Chapter Objectives

After completing this chapter, readers should have a greater understanding of work and family as an aspect of diversity. Readers should be able to

- discuss the meanings of family in the United States.
- explain changes in workforce participation rates for women with children.
- discuss legislation and litigation related to work and family.
- compare parental policies in the United States with those in selected other countries.
- examine effects of having children on career progress of men and women.
Chapter Objectives (cont’d)

After completing this chapter, readers should have a greater understanding of work and family as an aspect of diversity. Readers should be able to

- explain why family issues, including low wages, child care, and “the second shift” are relevant to employers and to families.
- discuss effects of employer child and elder care assistance on employee satisfaction and turnover.
- suggest measures organizations may implement to assist employees to cope with work and family issues.
Defining Family

• **Family (U.S. Department of Labor)**
  - A group of two or more persons who live together and who are related by birth, marriage, or adoption.

• **Family (more inclusive definition)**
  - People who live together and are related by birth, marriage, or adoption, and others in committed, supportive relationships.

• **Fictive Kin**
  - People who live together in a familial-type relationship and are dependent on each other for financial and social support.
History of Work and Family

• “Family Wage” Philosophy
  ➢ Pay disparities (paying men more than women) that were justified by beliefs that, in contrast to men, women did not have (but were) dependents.

• Factors in Women’s Increasing Participation in the Workplace
  ➢ Economic pressures
  ➢ The rise in single parenting
  ➢ Psychological benefits associated with work
Relevant Legislation

Equal Pay Act

Title VII of the Civil Rights Act

Family Medical Leave Act

Pregnancy Discrimination Act

Work and Family Issues
Pregnancy Discrimination Act of 1978

• Pregnancy Discrimination Act (PDA)

- Prohibits employers from discrimination because of pregnancy and related medical conditions but does not require pregnancy-related benefits or leave.

- Provides protection from pregnancy discrimination under employers’ medical plans.

- Employers cannot require pregnant women to take leaves of absence or resign, cannot refuse to hire pregnant women, and cannot treat pregnancy differently than other medical conditions in terms of leaves and medical benefits.
Selected Pregnancy Discrimination Cases

• EEOC v. Berge Ford, Inc. and Auto Care Center, LLC
  ➢ Termination in violation of Title VII and PDA

• EEOC v. O’Reilly Automotive, Inc., dba O’Reilly Auto Parts
  ➢ Termination in violation of Title VII and PDA
The Family and Medical Leave Act of 1993

• The Family and Medical Leave Act (FMLA)

 Allows employees to take up to 12 weeks of unpaid leave when ill, on the birth, adoption, or placement of a foster child, or to care for a sick child, parent, or spouse.

 When on leave, employees’ benefits are continued and they are guaranteed the same or a substantially similar job on returning from the leave.

 The Act applies only to employers with 50 or more employees.
Population, Participation, and Education

• More Working Mothers
  ➢ Since 1975, labor force participation of all women with children under age 18 increased from 47% to 72%.

• Single Parents
  ➢ 79% of single women with children under 18 work.
  ➢ Single mothers work more hours than married mothers do.

• Participation
  ➢ More than 50% of women with less than a high school degree quit their jobs after their first pregnancy, more highly educated women are far less likely to do so.
Population, Participation, and Education (cont’d)

- Educational Level of Working Mothers with Children Less than 1 Year Old
  - 59% of all women
  - 66.5% of women with college degrees
  - 73.6% of women with graduate or professional degrees
Earnings

• Differential Earnings for Men and Women—National Longitudinal Survey of Youth (NLSY)

➤ Married men were more likely to have been promoted than single men, but married women were less likely to have been promoted than single women.

➤ Having preschool aged children was associated with higher promotion rates for men, but with lower promotion rates for women.

➤ Never-married, childless women had the highest rates of promotion.
<table>
<thead>
<tr>
<th>Weekly Hours</th>
<th>Women</th>
<th>Men</th>
</tr>
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<tbody>
<tr>
<td>Total (percentage)</td>
<td>100.00</td>
<td>100.00</td>
</tr>
<tr>
<td>35 to 39 hours</td>
<td>12.5</td>
<td>4.2</td>
</tr>
<tr>
<td>40 hours</td>
<td>70.7</td>
<td>64.8</td>
</tr>
<tr>
<td>41 to 48 hours</td>
<td>7.7</td>
<td>10.4</td>
</tr>
<tr>
<td>49 or more hours</td>
<td>9.1</td>
<td>20.5</td>
</tr>
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</table>


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<table>
<thead>
<tr>
<th>Age</th>
<th>Women with Access to Flexible Work Schedules (%)</th>
<th>Men with Access to Flexible Work Schedules (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>All ages</td>
<td>27.4</td>
<td>30.0</td>
</tr>
<tr>
<td>16 to 24 years</td>
<td>26.4</td>
<td>22.1</td>
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<tr>
<td>25 to 54 years</td>
<td>28.1</td>
<td>31.1</td>
</tr>
<tr>
<td>55 years and over</td>
<td>23.3</td>
<td>29.8</td>
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</table>

<table>
<thead>
<tr>
<th>Race and Hispanic Origin</th>
<th>Women with Access to Flexible Work Schedules (%)</th>
<th>Men with Access to Flexible Work Schedules (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>White</td>
<td>28.6</td>
<td>31.0</td>
</tr>
<tr>
<td>Black</td>
<td>21.5</td>
<td>20.9</td>
</tr>
<tr>
<td>Hispanic origin</td>
<td>21.9</td>
<td>18.4</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Marital Status</th>
<th>Women with Access to Flexible Work Schedules (%)</th>
<th>Men with Access to Flexible Work Schedules (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Married, spouse present</td>
<td>26.5</td>
<td>32.1</td>
</tr>
<tr>
<td>Never married</td>
<td>38.4</td>
<td>26.6</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Presence and Age of Children</th>
<th>Women with Access to Flexible Work Schedules (%)</th>
<th>Men with Access to Flexible Work Schedules (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>With no children under 18</td>
<td>27.0</td>
<td>31.9</td>
</tr>
<tr>
<td>With children under 18</td>
<td>27.6</td>
<td>28.7</td>
</tr>
</tbody>
</table>

The Second Shift

- **The Second Shift**

  - The second 8 hour day of home and child care work performed by most working women after they leave their paid jobs.

  - While women’s paid employment has increased significantly in the past three decades, men’s participation in unpaid household and child care labor has not changed as much in comparison.

  - Unlike men’s, women’s household tasks lack autonomy and flexibility which contributes to dissatisfaction and stress both at work and home.
Same-Sex Couples in Family Relationships

**Differentiating Characteristics**

- Both partners work full time.

- There is a more equal division of labor and tasks in most same-sex couples when compared with male/female couples.

- Sex-based disparities in participation in the second shift are far less common in same-sex couples.

- Lack of same-sex partner benefits negatively affects same-sex partnerships through medical costs, pension plan coverage, and inability to take family leave to care for nonmarital partners.
Men, Work, and Family

- **Gendered organizational culture**
  - Managers reward those who set aside personal and family commitments and are dedicated to their jobs.
  - Stereotypical gender roles and perceptions about what men and women should do create expectations that men should have a wife who takes care of the family responsibilities, freeing men to focus on organizational demands.

- No consistent across-the-board relationship between a husband’s earnings and the employment status of his wife has been found.
Table 13.3  Male to Female Earnings Ratio For Full-Time Workers Aged 18 and Older: 2002

<table>
<thead>
<tr>
<th></th>
<th>High School</th>
<th>College</th>
<th></th>
<th></th>
</tr>
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<tbody>
<tr>
<td>Total</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Not High School</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Graduate, including GED (H.S. Grad)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>All races male</td>
<td>$54,572</td>
<td>$28,350</td>
<td>$38,841</td>
<td>$47,947</td>
</tr>
<tr>
<td>All races female</td>
<td>$37,624</td>
<td>$20,673</td>
<td>$28,496</td>
<td>$33,243</td>
</tr>
<tr>
<td>Women/men ratio</td>
<td>69%</td>
<td>73%</td>
<td>73%</td>
<td>69%</td>
</tr>
<tr>
<td>Non-Hispanic White ratio</td>
<td>66%</td>
<td>71%</td>
<td>72%</td>
<td>69%</td>
</tr>
<tr>
<td>Black ratio</td>
<td>82%</td>
<td>70%</td>
<td>87%</td>
<td>72%</td>
</tr>
<tr>
<td>Asian ratio</td>
<td>71%</td>
<td>95%</td>
<td>70%</td>
<td>71%</td>
</tr>
<tr>
<td>Hispanic ratio</td>
<td>81%</td>
<td>74%</td>
<td>75%</td>
<td>70%</td>
</tr>
</tbody>
</table>

Average earnings for year-round, full-time workers

Note: Percentage calculations are the author’s.

Broader than the Family: Society, Organizations, and Family Issues

• Research Findings

- Larger social arrangements limit how members of a household can arrange their own divisions of labor and responsibility
- Inequitable contributions to household and child care are related to marital dissatisfaction and divorce
- Men’s greater earnings give them “power” to limit participation in the second shift, particularly the more onerous tasks
Elder Care

• Elder care is growing in importance as a work and family issue as the U.S. population ages.

• The Sandwich Generation

  People who find themselves caring for both their children and their aging parents.

• Women working full time are four times as likely as men working full time to be primary-care givers to elderly relatives.
Parenting Again: Grandparents Caring for Grandchildren

- Parents Again

  - Grandparents who become responsible for their grandchildren due to teen pregnancy, substance abuse or imprisonment of the parents, child abuse, neglect, and abandonment, or death of the child’s parents.

  - In the 2000 Census, 2.4 million people indicated they had primary responsibility for coresident grandchildren younger than 18, a significant increase since the 1990 Census.
Recommendations for Individuals

• Actively seek employment in organizations that offer programs such as flexible scheduling, child and elder care assistance, paid parental leaves, and other family-friendly programs as appropriate to their current or expected needs in the future.

• Resist gendered notions of who is responsible for what to achieve equity in second shift parenting, household, and child care roles.

• Recognize that working while parenting and parenting while working are the norm, rather than the exception.

• Make concerted efforts to remain connected to decision makers and key activities at work.
Recommendations for Organizations

• Practices that assist employees in successfully coping with work and family, include:

  ➢ Recognizing the role that policies and supportive supervisor/manager behavior play; policies without commitment are ineffective.

  ➢ Allowing employees flexibility in scheduling, work location, part-time work, and choices about overtime and travel.

  ➢ Limiting or eliminating practices of inconsistent scheduling and overtime that prevent employees from being able to obtain child care.
Recommendations for Organizations (cont’d)

- Providing job guarantees for those taking maternity leave and family leave that exceeds 12 weeks.
- Assisting employees in remaining connected to the organization and in returning to full-time work.
- Allowing employees to decide which people constitute their family, and providing time off, leaves, and other benefits as are provided for legally recognized families.
- Recognizing that there is and should be life outside of work for employees, whether single or married, parents, or not.
Key Terms

• The second shift
• The sandwich generation
• Parents again
• Human capital
• Gendered organizational culture