HISPANICS PERCEPTIONS ON WORK-FAMILY CONFLICTS

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Abstract- This paper examines work-family conflicts (WFC) and family-work conflicts (FWC) through a multi-dimensional self-report questionnaire. The purpose of this study is to determine if Hispanic and Non-Hispanic groups vary significantly in their responses to WFC. Understanding the demands and needs of the workforce in terms of ethnic groups may assist in creating a balanced workplace environment and improve organizational strategies. Data was collected with an internet-based questionnaire utilizing a convenient sampling method. Responses were evaluated according to respondent's ethnicity; more specifically a comparison was made between Hispanics and Non-Hispanics. It was hypothesized that WFC would vary significantly by ethnic groups. Using T-test, results indicate significance between Hispanics and Non-Hispanics with regards to WFC at p < .05.
*Keywords***: Hispanic, Non-Hispanic, ethnicity, work-family conflicts.**

The workforce is undergoing many changes. In years to come, one can expect to see many changes in organizational structure, leadership, and employee population. Employees are the driving force of organizational success (Huq, et al., 2010). Vast diversity in the workforce is expected and understanding organizational behavior is of upmost importance. Work and family conflict and role strain have led to psychological symptoms such as higher stress, increased depression, physical ailments, lower life satisfaction, lower quality of family life and lower energy levels (Grant-Vallone & Donaldson, 2001). Both work-family conflict (WFC) and family-work conflict (FWC) have been found to cause inter-role stress (Grant-Vallone & Donaldson, 2001, Grzywacz, 2003, Kahn, et al., 2003). These conflicts can be detrimental to an organization, which can become a very costly matter (Grant-Vallone & Donaldson, 2001). The purpose of this study is to better understand the needs of the workforce in terms of WFC and FWC and if there are differences between ethnic groups in how these constructs are perceived. This is done in order to enhance multicultural organizations in the planning and development of organizational strategies.

1. Changes in the Workforce

The population of the United States is expected to grow by nearly 50 percent by the year 2050 (U.S. Department of Labor, 1999). Immigration is expected to play the largest role in this growth (U.S. Department of Labor, 1999). It is said that the face of the workforce will be changing and the American workforce will be one of vast diversity (U.S. Department of Labor, 1999). Adults migrating to the United States will be responsible for the major changes; the workforce will soon be one composed of many different races and ethnic groups (Toossi, 2012). Another major area of change in the workforce is the rapid increase in dual-earner families, single parent families, and families with elder-care duties. These outcomes are likely to continue to increase throughout the upcoming years (Netemeyer, et al., 1996). Added stress from additional responsibilities tends to create added opportunity for WFC and FWC to occur. Immigrants in the workforce may be affected most drastically by these changes. When entering a new country, immigrants face many challenges, which may include: taking on multiple jobs in order to become financially stable in a new location or accepting entry level positions because their new country may not recognize the training, certifications, or professional licensure the immigrant obtained in their country of origin. Balancing the demands of work and the responsibilities of the family is an ongoing concern in organizational leadership (King, 2005). As an adult, two important focal points are family and work (Netemeyer, et al., 1996). It is said that Hispanics are more comfortable within their family than in work situation and it is believed that Hispanic individuals will perceive greater stress if their work roles interfere with their family roles (Namasivayam et al., 2004). The demands and implications of work, and the demands of family, may vary significantly from person to person. It is believed that WFC and FWC will vary significantly by ethnic group as well.

2. Work-Family Conflicts

Based on the work of Kahn et al. (1964), work-family conflict is defined as a form of inter-role conflict in which the role pressures from the work and family domains are mutually incompatible in some respect. Due to technological advances, such as cell phones and tablets, it is very easy to be "away" from the office but still connected to all the demands and stressors through email and messaging systems (King, 2005). Individuals are

finding it more difficult than in the past, to truly disconnect from the office and dedicate full attention to their family lives without work interruptions (Markus, 1994).

Most often, technological advances along with work environment and work demands such as job burnout, job tension, role conflict, and role ambiguity are contributors of WFC (Netemeyer, et al., 1996). Work-Family Conflict can be defined as a form of inter-role conflict in which the general demands of time devoted to, and strain created by the job, interfere with performing family-related responsibilities (Netemeyer, et al., 1996).

Goff, Mount, and Jamison (1990) found that work–family conflict was related to higher absenteeism levels. Work– family conflict appears to be negatively associated with turnover intentions and physical symptoms with can affect the organizational effectiveness (Netemeyer, Boles, & McMur rian, 1996).

Work-Family conflict research has been conducted primarily with Whites from North American and European countries who share comparable cultural values and economic circumstances (Spector et al., 2004); this study is interested in expanding the knowledge of Hispanics and Non-Hispanics.

3. Lack of Research

Work-Family conflict (WFC) has been an area of growing interest in research through recent years (Pearlin, 1999, Cascio, 1991). Although, there have been studies in this area, none have addressed the relationship between WFC as it relates to ethnicity, more specifically between Hispanics and Non-Hispanics. The purpose of this study is to explore if any differences exists between Hispanics and Non-Hispanics in the level of conflict reported. As the workforce becomes more culturally diverse, understanding these differences can have an impact on an organization's profitability.

4. Methodology

A. Design

The study employs survey and utilizes a convenient sample. The study follows a descriptive, cross-sectional design, with self-report measures of WFC. The sample size included 173 participants. The research study was conducted anonymously and participation was voluntary.

B. Participants

Inclusion criteria for this study were working adults (18 years of age and older), minors were excluded from this study. The study employed a convenient snowball sampling method. This is a purposive non-probability sampling method. Participants were contacted through social media websites and asked for their participation. They were then asked to solicit additional contacts via their social networks in order to expand the number of responses to the study.

C. Instruments

Participants in this research were given an informed consent form (see Appendix A), in which, the purpose of survey and research procedures were detailed. Emphasis was placed on voluntary participation and anonymity of participants and responses. Contact information for the researchers was provided to participants, as a means to allow them to ask questions or obtain the study results.

Ten demographic variables were collected: gender, age, birth origin, race, ethnicity (Hispanic/Non-Hispanic), level of education, level of employment, income level, and dependent status (See Appendix B).

The Netemeyer, Boles, and McMurrian scale of Work-Family Conflict and Family-Work Conflict was used (see Appendix C), with the permission of the original authors of the scale. The ten-item questionnaire includes statements in Likert format. Five-items on the scale rate the levels of WFC and five-items rate FWC.

D. Procedure

The questionnaire was distributed via a survey distribution website, www.SurveyMonkey.com. Once the participant received the invitation, if they decide to participate in the study, they had access to a link that directed them to the questionnaire. When the link was clicked the participant was provided with the informed consent form (see Appendix A). If the participants chose to continue, they then clicked a link that directed them to the questionnaire.

At the end of the questionnaire the participants were asked to use their social networks to refer potential participants to the study. The survey was administered to the maximum number of willing adults in order to obtain the highest level of comparisons between ethnic groups. Due to the nature of the sampling method, a response rate was not obtainable.

The survey execution date was April 10, 2014. The survey collection was done via electronic means through Survey Monkey. The survey was available for a 4-week period.

E. Data Analyses

Data was collected via survey monkey, which was then imported into Microsoft Excel. In Microsoft Excel the data was sorted and coded in preparation for SPSS. In SPSS significance of means using T-Test was done between ethnic groups and responses regarding WFC.

5. Results

Data was collected from 197 respondents, however entries that were incomplete or missing a significant amount of information were eliminated. The total number of responses analyzed was 173.

The sample consisted of 173 participants, with many more females 80% (n = 139) than males 20% (n = 34). The participants were between 19 and 70 years of age, with an average of age of 37 years (SD = 11.20). The sample had an almost exactly even distribution between Non-Hispanics (51%) and Hispanics (49%).

The education levels between the Hispanic group and the Non-Hispanic group were fairly similar. Sixty four percent of Hispanics reported holding a college degree, with 26% reporting that they had some college education and 10% reporting that they had a high school diploma or less. Sixty two percent of Non-Hispanics reported holding a college degree, while 30% reported having some college education and 8% reported having a high school diploma or less.

The Hispanic respondents in this study appeared to have a lower annual income than the Non-Hispanic respondents. The most common annual income for Hispanics was between $25,000-$45,0000, with nearly half (48%) of Hispanics reporting this income range. The Non-Hispanics were more likely (32%) to report an income range between $50,000-$74,999. Overall it appears that Non-Hispanics level of income is higher than those of Hispanic descent in this sample.

A. Work-Family Conflict

In the statements regarding WFC, significance was found in one out of four statements. Significance of .046 was found between Hispanics and Non-Hispanics at alpha level .05 on Statement #3: Things I want to do at home do not get done because of the demands my job puts on me. The most common response for Hispanics to this question was Disagree (54%), while the mean response for Non-Hispanics was Agree (47%).

It is of interest to mention, that although statistical analysis did not result in significance for statement #2: "The amount of time my job takes up makes it difficult to fulfill family responsibilities." Hispanics varied significantly in the way they responded to this statement when compared to Non-Hispanics. Hispanics disagreed to this statement most of the time (48%) while Non-Hispanics agreed with this statement most of the time (49%). The results for all questions can be found in Table 1.

6. Discussion

As was hypothesized, there were significant differences in Work-Family conflicts between Hispanics and Non-Hispanics. However, these significances were not as pervasive as previous research has suggested. In addition to the differences in responses similarities were also found.

According to the results of this study, Hispanics and Non-Hispanics differ in terms of how they rate Work-Family Conflict. Significance was only found on one statement. Most of Non-Hispanics agree that the things they would like to get done at home do not get done because of the demands their job puts on them. Hispanics on the other hand mostly disagree with this statement. One may interpret this to mean that the Hispanic group does not perceive their work demands to interfere with their demands in the home.

A. Strengths, Limitations, and Further Research

Although this study had a relatively large N (N=173) and equal distribution between Hispanics (49%) and non-Hispanics (51%) there are several limitations. This first of which is the convenient sampling method utilized which does not allow for generalization of the findings to the population of Hispanics and Non-Hispanics.

In addition, the sample was predominately female (80%) and research suggests that Hispanic women experience more work–family conflict than men (Grzywacz et al., 2003). In the future having better representation of men in a survey would be beneficial.

Although this study had limitations, the knowledge of how Hispanics and Non-Hispanics differ in their perception of WFC, may help culturally diverse organizations improve organizational productivity.

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Tables

Table 1
Work-Family Conflicts T-Test Analysis

	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Differences	
Q.1	1.377	171	.170	.1957	.1421	-.0849	.4763
Q.2	1.293	171	.198	.1792	.1386	-.0943	.4528
Q.3	2.013	171	.046*	.2824	.1403	.0055	.5593
Q.4	1.701	171	.091	.2243	.1319	-.0360	.4846
Q.5	1.190	171	.236	.1687	.1417	-.1111	.4485

Notes. Equal variances assumed. Significance found for question #3: "Things I was to do at home do not get done because of the demands my job puts on me".
* $p < .05$.

Appendix A
Informed Consent

Dear Participant:

My name is Ivette Chiappo. I am a graduate student at Carlos Albizu University. I am conducting a research project to evaluate the impact of ethnicity on Work-Family Conflict (WFC) and Family-Work Conflict (FWC) in addition to Time-Based Interference and Strain-Based Interference. Information obtained will help to examine the relationship between demographic variables and WFC, FWC, Time-Based and Strain-Based Interferences.

Your input and participation is very valuable in this research project. Below is a link to a questionnaire about Work-Family Conflict (WFC) and Family-Work Conflict (FWC) in addition to Time-Based Interference and Strain-Based Interference along with a brief demographics section. It should take you between 5-10 minutes to complete this.

There are no known risks associated with this study.

Your participation is voluntary, so you may decline to answer any or all of the questions without penalty. Your responses will be kept confidential. You will not be asked to give your name. There will be no attempt to link information to you personally.

By completing and submitting this survey through Survey Monkey you are consenting to participate in this research study. If you are willing to participate in this survey, please click on the link _____ to access the online survey. All information will remain confidential and there will be no link to personal information. You may opt to stop the survey at any time. All data will be analyzed as a group.

Thank you for your input.

Should you have any questions or comments please contact the primary researcher Mrs. Ivette Chiappo. If you have a concern that cannot be addressed by the primary researcher, please contact her supervisor, Dr. DiDona.

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Appendix B
Demographics

Gender: ☐Male ☐Female

Age:

Do you have Dependents: ☐Yes ☐No **If yes, are they children?** ☐Yes ☐No

Birth Origin:
☐U.S. Born
☐Foreign Born:
Number of years in the U.S.:
Number of years in U.S. education system:

Race:
☐White
☐Black or African American
☐American Indian or Alaska Native
☐Asian
☐Native Hawaiian or Other Pacific Islander
☐Two or More Races - Please List:

Are you Hispanic: ☐Yes ☐No
If Hispanic, please specify.
☐Columbian
☐Cuban
☐Dominican
☐Ecuadorian
☐Guatemalan
☐Honduran
☐Mexican
☐Peruvian
☐Puerto Rican
☐Salvadoran
☐Venezuelan
☐Other – Please List:

Highest Level of Education	**Level of Employment**
Less than High School Diploma	Entry Level
2 Year College Degree (Associates)	Middle Management
4 Year College Degree (BA, BS)	Upper Management
Master's Degree	Professional
Doctoral Degree	Executive
Professional Degree	

Income Level
0 – 25,000
25,001 – 50,000
50,001 – 75,000
75,001 – 100,000
100,000+

Appendix C
NETEMEYER, BOLES, AND McMURRIAN SCALE
Work-Family Conflict & Family-Work Conflict Questionnaire

Directions: Please rate how much you personally agree or disagree with the following statements by clicking on the box that best represents your response.

Work-Family Conflict

	Strongly Disagree	Somewhat Disagree	Neither Agree or Disagree	Somewhat Agree	Strongly Agree
The demands of my work interfere with my home and family life.					
The amount of time my job takes up makes it difficult to fulfill family responsibilities.					
Things I was to do at home do not get done because of the demands my job puts on me.					
My job produces strain that makes it difficult to fulfill family duties.					
Due to work-related duties, I have to make changes to my plans for family activities.					

Family-Work Conflict

	Strongly Disagree	Somewhat Disagree	Neither Agree or Disagree	Somewhat Agree	Strongly Agree
The demands of my family/spouse/partner interfere with work-related activities.					
I have to put off doing things at work because of demands on my time at home.					
Things I want to do at work don't get done because of the demands of my family or spouse/partner.					
My home life interferes with my responsibilities at work such as getting to work on time, accomplishing daily tasks, and working overtime.					
Family-related strain interferes with my ability to perform job-related.					

Appendix D
Self-developed four-item questionnaire

Time Based Interference

	Strongly Disagree	Somewhat Disagree	Neither Agree or Disagree	Somewhat Agree	Strongly Agree
I don't have enough time in my workday.					
I don't have enough time in my home life.					

Stain Based Interference

	Strongly Disagree	Somewhat Disagree	Neither Agree or Disagree	Somewhat Agree	Strongly Agree
I have too much strain at work.					
I have too much strain at home.					