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Work-family and family-work conflict as a function of role commitment and core self-evaluation

Elisa A. Pope
Eastern Washington University

WORK-FAMILY AND FAMILY-WORK CONFLICT AS A FUNCTION OF ROLE

COMMITMENT AND CORE SELF-EVALUATION

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Elisa A. Pope

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THESIS OF ELISA A. POPE APPROVED BY

_____ DATE_____
JILLENE G. SEIVER, PH. D., GRADUATE STUDY COMMITTEE CHAIR

_____ DATE_____
KAYLEEN ISLAM-ZWART, PH. D., GRADUATE STUDY COMMITTEE MEMBER

_____ DATE_____
PAUL VICTOR, MLIS, MS, GRADUATE STUDY COMMITTEE MEMBER

ABSTRACT

WORK-FAMILY AND FAMILY-WORK CONFLICT AS A FUNCTION OF ROLE

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Few previous studies have examined the interaction of role commitment (employee, partner, parental) and core self-evaluation (CSE) on work-family conflict (WFC) and family-work conflict (FWC). In this study I explored the effects of primary role commitment and level of CSE on WFC/FWC, after controlling for perception of control over stressors. Three hundred and seventy-one qualified participants completed an online survey that consisted of four scales—Work-Family and Family-Work Conflict Scale, Life Role Salience Scale, Core Self-Evaluation Scale, and Perceptions of Control over Work and Family Measures—a self-ranking of their primary role, and demographic questions that included specific work and non-work information. The results of a ANCOVA indicate that participants in the high CSE group experienced lower WFC and FWC than participants in the medium and low groups. Participants ranking employee role commitment or parental role commitment as their first priority experienced lower FWC than those that ranked it third. This study also showed an interaction between CSE and employee role commitment on FWC.

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Work-Family Conflict as a Function of Role Commitment and Core Self-Evaluation

Over the past five decades, the structure of the American family has undergone many changes. According to a Kensington Report, the top priority for 78% of all employees is balancing work and personal life (Gregg, 1998). An employee may experience family-work conflict (FWC) if they feel their family demands are interfering with the time needed to accomplish their job, whereas a parent could experience work-family conflict (WFC) when they feel that work demands are detracting from their role as a parent. Balancing WFC and FWC is an ever-increasing concern for workers as the expectations from employers, as well as the needs of the family, continue to pull in contrasting directions. Kossek (2016) reports that due to the increased use of technology, both personally and professionally, there is a blurring of boundaries because people are constantly connected to work and family concerns 24-7, resulting in higher conflict experienced. The balancing of work and family responsibilities can have positive effects, for the individuals who are able to find success in their primary role feel an increased ability to succeed in other roles (Masuda, McNall, Allen, & Nicklin, 2012; Rothbard, 2001); however, if the person is unable to balance the responsibilities of both roles, the potential for conflict increases (Frone, Russell, & Cooper, 1992; Greenhous & Beutell, 1985). This internal conflict may be exacerbated when a person faces pressure to have both a successful career and a successful home life (Hammer, Allen, & Grigsby, 1997; Lundberg & Frankenhaeuser, 1999).

The study of WFC is not new (Bruke, Weir, & Duwors, 1980; Frone & Rice, 1987; Frone et al., 1992; Gregg, 1998; Thomas & Ganster, 1995), but the importance of role commitment and the effect it has on WFC has been under-examined. Conflict

between work and family occurs and is intensified when an individual does not feel they have enough available resources to meet the demands from the various domains. According to the Conservation of Resources theory (Kossek & Lee, 2017), people strive to preserve, maintain, and acquire resources that protect the self, their family, and their communities. Resources include condition resources (e.g., work responsibilities, partner relationships, parent-child relationships), object resources (e.g., car, house, corner office), personal resources (e.g., locus of control, self-efficacy), and energy resources (time, knowledge). Loss of resources, or even the threat of a loss of resources, may result in the experience of stress, resulting in conflict. There are many roles that individuals must function within, and which pull from their resources. The current study focused on the condition resource—specifically employee role commitment, partner role commitment, and parental role commitment—and the how the level of commitment to each role impacts the amount of conflict experienced.

In addition to role commitment, other factors have been studied in relationship to WFC. Byron (2005) observed that few studies include individual variables such as personality, as the research on the links between various variables is only starting to emerge. Studies like those conducted by Bruck and Allen (2003), Kinnunen, Vermulst, Gerris, and Mäkikangas (2003), and Michel, Clark, and Jaramillo (2011), have shown that there is a relationship between the Big Five personality factors and WFC. Other studies have started to investigate the relationship of core self-evaluation—which is a construct that includes personality as one of the components—on employee burnout (Best, Stapleton, & Downey, 2005; Haines, Harvey, Durand, & Marchand, 2013) and on WFC (Boyer and Mosley, 2007; Judge, 2007; Karabay, Akyüz, & Elçi, 2016). The idea

that personality is an influencing factor when considering WFC is supported by Freide and Ryan (2005) and Michel and Clark (2009), who point to the need to pay more attention to personality in work-family research. For this reason, in the current study, I included the construct of core self-evaluations—which measures the level of self-esteem, self-efficacy, locus of control and emotional stability—and its effect on WFC.

Studies have shown that job stressors such as time-based demands (Burke, et al., 1980; Judge, Boudreau, & Bretz, 1994; Pleck, Stains, & Land, 1980) and the number of hours worked or the type of schedule worked (Frone et al. 1992) tend to be associated with higher levels of WFC. Additional studies have shown that the individual's perception of control over job and personal pressures on time and scheduling moderate the effects of WFC (Ganster & Fisilier, 1989; Lundberg & Frankenhaeuser, 1999; Thomas & Ganster, 1995,). Given the previous findings concerning job stressors and the perception of control, and wanting to better isolate the variables of role-commitment and core self-evaluation, I controlled for perception of control in the current study.

The purpose of the current study is to explore whether role commitment and core self-evaluation predict the type of WFC, after controlling for perception of control.

Work-Family and Family-Work Conflict

Conflict, as it relates to the impact on an employee between workplace and family responsibilities, is defined as "a form of inter-role conflict in which the role pressure from work and family domains are mutually incompatible" (*Kansas Workforce Initiative Evidence Review*, 2010). WFC occurs when the demands from the work domain negatively impact family time and responsibilities. FWC occurs when family obligations impede time and energy needed to meet work activities and performance.

Often in research, WFC and FWC are used as a bi-directional term to refer to the conflict that exists between the demands of work and family on an individual. In the late 1980's and early 1990's, researchers started to find that these were separate but related constructs, and that they impacted the type of stress an individual experiences (O'Driscoll, Ilgen, & Hildreth, 1992). Netemeyer, Boles, and McMurrian (1996) were very interested in investigating the effects of family conflicts on work; their early research resulted in the development of a scale to measure both WFC and FWC. In 2001 they published their findings, which supported the hypothesis that WFC and FWC are two separate constructs that can be measured independently. For this study I will measure WFC and FWC as two separate variables.

Role Commitment

The Conservation of Resources theory proposes that a person experiences stress when they feel like they are losing resources or that they have not realized an adequate gain for their investments (Hall & Hobfoll, 2012). Hall and Hobfoll (2012) go on to explain that a person can experience stress when multiple needs, viewed as equally important, require the same resources, but the person is either unable, or believes that they are unable, to meet those demands. Furthermore, when a person feels that a resource is lost (e.g., time, relationship), greater stress is experienced, even if a different resource increases (e.g., knowledge, pay increase). Kahn, Wolfe, Quinn, Snoek, and Rosenthal (1964) suggested that people generally seek to behave in ways consistent with their role definitions. When individuals find it increasingly difficult to successfully execute multiple roles – because of constrained resources (e.g. time, energy) or incompatibility

among different roles – they experience inter-role conflict (Jawahar, Kisamore, Stone, &

Rahn, 2011).

The Role-Identity Salience Theory (Hoelter, 1983) defines role salience as "the

relative importance or certainty of a given role-identity for defining oneself" (p.141).

Stryker (1980) described role commitment as the cost of giving up meaningful role

behaviors from one role in favor of behaviors associated with another role with which an

individual identifies. In addition, the salience of a role-identity depends on the

individual's level of commitment to the role; that is, commitment to a role-identity is

what makes the role-identity salient to the individual. Studies by Hoelter (1983), Callero

(1985), and O'Neil and Greenberger (1994) found that a person's commitment to a role

did increase the salience of the role-identity, leading to role-appropriate behaviors.

Performance of roles to which one is committed contributes to one's overall evaluation of

self, according to Callero's (1985) interpretation of role-identity salience theory.

According to the self-enhancement motive (McCaslin, Petty, & Wegener, 2010), people

need to have a good image of themselves, and will behave in ways that will help them

achieve a good self-image. Putting all of these interpretations together leads me to predict

that a person will strive to perform successfully in the role they are most committed to, in

order to attain a positive self- image.

Employees who are in committed relationships and who are rearing dependent

children have several roles that they must function within; however, these roles may not

be equally salient. This difference in salience between roles influences behavioral

decisions (Gutek, Searle, & Klepa, 1991). WFC can be explained through role-identity

salience theory (Dupuis, Haines, & Saba, 2008). According to this theory, the WFC arises

when the work role and the family role are equally salient to the person's identity, but one role is not supported by the available resources, generating strong emotional strain on that person (Greenhous & Beutell, 1985). My study will look at three major roles that a person functions within, and the commitment level that they have for each role. Employee role commitment is defined as an individual's willingness to spend time and energy for work (Amatea, Cross, Clark, & Bobby, 1986), and individuals committed to their employee role will exercise their resources for work, even at the expense of giving up other role-behaviors (Stryker, 1980). Commitment to a spouse or permanent partner is defined as the individual's willingness to spend time and energy for the relationship, exercising their resources for that relationship, even at the expense of giving up other role-behaviors. Parent role commitment is defined as the individual's willingness to spend time and energy to fulfill parental responsibilities, exercising their resources for that relationship, even at the expense of giving up other role-behaviors.

In addition to the different types of role commitment, there are different aspects of the WFC. Netemeyer et al. (1996) refined the construct of WFC by separately defining WFC and FWC. WFC occurs when job responsibilities and demands interfere with meeting family-related responsibilities, whereas FWC is the converse. The majority of past studies have used scales that assess the general WFC as a unitary construct. Frone and Rice (1987) advised against using generic WFC scales, because they "hide important antecedents or consequence of …inter-role conflicts involving the different family roles (e.g. parent/spouse)" (p.51). Day and Chamberlain (2006) examined the relationships between the type of role commitment (worker, spouse, parent) a person has with the type and direction of conflict the individual experienced. They divided the WFC into work-

parent conflict and work-spouse conflict as well as the converse, using "two 13-item scales, based on items from other general WFC scales" (p. 121). The results revealed that increases in job and spouse commitment were associated with decreased work-parent conflict, whereas increased parent commitment was associated with increased work-parent conflict. It also showed that increased spouse commitment was associated with decreased work-spouse conflict. In researching scales for the current research, I was not able to locate or find reference to the scale that they utilized, so I settled for Work-Family Conflict and Family-Work Conflict (Netemeyer, Boles, & McMurrican, 2001), which treats WFC and FWC as two separate constructs and has shown validity in multiple studies.

Based on the theories discussed and the previous studies, I predict: (1) that there will be a decreased WFC when there is an increased employee role commitment, (2) there will be decreased WFC when there is an increased partner commitment, and (3) there will be increased FWC when there is an increased parent commitment.

Core Self-Evaluations

Core self-evaluation (CSE) is a broad latent concept first studied in a meta-analysis conducted by Judge and Bono (2001). CSE is indicated by four latent traits: self-esteem, generalized self-efficacy, locus of control, and (low) neuroticism (or high emotional stability). According to Judge (2009), the reasoning behind introducing a new construct is two-fold. First, due to the breadth of CSE, compared to self-esteem alone, CSE more consistently validly predicts psychological concepts. Secondly, CSE is an integration of existing concepts rather than a new concept. Core self-evaluations are the "fundamental bottom-line evaluations that people make of themselves" (Judge, 2009,

p.58). Some research has measured CSE by measuring each of the four traits, or a combination of the traits, and then combining them to form an overall measure (e.g. Haines et al., 2013; Kammeyer-Mueller, Judge, & Scott 2009).

Self-esteem continues to be a widely studied trait in industrial-organizational psychology. Haines et al. (2013) agreed that self-esteem as defined as the appraisal of one's self-worth is a factor in determining the way that a person evaluates him or herself, and therefore is a key trait in core self-evaluation; however, they chose to drop self-efficacy from their study because they felt there was considerable overlap with self-esteem. Nevertheless, self-esteem and self-efficacy differ in definition and application. Self-esteem is focused on "being" (e.g., feeling you are enough the way you are), and is conceptualized as an overall feeling of one's worth or value (Neill, 2005). Generalized self-efficacy is focused on "doing" (e.g., that you can accomplish the task), and refers to the overall belief in our ability to succeed, to meet the challenges ahead of us to complete tasks successfully (Akhtar, 2008). Locus of control refers to the belief in one's capacity to influence the environment and produce desired effects (Haines et al., 2013).

The study of personality theory has shown that repeated trends in a person's behavior and psychological features (e.g., attitudes, emotions, perceptions, thought processes) that exist inside a person explain the recurring tendencies in people (Hogan, 1991). Personality theory presumes that a person possesses a predisposition to behave, think, and feel in a relatively consistent manner over time and in varied situations (e.g., work, nonwork environments). This consistency is referred to as a personality trait (e.g, neuroticism). Michel, Clark, and Jaramillo (2011) performed a meta-analysis to investigate personality traits and work-nonwork spillover. Their results showed that

people higher in neuroticism had a much higher level of WFC. This supports the finding of Judge and Bono's (2001) meta-analysis, when investigating the four components of core self-evaluation—that individuals with low neuroticism (those with higher emotional stability, defined as the propensity to feel calm and secure) had higher levels of job satisfaction and job performance. This led to the later development of the Core Self-Evaluation scale, which includes high emotional stability as a reverse of high neuroticism (Judge, Erez, Bono, & Thoreson, 2003).

Studies show that persons with low core self-evaluations might be prone to perceive a loss of control over resources (Haines et al., 2013; Karabay et al., 2016). Conversely, persons with high core self-evaluations may feel that they can exert control over their work or family environment, and appraise the demands emanating from each domain more favorably (Kammeyer-Mueller, Judge, & Scott, 2009). In relation to WFC, Friede and Ryan (2005) described how core self-evaluations may influence the experience of work, as well as the characteristics of the family environment. Research has shown that high scores in core self-evaluation have been linked to many different aspects of a worker's experience including reduced stress and burn out (Best et al., 2005; Haines et al., 2013), more constructive reactions to feedback (Bono & Colbert, 2005), more effective customer service (Salvaggio et al. 2007), and reduced WFC (Boyar & Mosley, 2007; Haines et al. 2013).

In a meta-analysis, self-esteem, generalized self-efficacy, locus of control, and emotional stability were all found to be inter-related, creating the construct of CSE (Judge & Bono, 2001). My study will be using the construct of CSE, and utilizing a scale developed and tested by Judge et al. (2003). Previous studies have not looked at the

interaction of core self-evaluation and role commitment on WFC and FWC. Given the results that have been found with CSE and with role commitment separately, as they relate to WFC, I predict: (1) there will be a decrease in WFC and FWC when there is an increase in CSE, (2) high core-self evaluations in individuals with a high employee commitment will have lower FWC, (3) high core-self evaluations in individuals with a high partner commitment or high parent commitment will lower WFC.

Perception of Control over Work and Family Stressors

The final element of my study is to measure and control for participants' perception of control over work and family stressors. In the Conservation of Resources theory, when a person does not feel that they have the resources needed to fulfill their roles' demands, they experience heightened levels of stress, and one particular type of stress that is experienced is WFC (Hobfoll, 1989). Incompatible time pressures are a major source of WFC (Fox & Dwyer, 1999). Increased number of hours worked, including overtime, tends to be associated with higher levels of WFC (Burke et al., 1980; Judge et al., 1995), but it is not only the number of hours spent at work that contribute to higher levels of WFC; the amount of flexibility in work schedule (Ayree, 1992) and the work shift has also been shown to have an impact on WFC (Frone et al., 1992). In addition, amount of time spent on house- and child-care tasks is also associated with increased conflict (Bohen & Viveros-Long, 1981). However, a belief in control, and not necessarily the exercise of control, decreases the stress felt in demanding situations (Fox, Dwyer, &Ganster, 1993; Ganster & Fusilier, 1989), which can affect the person's perception of how well they are fulfilling their given role. This in turn can positively or

negatively impact WFC. In this study I am measuring and controlling for the perception of control in order to minimize its impact on WFC.

Overview of this study

     WFC is complicated by the many elements that can influence the impact that it has on an individual. This study is important, because it brings together two elements -- role commitment and core self-evaluation -- that have not been studied together before, to see how they interact with WFC and FWC. My study explores the interaction of role commitment and core self-evaluation on WFC and FWC.

     WFC and FWC will be measured using the Work-Family Conflict and Family-Work Conflict (Netemeyer, Boles, & McMurrican, 2001), designed to measure both variables independently. The Life Role Salience Scales (Amatea, et al., 1986) will be used to evaluate three types of role commitment: (1) employee role, (2) partner role, and (3) parental role. Participants' self-esteem, self-efficacy, locus of control, and emotional stability will be assess with one Core Self-Evaluation Scale (Judge, et al., 2003). Perception of control over work and family stressors will be assessed on The Perceptions of Control over Work and Family Measures (Thomas & Ganster, 1995) designed to evaluate this variable.

     Hypothesis 1: There will be lower WFC scores in the high employee role commitment group than in the medium or low employee commitment groups.

     Hypothesis 2: There will be lower WFC scores in the high partner commitment group than in the medium or low partner commitment groups.

Hypothesis 3: There will be higher FWC scores in the high parent commitment

group than in the medium or low parent commitment groups.

Hypothesis 4: There will be lower WFC and lower FWC in the high core-self

evaluations group than in the medium or low CSE groups.

Hypothesis 5: There will be an interaction between CSE and employee

commitment: The high CSE/high employee commitment group

will have the lowest FWC.

Hypothesis 6: There will be an interaction between CSE and partner commitment:

the high CSE/high partner commitment group will have the lowest

WFC.

Method

Participants

Participants were recruited using a snowball recruitment method. Students in

lower division Psychology courses at Eastern Washington University and Bellevue

College were awarded extra credit points for recruiting up to five participants to complete

the online survey. Participants met the criteria of being at least 18 years old, employed

and working at least 20 hours per week, having at least one dependent child ($<$ 18 years

old) living with them, and in a committed live-in relationship. Participants were recruited

from a variety of work environments and positions. There were 601 total respondents, of

which 107 were disqualified for not fulfilling the criteria. An additional 103 were

removed for incomplete responses, or for answering validity questions (e.g. "If you are

reading this question please select 2 (Disagree)") incorrectly. This left a total of 371

qualified participants; of those, 105 were male and 261 were female. Participants ranged

in age from 18 years to over 55 years, with the majority reporting 25-44 years old (36%

were 25-34 and 32.4% were 35-44 years-old). The majority of the participants reported a

dual income household (79%), and 46.7% reported that they were the primary income for

the household. Although 77% of participants reported that they worked a day shift job,

there was more variation in how they were paid (hourly, 59% and salary, 40.4%) and how

they viewed their profession (job, 42.6% and career, 57.4%). The number of hours

worked per-week by participants varied as follows: (a) 20.5% worked 20 to 30 hours, (b)

36.3% worked 30-40 hours, (c) 32.8% worked 40-50 hours, and (d) 10.4% worked more

than 50 hours. The annual income levels reported by participants reflect a range of

income levels, with about 50% earning between $30,000 and $75,000. The number of

dependent children in the home varied as follows: (a) 51.8% reported one child; (b)

46.2% reported between two and four children; (c) 2% reported more than four children.

The majority of participants (63.4%) reported having custody of their children more than

half the time.

Materials

An online questionnaire delivered via Survey Monkey was used to assess the

participant's level of WFC as well as FWC, their primary role commitment (job, parent,

spouse), the level of core self-evaluation (high, moderate, low), and their perception of

control (high, moderate, low). In addition to answering questions specific to scales used

to assess these variables, participants were asked demographic information.

Type of conflict experienced. Work-Family Conflict and Family-Work Conflict

(Netemeyer, et al., 2001). This scale consists of a 5-item scale for WFC (e.g. "The

demands of my work interfere with my home and family life."), and a 5-item scale for

FWC (e.g. "Things I want to do at work don't get done because of the demands of my family or spouse/partner"). Using a 5-point Likert scale (1 = strongly disagree; 5 = strongly agree), respondents selected how much they agree with each statement. High scores on these scales indicate a higher level of conflict. Cronbach's alpha in this sample was 0.92 for the Work-Family Conflict scale and 0.86 for the Family-Work Conflict scale.

Primary role commitment. The Life Role Salience Scales (Amatea, et al., 1986) was used to assess commitment to three of the major life roles—the employee, the partner, and the parental. This scale utilizes a 5-point Likert scale (1=disagree; 5=agree), which allows participants to indicate the extent to which they agree or disagree with four items regarding their commitment to their employee role (e.g. "I devote whatever time and energy it takes to move up in my job/career field"), four items assessing their partner role (e.g. "I put a lot time and effort into building and maintaining a relationship"), and three items assessing their parent role (e.g. "I am very involved in the day-to-day matters of rearing my children"). A high score on any of these scales would indicate a higher level of commitment to that specific role. Cronbach's alpha in this samples were 0.73 for the Employee Role Commitment scale and 0.64 for the Partner Role Commitment scale. The Cronbach's alpha in this sample was 0.17 for the Parental Role Commitment scale with all items included, and after a bad item was removed, the Cronbach's alpha in this sample was 0.57.

Level of core self-evaluation. The Core Self-Evaluation Scale (Judge, et al., 2003) is a 12-item scale to measure core self-evaluation, which is a broad, integrative trait including aspects of self-esteem, locus of control, generalized self-efficacy, and

(low) neuroticism (high emotional stability). Using a 5-point Likert scale (1=strongly disagree; 5=strongly agree), respondents are asked to indicate the level that they agree to the statements about core self-evaluation (e.g. "I complete tasks successfully"). High scores on this scale indicate that the participant has a more positive core self-evaluation. Cronbach's alpha in this sample was 0.83.

Perception of control. The Perceptions of Control over Work and Family Measures (Thomas & Ganster, 1995) is a 14-item scale to measure perceptions of control over areas of work and family that contribute to WFC. Respondents report the extent to which they have control over a variety of areas at work and at home, such as work scheduling and time off to attend to a sick parent, using a 5-point Likert scale (1=very little; 5=very much). An example of the questions asked is, "How much choice do you have over when you begin and end each workday or each work week?" A high score on this scale indicates that the participant perceives a high level of control over their work and family life. Cronbach's alpha in this sample was 0.87.

Procedures

Survey Monkey was the delivery method for the survey. The survey began with the scales, beginning with the Work-Family Conflict Scale, followed by the Family-Work Scale, then the Life Role Salience Scale, followed by the Core Self-Evaluation Scale, and ending with Perception of Control over Work and Family Measures. Each scale appeared on its own page. The next page asked participants to rank order their roles (employee, parent, partner) in order of importance to them. On the next page were questions related to job stressors, such as the number of hours they work each week, type of job, how long they have been in the job, what their job position is, and whether they consider their

employment a job or career. The next page asked additional questions about the participant's child(ren), such as how many under the age of 18 lived with them at least 50 percent of the time, their ages, and whether the participant had sole or shared custody. The final page contained demographic questions (i.e. age and sex). All surveys were anonymous.

Results

Prior to running analyses, quintile splits were performed on the scores from the Core Self-Evaluation scale, Employee role Commitment scale, Parental Role Commitment scale, and Partner Role Commitment scale. Participants were placed into groups based on their score on each scale; for each scale, the bottom two quintiles made up the Low group, the middle quintile served as the Medium group, and the top two quintiles formed the High group. This allowed us to focus on high-range and low-range scorers.

A ANCOVA was used to examine the interaction between role commitment (employee role commitment, partner role commitment, parental role commitment) and core self-evaluation as independent variables, with perception of control as a covariate, and conflict (WFC, FWC) as dependent variables. There was a main effect of core self-evaluation on WFC $F(2, 262)=6.68, p=.001$ (see table 1). *Post hoc* tests indicated that each level of core self-evaluation (low: $N=152, M=24.03, SD=7.06$; medium: $N=48$, $M=22.00, SD=7.28$; high: $N=138, M=18.87, SD=8.19$) differed significantly from the others, and that the high core self-evaluation group had the lowest mean WFC score, and the low core self-evaluation group had the highest mean WFC score. The main effect of core self- evaluation on FWC was significant $F(2, 262)=9.86, p<.001$. *Post hoc* tests

revealed that those reporting high core self-evaluation (M=13.25, SD=6.10) were significantly lower in FWC than either the mid- (M=15.67, SD=6.43) or low-range (M=17.35, SD=6.95), which were not significantly different from each other.

There was a significant interaction of core self-evaluation and employee role commitment on FWC, $F(4, 262) = 2.84$, p=.025 (see Figure 1). The highest mean scores on FWC were found among the participants in the low core self-evaluation/medium employee role commitment group (N=29, M=20.10, SD=5.91), and the lowest were found in the high core self-evaluation/medium employee role commitment group (N=20, M=12.85, SD=6.23). The remaining groups fell between these extremes. No other significant interactions were found between core self-evaluation and role commitment on WFC or FWC.

In the initial analysis, the Life Role Salience Scale was used to determine level and type of role commitment. None of the role commitment independent variables produced a significant main effect on either dependent variable. A second analysis, still controlling for perception of control, was performed, using the rank-order responses in which participants determined priority (first, second, and third) of each role (employee , parental, and partner). Results from that ANCOVA revealed two significant main effects. There was a main effect of employee role commitment on FWC, $F(2, 349)$=3.30, p=.038. *Post hoc* pairwise comparisons indicated that those who ranked employee role commitment as their first priority (M=12.83, SD=6.42) scored significantly lower on FWC than those who ranked it as their third priority (M=15.61, SD=6.67) (see Table 2), and nearly significantly lower than those who ranked it as their second priority (M=15.48, SD=7.27). The scores between second and third rankings did not differ

significantly from each other. There was a main effect of parental role commitment on

FWC $F(2, 349)=4.72$, $p=.009$ (see Table 3). *Post hoc* tests indicated that those who

ranked parental role commitment as their first priority ($M=16.06$, $SD=6.85$) scored

significantly higher on FWC than from those who ranked it as their third priority

($M=12.32$, $SD=6.99$). The scores between first and second rankings ($M=14.32$,

$SD=6.32$) and second and third rankings did not differ significantly from each other.

Discussion

The goal of this study was to investigate the relationship between primary role

commitment (employee, partner, parental) and CSE on WFC and FWC, while controlling

for the participant's perception of control over stressors in their work and non-work life.

This study treated WFC and FWC as two separate constructs as defined in the *Kansas*

Workforce Initiative Evidence Review (2010) and previously supported in other studies

(Haines et al., 2013; Netemeyer et al, 2001). The results of this study indicate that a

person's primary role commitment and their level of core self-evaluation do have an

effect on the type (WFC, FWC) and amount of conflict they experience. In fact, many of

the previous studies address WFC and FWC as bi-directional, but the results of this study

showed that the effect of the independent variables (CSE, role commitment) had very

different results depending on the dependent variable (WFC or FWC).

The results from this study showed that people reporting higher levels of CSE

scored lower WFC and FWC. This supports the hypothesis that there is a decrease in

work-family and FWC when the person has higher levels of core self-evaluation.

Kammeyer-Mueller et al. (2009) also reported finding that people with high core self-

evaluation have an increased sense of control over their environments, which impacts the

way they perceive the demands from each the competing domains, resulting in experiencing lower levels of conflict. Haines et al. (2013) explained that in their study, higher levels of CSE seemed to work as a buffer to the experience of stressors. Boyer and Mosley (2007) proposed that individuals with high CSE may be able to balance demands better, and that leads to lower WFC experience.

Before discussing the results found in relationship to the role commitments, I feel it is important to address an issue that arose with the scale that was used. When I ran the reliability tests for these scales, the Cronbach's alpha in this sample for the employee role commitment (α=0.73) was borderline, but the scores for the parental (α=0.17) and partner (α=0.64) role commitment scales were extremely low. To try to improve the validity on the parental role commitment scale, I reviewed the item-total statistics, and discovered that one item seemed to be pulling the reliability down significantly: "Becoming involved in the day-to-day details of rearing children involves costs in other areas of my life which I am willing to make." This item was negatively correlated with the other items on the subscale, leading me to conclude that participants read it incorrectly, so I dropped this item from the scale. Even with this adjustment, Cronbach's alpha in this sample was unacceptably low (α=.57). In running the ANCOVA with these subscales, there were no main effects between role commitment type and WFC or FWC. This was surprising, because previous studies (Day & Chamberlain, 2006; Greenhous & Beutell, 1985; Michel & Clark, 2009) showed a relationship between a participant's role commitment and WFC. My anomalous results prompted me to move forward in examining a second method used in the survey to evaluate role commitment.

As a precautionary step in our survey, it was decided to add a rank-order question that allowed participants to determine the priority (first, second, third) of each role (employee, partner, parental). With this additional information, and still controlling for the participants perception of control another ANCOVA was performed. These results showed that participants who ranked their employee role first priority were also lower on FWC than those who ranked their employee role third priority. I did not have a hypothesis in regard to employee role and FWC, but I did hypothesize that higher employee role commitment would result in lower WFC; this was shown to be non-significant in my study. However, the hypothesis that there would be higher FWC with higher parental role commitment was supported. Day and Chamberlain (2005) reported similar results from their study. Unlike their study, though, my study did not produce significant results for the partner role commitment.

The main effects of the independent variables supported the previous studies, but with this study I was hoping to find an interaction of CSE and the role commitments on the dependent variables. There was a significant interaction of CSE and employee role commitment on FWC. Specifically, participants who were in the high CSE group and high employee role commitment group, based on the Life Role Salience Scales (Amatea, et al., 1986), experienced lower FWC. These results support the hypothesis that high CSE/high employee commitment will have lower FWC. This study did not produce significant interaction for CSE/partner or CSE/parental on FWC or WFC. I believe that could have been impacted by the low alpha scores on the partner and parental role commitment scales.

A final goal of this study was to draw from a diverse population of participants. Many of the previous studies focused on one specific job field or type or gender (i.e. administrators—Bruke et al., 1980; police personnel and their partners—Haines et al., 2013; Shreffler, Meados, & Davis, 2011), so I wanted this study to capture a wide range of job industries, pay-scales, and hours worked to determine whether the previous findings on WFC/FWC could be applied to a more generalized population. I was able to draw from a range of ages, number of dependents living at home, vocations, perception of work (jobs, careers), how they were paid (hourly, salary), salary ranges, and hours worked each week. Where we did not have a lot of variety was in the shift that they work—77% reporting that they worked a day shift. This may have impacted the degree of conflict that is experienced, as previous studies have shown that work shifts can be an influencing factor in WFC (Frone et al., 1992). Even given that, I feel that this study shows that there is generalizability to the results that were found.

Although this study looked at CSE and the importance of role commitment on WFC and FWC, there was a significant issue with the scale for role commitment. In trying to select a scale for this study, my attention was on trying to find a scale that separated the roles out. Unfortunately, the variety of role commitment scales is limited. The scale that I chose was used in many past studies, and is referred to often in the literature. In reviewing the scale again post-study, it seems that some of the language and questions are dated, and perhaps imply a more traditional role divide than families experience today. I think that before additional studies use role commitment as a variable, a newer scale needs to be developed that takes into consideration the changes in roles,

and that the majority of households are dual income households, resulting in adaptations in how children are cared for.

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APPENDIX

Table 1: Main Effect between Core Self-Evaluation on Work-Family Conflict and Family-Work Conflict

	Core Self-Evaluation				
	Low	Medium	High	F	p
WFC	*M*=24.03	*M*=22.00	*M*=18.87	6.68	0.001
	SD=7.06	*SD*=7.28	*SD*=8.19		
	N=138	*N*=48	*N*=152		
FWC	*M*=17.35	*M*=15.67	*M*=13.25	9.86	<.001
	SD=6.95	*SD*=6.43	*SD*=6.10		
	N=138	*N*=48	*N*=152		

Table 1: Quintile splits were performed on the scores of core self-evaluation (CSE). According to participants scores on the scale they were places into groups: High group consisted of the top 2 quintiles, Medium group consisted on the middle quintile, and Low group consisted of the bottom two quintiles.

Table 2: Main Effect between Employee role Commitment and Family-Work Conflict

	Employee role Commitment				
	1st Priority	2nd Priority	3rd Priority	F	p
FWC	M=12.83	M=15.48	M=15.61	3.3	0.038
	SD=6.42	SD=7.67	SD=6.67		
	N=40	N=50	N=260		

Table 2: Participant ranked role priority (first, second, third) for each of the role (employee, partner, parental).

Table 3: Main Effect between Parental Role Commitment and Family-Work Conflict

	Parental Role Commitment				
	1st Priority	2nd Priority	3rd Priority	F	p
FWC	M=16.03	M=14.37	M=12.32	4.72	0.009
	SD=6.86	SD=6.30	SD=6.99		
	N=214	N=109	N=22		

Table 3: Participant ranked role priority (first, second, third) for each of the role (employee, partner, parental).

Figure 1: Interaction of Core Self-Evaluation and Employee role Commitment on Family-Work Conflict
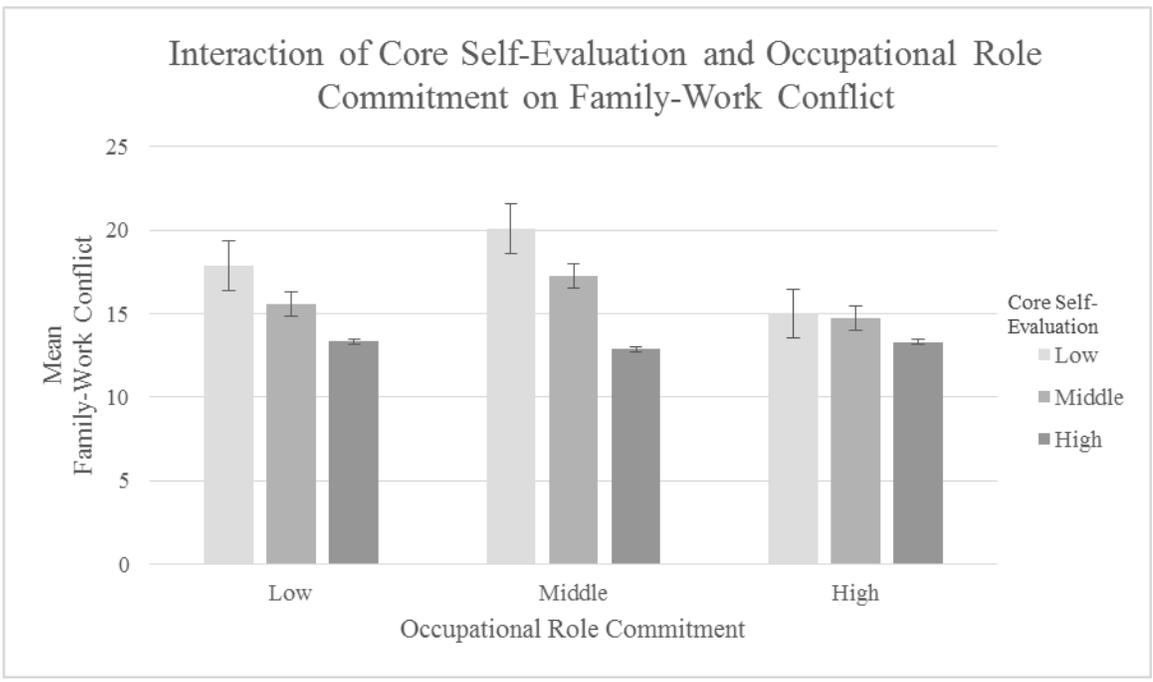

Figure 1: Quintile splits were performed on the scores of core self-evaluation (CSE) and employee role commitment, and participants were placed into groups for each scale: High group consisted of the top 2 quintiles, Medium group consisted on the middle quintile, and Low group consisted of the bottom two quintiles. Bars indicate the standard error.

VITA

Author: Elisa A. Pope

Degrees Awarded: Bachelor of Arts in Psychology with a Minor in Communication
                    Studies, Eastern Washington University, 2015

Professional   MS Internship, Children's Home Society
Experience: Spokane, Washington—2018-2019

                    Cognitive Trainer, LearningRx
                    Issaquah, Washington—2015-2017

                    BA Internship, Snoqualmie Valley Food Bank
                    North Bend, Washington—2015

Honors and Awards: Graduate Studies Appointment, Psychology Department,
                    Eastern Washington University, Cheney, Washington—2017-2018

                    Travel Grant, for presentation at Western Psychological
                    Association Conference, Pasadena, California—2019

                    Travel Grant, for presentation at Rocky Mountain Psychological
                    Association Conference, Denver, Colorado—2019

                    Travel Grant, for presentation at Western Psychological
                    Association Conference, Portland, Oregon—2018

                    Travel Grant, for presentation at Western Psychological
                    Association Conference, Long Beach, California—2016

                    Graduated Summa Cum Lauda, Eastern Washington University,
                    Bellevue, Washington—2015

                    Travel Grant, for presentation at Rocky Mountain Psychological
                    Association Conference, Boise, Idaho—2015

                    Travel Grant, for presentation at National College Undergraduate
                    Research Convention, Cheney, Washington—2015

                    Jeffers Chertok Honored Student Award for Bachelor of Arts
                    Psychology, Eastern Washington University—2015

                    Eastern Washington University Academic Grant—2014

Jeffers Chertok Memorial Scholarship in the College of Social & Behavioral Science and Social Work—2014

Associated Students of Eastern Washington University (ASEWU) Scholarship—2014

Psi Chi International Travel Grant, for participation in Western Psychological Association Conference, Portland, Oregon—2014

Presentations & Publications:

Seiver, J. & Pope, E. (Pending publication), Comparison Study of Social Involvement of Previously Home- And Public-Schooled Young Adults

Pope, E. (April 2018). Work-life Quality and Gender Correlation to Work-Life Balance and Overall Happiness, Poster presentation at Western Psychological Association Conference, Portland, OR

Pope, E. (April 2019). Gender Differences in Work and Family, Paper presentation as part of symposium, Rocky Mountain Psychological Association Conference, Denver, CO

Pope, E (April 2019). Are Gender Role Commitments and Family-Work Conflict Changing?. Paper presentation at Western Psychological Association Conference, Pasadena, CA

Pope, E. (April 2016) Community Engagement: Home-schooled Young Adults Are More Involved. Poster presentation at Western Psychological Association Conference, Long Beach CA

Pope, E. (April 2015). Comparison Study of Extra-curricular Activity in Previously Home- and Public-Schooled Young Adults. Paper presentation at Rocky Mountain Psychology Association Conference, Boise, ID

Professional Affiliations:

Student Affiliate, American Psychological Association, 2014-2019

Student Affiliate, Society for Industrial and Organizational Psychology, 2014-2019

PsiChi International Honor Society for Psychology, 2014-Present