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## **The Interface of Work to Family Conflict and Racioethnic Identification: An Analysis of Hispanic Business Professionals**

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### **Abstract**

This article examines work to family conflict for Hispanic Business Professionals with varied levels of Hispanic identity. Based on this study of 971 Hispanics from across the United States, results show that level of Hispanic identity moderates the relationship between work to family conflict and job satisfaction. The authors posit that identification with a culture of collectivism may attenuate the negative impact of work to family conflict on job satisfaction, enabling

Hispanic professionals to view work as a way of supporting the family and contributing to the greater good of the groups to which they belong.

## **Key words**

Diversity, work-family, identity

## **Introduction**

The examination of work and family commitments is a growing body of literature in management, predominantly associating role conflict with negative outcomes for employees and employers alike. According to role theory, people hold certain positions in a larger social system and expected behaviors accompany these roles (c.f., Biddle 1986). Role conflict occurs when an individual occupies multiple social positions with incongruent expectations, such as the expectations of employee and parent (Greenhaus and Beutell 1985; Michel and Hargis 2008). A cross-national comparative study identifies that the majority of work to family conflict research has taken place in the Anglo context among individuals with similar cultural backgrounds, and very few studies have explored different cultures (Spector et al. 2004). Further, an increasingly prevalent criticism of organizational research is the disproportionate number of generalizations about people and organizations based on the experience of the middle class Anglo population (Tsui et al. 2007). Recognizing this missing piece of work to family conflict research, we assert that the variation in cultural values and role expectations across diverse groups, and the differences in level of identification within those groups, calls for the investigation of work to family conflict outcomes among non-Anglo samples.

Despite the explosive growth of the Hispanic population in the United States, there has been little research investigating this group. While there has been significant work on professionals balancing work and family (Young et al. 2007; Baltes and Heydens-Gahir 2003); the majority of research with minority populations, including Hispanics, focuses predominantly on blue collar workers and neglects the professional population. The rise in the number of Hispanics in the U.S. poses a great opportunity for researchers and practitioners and has important implications for organizations. The purpose of this study is to estimate the relationship of work to family conflict and job satisfaction among professional Hispanics and to evaluate whether a strong identification within a culture of collectivism moderates the relationship between work to family conflict and work outcomes. This study contributes to the extant work to family conflict literature by narrowing the gap between the limited (mostly Anglo) sample of the workforce that we understand and the diverse workforce population by sampling from a population that is under-studied in management literature. We seek to analyze important outcomes of collectivist cultural dynamics by evaluating the attitudes of conflicting responsibilities to two valued groups: work and family. Finally, by demonstrating the relationship between cultural identification and outcomes of work to family conflict we are able to identify important implications for Hispanic professionals and employers.

## **Hispanic Americans and Hispanic Professionals**

The United States Census Bureau defines persons of Hispanic origin as those who live in the United States and indicate their origin as Mexican, Puerto Rican, Cuban, Central or South American (2008). It is important to acknowledge that each country or region in Latin America has unique cultural traits, but “the existence of unique Latin American cultures does not negate the usefulness of identifying a macro view of Latin American culture if the limitations of this approach are recognized” (Romero 2004). Of particular note is that persons of Hispanic origin may be of any race. Along these same lines, ‘Latino’ is defined as an individual living in the United States originating from or having heritage relating to Latin America (U.S. Census Bureau 2000). While much debate exists as to how inclusive/exclusive these terms might be, for the purposes of the current study, the terms ‘Hispanic’ and ‘Latino’ will be used interchangeably. The U.S. Census Bureau reports that Hispanics are currently the largest and fastest growing minority groups in the United States. There are approximately 35.5 million Hispanics in the United States, comprising approximately 15% of the population. According to Census projections, 30% of the total United States population by 2050 will be Hispanic (U.S. Census Bureau 2008). Hispanics contributed to approximately half of the U.S. population growth between July 2006 and July 2007 and increasingly impact the U.S. economy: the rate of growth of Hispanic-owned businesses between 1997 and 2002 was triple the national average for business growth rate (U.S. Census Bureau 2008).

In addition to gaining strength as a larger portion of the workforce, Hispanics are also beginning to make significant inroads toward corporate advancements. According to the 2000 Census, 33.6% of the total workforce is categorized as Management, Professional or Other related occupations, with 14.6% of the Hispanic Population in this category. Additionally, 24.4% of the general population has Bachelor’s degree or more, while 10.4% of the Hispanic population has Bachelor’s degree or more (U.S. Census Bureau 2008). Hispanic Professionals are emerging as a new power group in Corporate America as these numbers continue to increase. As a result, learning more about this group and their perceptions about business practices, and more specifically their ability to cope with the strain created by multiple roles (work and family) is important to not only Corporate America, but also to Hispanics themselves.

Cox et al. (1991) note that although there is a growing body of literature on organizational demography, the issue of ethnicity is typically ignored. Most studies are done on samples that are primarily Anglo and fail to include ethnic samples. More recently, however, there have been studies conducted that examine various employment issues as they relate to Hispanics, including psychological contracts (Blancero et al. 2007a), job choice (Stone et al. 2006), stress (Rodriguez-Calcagno and Brewer 2005), cross cultural perceptions (Goldberg 2007), networking (DelCampo et al. 2007) and employment law knowledge (Martinez et al. 2007). It is important to study Hispanics to ascertain the cultural differences from those groups already studied. Work on cultural orientations suggests that differences between Latino-Americans and Anglo-Americans affects attitudes toward one’s organization and that treating Hispanic-Americans as

different culturally (e.g., collectivists) is warranted, thus we do so in this study (Albert and Ah Ha 2004).

Additionally, it is important to avoid generalizations about all Hispanic professionals by overlooking differences within the group. The level of identification with Hispanic culture may be a good way to explore differences in attitudes and behavior, based on how much individuals embrace the values associated with Hispanic culture. Because cultural differences have been shown to affect important work and non-work relationships (e.g., Tsui and O'Reilly 1989) it is important that the work-family conflict literature advance toward a more comprehensive understanding of the diverse workforce that increasingly encompasses professional life in the United States.

### **Work-family Conflict in Traditionally Underrepresented Groups**

While the phenomenon of work-family conflict has been the subject of extensive study, the impact of this phenomenon is seldom evaluated in traditionally underrepresented (i.e., minority) segments of the workforce. In other streams of literature (i.e., discrimination, fairness and organizational justice) scholars have extended findings from particular minority groups to all minority groups for the purpose of theoretical background (Stone et al. 2006). While we do not advocate that all minority groups react similarly to different organizational conditions and stimuli, the extant research provides the ground work for the theoretical development of testable hypotheses. For instance, women are the largest traditionally underrepresented category of the workforce. Their role continues to evolve as social trends in American society create a dynamic workforce that offers increasingly substantial opportunities for women. Social role theory (Eagley 1987) posits that society forms gender specific expectations, such that men and women are expected to perform different tasks and fulfill different responsibilities. The increase in the number of women working outside the home demands that these individuals move seamlessly between two realms on a daily basis: the home realm and the work realm, regardless of which realm is deemed more gender-role appropriate (Byron 2005). There are a number of consequences associated with the challenge of maintaining work and family balance; problems at work spill over to home (e.g., work-to-family conflict), and problems at home spill over to the workplace (Ford et al. 2007). This example highlights the need for scholars to investigate work and family conflict issues within minority sub-groups.

According to Katz and Kahn's (1966) conceptualization of role theory in organizations there are repercussions for an individual who does not fulfill role expectations; if an employee does not manage roles effectively they will likely experience job dissatisfaction and other negative outcomes. At work, these spillover problems are associated with decreased work satisfaction, increases in work stress and strain, and are also related to intentions to quit and actual turnover (Lapierre et al. 2008; Eby et al. 2005). Further, these problems can cause reduced performance, greater absenteeism, and lack of job commitment (Rice et al. 1992). The challenge is therefore quite significant; individuals who are trying to fulfill more roles than they

are comfortably able to end up experiencing exhaustion in both their home and work environments negatively affecting themselves and all with whom they are involved.

Although this negative relationship has been demonstrated among the general workforce population, the relationship between work to family conflict and job satisfaction specifically among the Hispanic professional population has not been examined. The relational demography literature (Tsui and O'Reilly 1989) shows that being a minority has significant effects on individuals' affective experiences in the workplace. Additionally, findings indicate that Hispanic business professionals have different experiences with work to family conflict than the predominant Anglo culture (DelCampo and Hinrichs 2006). Other research has supported the notion that flexible work arrangements are important to Hispanics when making job choice decisions (Stone et al. 2006), in part, due to the high value put on family (Marin and Marin 1991).

### **Cultural Values and Work-family Conflict**

A better understanding of work to family conflict among the Hispanic population is needed, as previous research shows collectivism may impact the experience of work to family conflict, but the samples have predominantly been Asian (Grzywacz et al. 2007). Analyzing work to family conflict (WFC) outcomes among Hispanic professionals offers unique insight, as traditional values of Hispanic culture contrast basic values of US-Anglo culture. Of primary interest is the individualism/collectivism component of culture identified by Hofstede (1980) and the independent/interdependent construal of the self that accompany the cultural differences (Markus and Kitayama 1991). U.S. Anglos score high on individualism, implying individuals' group involvement is mostly self-serving and these individuals are loyal to their personal interest over the interest of the group (Hofstede 1980). For employees identifying with an individualistic culture "the work and family domains are seen as exerting competing demands where addressing one will likely be at the expense of the other" (Spector et al. 2004). Based on prior research, negative outcomes associated with work to family conflict seem logical in this context of individualism. Indeed, Spector and colleagues (2004) found that WFC and work demand relationships were stronger in cultures that emphasized the individual over those that emphasized the collective.

Members of a collectivist culture are loyal and willing to place self-interest aside for the best interest of the group, expecting loyalty in return (Hofstede 1980). In areas such as China and Latin America, people view themselves as members of a larger group, including their families and workgroups. This core cultural value can have important implications regarding individuals' work experience. Yang et al. (2000) found that for WFC in its broad definition, American employees reported family demands as having a greater effect on WFC than their Chinese counterparts, whereas work demands had a greater effect on WFC for Chinese employees. There appears to be a paradox in analyzing work-family interface among those identifying with a collectivist culture: Collectivism is associated with placing great importance on family. If work

demands interfere with this important role, individuals identifying highly with collective culture could develop extremely negative feelings toward their work as a result of the conflict. It is reasonable to expect stressors with origins in the work realm to be related negatively to job satisfaction. Individuals who experience work to family conflict can easily blame their employer for these intrusions and ultimately be less satisfied with their job as they have identified their work as the source of their stressors in the family domain (Lapierre et al. 2008). In support of this, Lapierre et al. (2008) found that work to family conflict related more strongly to job satisfaction than to family satisfaction. Recent research has highlighted the negative relationship that work to family conflict has with other work outcomes, namely quit intentions and turnover (Greenhaus et al. 2001). Given that work to family conflict can affect work attitudes, we seek to understand how work to family conflict relates to job satisfaction among an understudied group, Hispanic professionals.

A different perspective suggests that the group mentality in a culture of collectivism could act as a buffer between role conflict and negative outcomes since work is seen as a means of supporting and contributing to the family, not a way of fulfilling individual ambition (Spector et al. 2004). In this case, the roles would not be seen as conflicting, but rather as complimentary. The ambiguity surrounding Hispanic professionals and role conflict is in need of empirical clarification.

Therefore we propose the following hypothesis:

Hypothesis 1: For Hispanic Business Professionals, work to family conflict is negatively related to Job Satisfaction, such that as work to family conflict increases, job satisfaction decreases.

### **Collectivism, Construal of the Self, and Identification with Hispanic Culture**

According to Biddle's (1986) synthesis of role theory orientation, role theory concerns itself with three concepts: 1) patterned social behaviors, 2) identities embraced by social participants, and 3) expectations for behavior that are understood by all who participate. Although social expectations and behaviors are commonly explored in work to family conflict research, very few studies address the second orientation: identities embraced by social participants. For role occupants that embrace an identity that differs from the majority of the workforce, such as Hispanic professionals identifying with their culture of origin, the experience of role conflict may be different. Though ethnic identity and culture are not the same, ethnicity is often understood in terms of cultural characteristics such as norms, values, attitudes, and behaviors (Phinney 1996). Assessing the differences in cultural orientations that subgroups of the workforce identify with may help us better understand experiences of work to family role conflict and their outcomes in the work domain.

In individualistic cultures, such as U.S. Anglos, individuals may view work roles and family roles as obligations competing for the same resources, therefore exerting extra effort at work would

be at the expense of other life domains (Spector et al. 2004). However, this evaluation of role value assumes individuals view work and family domains as separate, which may not be relevant across cultures. An overarching difference in culture is the schema associated with the self, others, and the degree to which they are intertwined (Markus and Kitayama 1991). The culturally influenced construal of the self in terms of others is a powerful influence on cognitions and behaviors (Markus and Kitayama 1991) and may help us better explain the relationship between work to family conflict and job satisfaction among those who strongly identify with collectivistic cultures, particularly Hispanic.

Some cultures, such as U.S. Anglos, promote an independent construal of the self, where collectivistic cultures, such as Hispanic, promote an interdependent self (Markus and Kitayama 1991). An individual with an independent construal of the self bases thoughts, feelings, and actions on personal benefits and success whereas “experiencing interdependence entails seeing oneself as a part of an encompassing social relationship and recognizing that one’s behavior is determined, contingent on, and to a large extent organized by what the actor perceives to be the thoughts, feelings, and actions of others in the relationship” (Markus and Kitayama 1991). This consideration does not apply to all others, but to those who are members of the in-group and share a common fate, such as family members and members of a work group (Markus and Kitayama 1991).

Those who identify with a collectivistic orientation look out for the well-being of their in-group, and look favorably upon self-sacrificing actions that will contribute to the success of the group (Wagner 1995). We expect this to be particularly true of family among individuals who identify strongly with their Hispanic culture of origin, as the importance of family is a core cultural value (Romero 2004). The term commonly used to express this importance of family ties is “familismo” (familism) (Castillo et al. 2004; Marin and Gamba 2003; Paniagua 1998; Sabogal et al. 1987). It describes a strong identity and attachment to family members (Triandis et al. 1982). Consistent with this idea, studies in collectivistic cultures find that people view the roles of work and family quite differently than individualists, seeing excessive work as a way of contributing greatly to the family’s well being (Yang et al. 2000). In cultures that promote an interdependent self it is favorable for an individual to change his or her behavior according to the situation, such that actions benefit others and maintain social harmony (Yeh 1996). Following this logic, Hispanic professionals who identify highly with their culture of origin may not view strenuous work responsibilities that conflict with other life domains as negatively as those who do not identify as strong collectivists. Hard work and adaptability bring status and rewards to the family, upon which they base self worth. If the group interest outweighs the self-interest, contributions to the collective success may not be as dissatisfying with regard to one’s work as it is to those who value individual outcomes based on individual contributions. In support of this argument, Spector et al. (2007) found that work-family conflict related more strongly to a variety of work outcomes in individualistic cultures rather than collectivistic cultures.

The interdependent construal of the self, extreme value for family, and a collectivist orientation that characterize Hispanic individuals and their culture could alter the relationship between work to family conflict and job satisfaction among those who highly identify with Hispanic culture. These findings offer a unique perspective for viewing the moderating role of Hispanic identity on the work to family conflict and job satisfaction relationship. If Hispanic professionals identify highly with their culture of origin, they may not see their life roles as segmented or competing. Even if time obligations or work responsibilities conflict with family responsibilities, fulfilling work obligations may be viewed as a way of bettering the family.

It is clear that culture can affect the strength of spillover relationships and Hispanic professionals represent a collectivist population worth examining in this regard. Further, we believe the level of Hispanic identification within our sample provides a more fine-grained approach for exploring differences between culture and the interface of work and family. When the demands of work breach the family domain, this may indicate to some who identify more strongly with a collectivist culture that they are valuable members of the collective.

Therefore we propose the following hypothesis:

H2: For Hispanic business professionals, Hispanic identity moderates the relationship between work to family conflict and job satisfaction such that when Hispanic identity is high, the negative relationship is weaker, or non-significant, compared to business professionals who have low Hispanic identity.

## **Method**

### **Participants**

Participants in this study were drawn from a convenience sample of Hispanic business professionals who were members of a national association. The participants had a minimum of an undergraduate degree and had full-time employment experience across a variety of firms with a portion of the sample concurrently pursuing an MBA degree. The participants represented 44.25% of the 2,194 members surveyed of a national Hispanic affinity group comprised of Hispanic business professionals employed in the United States. Additionally, each respondent self identified as Hispanic.

### **Procedure**

Participants for the study were recruited by sending an email message to each member of the organization detailing the importance of the study and offering entry into raffles (prizes ranged between \$25–\$300 in value and included: conference registration, polo shirts, and a variety of gift cards) in exchange for their participation in the survey. Participation was voluntary and confidential. A commercial web-service was employed that assists social scientists conducting survey research. Thus, the survey was accessible from any computer with Internet access and any web browsing application. Additionally, in order to maintain the integrity of the survey's anonymity for respondents, and to insure that only one response was submitted per

respondent, restricted access to the survey was employed (Dillman 2000). The web address could only be accessed via the link emailed to a given respondent. Each participant's IP (Internet Protocol) address was allowed only one response. Anonymity was insured by assigning a random identification number to each participant and by providing limited identifying information on the survey. No record of the name attached to each respondent was kept, only the email address and corresponding identification number. Most members of the organization (over 80%) hold a master's degree; all are employed full time and work in the United States. While over 1100 respondents participated in the survey, only 971 responses were usable. As the survey was administered electronically, some submissions were started and never completed or were submitted blank. This type of response was omitted from the database, resulting in 971 usable responses with complete data for all variables.

Data were analyzed via ordinary least squares (OLS) and hierarchical regression. Background variables, noted below, were collected and evaluated with some eliminated from tables due to space limitations. A profile of the respondents appears as Table 1. The total number of viable surveys was 971 from a group of 2,194 (response rate of 44.25%).

This sample consisted of more males than females; (59.2%) 550 were male while (40.8%) 421 were female. Organizational tenure ranged from as little as one year to as much as 36 years. The average for organizational tenure was 4.2 years. Most participants had a Masters Degree (69.7%); several had a PhD or completed some post-graduate work (10.2%); and 17.8 percent had a Bachelor's Degrees. The annual salaries ranged from less than \$30,000 to more than \$200,000 with a mean salary of \$68,246. Analyses to compare these demographic data to the demographic data provided by the affinity group were performed using ANOVA. These analyses demonstrated no significant differences between the sample and the larger population, minimizing the concern of non-response bias. Respondents may not have currently been working (e.g., they are working on their MBA full-time) but have significant previous work experience, in this case they were asked to reflect on their "most recent" work experience

## Measures

As this study is designed at the individual level and for regression analysis, scores for each of the following were used as continuous variables to draw conclusions about the validity of the hypotheses. All scales had acceptable internal reliabilities (Chronbach's alpha ranging from .72–.85 per Nunnally (1978)).

### Control Variables

Control variables were chosen based on those suggested by previous literature. For this study, we controlled for age (Martins et al. 2002), gender (Frone 2002), organizational tenure (Rousseau 1995), individual base salary, bonus amount, as well as overall household income (e.g., individual base and bonus plus any spouse or grandparent income) as these socioeconomic indicators should be controlled for in studies of particular ethnic groups (Tsui and O'Reilly 1989). Additionally, we controlled for the generation of U.S. citizenship and

education level (DelCampo 2004). These variables may confound effects and help aid in interpretation of our results if they are controlled.

#### Racioethnic Identity

We measured racioethnic identity using the 4-item Hispanic Identity scale (Sanchez and Fernandez 1993). Hispanic identity has been recognized by Sanchez and Fernandez (1993) as the level to which individuals identify with Hispanic culture. At the same time individuals disidentify, to some extent, with American or Anglo culture. To this end, they concurrently measure both 'Hispanic identity' and 'American identity' using a four-item scale. Participants evaluate each item on a five-point Likert scale ranging from 'Not at All/Never' (1) to 'Very Strongly/Always' (5). For example, one item reads: "How important is it for you to maintain identity with the Hispanic culture?" High scores will show high levels of identification with Hispanic culture, while low scores will represent low levels of identification with the Hispanic culture. Coefficient alpha for this measure was calculated and deemed acceptable at .76.

#### Work to Family Conflict

WFC was measured using the 5-item scale used by Grzywacz and Bass (2003). Response choices for this scale use a Likert scale and range from "never" (1) to "all of the time" (5). A sample item is, "Stress at work makes you irritable at home." Respondents would then indicate their level of stress causing irritability on the Likert response format. High scores will show high levels of work-to-family conflict, while low scores will represent low levels of work-family conflict. Coefficient alpha for this measure was calculated and deemed acceptable at .85.

#### Job Satisfaction

Job satisfaction was measured by employing the 4-item scale used by Eisenberger et al. (1997). Response choices for this scale use a Likert scale and range from "never" (1) to "all of the time" (5). An example is, "All in all, I am very satisfied with my current job." Respondents would then indicate their level of job satisfaction on the Likert response format. High scores will show high levels of job satisfaction, while low scores will represent low levels of job satisfaction. Coefficient alpha for this measure was calculated and deemed acceptable at .72.

### Analysis

The hypotheses were tested using hierarchical multiple regression (Cohen et al. 2003). To reduce the likelihood of multicollinearity we mean centered our main effect variables and our moderator variable (Hispanic identity) by subtracting each observation by the mean of that variable. To create the interaction term we then multiplied work to family conflict by the moderator. The control variables were entered into the equation first. Second, we entered work-family conflict, followed by Hispanic identity in the third step. In the fourth step, we entered the two-way interaction variable. In evaluating the interaction term (Hispanic identity multiplied by work to family conflict) the natural logarithm of the variable is used as an independent variable to normalize its distribution. In order to demonstrate moderation, the change in R-square was analyzed in step 4, which added the interaction variables while

controlling for the main effect variables. If a significant R-square was found then the significance of the interaction variable was assessed (Cohen et al. 2003) Fig. 1 shows the plotted regression lines for those scoring one standard deviation above and one standard deviation below the mean on Hispanic identity where job satisfaction is the outcome of interest (Aiken and West 1991).

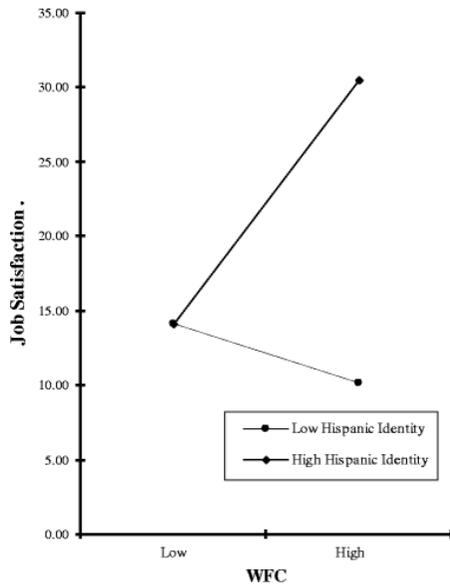


Fig. 1 Graph of interaction: Hispanic identity\*WFC and job satisfaction.

## Results

Table 1 reports correlations for variables of interest in this study including work to family conflict, Hispanic identity, the interaction of these two variables and job satisfaction. When evaluating the correlation table it should be noted that the Hispanic identity variable is significantly correlated with many of the study's variables. Hispanic identity is negatively correlated with work-to-family conflict, however not significantly. Table 2 presents the results of the hierarchical regression analysis outlined above. This analysis shows support for the hypothesized negative relationship between work to family conflict and job satisfaction in Hispanic professionals ( $r = -.186$ ), thus supporting Hypothesis 1.

With Hypothesis 2, we predicted that as Hispanic Identity increases, the negative relationship between work to family conflict and job satisfaction is changed (the relationship between work to family conflict and job satisfaction is positive for those with high Hispanic identity, and the relationship is inverse for those with low Hispanic identity). Supporting Hypothesis 2, Hispanic identity moderated the relationship between work to family conflict and job satisfaction ( $\beta = .840$ ,  $p < .05$ ).

Overall, the inclusion of the interaction term into the equation explained a significant amount of additional variance in job satisfaction ( $\Delta R^2 = .002$ ,  $p < .001$ ). The results show a significant change in the multiple squared correlation coefficient (change in R-squared) associated with

work to family conflict and its interaction with Hispanic identity - where both are statistically significant. Figure 1 demonstrates the pattern of the interaction as hypothesized.

## **Discussion**

The purpose of this study was to establish the relationship between Hispanic professionals' work to family conflict and job satisfaction and further analyze the moderating relationship of Hispanic identity on the relationship between work to family conflict and job satisfaction. Both hypotheses presented showed significance. From this analysis several interesting conclusions are presented. While previous research that examines work-family issues and Hispanic populations has looked at differences by socio-economic status (DelCampo and Hinrichs 2006), this study explores the work to family conflict topic in terms of an individuals' level of identification with Hispanic culture. When analyzing the Hispanic professional sample as a whole, a negative relationship exists between work to family conflict and job satisfaction. This is consistent with meta-analytic evidence showing a moderate negative effect for these variables (Kossek and Ozeki 1998). When we parceled out the differences in level of identification with Hispanic culture, it becomes clear that those with low levels of identification experience the same negative relationship as previously studied Anglo samples, whereas those with high levels of identification show a positive relationship between work to family conflict and job satisfaction. While we did not hypothesize a positive relationship, the empirical results indicate identity strength is a powerful determinant of individual attitudes. These results indicate the importance of exploring within group differences among ethnic groups, as more general analyses do not tell the whole story and may be misleading. Broadly, our results reinforce emerging models of work to family conflict arguing that cultural beliefs, particularly those based in collectivism and gender ideology, shape experiences and consequences of work-family conflict (Korabik et al. 2003; Joplin et al. 2003).

The multiple home and work roles held by Hispanics in the U.S. may result in less negative organizational impact due to the strong sense of family as well as the strong level of commitment to their work. Managing the challenges associated with work to family conflict may bring a sense of pride and satisfaction in the family realm and the work realm.

Additionally, it may be that Hispanics who most closely identify with their Hispanic origin expect that some level of work to family conflict will exist because their cultural ethnicity dictates that they have many responsibilities at home (i.e., elder care, child care, extended family).

Alternatively, it may be the loyal nature of the Hispanics (DelCampo et al. 2007) that leads to the moderating relationship of Hispanic identity with regard to work to family conflict and job satisfaction. Such is their devotion that they will remain committed to the organization regardless of the strain created in the home. In post-hoc analysis it is noted that this sample has high levels of organizational commitment (mean of 3.9) and responded very favorably to questions such as "I would be happy to spend my entire career with this organization" (mean of 4.2).

Alternatively, these data could be explained by the concept that perhaps having a high level of Hispanic identity “protects” individuals from experiencing or exhibiting negative work relevant attitudes, as they believe conflict is inevitable. The case could be that individuals of Hispanic descent who closely identify with their heritage could take pride in their value at both home and work; realizing that in reality these roles inevitably conflict but combined with the loyal nature of the Hispanic population, does not manifest itself in work-related outcomes such as job satisfaction.

Perhaps the value of doing well at work in order to provide for one’s family is the true explanation of why this is occurring. Driven to generate income for their family, the individual that identifies closely with their Hispanic identity puts so much effort into their work that they are unable to devote the requisite time to other family obligations. Spector et al. (2004) support this finding for blue collar Hispanics as they assert that the tendency to view work and family as integrated may be even stronger for Latino immigrants than for Mexican managers. Additionally, immigrants typically come to the United States specifically to find employment and to seek financial security for their family (Chavez 1992). In our sample perhaps the high levels of identity reflect more closely the values of immigrant populations even though these individuals are higher-level employees. Thus, perhaps the level of Hispanic identity is more accurately termed as the level of identification with immigrant Hispanic culture.

The value of familial relationships is presented here not as a hindrance to Hispanics becoming upwardly mobile in today’s society, but as an asset. Importance of family is a core value in the Hispanic culture. An individual who identifies highly with Hispanic culture may view fulfillment of work responsibilities as a contribution to two important groups: work and family. By understanding the unique nature of the Hispanic worker and their values, employers are more likely to retain their unique talents and help them progress in today’s labor force.

## **Limitations**

A limitation of this study was the cross-sectional design. In terms of internal validity, it is important to note that as regression analysis cannot indicate the direction of causality, it could be that higher levels of job satisfaction themselves impact level of work to family conflict for these highly collective individuals. In this sense, those that are so committed and filled with devotion for their organization might create issues at home based on their traditional Hispanic cultural values that place value on family above work.

Additionally, some may critique the use of self-report measures of job satisfaction, Hispanic identity, and work to family conflict, as some degree of social desirability bias may be inherent. Associated with this is the issue of common-method bias. The relations between work to family conflict and job satisfaction as reported by Hispanic professionals were consistent with our argument being similar, yet smaller in effect, to meta-analytic findings of the reported relationship (e.g., Kossek and Ozeki 1998). This helps alleviate some concerns of common-method bias inflating the relationships for our main effects, but cannot rule it out as a possible

contaminant in additional analyses. This is an admitted limitation and future research should use the extant measures (i.e., Marlowe & Crowne) to identify and limit these biases.

Finally, it can be argued that there is limited generalizability of our results. While this is an admitted limitation, it seems that with such a dearth of research on Hispanics, and even less research on Hispanic professionals, our examination provides value both empirically and theoretically.

## **Future Research**

Further research in this area is needed, as most previous studies have focused primarily on only middle-class Anglo-Americans. While this study demonstrates the role that Hispanic culture plays in the Hispanic-American struggle to balance competing role demands of work and family, further investigation of how this operates or other barriers to success must be evaluated.

Additionally, other ethnicities should be studied to increase understanding of the impact of this challenge, and different levels of socioeconomic status within ethnicities could provide still more information. As indicated in the Limitations section, future studies might evaluate the level of social desirability bias in a replication of this study as minority group members might be more susceptible to social pressures in reporting their familial and work role pressures. Ideally, future research would also compare the differences between the Hispanic Professional and Anglo Professional lifestyle, family dynamics and work-family interface. With such a limited amount of extant research on Hispanic Professionals the scholarly landscape is ripe for harvest.

While some question the incremental contribution of job satisfaction as a criterion in organizational research, it might prove fruitful to evaluate the moderating effect of Hispanic identity in relation to other organizationally relevant criteria such as productivity, intent to turnover, actual turnover, and organizational citizenship behaviors among others. Finally, studying different types of families from all walks of life (blue-collar and white-collar) can provide a much broader understanding of the implications of this important intersection of family studies and organizational research.

## **Appendix**

### **Measure of Hispanic Identity (Sanchez and Fernandez 1993)**

Responses on a 1–5 Likert scale:

- 1 = Not At All/Never
- 2 = Occasionally
- 3 = Somewhat/Sometimes
- 4 = Most of the Time
- 5 = Very Strongly/Always

1. How strongly do you identify with being Hispanic?
2. How important is it to you to assimilate with the dominant culture [Anglo]?

3. How important is it for you to maintain identity with the Hispanic culture?
4. How often do you speak Spanish?

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**Table 1** Means, standard deviations and correlations.

		<b>Mean</b>	<b>SD</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>
1	Hispid	3.80	.661	1										
2	Generation US	1.42	.493	-.064*	1									
3	Salary	4.38	1.68	-.091**	.011	1								
4	Household Inc	5.32	1.785	-.081*	.017	.762**	1							
5	Bonus Amount	1.68	.743	-.030	-.024	-.308**	-.289**	1						
6	Age	35.93	7.66	-.041	-.168**	.393**	.356**	-.023	1					
7	Gender	1.42	.494	-.008	-.005	-.231**	-.078*	.066*	-.091**	1				
8	Education	3.08	1.06	.071*	.038	-.039	-.032	-.010	-.028	-.002	1			
9	Job Sat	4.93	1.615	.044	-.026	.187**	.151**	-.136**	.060	-.020	-.013	1		
10	WFC	2.65	.563	-.038	.002	.070*	.034	.020	.023	.017	.004	-.186**	1	
11	Hispid*WFC	10.07	2.731	.602**	-.035	-.004	-.032	-.009	-.007	.008	.046	-.118**	-.762**	1

**Table 2** Regression analyses.

Independent variables	Dependent variable			
	Job satisfaction unstandardized beta	t-value	R <sup>2</sup>	ΔR <sup>2</sup>
Hypothesis 1:				
Work-Family Conflict	-.559***	-5.906	.047***	.047***
Hypothesis 2:				
Test of Moderation				
Step 1				
Control Variables				
Age	-.003			
Gender	.068			
Salary	.166*			
Bonus Amount	-.192			
Household Income	.008			
Generation U.S.	-.106			
Education Level	.001			
Step 2				
Work-Family Conflict	-.559***	-6.294	.085***	.039***
Step 3				
Hispanic Identity	.052*	1.658	.087***	.002***
Step 4				
Hispanic Identity*WFC	.840*	1.474	.089***	.002***

