

Author: Cowdin, Isabella G.

Title: *Effects of Family, Communication Technology Advancements & Schedule Flexibility on Employee Work-Life Balance*

The accompanying research report is submitted to the University of Wisconsin-Stout, Graduate School in partial completion of the requirements for the

Graduate Degree/ Major: Master of Science in Applied Psychology

Research Advisor: Alicia Stachowski, Ph.D.

Submission Term/Year: Spring, 2019

Number of Pages: 78 pages

Style Manual Used: American Psychological Association, 6th edition

I have adhered to the Graduate School Research Guide and have proofread my work.

I understand that this research report must be officially approved by Graduate School.

Additionally, by signing and submitting this form, I (the author(s) or copyright owner) grant the University of Wisconsin-Stout the non-exclusive right to reproduce, translate, and/or distribute this submission (including abstract) worldwide in print and electronic format and in any medium, including but not limited to audio or video. If my research includes proprietary information, an agreement has been made between myself, the company, and the University to submit a thesis that meets course-specific learning outcomes and CAN be published. There will be no exceptions to this permission.

I attest that the research report is my original work (that any copyrightable materials have been used with the permission of the original authors), and as such, it is automatically protected by the laws, rules, and regulations of the U.S. Copyright Office.

My research advisor has approved the content and quality of this paper.

STUDENT:

NAME: Isabella Giarrante Cowdin

DATE: May 1, 2019

ADVISOR: (Committee Chair of MS Plan A):

NAME: Alicia Stachowski

DATE: May 1, 2019

This section for MS Plan A Thesis or EdS Thesis/Field Project papers only

Committee members (other than your advisor who is listed in the section above)

1. **CMTE MEMBER'S NAME:** Libby Smith

DATE: May 1, 2019

2. **CMTE MEMBER'S NAME:** Nels Paulson

DATE: May 1, 2019

This section to be completed by the Graduate School

This final research report has been approved by the Graduate School.

Director, Office of Graduate Studies:

DATE:

Cowdin, Isabella G. *Effects of Family, Communication Technology Advancements & Schedule Flexibility on Employee Work-Life Balance*

Abstract

This study aimed to further research regarding the influences of family obligations, telecommunication usage at home for work, and schedule flexibility have on employee work-life balance. It was predicted that employee schedule, family obligations, and telecommunication usage for work at home, would negatively predict work-life balance, and that these relationships would be moderated by segmentation preference. Two convenience datasets (n 's = 163 and 78) were utilized for this study. Both datasets were analyzed using a series of ANOVA and regression tests. Hypothesis testing suggested that each of the independent variables significantly influenced one or more dimensions of work-life balance when moderated by employee segmentation preference, yielding mixed hypotheses support.

Acknowledgements

I would predominantly like to thank the Lord, my partner Dan, and my family for supporting my choices, career goals, and educational endeavors throughout my life. I also extend my utmost gratitude to Dr. Alicia Stachowski for her dedication, professionalism, committed efforts, and most importantly patience when guiding me through my thesis experience and graduate school career. Without Dr. Stachowski's direction, I would not have been able to diligently complete my thesis in an accelerated time period. Dr. Stachowski has become a mentor and professional role model for me throughout the thesis journey.

Also, I would like to thank Libby Smith, M.S., Dr. Tiffany Smith, and Dr. Nels Paulson for supporting me professionally as thesis committee members. Ms. Smith, Dr. Smith, and Dr. Paulson have offered insightful critiques and suggestions as well as asked eloquent questions to expand the concept of my research. Ms. Smith, Dr. Smith, and Dr. Paulson have not only encouraged my research development throughout the thesis process but have also encouraged me to think critically in my future professional endeavors.

Finally, I extend a special thanks to my partner Dan. I would not have been able to successfully finish my undergraduate and graduate degrees without you. Your support, unconditional understanding, and patience has been the cornerstone of my professional success.

Table of Contents

Abstract	2
List of Tables	6
List of Figures	8
Chapter I: Literature Review	10
Work-Life Balance.....	11
Theoretical Bases	12
Theory of Liquid Modernity	12
Boundary Theory	13
Predictors of Work-Life Balance	15
Impact of Flexible vs. Fixed Schedules on Work-Life Balance	15
Technological Impacts on Work-Life Balance	17
Family Status Impacts on Work-Life Balance.....	19
Individual Difference: Segmentation Preference as a Moderator of Work-Life Balance	21
Chapter II: Method.....	24
Participants.....	24
Materials	25
Schedule Flexibility	25
Communication Technology Usage at Home for Work	26
Family Status	26
Preference for Segmentation.....	26
Work-life Balance	27
Demographic Information.....	28

Procedure	28
Chapter III: Results	29
Preliminary Data Analysis	29
Hypothesis Testing.....	32
Chapter IV: Discussion.....	58
Practical Implications.....	59
Limitations and Future Directions	62
Conclusion	66
References.....	67
Appendix A: Modified Schedule Flexibility Items.....	73
Appendix B: Modified Usage of Communication Technology at Home Measure	74
Appendix C: Family Status Items	75
Appendix D: Preference for Segmentation Measure	76
Appendix E: Work-Life Balance Measure	77
Appendix F: Demographic Information.....	78

List of Tables

Table 1: Sample 1 Correlations between Variables (N = 163)	30
Table 2: Sample 2 Correlations between Variables (N = 78)	31
Table 3: Summary of Moderating Effects of Segmentation Preference on the Relationship between Schedule Flexibility and Total Work-Life Balance in Sample 1 (N = 163).....	39
Table 4: Summary of Moderating Effects of SEgmentation Preference on the Relationship between Schedule Flexibility and Total Work-Life Balance in Sample 2 (N = 78).....	40
Table 5: Summary of Moderating Effects of SEgmentation Preference on the Relationship between Schedule Flexibility and Work-Life Dimensions in Sample 1 (N = 163).....	41
Table 6: Summary of Moderating Effects of Segmentation Preference on the Relationship between Schedule Flexibility and Work-Life Dimensions in Sample 2 (N = 78).....	43
Table 7: Summary of Moderating Effects of Segmentation Preference on the Relationship between Telecommunication Usage and Total Work-Life Balance in Sample 1 (N = 163)	45
Table 8: Summary of Moderating Effects of Segmentation Preference on the Relationship between Telecommunication Usage and Total Work-Life Balance in Sample 2 (N = 78)	46
Table 9: Summary of Moderating Effects of SEgmentation Preference on the Relationship between TElecommunication Usage and Work-Life Dimensions in Sample 1 (N = 163)	47
Table 10: Summary of Moderating Effects of Segmentation Preference on the Relationship between Telecommunication Usage and Work-Life Dimensions in Sample 2 (N = 78) .	50

Table 11: Summary of Moderating Effects of Segmentation Preference on the Relationship between Family Obligations and Total Work-Life Balance in Sample 1 (N = 163)	51
Table 12: Summary of Moderating Effects of SEgmentation Preference on the Relationship between Family Obligations and Total Work-Life Balance in Sample 2 (N = 78)	52
Table 13: Summary of Moderating Effects of Segmentation Preference on the Relationship between Family Obligations and Work-Life Dimensions in Sample 1 (N = 163)	54
Table 14: Summary of Moderating Effects of Segmentation Preference on the Relationship between Family Obligations and Work-Life Dimensions in Sample 2 (N = 78)	56

List of Figures

Figure 1: Proposed Model and Relationships Among Variables.....	11
Figure 2: Interaction Effect of having children and relationship status on total work-life balance in sample 2.....	35
Figure 3: Interaction Effect of Having Children and Relationship Status on Work Life Interfering with Home Life in Sample 2.....	36
Figure 4: Interaction Effect of Having Children and Relationship Status on Work Life/ Home Life Enhancement in Sample 2.....	37
Figure 5: Effect of Having Eldercare Responsibilities on Home Life Interfering with Work Life in Sample 2	38
Figure 6: Interaction of Segmentation Preference on the Relationship Between Schedule Flexibility and Work Life Interfering with Home Life in Sample 1.....	42
Figure 7: Interaction of Segmentation Preference on the Relationship Between Schedule Flexibility and Home Life Interfering with Work Life in Sample 1.....	42
Figure 8: Interaction of Segmentation Preference on the Relationship Between Telecommunication Usage for Work at Home and Total Work-Life Balance in Sample 1	45
Figure 9: Interaction of Segmentation Preference on the Relationship Between Telecommunication Usage for Work at Home and Work Life Interfering with Home Life in Sample 1	48
Figure 10: Interaction of Segmentation Preference on the Relationship Between Telecommunication Usage for Work at Home and Work Life/ Home Life Enhancement in Sample 1	48

Figure 11: Interaction of Segmentation Preference on the Relationship Between Family Obligations and Total Work-Life Balance in Sample 1.....	52
Figure 12: Interaction of Segmentation Preference on the Relationship Between Family Obligations and Work Life Interfering with Home Life in Sample 1.....	55
Figure 13: Interaction of Segmentation Preference on the Relationship Between Family Obligations and Work Life/ Home Life Enhancement in Sample 1.....	55

Chapter I: Literature Review

Current research suggests that with rapid technological advancements in communication, the use of communication technology at home for one's job is becoming more prevalent – which is associated with a widespread imbalance between employees' work and home realms across organizations (Brady, Vodanovich & Rotunda, 2008; Ferguson et al., 2016; Munn, 2013). This blurred line between work life and home life may not align with a full-time employee's desire to keep the two realms separate, which may lead to organizational performance impacts, such as decreased productivity and increased turnover (Beauregard & Henry, 2009).

The primary objective of the current study is to clarify how various factors in individuals' lives could impact the degree to which they can effectively manage their work and home lives, especially under the influence of constant environmental change, specifically work schedule flexibility, use of telecommunication technology at home for work, and family status. Although there is a notable amount of existing literature regarding the relationships between each of these variables and work-life balance, there is little to no empirical research regarding how segmentation preference might impact these relationships. Therefore, the current study aims to address this gap, as well as replicate earlier finding about the direct relationships.

The paper is organized into the following sections. First, work-life balance is defined and discussed in the context of the current study. Then, the theory of Liquid Modernity and Boundary Theory are introduced and discussed to inform the relationship(s) between work-life balance and the following predictors: family status, communication technology usage at home for work, and schedule flexibility. Next, segmentation preference as a moderator of work-life balance is described. See Figure 1 for proposed relationships. Methodology, including participant pools, self-report survey materials, and survey distribution and analyses procedures are described

next. Lastly, hypotheses testing, research results and conclusions, and limitations of the research process, as well as practical research implications are discussed.

Independent Variables

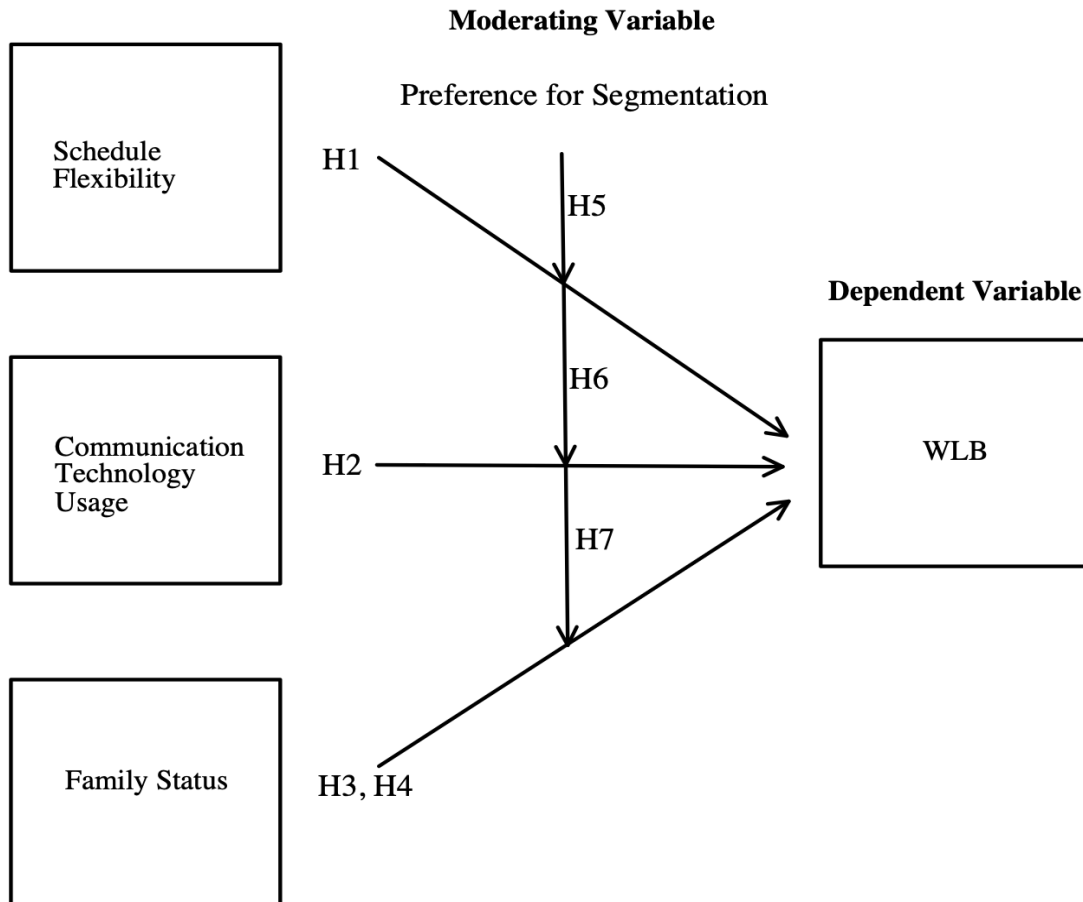


Figure 1. Proposed model and relationships among variables.

Work-Life Balance

The most common definition of work-life balance suggests that work-life imbalance occurs when there is a work-life conflict stemming from time and energy demands being compromised by an employee's conflicting work and home lives (Beauregard & Henry, 2009; Duxbury & Higgins, 2001; Munn, 2013). As a result, an employee may find that being more active in one role may cause him or her to be less active in the competing role. Work-life balance

would then be an employee's level of prioritization between work life and home life to effectively maximize both time and energy demands across multiple roles (Beauregard & Henry, 2009; Duxbury & Higgins, 2001; Lewis, Gambles & Rapoport, 2007; Munn, 2013).

The literature further suggests that there are three types of work-life conflict that could compromise an individual's work-life balance: role overload, work-family interference, and family-work interference (Hayman, 2009; Lewis et al., 2007; Munn, 2013). Role overload occurs when an individual simply has too much to do between both work life and home life, work-family interference occurs when work roles impose on home life, and family-work interference occurs when home life demands impose on work life (Hayman, 2009; Lewis et al., 2007; Munn, 2013). Each of the described dimensions of work-life balance would then be influenced by an employee's ability to create boundaries between their personal and work life. However, the extent to which boundaries between an employee's work and home lives align with their preference for separation may influence the stability of an employee's perceived work-life balance (Rothbard, Phillips, & Dumas, 2005).

Theoretical Bases

To best understand the proposed relationships between the abovementioned predictors and work-life balance, two theories will be considered: the theory of Liquid Modernity and Boundary Theory, both of which help explain different aspects of the proposed hypotheses.

Theory of Liquid Modernity. In theory, work-life balance is a fluctuating experience that varies with time. The theory of Liquid Modernity states that modern society constantly changes as time passes (Bauman, 2000), or in other words, is "liquid". Furthermore, this theory also suggests that as time passes, there is more room for societal advancement. Modern society can never advance enough to "fill a space" or become completely advanced – there is always

room for advancement with time (Bauman, 2000). Within the context of the study at hand, work-life balance is dependent on societal changes that have taken place over time. For instance, technological advancements have allowed for individuals to work at home and have allowed for non-traditional fixed work schedules to be feasible. Therefore, multiple facets of the way individuals work are influenced by fluid societal changes. Furthermore, non-traditional family statuses have also become more prevalent as society has advanced. Although these advancements are prevalent in a fluid society, not everyone is supportive of these changes; therefore, individual preferences could influence whether traditional or non-traditional work schedules or family statuses are practiced by an individual. To understand the influencing role of segmentation preference on relationships between schedule flexibility, technology usage for work at home, and family status with work-life balance, Boundary Theory is considered in accordance with the theory of Liquid Modernity.

Boundary Theory. Work-life balance can be further understood in the context of Boundary Theory, which suggests that individuals create boundaries around different aspects of their lives – in the case of this study, between home and work lives (Park & Jex, 2011). In the context of work-life balance, Nippert-Eng (1996) developed Boundary Theory to be applied to work-personal life interference. However, Clark (2000) furthered Nippert-Eng's (1996) work by specifically defining work-family boundaries. Clark (2000) explains that these boundaries between work and family lives vary in strength, which then influences the degree to which work and family realms interact. The degree to which work-life boundaries vary in strength is dependent on a multitude of factors in both an employee's work and family realms, which further inform how an employee maintains the boundaries between work and home (Bulger, Matthews, & Hoffman, 2007).

Boundary Theory suggests that various boundary management methods impact an employee's level of work-life balance, which is a leading contributor to occupational stress throughout the United States (Bulger et al., 2007). For instance, an employee could be engaged in an emotionally, mentally, or physically demanding job and seek recovery from a stable home life. However, family stressors could prevent an individual from wanting to seek relief from his or her job while at home. The concept of boundary management can be described as the degree to which an employee utilizes principles to separate or integrate demands from both work and home lives (Kossek, Lautsch, & Eaton, 2006; Nippert-Eng, 1996; Park & Jex, 2011). This theory suggests that for an employee to truly maintain control over both work and home, it is crucial to abide by a boundary management strategy (Kossek et al., 2006).

Some employees tend to prefer a segmentation boundary management strategy since it involves setting closed, implicit boundaries between work and home, such as an employee turning off her work phone after her shift ends (Kossek et al., 2006). However, other employees prefer to integrate work and home realms, perhaps by taking family calls at work or checking email on their work computers while they are at home (Bulger et al., 2007). Whichever strategy an employee chooses tends to be contingent on how boundaries are socially constructed (Clark, 2000). For instance, if an employee has family demands at home, perhaps it would be expected for an employee to prefer loose boundaries between work and home to demonstrate that their priorities are not competing. In other words, it would be socially frowned upon for an employee to value his or her work more than family. Therefore, valuing and making time for both is important.

Predictors of Work-Life Balance

Research suggests that there are a multitude of potential influencers on work-life balance (Boswell & Olson-Buchanan, 2007). Within the context of the present study, schedule flexibility, family status, and technological advancements were selected because of their likely impact on employee experience of balance/conflict. First, since both schedule flexibility and telecommunication are becoming more prevalent across organizations (Beutell, 2010; Hayman, 2009; Munn, 2013), it is important to consider how these variables impact work-life balance perceptions. In addition, although plentiful studies have explored the influence of children, eldercare responsibilities are becoming more prevalent for working professionals as well (Hepburn & Barling, 1996; Lee, Walker, & Shoup, 2001; Zacher & Schulz, 2015). Given this shift, the current study aims to explore how all of these variables influence work-life balance perceptions.

Impact of Flexible vs. Fixed Schedules on Work-Life Balance

Schedule flexibility is the extent to which an employee can decide when, where and for how long to participate in job-related activities (Hill et al., 2008). Flexible schedules are unique since these types of schedules demand employees be able to differentiate between when they want to work and when they want to be engaged in their personal lives (Rothbard et al., 2005). On the other hand, jobs with imposed fixed work schedules do not require employees to make the same decision. Considering this difference, Boundary Theory is considered to significantly explain why job satisfaction differs between employees in relation to their type of work schedule. For instance, a flexible work schedule allows for an employee to decide when they want to work and when they do not, whereas a fixed schedule does not allow for an employee to engage in their preference to work or not work. Therefore, employees who have a flexible

schedule are more likely to experience job satisfaction since flexible work schedules account for an employee's preference to work or not work at a given time (Bulger et al., 2007; Hayman et al., 2009; Rothbard et al., 2005).

In general, research suggests that there is a positive relationship between work schedule flexibility and perceptions of work-life balance (e.g., Hughes & Bozionelos, 2007). For example, Hayman (2009) collected self-report data from 710 Australian office employees to test this notion. Results suggested direct positive relationships between all three facets of work-life balance: 1) work life interfering with personal life, 2) personal life interfering with work life, and 3) work life/ home life enhancement, and employees' perceptions of schedule utility (how useful an employee deems his or her work schedule, whether it be fixed or flexible; Hayman, 2009). Butts, Vandenberg, DeJoy, and Wilson (2006) found that the relationship between satisfaction with work-schedules and communication management during both work and non-work hours had a negative impact on employees' work-life balance as well. It can be concluded that employees with flexible work schedules exhibited more work-life balance, and employees with fixed work schedules tended to exhibit more work-life imbalance (Hayman, 2009). In addition, other researchers have shown that work life balance, in turn, is related to more positive outcomes as well, including work schedule satisfaction, as well as life and job satisfaction (Beutell, 2010; Lewis et al., 2007). Given these findings, the following prediction regarding schedule flexibility and work-life balance was made:

Hypothesis 1: Employees who have a flexible schedule experience greater work-life balance than employees with a more fixed schedule.

Technological Impacts on Work-Life Balance

Usage of communication technology at home for work is defined as the level to which an employee utilizes telecommunication to perform work tasks outside the limits of designated work hours (Batt & Valcour, 2003). As previously suggested by Shamir and Salomon (1985), when communication technologies become more efficient and accessible, employees become increasingly more connected with work when not in the office (Boswell & Olson-Buchanan, 2007). Boswell and Olson-Buchanan (2007) also suggested that employees who were more likely to utilize communication technologies for work after hours experienced higher levels of work-life conflict than those who were less likely to use it. In addition, Boswell and Olson-Buchanan (2007) also suggested that individual differences would make employees more or less likely to use communication technology for work at home after hours, which may impact work-life balance. Employees who demonstrated more job involvement and ambition at work were more likely to utilize communication technology for work at home (Boswell & Olson-Buchanan, 2007). More simply, those who were more committed to work tended to utilize communication technology at home after hours for work, which can significantly increase work-life conflict.

Research suggests that maintaining a separate boundary between work and home regarding telecommunication usage results in greater work-life *balance* (e.g., Boswell & Olson-Buchanan, 2007; Middleton, 2008). Park and Jex (2011) further expanded Boswell and Olson-Buchanan's (2007) research by examining the relationship between work-home boundary management and usage of telecommunication for work at home. Their study specifically expounded on Boundary Theory by examining an employee's ability to create boundaries around their communication technology usage. Researchers found that the stricter the boundaries between usage of telecommunication were between work and home lives, the less psychological

work-family interference employees experienced. In other words, those employees who restricted their telecommunication usage for work while at home tended to experience more work-life balance and less psychological stress (Park & Jex, 2011).

During the late 1980s, organizations started to provide their employees with communication technologies with which to do their jobs at home. However, this body of research did not consider the rate at which communication technology was developing and therefore, neglected to consider how dependence on communication technology in an organizational setting was simultaneously developing. For example, Hill, Miller, and Colihan (1998) sought to provide a general understanding of telecommunication's developing impacts at IBM. Researchers recruited 157 IBM employees who heavily depended on telecommunication advancements for their jobs, as well as 89 office employees without the same dependence on telecommunication advancements at work. Results of interviews suggested that individuals who utilized telecommunications for work tended to have more flexible schedules, work longer hours, work out of the office more often, and experienced more *imbalance* (conflict) between work and non-work lives (Hill et al., 1998). More recently, Morganson et al. (2010) conducted a study to investigate differences in employees' work-life balance contingent on schedule flexibility and telecommunication by surveying 749 employees from a U.S. non-profit technology and engineering resource research foundation. Results suggested that those employees who tended to work at the main office also experienced low levels of telecommunication technology usage at home for work, as well as high levels of work-life balance (Morganson et al., 2010). These results, in accordance with Park and Jex's (2011) results, suggest that employees who minimally utilize telecommunication technology at home for work experience greater work-life balance.

Despite the support for avoiding usage of telecommunication for work at home, some research suggests that work-life balance could be positively impacted from telecommunication advancements in one's job. For instance, Nam (2014) surveyed a sample of 850 mobile technology users and concluded that employees who were required to utilize telecommunication for work tended to have higher levels of work-life balance than those employees who were not required to utilize telecommunication technologies for work. These results suggest that employees can also experience greater balance as a result of telecommunication technology advancements. Although a small body of literature suggests that telecommunication advancements in the workplace could positively influence work-life balance (e.g., Nam, 2014), a more robust body of research suggests otherwise (e.g., Morganson et al., 2010; Park & Jex, 2011). Therefore, the following hypothesis regarding the relationship between work-life balance and telecommunication usage for work at home was made:

Hypothesis 2: Employees who do not utilize communication technology at home for work, or rarely use communication technology at home for work, experience greater work-life balance than employees who frequently use communication technology at home for work.

Family Status Impacts on Work-Life Balance

An employee's family life is one of the most significant antecedents predicting work-life balance (Allen et al., 2000; Byron, 2005; Hepburn & Barling, 1996; Williams & Allinger, 1994). However, the literature specifically regarding an employee's relationship status and work-life balance is mixed. For example, Byron (2005) conducted a meta-analysis of approximately 60 studies concerning work interference with family as well as family interference with work. Results suggested that marital status was a poor predictor of either type of interference (Byron, 2005). Contrary to Byron (2005), others have found that spouses significantly alleviated aspects

of work-life conflict, suggesting that relationship status may predict an employee's work-life balance (Williams & Alliger, 1994). As noted above, results regarding children are more consistent. Employees with children tended to experience higher levels of work-life imbalance as the number of children increases (Ashforth Kreiner, & Fugate, 2000; Byron, 2005; Kelly & Moen, 2007; Rothbard et al., 2005).

Therefore, employees who are parents could potentially experience stressors from having multiple work and family roles. For example, Williams and Alliger (1994) asked 41 working parents to record "end-of-day" journals throughout the course of a typical work week, as well as take a survey comprised of a series of self-report measures at the end of their journaling experience. Journal entries were to include their involvement at work, involvement at home, mood when they got home from work, mood at the end of the day, and tasks they completed both at work and at home. Williams and Alliger (1994) concluded that those employees who had children tended to experience higher levels of work-family conflict. Since then, Allen, Herst, Bruck, and Sutton (2000) conducted a meta-analysis to assess negative impacts of work-family conflict on an employee's long-term well-being. Results suggested that work-family conflict had significant negative influences on employees' life satisfaction, functioning within their family, family satisfaction, marital satisfaction, and leisure satisfaction (Allen et al., 2000).

Although much of the previously-mentioned research focused on the impacts an employee's spouse and/or children can have on an employee's work-life balance, eldercare is also an increasing demand that present day employees often experience. To specifically examine the impact of eldercare responsibilities on an individual's work-life, Hepburn and Barling (1996) collected self-report data from employees with eldercare responsibilities over the course of a month. Results suggested that as eldercare responsibilities became more demanding, the more

likely an employee was to be absent from work as well as experience decreased job satisfaction (Hepburn & Barling, 1996). Boundary Theory suggests that work-life balance increases with set boundaries between work and home lives (Clark, 2000). However, as responsibilities from both work and home lives accumulate, it becomes less feasible for an employee to maintain strict boundaries between work and home responsibilities. Considering the above research regarding family impacts on work-life balance, the following predictions were made:

Hypothesis 3: Employees who are single with no children tend to experience greater work-life balance than employees with a relationship status other than single –with or without children.

Hypothesis 4: Employees who do not have eldercare responsibilities will tend to experience greater work-life balance than employees who have eldercare responsibilities to one or more elderly family member.

Individual Difference: Segmentation Preference as a Moderator of Work-Life Balance

Segmentation preference can be defined as the degree to which an employee prefers to keep work and non-work lives separate from each other (Olson-Buchanan & Boswell, 2006; Park, Fritz, & Jex, 2011). Boundary Theory suggests that an employee's segmentation preference will influence how much work and home lives interact. Both Boswell and Olson-Buchanan (2006) and Park et al. (2011) suggested that an individual's preference for segmentation could influence whether an employee would engage in work activities outside of scheduled work hours.

First considering the relationship between work schedules and work-life balance, employees who have flexible schedules may experience more psychological detachment from work (than those employees with fixed work schedules) since flexible schedules allow

employees to create more defined boundaries between work and home lives (Boswell & Olson-Buchanan, 2007; Middleton, 2008). Thus, the predicted positive relationship between schedule flexibility and work-life balance is likely to be even stronger as preference for separate work and home realms increases.

Hypothesis 5: The relationship between schedule flexibility and work-life balance is moderated by segmentation preference such that as segmentation preference increases, the relationship between flexible work schedules and work-life balance becomes stronger.

As previously mentioned by Boswell & Olson-Buchanan (2007), Middleton (2008), and Park et al. (2011), employees are more likely to experience negative impacts on work-life balance when telecommunication for work takes place at home. However, if an employee prefers to keep work and home roles separate, this negative relationship could be even stronger (more negative). However, it is possible that those who prefer integrating both realms may experience a strong relationship between telecommunication usage for work at home and work-life balance.

Furthermore, Bauman's (2000) theory of Liquid Modernity suggests that an employee's segmentation preference may not match the degree to which an employee actually experiences segmentation between work and home lives. To clarify, Bauman's (2000) theory of Liquid Modernity would support the notion that an one's socio-economic status could prevent them from truly matching their segmentation preference since those in a lower class would not have the same powers and freedoms at work as peers in a higher socio-economic status. Therefore, living in a lower class could prevent an individual from advancing further in their career, as well as society as a whole, meaning that individuals living in a low socio-economic status may not have the luxury of being able to satisfy their preference for segmentation and may be more likely

to be expected to use telecommunication for work at home. Similar to Boundary Theory (Boswell & Olson-Buchanan, 2007; Middleton, 2008), the theory of Liquid Modernity (Bauman, 2000) suggests that as segmentation preference increases, the relationship between work-life balance and telecommunication usage for work at home will become stronger and more negative, just in a different context.

Hypothesis 6: The relationship between communication technology use for work at home and work-life balance is moderated by segmentation preference such that as segmentation preference increases, the relationship between telecommunication usage for work at home and work-life balance becomes stronger.

Employees who have more family responsibilities tend to also experience elevated levels of work-life conflict (e.g., Boswell & Olson-Buchanan, 2007; Middleton, 2008). An employee's preference for segmentation could strengthen the relationship between family status and work life balance since work-life conflict can be alleviated by undergoing psychological detachment from work when they are at home and vice versa. In other words, as a preference for segmentation increases, the more likely one is going to experience a strong, negative relationship between work-life balance and family status.

Hypothesis 7: The relationship between family status and work-life balance is moderated by a preference for segmentation such that as segmentation preference increases, the relationship between family obligations and work-life balance becomes stronger.

Chapter II: Method

The present study addresses the direct effects of family status, use of communication technology for work at home, and schedule flexibility on employee work-life balance. Furthermore, segmentation preference is explored as a moderator between the independent variables (family status, use of communication technology for work at home, and schedule flexibility) on the dependent variable (work-life balance). Two primary data collection methods were utilized. The same data collection method was used to collect sample 1 and sample 2. First, archival data was obtained from a research colleague (sample 1). Then, the researcher posted the same survey that was originally utilized in the archival data collection method on her Facebook page to generate a snowball sample (sample 2). The primary reason for collecting the second sample was to diversify the demographic make-up of participants.

Participants

Participants from sample 1 consisted of 163 full-time working professionals who either responded to an online survey posted on a colleague's Facebook page or were obtained via listserv. Participants from sample 2 consisted of 78 participants who were collected from the same online survey posted on the current researcher's Facebook page. To broaden the participant pool, both samples 1 ($n = 163$) and 2 ($n = 78$) generated a snowball sample via sharing on Facebook. Across both datasets, participants were 18 years or older.

For sample 1, 77.9% of the participants were female and 20.2% were male. Three participants did not indicate their gender and no participants indicated that they were an alternative gender identity (other than male or female); 18 participants indicated that they were an ethnicity other than White (Native American/ Indian, Latino/ Hispanic origin, Hmong, Asian, African American, Laotian, or Vietnamese). Furthermore, more than half of the participants

(53.5%) indicated that their annual household income was \$75,000 or more per year. The average number of children a participant had in sample 1 was approximately one child ($Mdn = 1$). The average age of participants in sample 1 was approximately 38 years old ($M = 38.39$, $SD = 13.70$).

For sample 2, 69.2% of the participants were female and 21.8% were male. Seven participants did not indicate their gender and no participants indicated that they were an alternative gender identity (other than male or female). Out of the total dataset ($n = 78$), six participants indicated that they were an ethnicity other than White (Native American/ Indian, Latino/ Hispanic origin, Chinese, or African American). Furthermore, more than half of the participants (64.8%) in sample 2 indicated that their annual household income was \$75,000. The average number of children a participant had in sample 1 was approximately one child ($Mdn = 1$). The average age of participants in sample 2 was approximately 38 years old ($M = 38.21$, $SD = 14.07$).

Materials

The materials utilized to assess each of the independent variables, dependent variable, moderating variable, and the demographic information are described in the remainder of this section.

Schedule flexibility. Hill et al.'s (2010) 3-item measure was used to assess schedule flexibility (Appendix A). The first question, "Which of the following best describes where you do most of your work?" was assessed on a 5-point scale (1 = *Only at home* to 5 = *only at work*) to measure participants' flexibility within where they do their job. The second question, "How much flexibility do you have in scheduling when you work?" was assessed on another 5-point scale (1 = *no flexibility* to 5 = *complete flexibility*) to measure participants' flexibility with when

they do their jobs. The third question asked participants to state how many hours they typically work per week. An additional question was added to specifically ask participants to indicate what type of work schedule they have from a list of nine schedule types (e.g., flexible, fixed). Questions were unique and were not combined into a scale score.

Communication technology usage at home for work. Usage of communication technology at home for work was measured utilizing Boswell and Olson-Buchanan's (2007) modified measure of communication technology to include more relevant technological advancements (sample 1 $\alpha = .77$, sample 2 $\alpha = .78$; Appendix B). Participants rated 5 items based on the frequency by which they used communication technology at home for work (e.g. computers/ laptops/ tablets, cell phones) on a 5-point frequency scale (1 = *Never* to 5 = *very often, several times per day*). The answers to all five questions were averaged to acquire a scale score.

Family status. Family status was measured using both Rothbard et al.'s (2005) family status measure as well as a modified version of Zacher and Schulz's (2015) assessment of eldercare demands. The first item of Rothbard et al.'s (2005) measure asked participants to indicate their relationship status. The second item asked participants to indicate whether they had children, and if so, how many. A question was added from Zacher and Schulz's (2015) assessment of eldercare demands to detect how many elderly family members an employee may have obligations to. Both Rothbard et al.'s (2005) and Zacher and Schulz's (2015) measures were utilized to assess participants' family status (Appendix C).

Preference for segmentation. Preference for segmentation was measured using Kreiner's (2006) eight-item, segmentation preference scale (1 = *strongly disagree* to 7 = *strongly agree*; sample 1 $\alpha = .82$, sample 2 $\alpha = .80$; Appendix D) where the first four items measured

segmentation preferences and the last four items measured segmentation supplies (segmentation resources provided by the workplace – such as contextual support and workplace boundaries). Higher participant scores indicate an overall high preference for segmentation. An example of a segmentation preference item is, “I don’t like work issues creeping into my home life.” An example of a segmentation supplies item is, “Where I work, people can mentally leave work behind when they go home.” The answers to all eight items were averaged to obtain a scale score.

Work-life balance. Participants’ work-life balance was measured using Hayman’s (2009) modified version of Fischer-McAuley, Stanton, Jolton, and Gavin’s (2003) 15-item work-life balance self-report assessment (sample 1 $\alpha = .90$, sample 2 $\alpha = .92$; Appendix E). Modified items (e.g., “I am in a better mood at home because of my job”) were then assessed on a 7-point scale (1 = *strongly disagree* to 7 = *strongly agree*). Hayman’s (2009) version of Fischer-McAuley et al.’s (2003) scale was specifically modified to exclude non-reliable items from the original scale. The 15 items were averaged to obtain a scale score which was representative of total work-life balance. High scores on this measure are indicative of a level work-life balance. Each of the three dimensions of work-life balance: work life interfering with home life (sample 1 $\alpha = .93$, sample 2 $\alpha = .93$), home life interfering with work life (sample 1 $\alpha = .75$, sample 2 $\alpha = .71$) and work life/ home life enhancement (sample 1 $\alpha = .76$, sample 2 $\alpha = .79$), were also assessed utilizing Hayman’s (2009) modified model. There were five items utilized to assess work life interfering with home life, six items that were utilized to assess home life interfering with work life, and four items that were utilized to assess work life/ home life enhancement. Items that corresponded to each dimension were averaged to obtain a single scale score per dimension of work-life balance.

Demographic information. Participants were asked to indicate their sex/gender, race, age, and household income (see Appendix F).

Procedure

This study was approved by the University's Institutional Review Board. The data collection procedures to obtain both sample 1 and sample 2 were the same. The survey was administered via Qualtrics, a protected survey software. The link was distributed via Facebook to generate a snowball sample. Sample 1, an existing dataset, was collected between April 2, 2018 to May 2, 2018, and the sample 2 data collection process took place between June 1, 2018 and July 1, 2018. Prior to the commencement of the survey, a consent form was included to ensure participants of the following: anonymity, secure responses, and voluntary participation. Participants were also given a brief description of the purpose of the study. By clicking the survey link, participants provided their implied consent. Participants were incentivized to participate with a chance to win one of five \$20.00 VISA gift cards. After the completion of the survey, participants were presented with a debriefing form, and thanked for their time and contribution to the present study.

Chapter III: Results

After the conclusion of the online survey, both sample 1 and sample 2 were exported from Qualtrics to Microsoft Excel for cleaning and recoding; then SPSS was used for statistical analyses. Responses falling three standard deviations away from the mean were considered outliers in both samples, which were removed. If less than 75% of responses were missing from any of the measures, a composite score for that variable was not computed for a given respondent.

Preliminary Data Analysis

Prior to hypothesis testing, frequencies (with histograms) and descriptives were explored. Then, reliability tests were performed for applicable scales (i.e., communication technology, segmentation preference, and work-life balance measures), and scale scores were created. Finally, correlations were calculated among the variables in the table below in order to detect statistically significant relationships. See Tables 1 and 2.

Table 1

Sample 1 Correlations between Variables (N = 163)

	<i>Mean</i>	<i>SD</i>	1	2	3	4	5	6	7	8	9	10	11
1. Household income													
2. Age	38.21	14.07	.57**										
3. Number of children	.87	1.30	.34**	.56**									
4. Schedule flexibility	2.91	1.16	-.08	.04	.05								
5. Telecommunication usage	3.68	1.18	.30**	.25*	.18	.15	(.78)						
6. Family obligations	2.03	2.04	.33**	.53**	.84**	.10	.20						
7. Segmentation preference	4.53	1.09	-.18	-.09	.07	-.12	-.40**	.05	(.80)				
8. Work-life balance	3.22	1.12	-.10	-.05	.02	.06	-.04	.09	-.18	(.92)			
9. Work interfering with home	3.49	1.66	-.12	-.04	-.04	.00	.05	.01	-.28*	.90**	(.93)		
10. Home interfering with work	2.89	.99	-.09	-.01	.09	.22	-.05	.20	-.07*	.89**	.68**	(.71)	
11. Work-life enhancement	3.49	1.21	-.03	-.11	.01	-.10	-.17	-.01	-.06*	.82**	.58**	.69**	(.79)

Note. Correlation is significant at the .01 level (2-tailed), .05 level (2-tailed). Reliability values of each measure are presented on the diagonal.

Table 2

Sample 2 Correlations between Variables (N = 78)

	<i>Mean</i>	<i>SD</i>	1	2	3	4	5	6	7	8	9	10	11
1. Household income													
2. Age	38.21	14.07	.57**										
3. Number of children	.87	1.30	.34**	.56**									
4. Schedule flexibility	2.91	1.16	-.08	.04	.05								
5. Telecommunication usage	3.68	1.18	.30**	.25*	.18	.15	(.78)						
6. Family obligations	2.03	2.04	.33**	.53**	.84**	.10	.20						
7. Segmentation preference	4.53	1.09	-.18	-.09	.07	-.12	-.40**	.05	(.80)				
8. Work-life balance	3.22	1.12	-.10	-.05	.02	.06	-.04	.09	-.18	(.92)			
9. Work interfering with home	3.49	1.66	-.12	-.04	-.04	.00	.05	.01	-.28*	.90**	(.93)		
10. Home interfering with work	2.89	.99	-.09	-.01	.09	.22	-.05	.20	-.07*	.89**	.68**	(.71)	
11. Work-life enhancement	3.49	1.21	-.03	-.11	.01	-.10	-.17	-.01	-.06*	.82**	.58**	.69**	(.79)

Note. Correlation is significant at the .01 level (2-tailed), .05 level (2-tailed), Reliability values are presented on the diagonal.

Hypothesis Testing

Prior to hypothesis testing, assumptions of the inferential tests were examined. The assumptions were met for the corresponding ANOVAs, and regressions. First, H1 stated that employees who have a flexible schedule type experience greater work-life balance than employees with a fixed schedule type (i.e., work entirely at home or entirely on campus on designated hours). This hypothesis was analyzed using a series of four one-way ANOVAs (for each sample separately) to assess the relationship between employee schedule flexibility and work-life balance (overall, and by dimension). First, exploring overall work-life balance, there were nonsignificant group differences between participants based on work schedule flexibility in sample 1 ($F(7=4, 157) = .36, p = .840, \eta_p^2 = .01$) and sample 2 ($F(4, 69) = .73, p = .587, \eta_p^2 = .04$).

The same pattern emerged when exploring the dimensions of work-life balance. Specifically, in sample 1, regardless of reported schedule flexibility, work life interfering with home life ($F(4, 157) = .66, p = .619, \eta_p^2 = .02$), home life interfering with work ($F(4, 157) = 1.02, p = .398, \eta_p^2 = .03$), and work life/ home life enhancement ($F(4, 157) = .99, p = .414, \eta_p^2 = .03$) were similar across groups. For sample 2, the dimensions of work-life balance were similar across all types of schedule flexibility: work life interfering with home life, ($F(4, 69) = .94, p = .447, \eta_p^2 = .06$), home life interfering with work life, ($F(4, 69) = 1.61, p = .091, \eta_p^2 = .09$), and work life/ home life enhancement ($F(4, 68) = 0.56, p = .690, \eta_p^2 = .04$) as well. Thus, H1 was not supported.

Hypothesis 2 stated that employees who did not utilize communication technology at home for work, or rarely used communication technology at home for work, would experience greater work-life balance than employees who frequently used communication technology at

home for work. This hypothesis was analyzed using four simple linear regressions to assess the relationship between employee telecommunication usage for work at home and each dimension of work-life balance. First, total work-life balance was regressed onto telecommunication usage for total work-life balance for sample 1 ($F(1, 157), = .37, p = .545$) and sample 2 ($F(1, 68), = .11, p = .738$). Thus, telecommunication usage did not predict total work-life balance for sample 1 ($\beta = .05$) nor sample 2 ($\beta = -.04$).

Similarly, telecommunication usage for work at home did not significantly predict any of the three dimensions of work-life balance: work life interfering with home life, $F(1, 157) = .60, p = .439, (\beta = .06)$, home life interfering with work life, $F(1, 157) = .73, p = .395, (\beta = .07)$, or work life/ home life enhancement, $F(1, 157) = .15, p = .700, (\beta = -.03)$ in sample 1. The same pattern emerged for sample 2: work life interfering with home life, $F(1, 68) = .19, p = .669, (\beta = .05)$, home life interfering with work life, $F(1, 68) = .18, p = .671, (\beta = -.05)$, and work life/ home life enhancement, $F(1, 67) = 1.92, p = .170, (\beta = -.17)$. In sum, results did not provide support for H2.

Hypothesis 3 stated that employees who are single with no children tend to experience greater work-life balance than employees with a relationship status other than single – with or without children. This hypothesis was analyzed using four 2 x 2 between-subjects factorial ANOVAs. Categorical variables were created for relationship status (relationship status = single or not single) and having children (children = have children or do not have children). In sample 1, there were nonsignificant main effects for relationship status ($F(1, 157), = .91, p = .458, \eta_p^2 = .02$) and having children ($F(1, 157), = .70, p = .405, \eta_p^2 = .01$) on total work-life balance. Furthermore, the interaction between relationship status and having children on total work-life balance ($F(2, 157), = 1.28, p = .282, \eta_p^2 = .02$) was found to be nonsignificant. The dimensions

of work-life balance were explored next. There were also nonsignificant main effects of relationship status ($F(4, 157), = .95, p = .437, \eta_p^2 = .03$) and having children ($F(1, 157), = .07, p = .795, \eta_p^2 < .01$) on home life interfering with work life. There was also a non-significant interaction between relationship status and having children on home life interfering with work life ($F(2, 157), = .89, p = .412, \eta_p^2 = .01$). Similarly, there were nonsignificant main effects of relationship status ($F(4, 157), = 1.50, p = .204, \eta_p^2 = .04$) and having children ($F(1, 157), = 2.01, p = .158, \eta_p^2 = .01$) on work life interfering with home life. The interaction between having children and one's relationship status was also found to be nonsignificant on work life interfering with home life ($F(2, 157), = 1.92, p = .150, \eta_p^2 = .03$). Lastly, there were nonsignificant main effects of relationship status ($F(4, 157), = .05, p = .995, \eta_p^2 = .01$) and having children ($F(1, 157), < .01, p = .980, \eta_p^2 < .01$) on work life/ home life enhancement. Furthermore, there was a nonsignificant interaction between one's relationship status and having children on work life/ home life enhancement ($F(2, 157), = .86, p = .424, \eta_p^2 = .01$) in sample 1.

Sample 2 was also analyzed using four 2 x 2 between-subjects factorial ANOVAs to assess the potential effects of having children and relationship status on each level of work-life balance. First, total work life balance was explored. Here, there were significant main effects of relationship status ($F(4, 68), = 2.66, p = .041, \eta_p^2 = .15$) and having children ($F(1, 68), = 5.46, p = .023, \eta_p^2 = .08$) on total work-life balance. There was also a significant interaction between one's relationship status and having children on total work-life balance ($F(2, 68), = 3.18, p = .048, \eta_p^2 = .08$; see Figure 2). More specifically, employees who were single with no children tended to have significantly higher levels of total work-life balance than employees who were not single, regardless of if those employees had children. Furthermore, employees who had children tended to experience lower levels of work-life balance than those who do not have

children. In sum, total work-life balance was highest when employees were single with no children and was lowest when employees were not single and had children in sample 2.

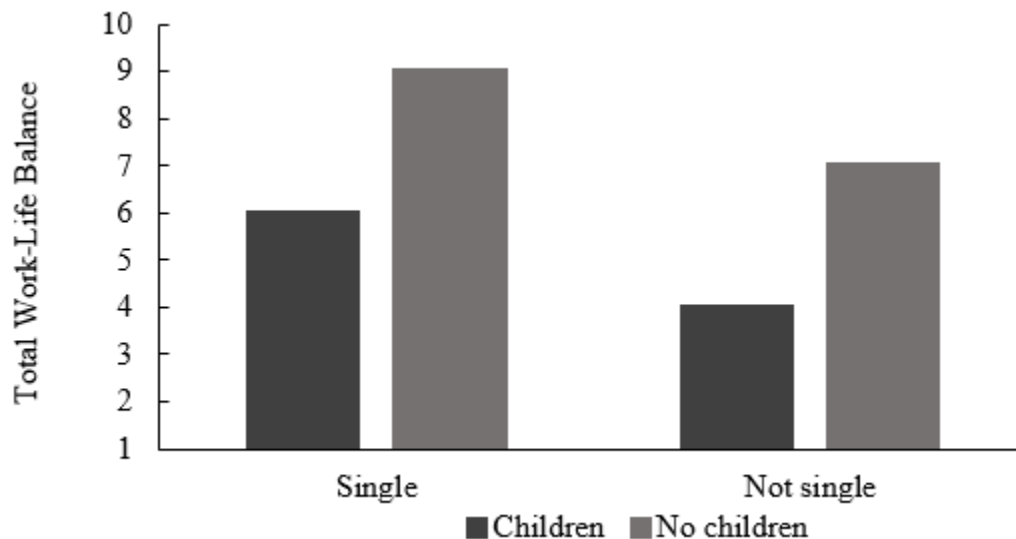


Figure 2. Interaction effect of having children and relationship status on total work-life balance in sample 2.

Regarding work life interfering with home life, there was also a significant main effect of relationship status ($F(4, 68), = 2.53, p = .050, \eta_p^2 = .14$) on work life interfering with home life in sample 2, but there was not a significant main effect of having children ($F(1, 68), = 3.68, p = .060, \eta_p^2 = .06$) on work life interfering with home life. There was also a nonsignificant interaction between having children and relationship status on work life interfering with home life ($F(2, 68), = 1.11, p = .336, \eta_p^2 = .04$; see Figure 3). More specifically, employees who were single with no children tended to experience work life interfering with home life significantly more than employees who were not single and had children. Furthermore, those employees who were not single tended to experience work life interfering with home life significantly less than employees who were single in sample 2.

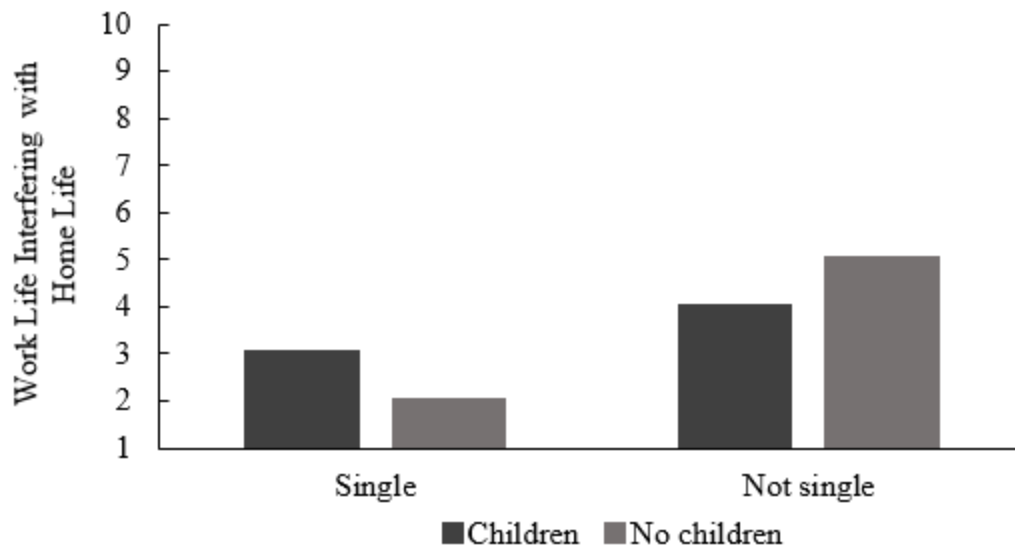


Figure 3. Interaction effect of having children and relationship status on work life interfering with home life in sample 2.

Regarding conflict in the opposite direction (home life interfering with work life), the 2-way ANOVA revealed nonsignificant main effects of relationship status ($F(4, 68), = 1.56, p = .198, \eta_p^2 = .09$) and having children ($F(1, 68), = 3.24, p = .077, \eta_p^2 = .05$) on home life interfering with work life. Furthermore, the interaction between having children and one's relationship status on home life interfering with work life was nonsignificant ($F(2, 67), = 3.01, p = .057, \eta_p^2 = .09$). The dimension of work life/ home life enhancement was explored next. While there was a nonsignificant effect of relationship status ($F(4, 67), = 2.46, p = .055, \eta_p^2 = .14$) on work life/ home life enhancement, there was a significant main effect of having children ($F(1, 67), = 6.62, p = .013, \eta_p^2 = .10$) on work life/ home life enhancement. Furthermore, there was a significant interaction between having children and one's relationship status on work life/ home life enhancement, $F(2, 67), = 4.91, p = .011, \eta_p^2 = .14$; Figure 4. More specifically, employees who were single with no children tended to experience the greatest levels of work life/ home life enhancement. On the other hand, employees who were not single and had children tended to

experience the lowest levels of work life/ home life enhancement in sample 2. Given the mixture of outcomes regarding H3, there was mixed support for this hypothesis.

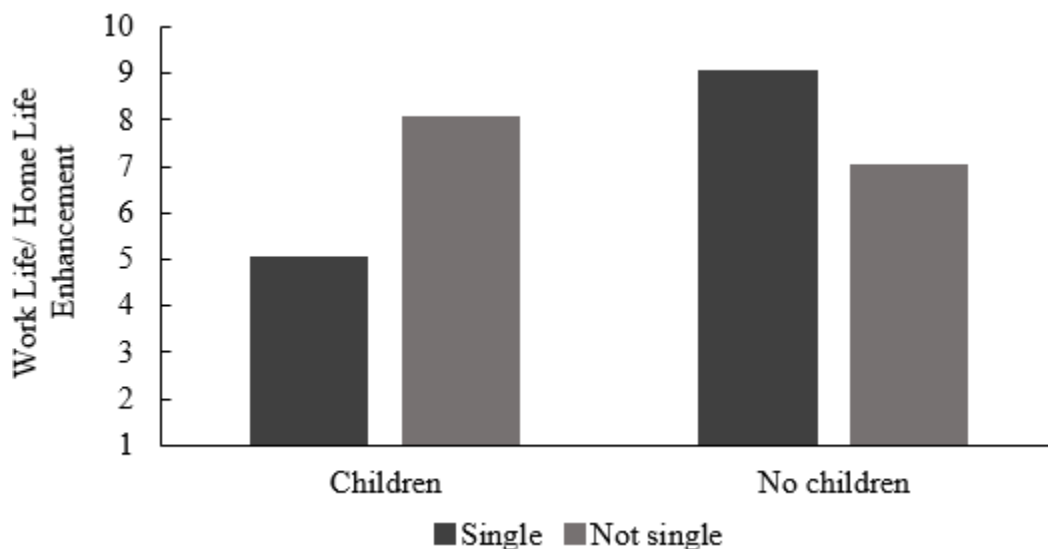


Figure 4. Interaction effect of having children and relationship status on work life/ home life enhancement in sample 2.

Hypothesis 4 stated that employees who do not have eldercare responsibilities tend to experience more work-life balance than employees who do have eldercare responsibilities. This hypothesis was analyzed utilizing four one-way between-subjects ANOVAs (by sample) to assess the relationship between having eldercare responsibilities or not having eldercare responsibilities on each dimension of work-life balance. First exploring total work-life balance, there was a nonsignificant effect of having eldercare responsibilities on total work-life balance in sample 1 ($F(1, 156) = .575, p = .449, \eta_p^2 < .01$) and in sample 2 ($F(1, 68) = 1.06, p = .308, \eta_p^2 = .02$). The same pattern emerged when exploring the dimensions of work-life balance in sample 1. Respondents reported similar levels of work-life balance regardless of whether they had eldercare responsibilities: work life interfering with home life ($F(1, 156) = 1.14, p = .287, \eta_p^2 =$

.01), home life interfering with work life ($F(1, 156) = .02, p = .880, \eta_p^2 < .01$), and work life/home life enhancement ($F(1, 156) = .23, p = .633, \eta_p^2 < .01$) in sample 1.

Respondents reported similar levels of work-life balance regardless of whether they had eldercare responsibilities in sample 2 as well: work life interfering with home life ($F(1, 68) = .12, p = .727, \eta_p^2 < .01$) and work life/home life enhancement ($F(1, 67) = .05, p = .829, \eta_p^2 < .01$). However, there was a significant effect of having eldercare responsibilities on home life interfering with work life ($F(1, 68) = 4.39, p = .040, \eta_p^2 = .06$; Figure 5) for this sample. More specifically, employees who had eldercare responsibilities tended to experience higher levels of home life interfering with work life than employees who did not have eldercare responsibilities in sample 2. Thus, there was mixed support for Hypothesis 4.

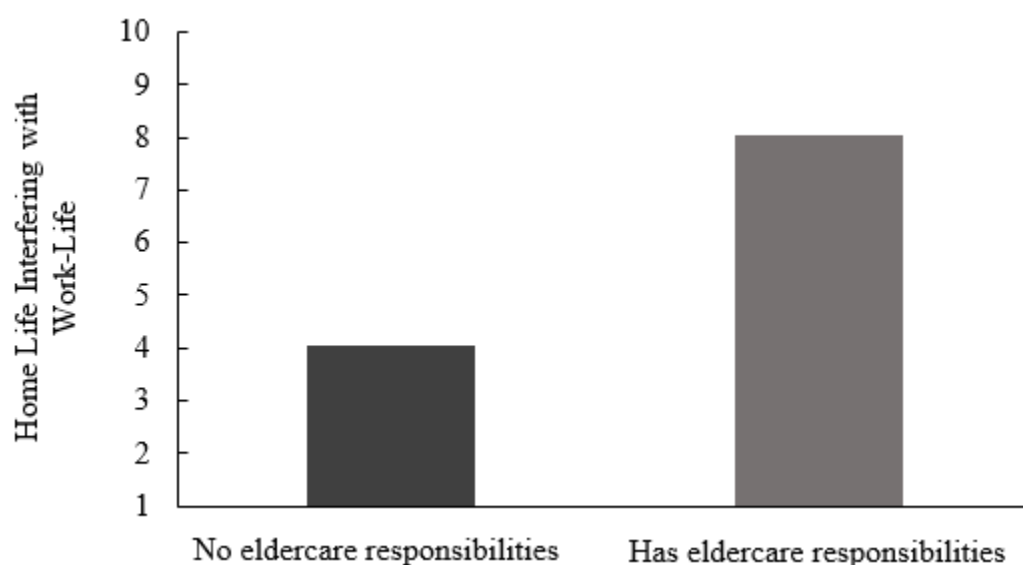


Figure 5. Effect of having eldercare responsibilities on home life interfering with work life in sample 2.

Hypothesis 5 stated that the relationship between schedule flexibility and work-life balance would be moderated by an employee's segmentation preference such that as segmentation preference increased, the relationship between schedule flexibility and work-life

balance would become stronger. This hypothesis was analyzed by employing a series of four moderated regression analyses (for total work-life balance and its dimensions). First, total work-life balance was explored. After centering schedule flexibility, each level of work-life balance, segmentation preference, and the interaction term, the predictor and interaction variables were run within four hierarchical regression models. Schedule flexibility, each level of work-life balance, and segmentation preference were entered in the first step, followed by the interaction. For sample 1, there was a nonsignificant interaction between segmentation preference and schedule flexibility on total work-life balance, $\beta = .02$, $p = .790$; See Table 3. The same interaction was also found to be nonsignificant in sample 2, $\beta = .10$, $p = .426$; See Table 4).

Table 3

Summary of Moderating Effects of Segmentation Preference on the Relationship between Schedule Flexibility and Total Work-Life Balance in Sample 1 (N = 163)

Criteria	Predictors	Step 1 β	Step 2 β	ΔR^2	Adjusted R^2
Total Work-Life Balance	Flexible Schedule	-.14	-.11		
	Segmentation Preference	-.30**	-.30**	.09	
	Schedule*Preference		.02	<-.01	<-.01

Note. * $p < .01$, ** $p < .001$.

Table 4

Summary of Moderating Effects of Segmentation Preference on the Relationship between Schedule Flexibility and Total Work-Life Balance in Sample 2 (N = 78)

Criteria	Predictors	Step 1 β	Step 2 β	ΔR^2	Adjusted R^2
Total Work-Life Balance	Flexible Schedule	-.04	-.03		
	Segmentation Preference	-.27	-.24	.05	
	Schedule*Preference		.10	.01	<-.01

Note. * $p < .01$, ** $p < .001$.

Next, the dimensions of work-life balance were explored, first for sample 1 (see Table 5). Significant interactions between segmentation preference and schedule flexibility were found within two of the three dimensions of work-life balance in sample 1: work life interfering with home life (*Adjusted $R^2 = .09$, $F(3, 155) = 6.33$, $p < .001$, $\beta = .05$; Figure 6) and home life interfering with work life (*Adjusted $R^2 = .04$, $F(3, 155) = 3.01$, $p = .032$, $\beta = .01$; Figure 7). More specifically, segmentation preference moderated the relationship between schedule flexibility and work life interfering with home life such that for those with high segmentation preference, as schedule flexibility increased, levels of work life interfering with home life tended to increase. The opposite pattern was observed for those with a low segmentation preference. Work life interfering with home life conflict was lower when schedule flexibility was high. Similarly, the same effect was found regarding conflict in the other direction - home life interfering with work life. There was not a significant interaction between segmentation preference and the relationship between schedule flexibility and work life/ home life enhancement (*Adjusted $R^2 = .03$, $F(3, 155) = 2.53$, $p = .060$, $\beta = -.03$) in sample 1.***

Table 5

Summary of Moderating Effects of Segmentation Preference on the Relationship between Schedule Flexibility and Work-Life Dimensions in Sample 1 (N = 163)

Criteria	Predictors	Step 1 β	Step 2 β	ΔR^2	Adjusted R^2
Work-Life Interfering with Home-Life	Flexible Schedule	-.14	-.15		
	Segmentation Preference	-.30	-.32	.10	
	Schedule*Preference		.05	.04	.09
Home-Life Interfering with Work-Life	Flexible Schedule	-.13	-.15		
	Segmentation Preference	-.21	-.24	.09	
	Schedule*Preference		.01	.06	.04
Work-Life/ Home-Life Enhancement	Flexible Schedule	-.14	-.11		
	Segmentation Preference	-.30	-.30	.09	
	Schedule*Preference		-.03	-.04	.03

Note. * $p < .01$, ** $p < .001$.

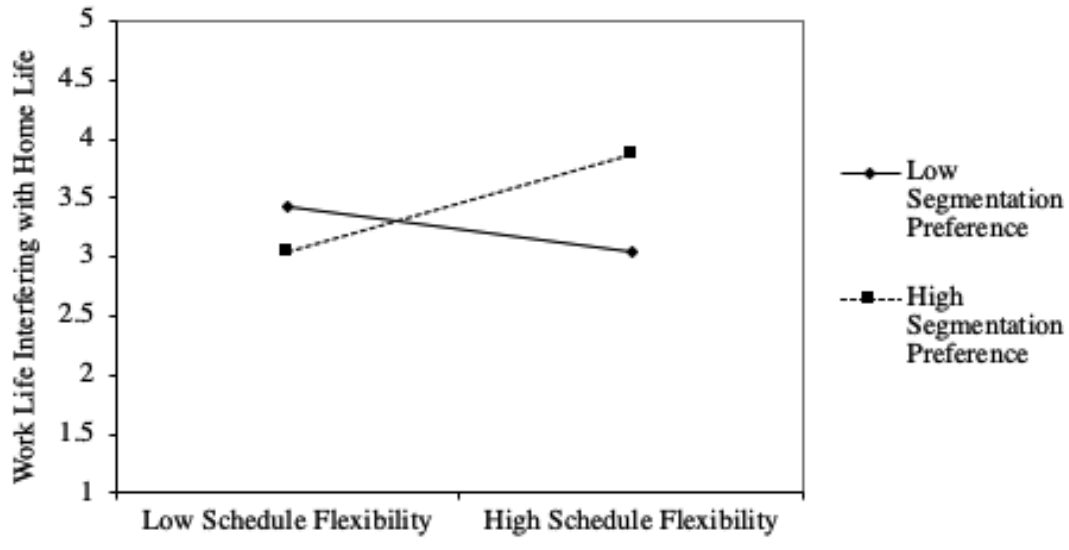


Figure 6. Interaction of segmentation preference on the relationship between schedule flexibility and work life interfering with home life in sample 1.

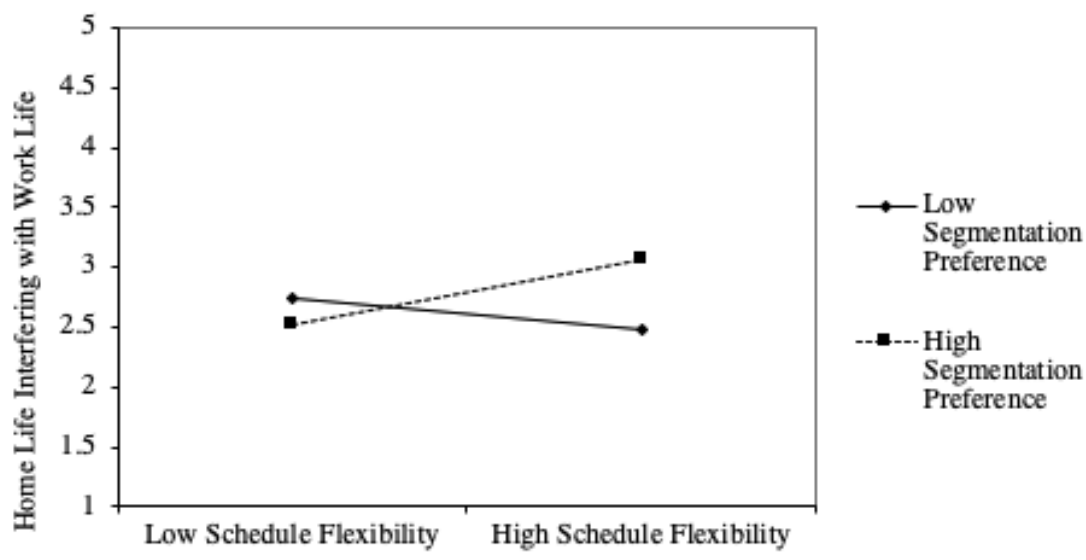


Figure 7. Interaction of segmentation preference on the relationship between schedule flexibility and home life interfering with work life in sample 1.

Next, the dimensions of work-life balance were explored in sample 2 (see Table 6). Statistical analyses revealed that there were nonsignificant interactions between segmentation preference and schedule flexibility on each of the three dimensions of work-life balance in sample 2: work life interfering with home life ($Adjusted R^2 = .05, F(3, 68) = 2.09, p = .110, \beta = .10$), home life interfering with work life ($Adjusted R^2 = .03, F(3, 68) = 1.72, p = .171, \beta = .15$), and work life/ home life enhancement ($Adjusted R^2 = -.02, F(3, 68) = .50, p = .681, \beta = -.09$).

Table 6

Summary of Moderating Effects of Segmentation Preference on the Relationship between Schedule Flexibility and Work-Life Dimensions in Sample 2 (N = 78)

Criteria	Predictors	Step 1 β	Step 2 β	ΔR^2	Adjusted R^2
Work-Life Interfering with Home-Life	Flexible Schedule	-.04	-.07		
	Segmentation Preference	-.27	-.30	.09	
	Schedule*Preference		.10	.09	.05
Home-Life Interfering with Work-Life	Flexible Schedule	.20	.17		
	Segmentation Preference	-.03	-.05	-.02	
	Schedule*Preference		.15	.07	.03
Work-Life/ Home-Life Enhancement	Flexible Schedule	-.11	-.08		
	Segmentation Preference	-.09	-.06	-.07	
	Schedule*Preference		-.09	-.02	-.02

Note. * $p < .01$, ** $p < .001$.

Considering the multitude of significant interactions between schedule flexibility and segmentation preference influencing multiple dimensions of work-life balance found in sample 1, in accordance with the multitude of nonsignificant interactions between schedule flexibility and segmentation preference effecting multiple levels of work-life balance found in sample 2, it can be concluded that hypothesis 5 is supported within the parameters of sample 1. However, hypothesis 5 is not supported within sample 2. Therefore, there was mixed support for H5.

Hypothesis 6 stated that the relationship between telecommunication usage for work at home and work-life balance would be moderated by segmentation preference such that as segmentation preference increased, the relationship between telecommunication usage for work at home and work-life balance would become stronger. After centering telecommunication usage for work at home, each level of work-life balance, segmentation preference, and computing the segmentation preference and schedule flexibility interaction term, the predictor and interaction variables were run within four hierarchical regression models. Individual predictors were entered in the first step, followed by the interaction term in a second step. According to the moderated regression for sample 1 ($Adjusted R^2 = .08$, $F(3, 155) = 5.74$, $p = .001$, $\beta = .12$; See Table 7), there was a significant interaction between segmentation preference and telecommunication usage for work at home effecting total work-life balance (Figure 8). However, the same moderating interaction was not found to significant in sample 2 ($Adjusted R^2 = .01$, $F(3, 68) = 1.14$, $p = .339$, $\beta = .07$; See Table 8). Regarding the interaction between segmentation preference and telecommunication usage for work at home effecting total work-life balance in sample 1, it can be inferred that for those with low segmentation preference, the relationship between family obligations and work-life balance was slightly positive, meaning that their report of work-life balance was higher as they had more obligations. The opposite was found for those with high

segmentation preference, in that employees had more work-life balance when they had fewer family obligations.

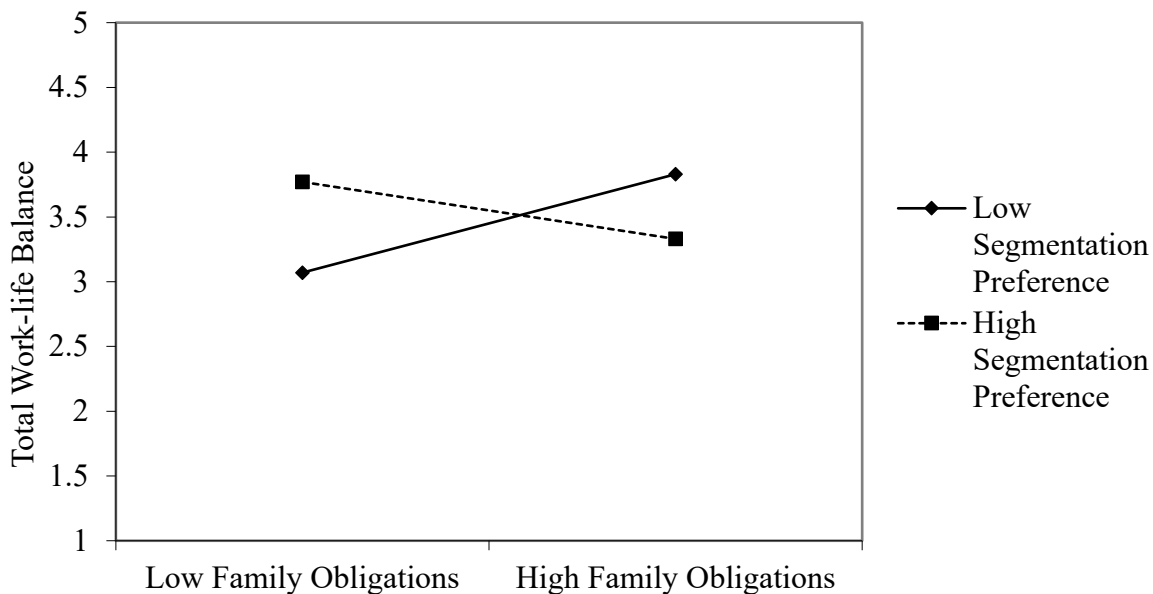


Figure 8. Interaction of segmentation preference on the relationship between telecommunication usage for work at home and total work-life balance in sample 1.

Table 7

Summary of Moderating Effects of Segmentation Preference on the Relationship between Telecommunication Usage and Total Work-Life Balance in Sample 1 (N = 163)

Criteria	Predictors	Step 1 β	Step 2 β	ΔR^2	Adjusted R^2
Total Work-Life Balance	Telecommunication Usage	.12**	.09**		
	Segmentation Preference	-.27	-.24	.08	
	Schedule*Preference		.12**	.10	.13

Note. * $p < .01$, ** $p < .001$.

Table 8

Summary of Moderating Effects of Segmentation Preference on the Relationship between Telecommunication Usage and Total Work-Life Balance in Sample 2 (N = 78)

Criteria	Predictors	Step 1 β	Step 2 β	ΔR^2	Adjusted R^2
Total Work-Life Balance	Telecommunication Usage	.07	.05		
	Segmentation Preference	-.18	-.20	.01	
	Schedule*Preference		.07	.01	<-.01

Note. * $p < .01$, ** $p < .001$.

Significant interactions between segmentation preference and telecommunication usage for work at home were also found to significantly influence two of the three dimensions of work-life balance in sample 1 (see Table 9): work life interfering with home life ($Adjusted R^2 = .09$, $F(3, 155) = 6.05$, $p = .001$, $\beta = .14$; Figure 9) and work life/ home life enhancement ($Adjusted R^2 = .04$, $F(3, 155) = 3.26$, $p = .023$, $\beta = .09$; Figure 10). However, there was not the same significant interaction of segmentation preference and telecommunication usage for work at home influencing home life interfering with work life ($Adjusted R^2 = -.03$, $F(3, 155) = 2.31$, $p = .079$, $\beta = .06$) in sample 1. More specifically, for those with high segmentation preference, the relationship between these two variables was positive, meaning that as they used more telecommunication for work at home, they reported more conflict (see Figure 9).

Interestingly, work life/ home life enhancement was similar when telecommunication usage for work at home was low. However, when telecommunication usage for work at home was high, those with low segmentation preferences reported high levels of work-life

enhancement, whereas low levels were reported for those with a high segmentation preference (see Figure 10).

Table 9

Summary of Moderating Effects of Segmentation Preference on the Relationship between Telecommunication Usage and Work-Life Dimensions in Sample 1 (N = 163)

Criteria	Predictors	Step 1 β	Step 2 β	ΔR^2	Adjusted R^2
Work-Life Interfering with Home-Life	Telecommunication Usage	-.09	.12		
	Segmentation Preference	-.32**	-.36**	.09	
	Schedule*Preference		.14**	.05	.09
Home-Life Interfering with Work-Life	Telecommunication Usage	-.02	-.02		
	Segmentation Preference	-.20	-.18	.01	
	Schedule*Preference		.06	.03	.03
Work-Life/ Home-Life Enhancement	Telecommunication Usage	-.14	-.16		
	Segmentation Preference	-.25*	-.21*	.08	
	Schedule*Preference		.09**	.06	.04

Note. * $p < .01$, ** $p < .001$.

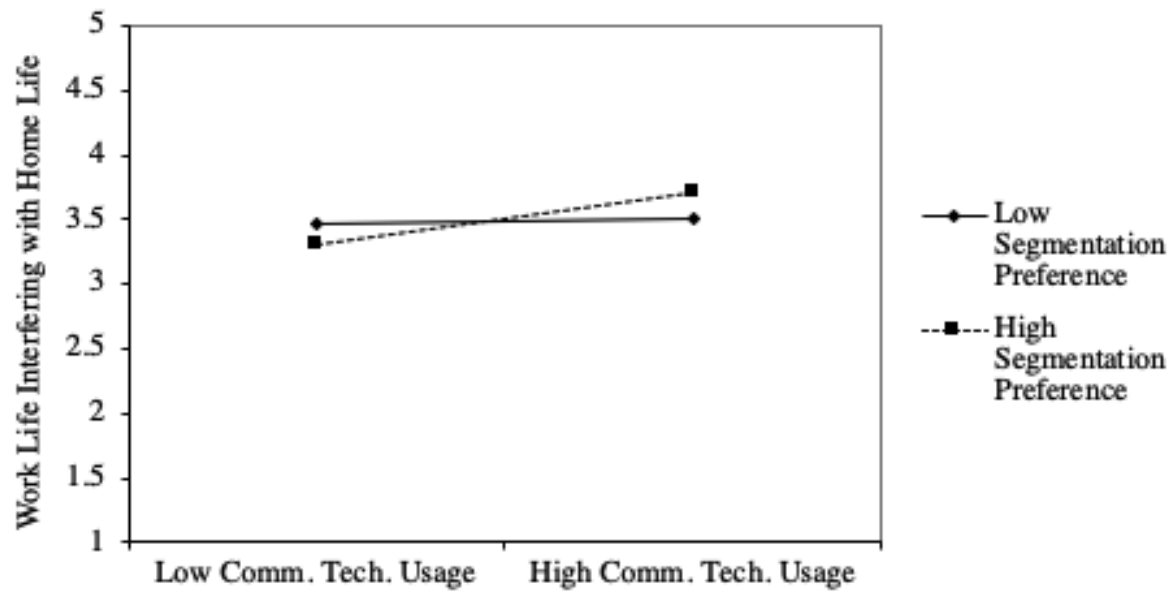


Figure 9. Interaction of segmentation preference on the relationship between telecommunication usage for work at home and work life interfering with home life in sample 1.

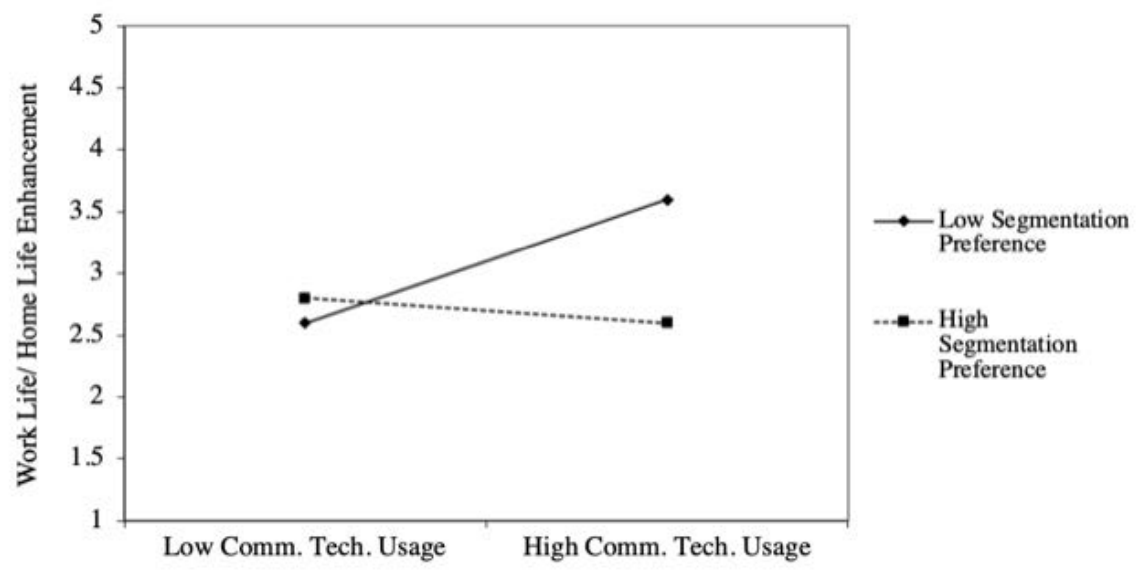


Figure 10. Interaction of segmentation preference on the relationship between telecommunication usage for work at home and work life/ home life enhancement in sample 1.

In contrast to the findings for sample 1, there were nonsignificant interactions of segmentation preference and telecommunication usage for work at home influencing each of the three dimensions of work-life balance in sample 2 (see Table 10): work life interfering with home life ($Adjusted R^2 = .04, F(3, 68) = 2.00, p = .123, \beta = .05$), home life interfering with work life ($Adjusted R^2 = -.03, F(3, 68) = .31, p = .821, \beta = .02$), and work life/ home life enhancement ($Adjusted R^2 = .01, F(3, 68) = 1.28, p = .289, \beta = .12$). In sum, it can be concluded that hypothesis 6 is supported within the parameters of sample 1. However, hypothesis 6 is not supported within sample 2. Therefore, there is mixed support for hypothesis 6.

Table 10

Summary of Moderating Effects of Segmentation Preference on the Relationship between Telecommunication Usage and Work-Life Dimensions in Sample 2 (N = 78)

Criteria	Predictors	Step 1 β	Step 2 β	ΔR^2	Adjusted R^2
Work-Life Interfering with Home-Life	Telecommunication Usage	-.11	-.09		
	Segmentation Preference	-.35	-.35	.07	
	Schedule*Preference		.05	.08	.04
Home-Life Interfering with Work-Life	Telecommunication Usage	-.11	-.10		
	Segmentation Preference	-.13	-.15	.02	
	Schedule*Preference		.02	-.01	-.03
Work-Life/ Home-Life Enhancement	Telecommunication Usage	-.24	-.27		
	Segmentation Preference	-.31	-.34	.08	
	Schedule*Preference		.12	.06	.01

Note. * $p < .01$, ** $p < .001$.

Hypothesis 7 stated that the relationship between family status and work-life balance is moderated by a preference for segmentation such that as segmentation preference increases, the relationship between family obligations and work-life balance becomes stronger. After creating a comprehensive “family obligations” variable which accounted for relationship status, number of children, and number of eldercare responsibilities, each level of work-life balance and segmentation preference was centered. Then, a segmentation preference and family obligations interaction term was created. The predictor and interaction variables were computed with four

hierarchical regression models. The individual predictors were entered in step 1, followed by the interaction term in step 2. According to the moderated regression ran in sample 1 (*Adjusted R*² = .07, $F(3, 156) = 4.90$, $p = .003$, $\beta = -.01$; Figure 11; See Table 11), there was a significant interaction between segmentation preference and family obligations effecting total work-life balance. However, the interaction was not found to significant in sample 2 (*Adjusted R*² < .01, $F(3, 65) = 1.05$, $p = .376$, $\beta = -.08$; See Table 12). More specifically, in sample 1, as family obligations and segmentation preference increased, total work-life balance decreased.

Table 11

Summary of Moderating Effects of Segmentation Preference on the Relationship between Family Obligations and Total Work-Life Balance in Sample 1 (N = 163)

Criteria	Predictors	Step 1 β	Step 2 β	ΔR^2	<i>Adjusted R</i> ²
Total Work-Life Balance	Family Obligations	-.06	-.10		
	Segmentation Preference	-.19	-.20	<-.01	
	Schedule*Preference		-.01	<-.01	<-.01

Note. * $p < .01$, ** $p < .001$.

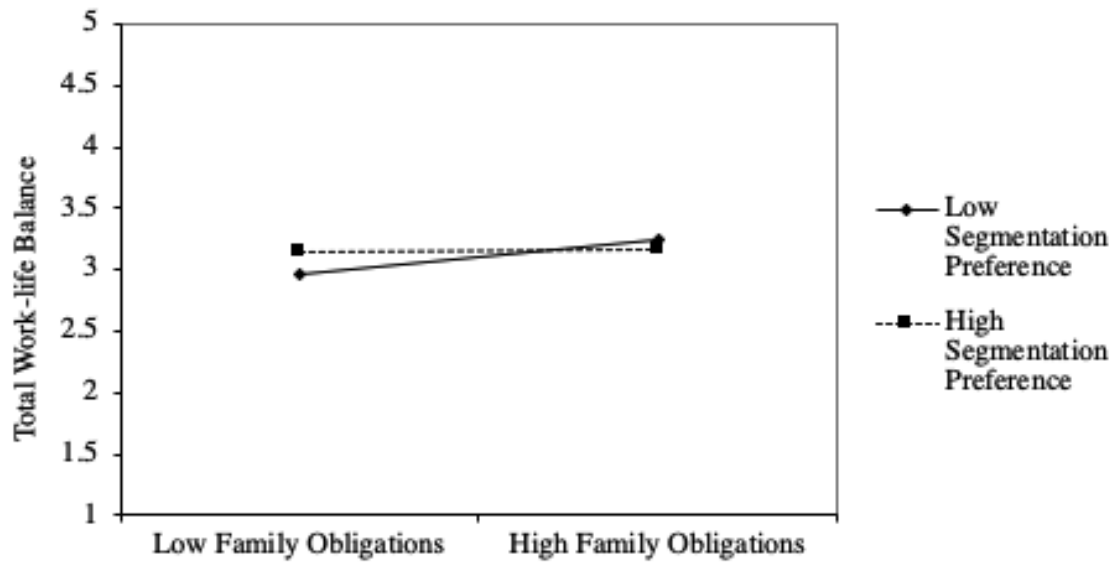


Figure 11. Interaction of segmentation preference on the relationship between family obligations and total work-life balance in sample 1.

Table 12

Summary of Moderating Effects of Segmentation Preference on the Relationship between Family Obligations and Total Work-Life Balance in Sample 2 ($N = 78$)

Criteria	Predictors	Step 1 β	Step 2 β	ΔR^2	Adjusted R^2
Total Work-Life Balance	Family Obligations	.12	.14		
	Segmentation Preference	-.27	-.24	<-.01	
	Schedule*Preference		-.08	<-.01	<-.01

Note * $p < .01$, ** $p < .001$.

Next, the dimensions of work-life balance were explored. Significant interactions between segmentation preference and family obligations were found to influence two of the three dimensions of work-life balance in sample 1 (see Table 13): work life interfering with home life

(*Adjusted R*² = .07, *F*(3, 156) = 5.03, *p* = .002, β = .04; Figure 12) and work life/ home life enhancement (*Adjusted R*² = .04, *F*(3, 156) = 3.06, *p* = .030, β = -.06; Figure 13). However, there was not a significant interaction between segmentation preference and family obligations effecting home life interfering with work life (*Adjusted R*² = .02, *F*(3, 156) = 2.21, *p* = .090, β = -.03) in sample 1. More specifically, as segmentation preference decreased and family obligations increased, work life interfering with home life tended to increase. Similarly, as segmentation preference decreased and family obligations increased, work life/ home life enhancement tended to increase.

Table 13

Summary of Moderating Effects of Segmentation Preference on the Relationship between Family Obligations and Work-Life Dimensions in Sample 1 (N = 163)

Criteria	Predictors	Step 1 β	Step 2 β	ΔR^2	Adjusted R^2
Work-Life Interfering with Home-Life	Family Obligations	-.03	-.08		
	Segmentation Preference	-.29**	-.24**	.04	
	Schedule*Preference		.04**	.09	.07
Home-Life Interfering with Work-Life	Family Obligations	-.02	-.04		
	Segmentation Preference	-.20*	-.17*	.20	
	Schedule*Preference		-.03	-.01	.02
Work-Life/ Home-Life Enhancement	Family Obligations	-.12	-.10		
	Segmentation Preference	-.21*	-.20*	.04	
	Schedule*Preference		-.06	<-.01	.04

Note. * $p < .01$, ** $p < .001$.

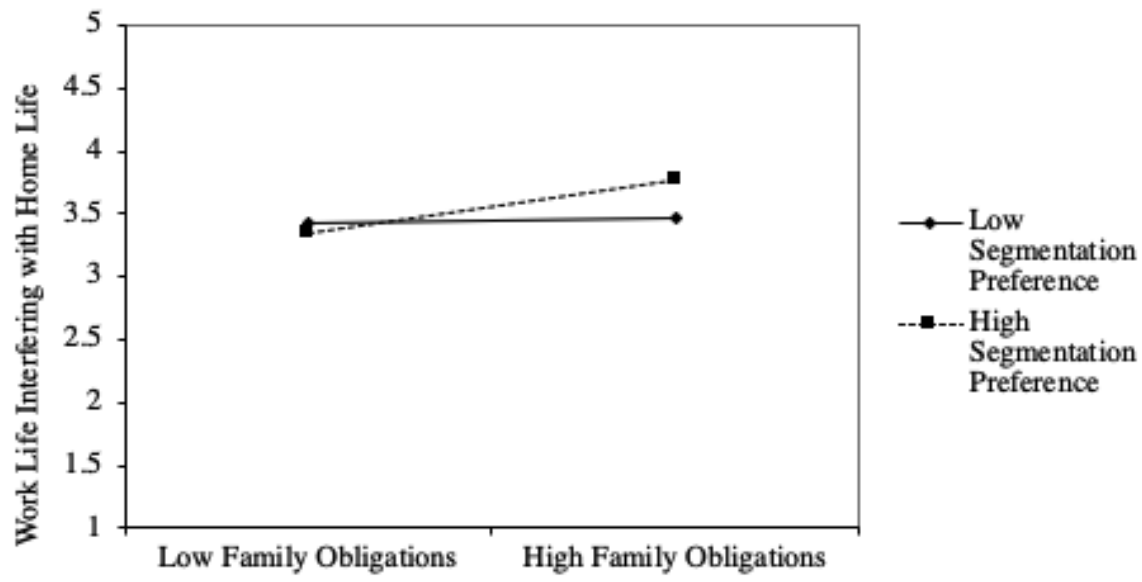


Figure 12. Interaction of segmentation preference on the relationship between family obligations and work life interfering with home life in sample 1.

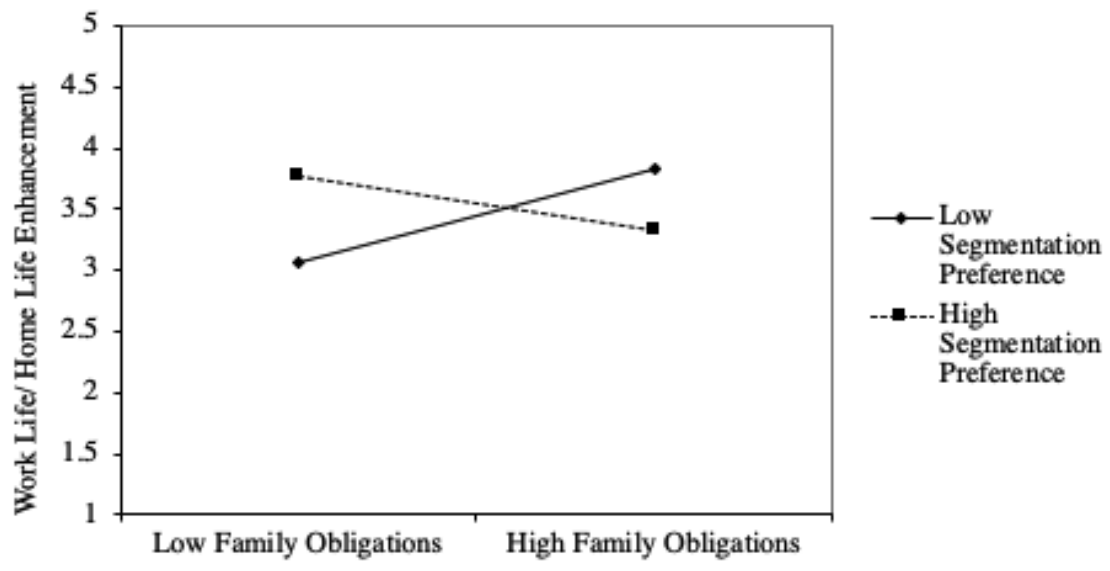


Figure 13. Interaction of segmentation preference on the relationship between family obligations and work life/ home life enhancement in sample 1.

There were also nonsignificant interactions between segmentation preference and family obligations influencing any of the three dimensions of work-life balance in sample 2 (see Table 14): work life interfering with home life ($Adjusted R^2 = .04, F(3, 65) = 1.95, p = .130, \beta = -.07$), home life interfering with work life ($Adjusted R^2 < .01, F(3, 65) = 1.10, p = .357, \beta = -.02$), and work life/ home life enhancement ($Adjusted R^2 = -.01, F(3, 65) = .73, p = .537, \beta = -.18$).

Table 14

Summary of Moderating Effects of Segmentation Preference on the Relationship between Family Obligations and Work-Life Dimensions in Sample 2 (N = 78)

Criteria	Predictors	Step 1 β	Step 2 β	ΔR^2	Adjusted R^2
Work-Life Interfering with Home-Life	Family Obligations	.04	.02		
	Segmentation Preference	-.28	-.24	.06	
	Schedule*Preference		-.07	.08	.04
Home-Life Interfering with Work-Life	Family Obligations	.21	.20		
	Segmentation Preference	-.01	-.01	<-.01	
	Schedule*Preference		-.02	.02	<.01
Work-Life/ Home-Life Enhancement	Family Obligations	.03	.01		
	Segmentation Preference	-.07	-.03	.01	
	Schedule*Preference		-.18	.03	-.01

Note * $p < .01$, ** $p < .001$.

Considering the multitude of significant interactions found in sample 1 in accordance with the multitude of nonsignificant interactions found in sample 2, it can be concluded that

hypothesis 7 is supported within the parameters of sample 1. However, hypothesis 7 is not supported within sample 2. Therefore, there is mixed support overall for hypothesis 7.

Chapter IV: Discussion

The primary purpose of this study was two-fold. This study was conducted to explore the developing influence that societal factors can have on the work-life balance of employees in the United States, as well as contribute to the growing body of literature that supports the notion that current employees' work-life balance is suffering as a result of societal advancements. To do so, this study examined the influences of three independent variables: schedule flexibility, telecommunication usage for work at home, and family status, on each dimension of work-life balance. This study also examined the moderating influence of employee segmentation preference on the relationships between each of the three independent variables and each dimension of work-life balance.

Results suggested that each of the independent variables significantly influenced work-life balance. Furthermore, these relationships often differ when we consider a person's segmentation preference. Here, each of the three independent variables and each level of work-life balance were moderated by segmentation preferences of employees. Significant relationships were found between each of the three independent variables and total work-life balance and work life interfering with home life. There were also significant moderating effects of segmentation preference on the relationships between schedule flexibility and home life interfering with work life, telecommunication usage for work at home and work life/ home life enhancement, and family obligations and work life/ home life enhancement.

More specifically, it was found that as schedule flexibility and segmentation preference increased, the influence on work-life balance, work life interfering with home life, and home life interfering with work life increased. Furthermore, the relationships between telecommunication usage for work at home and total work-life balance, work life interfering with home life, and

work life/ home life enhancement were only significant when moderated by segmentation preference. For instance, telecommunication usage for work at home influenced total work-life balance when moderated by segmentation preference such that, as segmentation preference and family obligations increased, work-life balance decreased. Furthermore, telecommunication usage for work at home influenced work life interfering with home life when moderated by segmentation preference such that, as segmentation preference decreased and the usage for telecommunication for work at home increased, work life interfering with home life tended to increase. On the other hand, as segmentation preference decreased and telecommunication usage for work at home increased, work life/ home life enhancement increased.

In addition, the relationship between family obligations and a) total work-life balance, b) work life interfering with home life, and c) work life/ home life enhancement differed for employees with high and low in segmentation preferences. For instance, the usage of communication technology for work at home was found to non-significantly influence any of the dimensions of work-life balance in hypothesis 2. However, the relationships between telecommunication usage for work at home and total work-life balance, work life influencing home life, and work life/ home life enhancement were significant when moderated by employee segmentation preference.

Practical Implications

Results from this study can be used to strengthen pre-existing literature supporting the negative influences of notable societal changes on work-life balance in United States employees. For example, it was found that an employee's schedule type only significantly influenced work life interfering with home life when moderated by an employee's segmentation preference. More specifically, this study focused on societal factors that have been identified as significant

predictors of work-life balance in pre-existing literature (Allen et al., 2000; Boswell & Olson-Buchanan, 2007; Clark, 2000; Hill et al., 2008); however, these predictors have fluctuated as modern society has been developing (Bauman, 2000).

Considering Bauman's (2000) theory of Liquid Modernity further, it is also prudent to think about how power dynamics within the workplace could also change with time. For instance, it is reasonable to think that those who hold high positions of power within their organization could experience a more level work-life balance than those who have not had the same time and opportunity to grow within their organization. Typically, the more power an employee has within an organization, the more an employee can adhere to their segmentation preference and an ideal schedule. However, those who do not hold powerful positions within an organization may not be able to cater to their segmentation preference at the same point in time. With more time and opportunity for advancement within an organization, a low-level employee would ideally be able to grow into having the same freedoms as an upper-level employee in catering to their own desires to segment work and home lives; however, this is not always the case.

This issue can also be thought of in a socio-economic context. For instance, according to the theory of Liquid Modernity, those who do not hold a high socio-economic status may not have the same opportunity to advance in their jobs to the point of being able to adhere to their desired segmentation preference or level of schedule flexibility that a peer with a high socio-economic status may be able to. Perhaps future research should expound on this notion and consider work-life balance and adherence to personal segmentation preference and schedule flexibility based on societal factors.

Within the context of the present study, segmentation preference was found to significantly moderate the relationships between schedule flexibility, telecommunication usage for work at home, and family obligations for various dimensions of work-life balance. Therefore, these study results could also be used in the practice of industrial/ organizational consulting since they support the notion that work-life balance tends to suffer when an employee's schedule type and segmentation preference clash. For instance, it was supported in H5 that as schedule flexibility and segmentation preference increased, levels of home life interfering with work life tended increase. Furthermore, it was found that segmentation preference modified the relationship between schedule flexibility and work life interfering with home life such that as schedule flexibility and segmentation preference increased, levels of work life interfering with home life tended increase.

The results of the present study, as well as the research results from Beauregard and Henry (2009), Bulger et al. (2007), and Hayman et al. (2009) suggest that work-life balance tends to suffer when personal responsibilities conflict with the demands of work or a work schedule. However, it should be noted that this research differs from the research of Beauregard and Henry (2009), Bulger et al. (2007), and Hayman et al., 2009 since segmentation preference was considered as a moderator between the relationship between personal and work responsibilities and work-life balance. However, implications of both the results of the present study and Henry (2009), Bulger et al. (2007), and Hayman et al. (2009) suggest that generally, organizational policy that allows for high levels of schedule flexibility and does not impose the responsibility of engaging with work outside of given work hours could cater to varying segmentation preferences and could improve work-life balance. By implementing such policies, organizations could potentially contribute to a more level work-life balance across employees

(Brady et. al 2008; Ferguson et al., 2016; Munn, 2013) as well as decrease the chance of employees experiencing burnout and workplace fatigue (Beauregard & Henry, 2009).

Given the agreement in the results between the present study and the significant research results regarding the implications of work-life conflict (Beauregard & Henry, 2009, Duxbury & Higgins, 2001; Munn, 2013), it can be assumed that this study could potentially be used for the purpose of supporting future directions of industrial/ organizational research regarding influencers of work-life balance and providing meaningful insight for how employees could improve work-life conflict in their own lives, as well as the aforementioned practical implications regarding organizational policy. More specifically, the present study considers how the previously mentioned independent variables significantly influenced work-life balance when moderated by employees' segmentation preference. Not only have these independent variables been evolving with societal developments, but every employee experiences work-life balance specifically within the confines of fluctuating personal and societal facets of their life. For example, there are multiple variations of family situations and non-traditional work schedules that are more common today than 50 years ago. For instance, the non-traditional family unit was far less common in the 1900s than it is today. Also consider the rapid development and dependence that society now has on computers. Given the integration of technology into workplaces in the United States, employees now have the ability to take their work outside of the office.

Limitations and Future Directions

There were multiple limitations of the study at hand; however, the most notable was that the size and demographic make-up of the second sample may have weakened the results. The purpose of collecting the second sample was to demographically diversify the total sample, as

well as increase the total number of participants. However, the second sample collected did not demographically diversify the total sample and was smaller than the sample of the archival data used. In other words, the second sample did not demographically diversify the total sample but rather, demographically mirrored the archival dataset. This made the total sample primarily White, upper class females who were in their late 30s, making the total sample unrepresentative of the United States population. Since the sample was not representative of the target population, conclusions about the results should not be generalized to the entire United States population but rather the specific subset of the total population that was described. Given this oversampling of women in their late 30s, it would be more appropriate to apply these results to this subset of the U.S. population since women in the United States. It is possible that this group may not have the same luxury of matching their work-life balance to their segmentation preference that male counter-parts may have (Bauman, 2000) in some instances. This observation within the context of the theory of Liquid Modernity (Bauman, 2000) may give insight as to why H1 and H2 were not supported but H5 and H6 were supported. To clarify, both H5 and H6 took segmentation preference into account when drawing conclusions about the relationships between two independent variables (schedule flexibility and telecommunication usage for work at home) and work-life balance and both H1 and H2 did not. Since sample 1 and sample 2 were not demographically diverse and were heavily saturated with female responses, these samples were tested separately since the item, “How many hours do you typically work per week?”, was accidentally excluded from the second data collection process.

Another notable limitation is that both data collection methods took place on the respective researchers’ Facebook pages. Not only does convenience sampling pose its own bias, but the fact that data collection took place on Facebook also allowed the researchers to have a

non-desired insight on who the participants of the study could have been. While survey responses remained anonymous, it is still a significant limitation that each researcher was familiar with the participant pools. Furthermore, the data collection method may also be responsible for why the demographic makeup of both samples were lacking diversity. Furthermore, both samples may be more heavily populated with women since women may feel as though their work-life balance is suffering and are looking to anonymously express this conflict, especially since women are more likely to be held responsible for tending to children and/ or eldercare responsibilities (Allen et al., 2000; Byron, 2005; Hepburn & Barling, 1996; Williams & Allinger, 1994) and may be experiencing higher levels of work-life conflict (Hepburn & Barling, 1996; Middleton, 2008; Williams & Allinger, 1994). Data was also collected via a self-report measure, meaning that self-report response biases could be present in participant responses. Future surveys should be randomly distributed to a more diverse population to collect a larger, more demographically diverse sample. Perhaps a stratified random sample based on geography would have been more appropriate.

It is also worth considering the fact that that outdated technology was mentioned in one item in the measure utilized to assess communication technology usage for work at home (Boswell & Olson-Buchanan, 2007). More specifically, one of the types of technology that could have been utilized by participants was a PDA. Since this is outdated technology, none of the participants across both datasets had indicated that they used a PDA for work. Furthermore, the reliability of the measure was slightly lower when this item was included in the measure. Since no participants had indicated that they had used a PDA for work, this item was removed and the reliability of the measure had increased to an acceptable level (sample 1 $\alpha = .77$, sample 2 $\alpha = .78$) to be utilized in the data analysis process.

Aside from the methodological limitations of the study, the literature failed to consider that segmentation preference may not be an option in particular career paths. For instance, if an individual is an EMT, they cannot choose when to respond to an emergency. Therefore, future research should consider the availability of segmentation based on the industry an employee may work in. It is also worth considering the varying importance that work-life balance may be to different employees. More specifically, work-life balance may not be a priority for an individual who prioritizes work over personal life. However, employees who prioritize family over work life would be more likely to value work-life balance and want to strive for a level work-life balance than an employee who may hold work as their first priority. In sum, future research should consider personal importance of work-life balance as well as industry demands.

Given the ever-changing nature of all of the independent, dependent, and moderating variables that were measured in this study, a longitudinal study design would be beneficial to measure how the independent, dependent, and moderating variables interact with each other over time. Since employees tend to undergo numerous changes in their careers and personal life over time, bench-marking these changes at two, five, ten, fifteen, or twenty years could allow for an in-depth insight on how and when specific changes in work-life balance take place. Furthermore, comparing results across each of these benchmarks would allow for specified inferences regarding situational trends in work-life balance to be made. More simply, a longitudinal study would allow for more insight on the fluctuation of work-life balance over time. A longitudinal study design would also allow for shifts in work-life balance to be monitored based on specific changes in the American work-place that could be occurring at the time. Increased inferential understanding of work-life balance over time would ultimately increase understanding in how

work-life balance fluctuates in relation to one's schedule flexibility, family status, and telecommunication usage for work at home throughout an employee's life.

Conclusion

In summary, there was some support that schedule flexibility, telecommunication for usage at work, and family obligations influence total work-life balance and work-life interfering with home life when moderated by an employee's segmentation preference. Furthermore, segmentation preference significantly moderated the relationship between schedule flexibility and home life interfering with work life, telecommunication usage for work at home and work life/ home life enhancement, and family obligations and work life/ home life enhancement. Given the inevitable fact that all employees experience work-life balance and societal advancements that have been notably influencing work-life balance, this research provides a crucial stepping stone in understanding how societal advancements specifically influence the work-life balance of employees across the United States. Furthermore, expansions on this research could be essential in providing widespread improvements in the lives of many employees across the country.

References

- Ashforth, B. E., Kreiner, G. E., & Fugate, M. (2000). All in a day's work: Boundaries and micro role transitions. *Academy of Management Review*, 25(3), 472-491.
- Allen, T. D., Herst, D. E., Bruck, C. S., & Sutton, M. (2000). Consequences associated with work-to-family conflict: a review and agenda for future research. *Journal of Occupational Health Psychology*, 5(2), 278.
- Batt, R., & Valcour, P. M. (2003). Human resources practices as predictors of work-family outcomes and employee turnover. *Industrial Relations: A Journal of Economy and Society*, 42(2), 189-220. <https://doi.org/10.1111/1468-232X.00287>
- Bauman, Z. (2000). *Liquid Modernity*. Hoboken, New Jersey: John Wiley & Sons.
- Beauregard, A. T. & Henry, L. C. (2009). Making the link between work-life balance practices and organizational performance. *Human Resource Management Review*, 19 (1), 9-22. <https://doi.org/10.1016/j.hrmr.2008.09.001>
- Beutell, N. J. (2010). Work schedule, work schedule control and satisfaction in relation to work-family conflict, work-family synergy, and domain satisfaction. *Career Development International*, 15(5), 501-518.
- Boswell, W. R., & Olson-Buchanan, J. B. (2007). The use of communication technologies after hours: The role of work attitudes and work-life conflict. *Journal of Management*, 33(4), 592-610. doi: 10.1177/0149206307302552
- Brady, B. R., Vodanovich, S. J., & Rotunda, R. (2008). The impact of workaholism on work-family conflict, job satisfaction, and perception of leisure activities. *The Psychologist-Manager Journal*, 11 (2), 241-263. <http://dx.doi.org/10.1080/10887150802371781>

- Bulger, C. A., Matthews, R. A., & Hoffman, M. E. (2007). Work and personal life boundary management: Boundary strength, work/personal life balance, and the segmentation-integration continuum. *Journal of Occupational Health Psychology, 12*(4), 365.
- Byron, K. (2005). A meta-analytic review of work–family conflict and its antecedents. *Journal of Vocational Behavior, 67*(2), 169-198. <https://doi.org/10.1016/j.jvb.2004.08.009>
- Clark, S. C. (2000). Work/family border theory: A new theory of work/family balance. *Human relations, 53*(6), 747-770. <https://doi.org/10.1177/0018726700536001>
- Duxbury, L. E., & Higgins, C. A. (2001). *Work-life balance in the new millennium: Where are we? Where do we need to go?*(Vol. 4). Ottawa, ON: Canadian Policy Research Networks.
- Ferguson, M., Carlson, D., Boswell, W., Whitten, D., Butts, M. M., & Kacmar, K. M. (2016). Tethered to work: A family systems approach linking mobile device use to turnover intentions. *Journal of Applied Psychology, 101*(4), 520-534.
<http://dx.doi.org/10.1037/apl0000075>
- Fisher-McAuley, G., Stanton, J., Jolton, J., & Gavin, J. (2003, April). Modelling the relationship between work life balance and organizational outcomes. In *Annual Conference of the Society for Industrial-Organizational Psychology, Orlando* (pp. 1-26). Retrieved from https://www.researchgate.net/profile/Jeffrey_Stanton/publication/260516221_Modeling_the_Relationship_between_WorkLife_Balance_and_Organizational_Outcomes/links/02e7e53177cbe062aa000000/Modeling-the-Relationship-between-Work-Life-Balance-and-Organizational-Outcomes.pdf
- Hayman, J. R. (2009). Flexible work arrangements: Exploring the linkages between perceived usability of flexible work schedules and work/life balance. *Community, Work & Family, 12*(3), 327-338.

- Hepburn, C. G., & Barling, J. (1996). Eldercare responsibilities, interrole conflict, and employee absence: A daily study. *Journal of Occupational Health Psychology, 1*(3), 311.
- Hill, E. J., Erickson, J. J., Holmes, E. K., & Ferris, M. (2010). Workplace flexibility, work hours, and work-life conflict: Finding an extra day or two. *Journal of Family Psychology, 24*(3), 349. doi: 10.1037/a0019282
- Hislop, D., & Axtell, C. (2011). Mobile phones during work and non-work time: A case study of mobile, non-managerial workers. *Information and Organization, 21*(1), 41-56.
<https://doi.org/10.1016/j.infoandorg.2011.01.001>
- Hughes, J., & Bozionelos, N. (2007). Work-life balance as source of job dissatisfaction and withdrawal attitudes: An exploratory study on the views of male workers. *Personnel Review, 36*(1), 145-154. <https://doi.org/10.1108/00483480710716768>
- Kossek, E. E., Lautsch, B. A., & Eaton, S. C. (2006). Telecommuting, control, and boundary management: Correlates of policy use and practice, job control, and work-family effectiveness. *Journal of Vocational Behavior, 68*(2), 347-367. <https://doi.org/10.1016/j.jvb.2005.07.002>
- Kreiner, G. E. (2006). Consequences of work-home segmentation or integration: A person-environment fit perspective. *Journal of Organizational Behavior, 27*(4), 485-507.
<https://doi.org/10.1002/job.386>
- Lee, J. A., Walker, M., & Shoup, R. (2001). Balancing elder care responsibilities and work: The impact on emotional health. *Journal of Business and Psychology, 16*(2), 277-289.
<https://doi.org/10.1023/A:10111653>

- Lewis, S., Gambles, R., & Rapoport, R. (2007). The constraints of a 'work-life balance approach: An international perspective. *The International Journal of Human Resource Management*, 18(3), 360-373.
- Middleton, C. A. (2008). Do mobile technologies enable work-life balance? *Mobility and Technology in the Workplace*, 9, 209.
- Morganson, V. J., Major, D. A., Oborn, K. L., Verive, J. M., & Heelan, M. P. (2010). Comparing telework locations and traditional work arrangements: Differences in work life balance support, job satisfaction, and inclusion. *Journal of Managerial Psychology*, 25(6), 578-595. <https://doi.org/10.1108/02683941011056941>
- Munn, S. L. (2013). Unveiling the work-life system: The influence of work-life balance on meaningful work. *Advances in Developing Human Resources*, 15(4), 401-417. <http://dx.doi.org/10.1177/1523422313498567>
- Nam, T. (2014). Technology use and work-life balance. *Applied Research in Quality of Life*, 9(4), 1017-1040. <https://doi.org/10.1007/s11482-013-9283-1>
- Nippert-Eng, C. (1996, September). Calendars and keys: The classification of "home" and "work". In *Sociological Forum* (Vol. 11, No. 3, pp. 563-582). Dordrecht, The Netherlands: Kluwer Academic Publishers-Plenum Publishers.
- Ng, T. W., Butts, M. M., Vandenberg, R. J., DeJoy, D. M., & Wilson, M. G. (2006). Effects of management communication, opportunity for learning, and work schedule flexibility on organizational commitment. *Journal of Vocational Behavior*, 68(3), 474-489. <https://doi.org/10.1016/j.jvb.2005.10.004>

- Olson-Buchanan, J. B., & Boswell, W. R. (2006). Blurring boundaries: Correlates of integration and segmentation between work and nonwork. *Journal of Vocational Behavior*, *68*(3), 432-445. <https://doi.org/10.1016/j.jvb.2005.10.006>
- Park, Y., Fritz, C., & Jex, S. M. (2011). Relationships between work-home segmentation and psychological detachment from work: The role of communication technology use at home. *Journal of Occupational Health Psychology*, *16*(4), 457-467. <http://dx.doi.org/10.1037/a0023594>
- Park, Y., & Jex, S. M. (2011). Work-home boundary management using communication and information technology. *International Journal of Stress Management*, *18*(2), 133-152. <http://dx.doi.org/10.1037/a0022759>
- Rothbard, N. P., Phillips, K. W., & Dumas, T. L. (2005). Managing multiple roles: Work-family policies and individuals' desires for segmentation. *Organization Science*, *16*(3), 243-258. <https://doi.org/10.1287/orsc.1050.0124>
- Sarker, S., Xiao, X., Sarker, S., & Ahuja, M. (2012). Managing employees' use of mobile technologies to minimize work-life balance impacts. *MIS Quarterly Executive*, *11*(4).
- Shamir, B., & Salomon, I. (1985). Work-at-home and the quality of working life. *The Academy of Management Review*, *10*(3), 455-464. doi: 10.5465/AMR.1985.4278957
- Sumer, H. C., & Knight, P. A. (2001). How do people with different attachment styles balance work and family? A personality perspective on work-family linkage. *Journal of Applied Psychology*, *86*(4), 653. <http://dx.doi.org/10.1037/0021-9010.86.4.653>
- Tausig, M., & Fenwick, R. (2001). Unbinding time: Alternate work schedules and work-life balance. *Journal of family and Economic Issues*, *22*(2), 101-119. <https://doi.org/10.1023/A:1016626028720>

Williams, K. J., & Alliger, G. M. (1994). Role stressors, mood spillover, and perceptions of work-family conflict in employed parents. *Academy of Management Journal*, 37(4), 837-868.

Zacher, H., & Schulz, H. (2015). Employees' eldercare demands, strain, and perceived support. *Journal of Managerial Psychology*, 30(2), 183-198.

<https://doi.org/10.1108/JMP-06-2013-0157>

Appendix A: Modified Schedule Flexibility Items

Please indicate the level to which statement fits your work schedule:

Statements:

1. Which of the following best describes where you work on job tasks?
 1. Only at home
 2. Mostly at home
 3. Equal time spent between the workplace and at home
 4. Mostly at the workplace
 5. Only at the workplace

2. How much flexibility do you have in scheduling when you work?
 1. No flexibility
 2. Little flexibility
 3. Some flexibility
 4. Mostly flexible
 5. I fully control my work schedule –I have total flexibility

3. How many hours per week do you typically work per week? _____

Please indicate which statement best fits your work schedule:

1. Fixed 40 hour work schedule (e.g. Monday-Friday 9-5)
2. Flexitime/flexitime: No set start or finish time, but agrees to work a certain number of hours per week (e.g. 40 hours)
Flexiplace: Ability to work from multiple locations, including working at home for part of the time
3. Telework: Similar to flexiplace where there is flexibility in the location where the employee works, and they can be reached by telephone
4. Job Sharing: A full-time job that is divided between two people
5. Temporary work: Having an employment contract usually with an employment agency, that is of limited duration
6. Contracts for being on call: available for work while at home via phone call
7. Continuous working hours: working four or five-shifts in a row, including night shift or weekend shifts
8. Irregular working hours: working changing shifts with varying start and end times. Not usually free to choose own working hours.

Appendix B: Modified Usage of Communication Technology at Home Measure

Please indicate how often you utilize the following technology items for your job at home on a 1-5 scale where:

- 1- Never
- 2- Not often; once or twice per month
- 3- Sometimes; approximately once per week
- 4- Somewhat often; every couple of days
- 5- Very often; several times of day

Technology Items:

1. Email/ Internet
2. Computers/ Laptops/ Tablets
3. Cell phones (including texting and voicemail)
4. PDA
5. Other job-specific communication technologies

Appendix C: Family Status Items

Please indicate the level to which statement fits your family/personal situation:

1. Please indicate your relationship status:
 1. Married/ partnered
 2. Divorced/ separated
 3. Single
 4. Relationship not cohabiting
 5. Cohabiting not in a relationship
 6. Other (please specify): _____

2. Do you have children? Yes / No
 If yes, how many? #: _____

3. Do you have responsibilities to elderly members of your family? Yes / No
 If yes, how many? #: _____

 How many hours per week do you provide care for (an) elderly family
 member(s)? #: _____

Appendix D: Preference for Segmentation Measure

Please indicate the level to which you agree with each statement on a 1-7 scale where:

- 1- Strongly disagree
- 2- Disagree
- 3- Somewhat Disagree
- 4- Neither Agree nor Disagree
- 5- Somewhat Agree
- 6- Agree
- 7- Strongly Agree

Statements:

- 1. I prefer to keep work life at work
- 2. I prefer to keep my family/personal life at home.
- 3. I don't like to have to think about work while I am at home.
- 4. I don't like to have to think about family/ personal life while at work.
- 5. My workplace lets people forget about work when they are at home.
- 6. Where I work, people can keep work matters at work.
- 7. At my workplace, people are able to prevent work issues from creeping into their home life.
- 8. Where I work, people can mentally leave work behind when they go home.

Appendix E: Work-Life Balance Measure

Please indicate the level to which you agree with each statement on a 1-7 scale where:

- 1- Strongly disagree
- 2- Disagree
- 3- Somewhat Disagree
- 4- Neither Agree nor Disagree
- 5- Somewhat Agree
- 6- Agree
- 7- Strongly Agree

Statements:

- 1. My personal/family life suffers because of work.
- 2. My job makes personal/ family life difficult.
- 3. I neglect personal/ family needs because of work.
- 4. I put personal/ family life on hold for work.
- 5. I miss personal/ family activities because of work.
- 6. I struggle to juggle work and non-work.
- 7. I am happy with the amount of time for non-work activities.
- 8. My personal/ family life drains me of energy for work.
- 9. I am too tired to be effective at work.
- 10. My work suffers because of my personal/ family life.
- 11. I find it hard to work because of personal/ family matters.
- 12. My personal/ family life gives me energy for my job.
- 13. My job gives me energy to pursue personal/ family activities.
- 14. I am in a better mood at work because of my personal/ family life.
- 15. I am in a better mood at home because of my job.

Appendix F: Demographic Information

Sex/Gender

Female

Male

Intersex

Transgender

Alternative identity (specify): _____

Race

African American or Black

American Indian or Alaska Native (specify tribal affiliation):

Native Hawaiian/Pacific Islander

Cambodian

Hmong

Laotian

Vietnamese

Ethnicity: Are you of Hispanic or Latino/a origin?

No

Yes, Cuban

Yes, Puerto Rican

Yes, Mexican American or Chicano/a

Yes, Other Hispanic or Latino/a: _____

Please indicate your age: _____

What is your household income? (Select one)

\$14,999 or less

\$15,000 - \$29,999

\$30,000 - \$44,999

\$45,000 - \$59,999

\$60,000 - \$74,999

\$75,000 or more