; 2 = family interfering with work conflict; 3 = role overload; 4 = role conflict; 5 = role ambiguity; 6 = job satisfaction-work; 7 = job satisfaction-pay; 8 = job satisfaction-promotion; 9 = job satisfaction-supervision; 10 = job satisfaction-coworker.

n = 175 for Blacks.
p* < .05. *p* < .01.

TABLE 2. MEANS, STANDARD DEVIATIONS, ZERO-ORDER CORRELATIONS, AND RELIABILITY ESTIMATES FOR WORK–FAMILY CONFLICT WHITE MODEL

| Var | Mean | s.d. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|-----|------|------|--------|-------|--------|--------|-------|-------|-------|-------|-------|-------|
| 1 | 2.22 | 1.15 | (.94) | | | | | | | | | |
| 2 | 1.13 | 0.54 | .30** | (.76) | | | | | | | | |
| 3 | 2.05 | 0.56 | .59** | .24* | (.80) | | | | | | | |
| 4 | 2.41 | 0.60 | .58** | .40** | .52** | (.55) | | | | | | |
| 5 | 0.84 | 0.43 | .44** | .37** | .43** | .49** | (.72) | | | | | |
| 6 | 3.15 | 0.64 | .03 | .03 | -.08 | -.08 | -.02 | (.82) | | | | |
| 7 | 3.29 | 1.27 | -.18 | .06 | -.31** | -.17 | -.12 | .07 | (.89) | | | |
| 8 | 3.50 | 1.35 | -.10 | .10 | -.23** | -.11 | -.01 | .39** | .51** | (.92) | | |
| 9 | 4.06 | 1.23 | -.33** | -.12 | -.33** | -.29** | -.15 | .27** | .28** | .36** | (.89) | |
| 10 | 3.08 | 0.75 | -.27** | -.06 | -.16 | -.33** | -.10 | .35** | .38** | .54** | .45** | (.88) |

Note. Reliability estimates are on the diagonals in parentheses. WIFC = work interfering with family conflict; FIWC = family interfering with work conflict; RO = role overload; RC = role conflict; RA = role ambiguity; JSWK = job satisfaction-work; JSP = job satisfaction-pay; JSPP = job satisfaction-promotion; JSS = job satisfaction-supervision; JSC = job satisfaction-coworker.

n = 101 for Whites.
p* < .05. *p* < .01.

TABLE 3. FIT INDICES FOR THE MULTI-GROUP WORK–FAMILY CONFLICT MEASUREMENT MODEL

| Model | $\chi^2(df)$ | p-value | χ^2/df | RMSEA | GFI | NNFI | NFI | CFI |
|----------|--------------|---------|-------------|-------|------|------|------|------|
| Baseline | 30.461(36) | 0.7290 | 0.8462 | .001 | .962 | 1.02 | .943 | 1.00 |

Note. Degrees of freedom are in parentheses after the Chi-square value. RMSEA = Root mean square error of approximation; GFI = Goodness-of-fit index; TLI = Non-Normed Fit Index; NFI = Normed Fit index; CFI = Comparative Fit index; df = Degrees of freedom.
n = 276 (175 Blacks and 101Whites)

total sample, which was negatively significant. Finally, role conflict ($\beta = .266, p < .05$) and role ambiguity ($\beta = .287, p < .05$) were positively related to FIWC for Whites, and role overload was positively related to FIWC for Blacks ($\beta = .294, p < .05$).

Concerning the positive relationship between FIWC and WIFC, no support was found for hypothesis 4 ($\beta = .136, ns$). Contradictory to the total sample, FIWC was a significant predictor of WIFC for Blacks ($\beta = .611, p < .05$) and Whites ($\beta = .354, p < .05$).

Hypotheses 6a-e stated that WFC (i.e., WIFC, FIWC) was negatively related to job satisfaction facets (i.e., work, pay, promotion, supervision, coworker). We found that only WIFC was negatively related to job satisfaction-supervision (H6d: $\beta = -1.908, p < .05$) and coworkers (H6e: $\beta = -1.200, p < .05$). There was not a significant relationship for WIFC or FIWC and work, pay, and promotion. In addition, FIWC was not negatively related to supervision and coworker. Therefore, there is no support for hypotheses 6a, 6b, 6c, and partial support for 6d and 6e.

Further examination demonstrated that some of the findings were similar to the total sample and some were not. Consistent with the total sample, WIFC (Blacks, $\beta = -.043, ns$; Whites, $\beta = .014, ns$) and FIWC (Blacks, $\beta = -.032, ns$; Whites, $\beta = .011, ns$) were not significant to job satisfaction-work for both groups. In addition, FIWC was not significantly related to job satisfaction-pay (Blacks, $\beta = -.076, ns$; Whites, $\beta = .397, ns$), and WIFC was significantly related to job satisfaction-supervision for both groups (Blacks, $\beta = -.223, p < .05$; Whites, $\beta = -2.169, p < .05$). Also, for the Black group, WIFC was not significantly related to job satisfaction-pay ($\beta = -.008, ns$) and job satisfaction-promotion ($\beta = -.023, ns$). For Whites, FIWC was not related to job satisfaction-supervision ($\beta = .705, ns$) and job satisfaction-coworkers ($\beta = .869, ns$), and WIFC was negatively related to job satisfaction-coworkers ($\beta = -2.472, p < .05$). Contradictory to the total sample, both groups had a significant relationship between FIWC and job satisfaction-promotion (Blacks, $\beta = .197, p < .10, moderate$; Whites, $\beta = .652, p < .05$). An interesting note is that Blacks and Whites feel that the more their family interferes with work, the more they are satisfied with their job promotion. For the White group, WIFC was significantly

TABLE 4. UNSTANDARDIZED VALUES FOR THE WORK–FAMILY CONFLICT MEASUREMENT MODEL

| Parameter | Path Coefficient | Hypothesis |
|-------------------------------------|------------------|------------|
| <u>WIFC</u> | | |
| Role Conflict | .141(1.942)* | H1a |
| Role Ambiguity | .777(6.918)** | H1b |
| Role Overload | -.562(-4.903)** | H1c |
| FIWC | .136(1.181) | H4 |
| <u>FIWC</u> | | |
| Role Conflict | .822(0.923) | H1a |
| Role Ambiguity | .387(0.927) | H1b |
| Role Overload | .982(0.852) | H1c |
| <u>Job Satisfaction-Work</u> | | |
| WIFC | .199(1.381) | H6a |
| FIWC | .009(0.100) | H6a |
| <u>Job Satisfaction-Pay</u> | | |
| WIFC | -.288(-0.677) | H6b |
| FIWC | -.858(-.721) | H6b |
| <u>Job Satisfaction-Promotion</u> | | |
| WIFC | 2.044(.576) | H6c |
| FIWC | -6.930(-.508) | H6c |
| <u>Job Satisfaction-Supervision</u> | | |
| WIFC | -1.908(-5.792)** | H6d |
| FIWC | .310(1.521) | H6d |
| <u>Job Satisfaction-Coworkers</u> | | |
| WIFC | -1.200(-5.887)** | H6e |
| FIWC | .171(1.277) | H6e |

Note. The endogenous or dependent variables in the model are underlined; the exogenous variables are listed underneath. The t-values are in parentheses directly after the path coefficients.

$n = 276$ (175 Blacks and 101 Whites).

* $p < .10$. ** $p < .05$.

related to job satisfaction-pay ($\beta = -.553, p < .05$) and job satisfaction-promotion ($\beta = -.604, p < .05$). FIWC was significantly related to job satisfaction-supervision ($\beta = -.646, p < .10$,

moderate) and job satisfaction-coworkers ($\beta = -.288, p < .05$) for Blacks. In addition, Blacks did not have a significant relationship between WIFC and job satisfaction-coworkers ($\beta = .053, ns$).

Chi-Square Difference Tests for the Moderator Effects of Race

Consistent with Brown and Rana (2005), the Chi-square difference test was used to assess differences between the Black and White groups. As shown in Table 3, the Chi-square values and degrees of freedom for the baseline model are 30.461 with 36 degrees of freedom. We constrained the focal paths listed in Table 5 to be equal across the Black and White groups. The Chi-square value with one degree of freedom must equal at least 3.84 to be statistically significant at the 95 percent confidence level; in addition, one degree of freedom Chi-square values greater than or equal to 2.706 are significant at the 90 percent confidence level. Thus, this change in Chi-square value indicates a group difference. Only those Chi-square value differences in Table 5 that achieve these minimum values indicate a moderator effect for racioethnic differences in our model.

Results of the Moderator Effects of Race

Hypotheses 2a, 2b, and 2c stated that differences exist between Blacks and Whites in the relationship between role stress and WIFC. Differences were not observed between role stress and WIFC (role conflict, $\Delta\chi^2 = .069, ns$; role ambiguity, $\Delta\chi^2 = .049, ns$; role overload, $\Delta\chi^2 = 2.029, ns$). Thus, no support was found for hypotheses 2a, 2b, or 2c. In addition, with respect to hypotheses 3a, 3b, and 3c, differences in race were examined between role stress and FIWC. Only role overload out of the three role stressors had a significant difference between Blacks and Whites ($\Delta\chi^2 = 4.749, p < .05$). A difference between Blacks and Whites was not observed among the relationships of role conflict, role ambiguity, and FIWC. There was only support for hypothesis 3c. No support was found for hypotheses 3a and 3b. Further, when investigating whether a difference exists between Blacks and Whites between the FIWC–WIFC relationship (hypothesis 5), there was no support found ($\beta = .354, ns$).

Hypotheses 7a, 7b, 7c, 7d, and 7e stated that differences exist in race in the relationship between WIFC and job satisfaction facets. Differences were not observed only between WIFC and job satisfaction-work (H7a: $\Delta\chi^2 = .299, n.s.$). A difference did exist between Blacks and Whites in the remainder of the WIFC–job satisfaction facets relationships (H7b – pay: $\Delta\chi^2 = 7.109, p < .05$; H7c – promotion: $\Delta\chi^2 = 5.739, p < .05$; H7d – supervision: $\Delta\chi^2 = 15.039, p < .05$; H7e – coworkers: $\Delta\chi^2 = 44.719, p < .05$). The White group had a significantly stronger path from WIFC to the pay, promotion, supervision, and coworkers facets of job satisfaction (see Table 5). Thus, no support was found for hypothesis 7a, but support was found for hypotheses 7b, 7c, 7d, 7e.

In addition, with respect to hypotheses 8a, 8b, 8c, 8d, and 8e, differences in race were examined between FIWC and job satisfaction facets. Only three of the five job satisfaction facets (pay, $\Delta\chi^2 = 3.009, p < .10$, moderate support; supervision, $\Delta\chi^2 = 5.779, p < .05$; coworkers, $\Delta\chi^2 = 5.329, p < .05$) had a significant difference between Blacks and Whites. A difference between

TABLE 5. UNSTANDARDIZED VALUES FOR THE MODERATION OF RACIOETHNICITY FOR THE WORK–FAMILY CONFLICT MEASUREMENT MODEL

| Parameter | Path Coefficient (Blacks) | Path Coefficient (Whites) | Hypothesis | χ^2 Difference Test($\Delta\chi^2$) |
|-------------------------------------|------------------------------|------------------------------|------------|---|
| <u>WIFC</u> | | | | |
| Role Conflict | .208(1.477) | .183(2.173)** | H2a | .069 |
| Role Ambiguity | -.062(-0.306) | -.012(-0.175) | H2b | .049 |
| Role Overload | .663(6.207)** | .938(5.472)** | H2c | 2.029 |
| FIWC | .611(4.459)** | .354(2.019)** | H5 | 1.229 |
| <u>FIWC</u> | | | | |
| Role Conflict | .112(1.120) | .266(2.644)** | H3a | 0.859 |
| Role Ambiguity | .224(1.559) | .287(2.165)** | H3b | .049 |
| Role Overload | .294(3.444)** | -.011(-0.102) | H3c | 4.749** |
| <u>Job Satisfaction-Work</u> | | | | |
| WIFC | -.043(-0.687) | .014(0.124) | H7a | .299 |
| FIWC | -.032(-0.212) | .011(0.084) | H8a | .029 |
| <u>Job Satisfaction-Pay</u> | | | | |
| WIFC | -.008(-0.158) | -.553(-2.745)** | H7b | 7.109** |
| FIWC | -.076(-0.822) | .397(1.545) | H8b | 3.009* |
| <u>Job Satisfaction-Promotion</u> | | | | |
| WIFC | -.023(-0.4277) | -.604(-2.756)** | H7c | 5.739** |
| FIWC | .197(1.828)* | .652(2.288)** | H8c | 2.279 |
| <u>Job Satisfaction-Supervision</u> | | | | |
| WIFC | -.223(-2.639)** | -2.169(-2.506)** | H7d | 15.039** |
| FIWC | -.646(1.768)* | .705(1.340) | H8d | 5.779** |
| <u>Job Satisfaction-Coworkers</u> | | | | |
| WIFC | .053(1.041) | -2.472(-2.623)** | H7e | 44.719** |
| FIWC | -.288(-3.185)** | .869(1.578) | H8e | 5.329** |

Note. The endogenous or dependent variables in the model are underlined; the exogenous variables are listed underneath. The t-values are in parentheses directly after the path coefficients.

$n = 276$ (175 Blacks and 101 Whites).

* $p < .10$. ** $p < .05$.

Blacks and Whites was not observed among the relationships of FIWC, work, and promotion. Whites reported stronger relationships between the paths from FIWC to the pay, supervision, and coworkers facets of job satisfaction in our model (see Table 5). There was support for hypotheses 8b, 8d, and 8e, while neither hypothesis 8a nor 8c were supported. Furthermore, all of the group differences except for one (i.e., role overload to FIWC) indicated that respondents in the White group had significantly stronger path coefficients when compared to the Black group.

In structural equation modeling, the squared multiple correlations (SMCs) are equivalent to the R-squared terms in a regression model. The endogenous variables were WIFC, FIWC, job satisfaction-work, -pay, -promotion, -supervision, and -coworker. For the Black group, the SMCs for these variables were 35.23%, 9.36%, 8.73%, 2.24%, 6.45%, 7.05%, and 21.52%, respectively. For Whites, the SMCs were 93.16%, 20.13%, 17.82%, 34.51%, 20.29%, 32.82%, and 78.11%, respectively. It is interesting to note that a closer inspection of the total variance indicated that overall the White group structural equation model explained more variance than the respondents in the Black group model when comparing the squared multiple correlations of the endogenous variables: FIWC, WIFC, and job satisfaction facets.

DISCUSSION

This study underscores the importance of subgroup analysis when evaluating nomological networks and is consistent with prior organizational behavior research (Brown et al., 2009). Specifically, the inter-correlations among the research variables in our sample differed from previous findings in that Boles et al. (2001) found that WIFC was significantly related to all facets of job satisfaction except for the satisfaction-coworker dimension. In contrast, the Black group's WIFC was only significantly related to job satisfaction-supervision, and for the White group, WIFC was significantly related to the supervision and coworker facets of job satisfaction. Prior research studies also found that FIWC was significantly related to all facets of job satisfaction except for the satisfaction-promotion dimension (Boles et al., 2003). In this study though, we found that FIWC was only significantly related to the job satisfaction-coworker dimension in the Black group, and for Whites, FIWC was not significantly related to any of the job satisfaction facets. As shown in Tables 1 and 2 and consistent with the literature (Beutell & Wittig-Berman, 1999; Carlson & Kacmar, 2000) for both groups, FIWC and WIFC were directly related in our model.

Consistent with prior research, role conflict was significantly related to WIFC (Carlson & Kacmar, 2000). However, we also found role overload was inversely related and role ambiguity was positively related to WIFC. Contradictory to Carlson and Kacmar (2000), we did not report a significant relationship among role conflict, role ambiguity, and FIWC. Also inconsistent with prior research, we did not find a significant relationship between FIWC and WIFC (Boyar et al., 2003; Frone et al., 1992). Out of all the WIFC-job satisfaction facets relationships, in our study only WIFC and job satisfaction-supervision were significantly related (Boles et al., 2003).

When subjected to a Chi-square difference test (see Table 5), the path from role conflict to FIWC was statistically significant, which indicated an interaction for the moderator effects of race. In addition, the path from FIWC to job satisfaction-supervision also had a significant Chi-square

difference test, indicating the moderator effects of race. The path from WIFC to job satisfaction-coworker also produced a significant Chi-square difference test.

Nearly fifteen years after the Frone et al. (1992) study that found no racial differences between Blacks and Whites, our findings do not support their initial results. Racioethnic differences may in fact exist, and further research should be conducted to determine its generalizability, especially among other minority groups. Differences between Blacks and Whites were observed among the following relationships: role overload-FIWC, WIFC-job satisfaction-pay, FIWC-job satisfaction-pay, WIFC-job satisfaction-promotion, WIFC-job satisfaction-supervision, FIWC-job satisfaction-supervision, WIFC-job satisfaction-coworkers, and FIWC-job satisfaction-coworkers.

CONCLUSION

Using structural equation modeling and a robust sample of Blacks and Whites, the current research investigated the relationship between role stress (role ambiguity, role conflict, and role overload), work–family conflict, and the facets of job satisfaction. Instead of a global measure of job satisfaction, this research employed the five facets of job satisfaction. Our findings highlight the need for sub-sample analysis in this area. Divergent findings were observed for Blacks and Whites in this study. These findings are tentative, and we encourage replication by other scholars.

Our findings contribute to the existing body of knowledge because this study provides additional evidence and importance of examining the facets of job satisfaction, which provides more sensitivity in analysis at the individual level. Indeed, using a global measure of job satisfaction may in fact obscure employee individual differences, which may adversely affect the effectiveness of managers. Along the employee satisfaction-dissatisfaction continuum, it may be that not all employees value each facet of job satisfaction equally. Another contribution of the current research is that we used a robust sample of Blacks and discovered that subgroup analysis may yield differential findings across this nomological network. Further, analyzing diverse samples may provide additional insight into employee behavior for human resource practitioners.

Findings from this study have several important practical implications. First, management should consider the individual's home responsibilities whenever possible because the willingness to be flexible or negotiate assignments can be viewed as a form of organizational support, which has been linked with job satisfaction (Babin & Boles, 1996). However, managers should exercise caution when providing organizational support in order to avoid overloading employees who may not have obvious conflicts between work and family. Indeed, a single employee may still have important personal obligations to friends and family members. Thus, managers should maintain flexibility while scheduling and should never expect single individuals or those who do not have children to bear the burden of unpleasant assignments. Management should consider the changing racial makeup of the workforce when making program and benefits decisions, as the desires of the workforce may be as diverse as the workforce itself.

Furthermore, the current economic conditions introduce implications on FIWC and WIFC that may not have been relevant before. According to the *U.S. Census Bureau* (2009), the current

unemployment rate is approaching double digits, which is the highest in decades. A key economic stress is job loss. Stress caused by the fear of losing one's job affects one's well being. As a result, some individuals are working longer hours to make up for laid off workers; still others are working harder to prove their value to their employer. Presumably, working more hours will lead to increased WIFC as well as FIWC. While the overall unemployment rate is approaching double digits, the rate is significantly higher for the minority population. As such, there may be increased instances of this working harder within those populations of people, consequently leading to increased WIFC and FIWC.

Limitations

As is true of most empirical research, the current research has some limitations. First, the cross-sectional design of the study does not allow for causal inferences. Another limitation of the study was that all data were collected via self-report measures, which may lead to the problem of common method bias and inflated predictive relationships. Finally, our conceptualization of the Black and White's role conflict construct yielded a Cronbach's alpha of 0.597 and 0.554, respectively, and the role ambiguity construct internal reliability for Blacks ($\alpha = .555$) was below the 0.70 level of acceptability. Therefore, conclusions drawn regarding the role conflict construct should be interpreted with caution until further replication of our findings.

Suggestions for Future Research

A future area of inquiry would be to compare the results of a structural equation model that uses a global measure of job satisfaction directly with another model using the facets. In addition, studies are needed that compare and contrast robust samples of all minority group members in this area of research. Another interesting research avenue would be to utilize different constructs for measuring work and family role stress in order to determine which scale has better psychometric properties. We believe that future studies should also examine gender differences in minority groups. Further, longitudinal designs are needed in this area to examine the behavior of these constructs and whether they wax or wane over time. Finally, exploring these constructs across racioethnic groups may be of some value as well, especially when using a multi-sample structural equation modeling framework.

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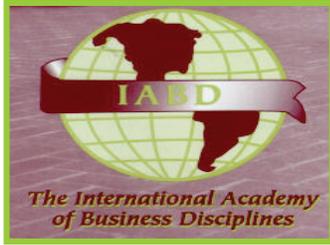
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