GENERATIONAL DIFFERENCES IN

WORK LIFE BALANCE ATTITUDES

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By

Catherine C. Parker

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ABSTRACT

A study was conducted with 543 SUNY New Paltz alumni representing three generations to determine if there were generational differences in attitudes about work life balance. A paper and pencil survey was mailed to 3000 potential participants containing questions regarding perception of work life balance, engagement in individual initiative behavior and work life balance program usage and perceived risk. Significant differences in engagement in individual initiative behavior, perceptions of risk and program usage were found between Baby Boomers and Millennials. Significant differences in program usage were found between Baby Boomers and Gen X'ers. Some surprising results were found. There were no significant results for gender differences for perceived work life balance across the generations and the result for work life balance by generation only approached significance. This result possibly suggests a more complex relationship between gender, age, and work life balance. Alternative explanations such as age, familial responsibility and gender are discussed. Implications for further research were discussed including possible barriers to usage of work life programs for Baby Boomers and men of all generations.

INTRODUCTION

The planned study looked at generational differences with respect to participants' perceptions of work and career. Generational differences represent the set of values that people within the same age group possess. It is posited that these values are formed by a common history that is shared by a generational cohort. This common history includes the experience of major life events such as war, economic recessions, political upheaval and both natural and industrial disasters. World War II, the assassination of John F. Kennedy, the shuttle Challenger disaster, and the attacks on the World Trade Center represent examples of significant common experiences that have shaped the values of each generation differently. While these events do have an effect on all generations, they have the most profound effect on the youngest generation. Lancaster and Stillman (2002) stated that "events and conditions that each of us experiences during our formative years determine who we are and how we see the world" (p. 14). In addition to major world (or US) events, socioeconomic changes can be another factor in developing generationally specific values (Zemke, Raines, & Filipczak, 2000). Dual career families, geographic dispersion of extended families, and single parent households, are all examples of current trends that have changed the face of the workforce. Each generation has developed different values around these phenomena depending on whether they were emerging trends or well established norms during a specific generation's formative years.

This research was designed to gather data on how generational differences about work and career affect peoples' view of work life balance.

- How does each generation perceive their balance between work and life?
- Do any of the generations engage in behavior at work that may make it harder to manage their work life balance?

- What solutions are provided by organizations to help employees achieve more balance? Are these solutions being used by members of all generations or are some generations less likely to take advantage of these programs? Do some generations perceive these programs to be more risky to their careers?

- Are there gender differences in perceptions about work life balance and work life balance programs and do those attitudes remain consistent across generations?

This research attempted to address these questions. Three specific generations were studied including: Baby Boomers, Gen X'ers and Millennials.

Generation Definitions

Baby Boomers

Baby Boomers are defined as people born between the years 1946 and 1964 (Lancaster & Stillman, 2002). Major life events for this generation include the Vietnam War and the assassination of John F. Kennedy. Most Baby Boomers were raised by two parents and had a stay at home mother. Zemke et al. (2000) stated that the parents of this generation considered child rearing to be a symbol of what they had fought for through the depression and WWII rather than a biological necessity. They further stated that as a result, Baby Boomers were raised in the spotlight of the family. Economic conditions included a post World War II economic boom. Baby Boomers were repeatedly told how much their parents had sacrificed to create opportunities for their children and that they were expected to be more financially successful than their parents. The combination of the positive economic conditions, as well as the attention and encouragement from

parents, created an optimistic outlook among this generation (Zemke et al., 2000).

Gen X'ers

Gen X'ers are defined as people born between the years 1965 and 1980 (Lancaster & Stillman, 2002). Major life events for these people include Watergate and the Challenger disaster. Although many X'ers were not born when Watergate occurred, the resulting loss of faith in the government continued throughout their formative years. This generation faced a tougher economy than the Baby Boomers and their family lives were not nearly as stable. This generation's Baby Boomer parents were more likely to be working parents than stay at home care takers. A social imperative to succeed financially, combined with a tougher economy that made it difficult to live on just one salary, resulted in more dual career families. In addition, divorce rates tripled during the birth years of this generation. This increase in parents working, particularly mothers, created the phenomenon of latchkey kids (Lancaster & Stillman; Kupperschmidt, 1998). These latchkey kids developed both a sense of self-reliance and a preference for freedom. This generation also witnessed major institutions exposed as corrupt, such as the government during the Watergate scandal. According to Lancaster and Stillman, this generation has no heroes because, through the introduction of tabloid journalism and increased access to the media, they grew up seeing heroes being disgraced. This has created an innate cynicism and a tendency for them to rely more on themselves. Unlike their Baby Boomer parents who were given much, Gen X'ers learned early on that they needed to make their own opportunities and that achieving their goals may come at a price.

Millennials

Millennials are defined as people born between the years 1981 and 1999 (Lancaster & Stillman, 2002). They are also referred to as Nexters, Generation Y, and Generation Why. It is not yet clear which events will be pivotal for this generation since the youngest members are only 8 years old. Major events that will most likely shape this generation are the 9/11 disaster and the Iraq war. Parents of this generation include both Baby Boomers and Gen X'ers. According to Zemke et al. (2000), Baby Boomer parents of this generation are those that delayed childbearing to focus on their careers early on and now approach parenting with the same level of enthusiasm and drive to achieve that they had for their careers. Gen X'er parents are dedicated to making sure that their children do not experience the neglect that they felt. The result is that these parents take an active part in all areas of their children's lives, scheduling extra-curricular activities when they are young and advocating for older children at colleges and jobs. Unlike their predecessors the Gen X'ers, Millennials are the center of parental and societal attention (Zemke et al., 2000). This results in a more positive view of society and institutions which Murray (1997) claims they view as an extension of parental love and concern.

Work Life Balance

Changes to the work life balance equation

The health benefits of reducing stress through a balanced life, as well as the difficulty of achieving a balanced life, are well known (Quick et al., 2004). How does one define a balanced life, however? Fisher-McAuley, Stanton, Jolton, and Gavin (2003) describe work life balance as a competition for both time and energy between the different roles filled by an individual. Someone's life can be considered unbalanced

when the amount of time one works causes some sort of conflict or stress in other areas of life. The choices people make about their priorities can cause conflict with bosses, coworkers and/or family members. Stress can also be due to spillover where a person is worrying about life issues while at work and worrying about work issues while at home. Stress can also come from feelings of guilt about the choices being made (Quick et al., 2004).   Someone's work life balance is primarily based on their own perception of balance.

Throughout history people have worked hard to make a living and to survive in difficult economic times. So what has changed?   There have been societal and technological changes since the 1950's that have impacted both sides of the work life balance equation.   These changes include the loss of traditional gender roles that defined who was responsible for managing the "life" half of the equation. They also include technological and economic changes that have raised expectations of employees increasing the pressure on the "work" half of the equation.

Managing life responsibilities

During the 1940's, and 1950's, men managed work and women managed life. Women took care of not only the housework, but also the emotional work of running the family (Moen, 1998).   This division of labor minimized the impact on the family when a father needed to increase his focus on work. If the children were ill or even if an elderly relative needed care, the work routine would not be disrupted because the wife would be responsible for those tasks (Moen, 1998). The roles of housekeeper and breadwinner were defined and assigned to specific individuals. In addition, the emotional roles of worrying about children and worrying about financial stability were also defined and

assigned. Each partner knew their role and their domain of control and could trust the other partner to handle their responsibilities. O'Toole and Lawler (2006) note that the biographies of CEOs over the past fifty years are examples of these traditional marriages where these men could rely on a stay at home wife to manage the family. These CEOs are the ones currently determining work life balance policies for their employees.

A major change that occurred in the 1960's and 1970's was the significant increase in women entering the labor force, as well as the significant increase in single parent homes. This blurred the gender boundaries that defined who is responsible for work issues and who is responsible for life issues (Quick et al., 2004; Greenblatt, 2002). With the gender roles becoming less defined, there is the opportunity for more work life spillover. All employees, both male and female, now deal with aspects of homemaking and breadwinning. This can result in people experiencing more worry about life issues during work hours and because they feel guilty about the intrusion of their personal life on their work life, they may also begin to experience more worry about their job during life hours (Quick et al., 2004).

Generational differences managing life issues

Baby Boomers are the generation with the least amount of experience dealing with changing gender roles. It was during their working years that the gender boundaries began to fade. As the Baby Boomers entered the workplace, businesses had a template for a successful worker. He was male, he was committed to a long-term position at a company and he did not let his personal life interfere with work (Moen, 1998). This is not to say that he did not care for or worry about his family, but he was expected to put that aside for the sake of his career and he was both rewarded by his company and by

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society for doing so (Moen, 1998; Williams & Cohen Cooper 2004). As Baby Boomer women entered the workplace, they also used the male template as a gauge for evaluating their own experience and so did everyone else, including their managers and coworkers (Moen, 1998). This template assumes that work life balance is achieved by having a wife at home to handle the "life" part of the equation. This is unrealistic for women.

The background of the Gen X'ers with respect to work life issues is quite different. These latchkey kids could be seen as the first victims of work life balance issues. They grew up with an acceptance of women in the workplace and an attitude about the sacrifices required for success. They saw their parents make sacrifices for work that were not always rewarded (Jurkiewicz, 2000). They came to view work as more of a means to an end and they do not believe they can have it all. They entered the work force expecting to have to face difficult choices with respect to work and life. This generation is less likely to put work at the center of their lives than Baby Boomers and more likely to choose not to advance their career when there is a negative trade-off with their personal life (American Business Collaboration, 2004). They also developed feelings of resentment due to the amount of time and energy their parents devoted to their jobs (Zemke et al., 2000).

Millennials are just joining the work force with the oldest members only 26 years old. They have therefore, had less experience balancing work and life than the older generations. Another key characteristic of this generation is that the changes that have been stressful for Baby Boomers and Gen X'ers are taken for granted by Millennials. Diversity in the workplace is expected. Women work and 50% of kids live in single parent families. These are not seen as issues to discuss; rather they are seen as facts of

life in today's society (Zemke et al., 2000).

Overall, it is expected that Baby Boomers will report less work life balance because they have experienced the most change with regard to traditional gender roles and have the least experience managing that change. While Gen X'ers and Millennials have grown up accustomed to working women, family responsibilities are still managed predominantly by women (Singleton & Maher, 2004). Therefore, it is expected that women overall will report more work life imbalance, regardless of the generation.

Hypothesis 1: Baby Boomers will report less work life balance than Gen X'ers or Millennials

Hypothesis 2: Women will report more work life imbalance than men, regardless of the generation.

Managing work expectations

One of the struggles with work life balance is to maintain this balance while still being viewed as a "good employee". What is it that defines a "good employee" or a "good organizational citizen"? Organ (1997) defined organizational citizenship behavior as "contributions to the maintenance and enhancement of the social and psychological context that support task performance" (p. 91). He further explained that these behaviors are not usually part of a formal job description nor do they have direct ties to a formal reward system. One type of organizational citizenship behavior includes individual initiative behaviors where employees focus on task related behaviors but at a level that "is so far beyond minimally required or generally expected levels that it takes on a voluntary flavor" (Podsakoff, MacKenzie, Paine, & Bachrach, 2000, p. 524). Examples of these behaviors for white collar workers include checking email from home, working

during days off, and attending work related functions on personal time (Bolino &

Turnley, 2005).

While the idea of going above and beyond expectations at work is not new, there

have been changes in the workplace that have raised those expectations and removed

some of the physical restrictions that limited employee initiative. In the 1990's, new

technology became available that enabled employees to be able to work from anywhere

and set their own hours. Email, laptops, cell phones and Blackberries® all made it

possible to be connected 24 X 7 (Quick et al., 2004). It is no longer necessary to go to

the office to do work. That meant that during evenings, weekends, holidays and

vacations, workers can access all the information they need to work (Greenblatt, 2002;

O'Toole & Lawler, 2006). Also, with more global competition, the definition of the work

day is less clear. Business may end at 5:00 EST in New York but goes until 8:00 EST in

California and even later in China. The sun no longer sets on many business empires.

But with this new ability to work anytime and anywhere came the expectation to work

anytime, anywhere (O'Toole and Lawler, 2006).

What used to be considered above and beyond has now become expected with

employees feeling pressure to exhibit more individual initiative behavior (Perlow, 1998).

What used to be considered voluntary is now perceived to be part of the job requirements.

Bolino and Turnley (2005) posited that employees who exhibit more individual initiative

behavior would most likely have less time and energy for other aspects of their life,

specifically their family. Their study found that there was a positive relationship

between the amount of individual initiative behavior and work-family conflict, as well as

job stress and role overload. Although these types of behaviors seem to contribute to the

work life imbalance, companies continue to reward employees for these types of behaviors implicitly, if not formally (Werner, 1994).

Generational differences with respect to individual initiative behaviors

Each generation's outlook on business and success may affect their behavior with respect to work life balance. One of the things that Baby Boomers value at work is visibility. They want to be seen and they want credit for their hard work. The Baby Boomer generation represented the first period of US population growth in 200 years (Zemke, Raines, & Filipczak, 2000). This meant that wherever Baby Boomers went, there were a lot more of them. This is the generation that learned early that they need to stand out to be noticed and to succeed (Lancaster & Stillman, 2002). This belief could certainly encourage them to not only engage in individual initiative behavior but to be vocal about those behaviors to ensure they got credit. Baby Boomers also have an optimistic outlook with respect to business and success. This optimistic outlook could also encourage more individual initiative behavior because Baby Boomers would trust that they would be rewarded in the long run by going above and beyond expectations.

Gen X'ers have been labeled the "slacker" generation that has no work ethic. Zemke et al. (2000) propose that Gen X'ers actually have a different work ethic. They explain that Gen X'ers are very willing to work hard but tend to focus more on getting the job done rather than the time it takes to do the work. They value freedom and flexibility in the workplace and want to be evaluated more for their results than the hours they work (Zemke et al.; Jurkiewicz, 2000). Unlike their Baby Boomers predecessors, who focused more on the effort required, Gen X'ers feel that employees should be rewarded for efficiency instead (Lancaster & Stillman, 2002). While employees generally understand

that engaging in more individual initiative behavior usually results in more rewards at work (Werner, 1994), Gen X'ers may have more difficulty engaging in this behavior. First of all, they tend to resist the inefficiency of working to put in the hours rather than to complete a specific, important task. They may also be uncomfortable with the fact that the rewards for this behavior may not be immediate (Lancaster & Stillman, 2002).   This is the generation that does not trust any institution and is skeptical of promises of future rewards. They are willing to work hard when they understand the rewards associated and perceive value in those rewards.

Zemke et al. (2000) compared Millennials to the Veteran generation that preceded the Baby Boomers. They said that Millennials are more morally conservative and more willing to work for the common good. They are more trusting of management and more willing to work hard but they also have a drive for success that will not allow them to stay committed to just one company (Lancaster & Stillman, 2002). They may exhibit more individual initiative behavior because they are committed to the success.   Since birth their highly involved parents have been both encouraging and advocating for their success and high achievement (Murray, 1997; Giordani, 2005). They are also more team oriented than their Gen X'er coworkers and may exhibit more loyalty to the team and organization (Murray, 1997). The blurred boundaries between work and life due to technology will not be difficult for this generation. They are already "connected" before they reach the workplace (Giordani, 2005). With instant messaging, MySpace, iPods, etc. this generation takes technology for granted. They are not naive about the impact these technologies may have on their work life balance and value work that they enjoy (Lancaster & Stillman, 2002).

It is expected the Millennials and Baby Boomers may report more individual initiative behavior than Gen X'ers due to their different beliefs about organizations. Both Baby Boomers and Millennials have a more positive view of work and organizations than Gen X'ers. It is expected that women and men feel the pressure to be good organizational citizens equally but that women will report engaging in less individual initiative behavior. Since women still manage more of the family responsibilities, they may simply have less opportunity to engage in individual initiative behavior even though they know it would positively impact their careers.

Hypothesis 3: Millennials and Baby Boomers will report more individual initiative behavior that Gen X'ers.

Hypothesis 4: Men will report more individual initiative behavior than women regardless of generation.

Work Life Balance Programs

Usage of work life balance programs

In response to all of the attention from employees and the media, companies have begun to introduce many programs to help with work life balance. Some of these programs include, part-time work, job sharing, working from home both occasionally and full-time, and allowing leave for education or family matters (De Cieri, Holmes, Abbott & Pettit, 2005). Although many companies do now offer some work life balance programs, many of these benefits are not being used (Nord, Fox, Phoenix & Viano, 2002). While some of the reasons include poor communication about program availability and improper implementation (De Cieri et al., 2005), other factors include fear of how participation will affect an employee's career (Nord et al., 2002). De Cieri

et al. found that in 50% of the companies surveyed in Australia, fewer than 20% of the employees participated in work life balance programs. Providing vacation time is probably the most common and most traditional program that can assist work life balance and many employees do not even take full advantage of their vacation time. The Families and Work Institute (2005) found that while 79% of employees have paid vacation, 36% do not plan to take the full vacation time allotted to them. They also found that on average Americans take 14.6 vacations days annually (roughly 3 weeks). Employees who find it difficult to miss more than 3 weeks during an entire year may be less likely to take advantage of a much longer family leave.

Nord et al. (2002) interviewed employees of two consulting firms to understand some of the difficulties employees have with work life balance programs. They interviewed employees that were taking advantage of telecommuting and a reduced work schedule. Some of the comments they received from participants include concerns that the programs are incompatible with the existing practices of assigning work and assessing performance; feelings of isolation while working at home; and lack of true support from their immediate manager. This last concern was experienced as subtle negative communication from managers and coworkers that reinforces the idea that participation in work life balance programs was counter to the organizational culture.

Generational beliefs about career risk

The Baby Boomers' need to stand out and be visible may be incompatible with some work life balance programs that result in less time physically at work. With this perspective it could even be difficult to switch to a less visible home based office even though the job responsibilities remained unchanged (Lancaster & Stillman, 2002). Baby

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Boomers may also perceive more risk in work life balance programs because, unlike Gen X'ers, they equate job security with career security (Lancaster & Stillman, 2002). Gen X'ers may actually be more cynical about a company's true commitment to a work life balance program, but they may perceive the risk of using one of the programs as being more limited than do Baby Boomers. Gen X'ers have a broader view of their career that does not rely on one company or even a small number of companies. The commitment is still there but to one's career, not to a particular job (Lancaster & Stillman, 2002; Jurkiewicz, 2000). Murray (1997) stated "They resist fixed rigid or closed off futures. X'ers insist upon keeping their options open, seeing much of the work world as a maze of ruts from which one can never escape" (p. 38). While utilizing a reduced workload program at one company may give management a view that they are less committed, that is only the view of their current company. If the opportunities are not available there, they can always go somewhere else.

Having grown up during difficult times, Gen X'ers, are also hardened to economic realities and have lowered their expectations of success. They know they will not necessarily do better than their parents. That is different from the pressure to succeed that Baby Boomers carry with them. Gen X'ers are survivors that learned the harsh realities of work life balance early on. They are self reliant and look out for themselves (Zemke et al., 2000). These attitudes and experience may better equip them to make more conscious decisions about when to utilize work life balance programs to help them to create a more balanced life for themselves.

Millennials may also be more likely to take advantage of any work life balance programs but possibly for different reasons. While a cynical Gen X'er may choose to

accept any risk necessary to achieve balance, a Millennial may trust their organization to support them in their desire for work life balance.   Raised by parents that valued their input, Millennials will be more likely to speak out about the issues with specific programs and will expect their opinion to be valued (Lancaster & Stillman, 2002).

It is therefore expected that Baby Boomers will report less usage of work life balance programs as compared with both Millennials and Gen X'ers. It is expected that both Baby Boomers and Gen X'ers will report more perceived risk of using one of these programs than their optimistic, Millennial counterparts.   It is also expected that women will report more usage of work life balance programs than men, despite reporting the same level of perceived risk. Traditionally, women have held more family responsibility than men and, while men have been more involved in recent years, it is expected that women still retain the majority of those responsibilities. Therefore, women are still more likely than men to sacrifice their career for their family goals.

Hypothesis 5: Baby Boomers will report less usage of work life balance programs than Millennials and Gen X'ers.

Hypothesis 6: Women will report more usage of work life balance programs than men, regardless of generation.

Hypothesis 7: Baby Boomers and Gen X'ers will report more perceived risk of using one of these programs than Millennials.

METHOD

Participants

This study surveyed the alumni population from the State University of New York (SUNY) at New Paltz.   As mentioned previously, the generations that were targeted were

Baby Boomers, Gen X'ers and Millennials. The study was designed to sample alumni to ensure participation from all three targeted generations, as well as targeting participants who have some experience with work and career. Those two conditions precluded a study that focused on current SUNY New Paltz students. This study also focused exclusively on people born and raised in the United States. The major events and the social and economic trends that influence the values for each of these generations are those that are specifically relevant to the Unites States. While other areas of the world may be impacted by these trends and events, that impact is not universal. Also there are other local phenomena occurring around the world that would create unique experiences for people in other geographic areas. The generational definitions on which this research is based are specifically applicable to people born and raised in the United States. The results of this research cannot be generalized to generations in other countries.

Measures

A paper and pencil survey was mailed to all potential participants. This method was chosen over a web-based survey so as not to skew the results to younger more technologically adept Baby Boomers. Participants were asked to fill out the survey and return it by mail.   It was expected that 10% of those who receive the survey will respond. Therefore 3000 surveys were mailed.

The survey included 4 parts (see Appendix A) including 3 scales and demographic information. The demographic questions asked about age, gender, country of origin and current employment status.   Age was used to determine in which generational cohort the participant was placed. The analysis also examined gender differences across these generations.

The first scale is the Work Interference with Personal Life (WIPL) scale

developed by Fisher-McAuley et al. (2003) and validated by J. Hayman (2005). Fischer-

McAuley et al. (2003) report the Cronbach alpha for this scale as α = .87. This scale was

chosen over other various family-work conflict scales as to be relevant for participants

who do not have family responsibilities but still may experience work impinging on their

personal life. This scale assesses if the participants currently feel that they had a balance

between work and life. This scale has 7 items and participants respond using a 5 point

Likert scale. Item 7 is reverse scored. Scores can range from 7 – 35 with a higher score

signifying less balance.

The second scale was designed to measure how often the participants engage in

individual initiative behaviors. This scale was developed by Bolino and Turnley (2005)

and contains 15 items. They report that the Cronbach's alpha for this scale as α = .91.

Participants respond as to how often they engage in these specific behaviors using a 5

point Likert scale. Scores can range from 15 – 75 with the higher score signifying more

frequent engagement in these behaviors.

The third scale was designed to measure the participants' usage of work life

programs and their view of the risks inherent in each program. This scale was created by

the researcher for this research project. Items included in the list of work life balance

programs were those mentioned in the literature discussing work life programs (Sullivan

& Mainiero, 2007; Kirby and Krone 2002; Allen, 2001; DeCiera et al., 2005). For each

of 12 programs the participant was asked to state whether their current employer provides

this program; their perception of the risk involved in using the program; and the

likelihood that they would use this program at some point in their career. The first

question was included to gather information on the current work life balance programs

being offered by employers. The second question was scored on a 5 point Likert scale.

Scores can range from 12 – 60 with the higher scores representing a perception of higher

risk. The third question presented participants with a 5 point Likert scale and an

additional 6th choice for programs that they considered not applicable. It also contained

an addition item that asked whether they take all of their allocated vacation time.

Questions that were answered as Not Applicable were scored the same as very unlikely or

1. These questions were therefore scored on a 5 point scale and scores could range from

13 – 65.

Scores from the three scales were analyzed separately to see if there are

significant differences in scores on each scale between generational cohorts. In addition,

scores for WIPL, individual initiative behavior and work life balance program usage were

analyzed to see if there were significant differences between genders regardless of

generational cohort. An analysis was also done to determine if there was a significant

correlation between scores of the WIPL scale and the individual initiative scales

regardless of gender and generational cohort.

Procedure

Prospective participants were obtained by working with the alumni office at

SUNY New Paltz. A list of 3000 alumni was generated randomly to determine who

would receive the mailed surveys. This was a stratified sample based on the year of

graduation. 1000 names were sampled randomly from each of the following groups:

Baby Boomers were sampled from the classes of 1968 through 1986; Gen X'ers were

sampled from the classes of 1987 through 2002; Millennials were sampled from the

classes of 2003 through 2006. The year of graduation did not guarantee that these potential participants would fall into those generational cohorts but it was the best approximation due to the fact that the age of each alumnus was not available. The year of graduation was only used for sampling and not for data analysis. Actual age was used for data analysis.

Each potential participant was mailed a package that included a letter, the survey instrument and a postage paid return envelope. The letter described the research being conducted and explained that they were chosen because they are alumni of SUNY New Paltz (Appendix B). It included the criteria for participation. Alumni needed to be 61 years old or younger and must have been born and raised in the United States. The letter asked them to complete the survey if they met the criteria for participation. It was expected that the survey would take less than 15 minutes to complete. They were instructed to place the completed survey in the postage paid envelope and mail it back. They were thanked for their participation. Surveys were returned to the researcher at the Psychology department office at SUNY New Paltz. Once the surveys had been removed from their envelopes (which could have contained return address information if added by the participant) there was no identifying information on the survey that could connect them with the participant. Any incomplete surveys that were returned were counted and then discarded. Any surveys that were returned from alumni who were not born and raised in the US or are older than 61 years of age were included in the demographic information but not the analysis of the scales. A response rate of at least 10% was expected in order to have at least 100 participants from each generational cohort.

RESULTS

Of the 3000 surveys that were mailed, 559 participants responded. Of those returned responses, 11 did not fill out the survey stating that they were not eligible due to age. There were two participants who did not fill out the survey stating that they felt they did not qualify because they were retired and two surveys that were returned blank. One response was received in error. Data from a total of 543 surveys were entered. In addition, 165 change of address notifications were received. It is not possible to determine how many of those represent potential participants who never received the survey, however. It is also not possible to know in which generation they would have fallen. There were five participants who returned the survey after filling out some demographic information but not filling out any of the questions relating to the scales. Every survey that had some information was included in the demographic analysis.

There were 543 participants that were included in the demographic analysis. Of these six participants did not report their age, 272 (50%) were in the age range of Baby Boomers, 171 (32%) were in the age range of Gen X'ers, and 89 (16%) were in the age range of Millennials. There were five participants who were older than 61 years but still filled out some of the questionnaire. They were included in the demographic analyses but not in the rest of the analyses. Millennials returned the survey at the lowest rate. Almost twice as many Gen X'ers returned the survey and three times as many Baby Boomers responded. One possible reason for fewer responses from Millennials is that the addresses for those alumni may have been the least accurate. Younger graduates are more likely to relocate after graduation. The participants were primarily Caucasian ($n = 464$, 86%) with African American as the next larger group represented ($n = 17$, 3%). In

addition there were 14 participants who reported being Hispanic (3%), ten who reported

being Asian (2%), one reported being Native American (0.2%) and 29 who reported that

they were multiracial, other, or preferred not to provide their ethnicity (5%). The Baby

Boomer cohort had the largest percentage of Caucasian participants with 91% ($n = 248$)

and the Millennial cohort had the lowest percentage of Caucasians with 79% ($n = 70$).

There were a total of 370 women and 162 men who responded. Both the Baby Boomer

group and the X'er group were approximately 31% male. The Millennial group had

fewer men with only 24%. Several people did not report their gender ($n = 10$) and one

participant identified as transgender and did not choose a specific gender. The majority

of the participants held only one job ($n = 406$, 75%). There were 90 participants who

held two jobs, 14 participants who held three jobs and 2 participants who held four jobs.

Baby Boomers were somewhat more likely to hold only one job (79%) than were Gen

X'ers (73%) and Millennials (73%). The majority of the participants reported that they

were married or in a civil union ($n = 299$, 55%); 149 participants (27%) reported that they

were single; 54 participants (10%) reported that they were divorced and 32 participants

(6%) reported that they were living with someone. There were seven widows/widowers

(1%) in the study. Several participants ($n = 5$) reported more than one answer for marital

status. Baby Boomers were more likely to report that they were married (70%) than

either Gen X'ers (57%) and Millennials (9%). Baby Boomers were also more likely to be

divorced (14%) than Gen X'ers (8%) or Millennials (1%). Millennials were more likely

to be single (80%) or living with someone (9%) than either Gen X'ers (single 29%, living

with someone 6%) or Baby Boomers (single 10%, living with someone 5%)

Participants did not answer the questions on children consistently. Some

participants provided numbers and others checked off categories. Therefore it is not possible to accurately report the number of children that participants had. Certain assumptions were made in order to interpret the data. Participants that checked a category were coded as having one child in that age group. Participants who filled in data in one age group and left the remaining age groups blank were interpreted to have no children in those other age groups.   Participants who did not fill out any of the age groups were left blank.   A total number of children was calculated but that number can only be used to identify participants who have at least one child in any age group since the number of children was not always reported. The majority of participants ($n = 378$, 70%) reported having at least one child, 124 participants (23%) reported having no children, and 41 participants (8%) did not provide information about their children. Baby Boomers were more likely to have children ($n = 233$, 86%) than Gen X'ers ($n = 112$, 66%) and Millennials ($n = 28$, 31%). As expected, the older generational cohorts were also more likely to have older children, but all groups reported having children under the age of 4. Gen X'ers were the most likely to have children from the youngest age group with 49% ($n = 84$). Baby Boomers were the least likely with only 15% ($n = 41$) and 30% of Millennials reported having children in the youngest age group ($n = 27$). Baby Boomers reported children older than 24 ($n = 113$, 42%) more often than children in other age groups.

<div align="center">Work Life Balance</div>

Scores for work life balance were determined by adding the individual scores on the 7 questions. The 7th question was reverse scored. If participants wrote in a value of Not Applicable for any questions, a value of 3 was substituted. The value of 3 represented an

answer of Neither Agree nor Disagree and therefore was the most neutral value. The mean answer for each question was substituted for missing data. A one way ANOVA was conducted to determine if there was a significant difference in perceived work life balance by participants from different generations. The first hypothesis of this study posited that Baby Boomers would report less work life balance than Gen X'ers or Millennials. Higher values for the work life balance score represent less work life balance or more work life imbalance. Table 1 shows that Baby Boomers in this study did report higher work life imbalance than Gen X'ers and Millennials. A one way ANOVA was conducted to determine if there was a significant difference in the means. The results approached significance, $F(2,494) = 2.84$, $p = .06$. Therefore this hypothesis was not fully supported. Because the results did show that the means for the three groups in this study were in the expected direction, this suggested that additional research should be encouraged.

Table 1

Descriptive Statistics for Work Life Balance Scores by Generation

Generation	*n*	*M*	*SD*
Millennials	85	19.28	5.94
Gen X'ers	155	19.40	6.62
Baby Boomers	257	20.82	7.27
Total	497	20.11	6.85

The results also did not support the second hypothesis that stated that women would report higher work life imbalance. Table 2 shows the descriptive statistics for both men

and women. An independent t-test was conducted but no significant difference was found between the means, $t(494) = 0.50$, $p = .62$. This result is surprising as much of the literature for work life balance focuses on the issues that women face balancing work and family. This analysis only examined whether there were differences between genders regardless of their generation, however. The difference between men and women with respect to work life balance may not be consistent across generations. More analysis should be done to better understand the relationship within a specific generation.

Table 2

Descriptive Statistics for Work Life Balance Scores by Gender

Gender	*n*	*M*	*SD*
Male	155	19.88	6.71
Female	341	20.21	6.89

Individual Initiative Behavior

Scores for individual initiative behavior were determined by adding the individual scores on the 12 questions.   If participants wrote in a value of Not Applicable for any questions, a value of 1 was substituted. The value of 1 is equal to never doing the behavior in question. The mean answer for each question was substituted for missing data. A one way ANOVA was conducted to determine if there was a significant difference between the frequency of individual initiative behaviors of participants in different generations. The third hypothesis of this study posited that Millennials and Baby Boomers would report more individual initiative behavior that Gen X'ers. Higher scores represent more frequent engagement in individual initiative behaviors.   Table 3

shows that Baby Boomers in this study did report higher frequency of engagement in these behaviors than Gen X'ers but their reported frequency of engagement was also higher than Millennials as well. A one way ANOVA was conducted to determine if any of the mean differences were significant. The results of the ANOVA showed that there were significant differences between the groups, $F(2,494) = 3.34$, $p = .04$. The strength of the relationship between generation and individual initiative behavior scores is small ($\eta^2 = .01$). Because these results did not support the hypothesis specifically, a Tukey HSD post hoc analysis was done to determine which groups were significantly different. The results of that analysis show that Millennials actually exhibit individual initiative behavior significantly less frequently than Baby Boomers ($p = .04$). The amount of engagement in individual initiative behavior reported by Gen X'ers was not significantly different from either Baby Boomers or Millennials. These results do not support the hypothesis but do provide some evidence of generational differences in behavior at work.

Table 3

Descriptive Statistics for Individual Initiative Behavior Scores by Generation

Generation	n	M	SD
Millennials	85	35.95	11.15
Gen X'ers	155	37.62	10.56
Baby Boomers	257	39.14	9.84
Total	497	38.12	10.35

An independent samples t-test was conducted to see if there was any difference between men and women for the amount of reported individual initiative behavior. As

with the work life balance results, there was no significant difference between the two

genders in the amount of reported behavior $t(494) = 0.40$, $p = .69$. Men in this sample

reported more individual initiative behavior than women (see Table 4), but that result was

not significant.

Table 4

Descriptive Statistics for Work Life Balance Scores by Gender

Gender	n	M	SD
Male	155	38.38	10.66
Female	341	37.99	10.23

The choice to include individual initiative behavior in this study was made due to

a theory that the amount of individual initiative behavior would be positively related to

work life imbalance. A correlation was conducted to see if such a relation could be

found. The analysis showed a significant, positive relationship between work life

imbalance and the frequency of individual initiative behavior, ($r = .37$, $p = .01$). Bolino

and Turnley (2005), who created the individual initiative behavior scale, found a

correlation between scores for their scale and scores for work stress but did not compare

it to work life balance data.

Work Life Balance Programs

The questions concerning work life balance programs asked participants

about 15 specific programs. Participants were asked about whether or not their company

offered the program; what they felt was the risk associated with using the program; and

how likely they were to participate. Many of the participants did not complete all of the

questions for all of the programs listed. The pattern of responses seem to imply that

participants only answered the questions about risk and likely use for those programs that

were offered by their current employer. No score was created for the 1st question on the

availability of programs. That question was included to understand the current state of

availably of such programs. Table 5 shows the results for all or the programs and the

comparison between generations.

Table 5

Participants reports on the Availability of Work Life Balance Programs by Generation

Offering	total	%	Baby Boomers	%	Gen X'ers	%	Millen-nials	%
Unpaid Family Medical Leave (FMLA)	318	58.6	174	64.0	106	62.0	32	36.0
Paid maternity leave	285	52.5	142	52.2	94	55.0	45	50.6
Part-time work	282	51.9	135	49.6	89	52.0	52	58.4
Paid leave for sick family member (parent, child, spouse)	264	48.6	138	50.7	84	49.1	39	43.8
Flexible work schedules	227	41.8	103	37.9	76	44.4	43	48.3
Work from home occasionally	171	31.5	84	30.9	63	36.8	21	23.6
Leave of absence for education	149	27.4	83	30.5	41	24.0	20	22.5
Paid paternity leave	139	25.6	79	29.0	43	25.1	15	16.9
Compressed work week	87	16.0	37	13.6	31	18.1	17	19.1
Job sharing	73	13.4	39	14.3	23	13.5	10	11.2
Brief (1 – 2 months) paid sabbatical	70	12.9	33	12.1	24	14.0	13	14.6
Work from home all the time	50	9.2	26	9.6	18	10.5	6	6.7

The most common programs that were provided to the participants of this study

included unpaid family medical leave (58.6% of participants), paid maternity leave

(52.5% of participants) and part-time work (51.9% of participants). The least provided

programs included job sharing (13.4% of participants), brief (1 – 2 months) paid

sabbatical (12.9% of participants) and work from home all the time (9.2% of participants).

Scores for the risk associated with work life balance programs were calculated by adding up the individual scores and dividing by the number of questions that were answered. Questions answered as not applicable were treated as unanswered. This gives a mean assessment of risk for each participant. A total score was not useful because the participant answered a varying number of questions. The seventh hypothesis stated that Baby Boomers and Gen X'ers would report more perceived risk of using one of these programs than Millennials. The results of this study do not support that hypothesis because Millennials reported the highest level of perceived risk (see Table 6) and Baby Boomers reported the least amount of risk. A one way ANOVA was conducted to determine if the mean of these values were significantly different between generational groups. The results of this analysis show that there are significant differences between the groups $F(2,417) = 4.35, p = .01$. The strength of the relationship between generation and perception of risk was small ($\eta^2 = .02$). Since the results do not support the hypothesis, a Tukey HSD post hoc analysis was run to determine which groups were significantly different from each other. This analysis showed that there is significance difference between the level of perceived risk for Baby Boomers and Millennials at $p = .04$. Millennials perceive significantly more risk to work life balance programs than do Baby Boomers.

Table 6

Descriptive Statistics for Perceived Risk of Work Life Balance Programs by Generation

Generation	n	M	SD
Millennials	77	2.00	1.02
Gen X'ers	131	1.93	.95
Baby Boomers	212	1.69	.93
Total	420	1.82	.96

The data that participants provided for likely usage of work life balance programs had similar issues to the questions pertaining to risk. Applicants tended to answer only for those programs that their companies offered. Many participants left questions blank or marked several as not applicable. To calculate a score for usage of work life balance programs, questions that were left blank or marked not applicable were not used. Individual answers were added together and then divided by the number of questions used in calculating that total. This provided a mean of the likelihood of using a work life balance program for each participant. The fifth hypothesis stated that Baby Boomers will report less usage of work life balance programs than Millennials and Gen X'ers. Baby Boomers in this study did report less usage of work life balanced programs than both Gen X'ers and Millennials (see Table 7).

Table 7

Descriptive Statistics for Work Life Balance Program Usage by Generation

Generation	n	M	SD
Millennials	85	3.33	.93
Gen X'ers	148	3.10	.99
Baby Boomers	239	2.77	1.03
Total	472	2.97	1.02

A one way ANOVA was conducted to determine if these group differences were significant. The results of the ANOVA showed a significant difference between the groups, $F(2,469) = 11.49$, $p = .00$. There was a medium relationship between generation and usage of work life balance programs $(\eta^2 = .05)$. Two independent sample t-tests were conducted to test the specific hypothesis and to determine if there was a significant difference between Baby Boomers and both Gen X'ers and Millennials. The first t-test compared the means between Baby Boomers and Millennials and found a significant difference, $t(322) = 4.38$, $p = .00$. The second t-test also found a significant difference between Baby Boomers and Gen X'ers $t(385) = 3.14$, $p = .00$. These results support the hypothesis that Baby Boomers are less likely to take advantage of work life programs than both of the younger generations.

The sixth hypothesis stated that women will report more usage of work life balance programs than men, regardless of generation. An independent samples t-test was conducted to see if there was a significant difference between likely usage for men and women. This analysis found a significant difference between the two group $t(468) = -$

2.93, p = .00. The strength of the relationship between gender and use of work life

balance programs is small (d = .29) Women reported more likely usage of work life

programs than men (see Table 8).

Table 8

Descriptive Statistics for Usage of Work Life Balance Programs by Gender

Gender	n	M	SD
Male	144	2.76	.94
Female	326	3.06	1.04

Summary

Two hypotheses were supported: hypothesis 5 - Baby Boomers will report less

usage of work life balance programs than Millennials and Gen X'ers and hypothesis 6 -

women will report more usage of work life balance programs than men, regardless of

generation. Three hypotheses were not supported: hypothesis 1 - Baby Boomers will

report less work life balance than Gen X'ers or Millennials; hypothesis 2 - women will

report more work life imbalance than men, regardless of the generation; and hypothesis 4

- men will report more individual initiative behavior than women regardless of

generation. The analysis for the remaining two hypotheses produced significant results

but they were contradictory to the stated hypotheses.   Hypothesis 3 stated that

Millennials and Baby Boomers will report more individual initiative behavior than Gen

X'ers. The results showed that Baby Boomers reported more individual initiative

behavior than Millennials and both groups were not significantly different from Gen

X'ers. Hypothesis 7 stated that Baby Boomers and Gen X'ers will report more perceived

risk of using one of these programs than Millennials. The results showed that Millennials in this study reported the most perceived risk and that this perception was significantly higher than for Baby Boomers.

LIMITATIONS

While the data does indicate the existence of some generational differences with respect to views of work life balance, there are certain restrictions on how the results can be generalized across the population. The sample used in this study included only college educated participants. This implies a certain socioeconomic status. The sample was also overwhelmingly Caucasian and therefore not ethnically diverse. These restrictions need to be considered in conjunction with the overall theory being tested. The premise for generational differences requires that members of each cohort experience similar circumstances throughout their childhood. Zemke et al. (2000) stated that the similarities within a generation exist regardless of ethnicity or socioeconomic status. The results from this study cannot be generalized to other ethnicities or to other socioeconomic statuses. Additional research with a more diverse sample should be conducted to see if these results can be replicated.

This study is also limited because the participants are graduates of the same college. One of these limitations is geographic. This study only asked if participants were born in the United States. It is not possible to determine if the sample was geographically dispersed. The participants were all graduates of a New York state university so it is likely that the majority of participants were born in or near the state of New York. In addition, this college may attract students with similar values. Often the choice of a college is related to the choice of a career so it is possible that alumni of a

specific school could share values around work life balance. It is also possible that this study over sampled women, especially in the Millennial generation. In recent years the ratio of women to men at SUNY New Paltz has increased. This may partially explain the small number of Millennial men who participated.

DISCUSSION

The first two scales that were analyzed attempted to show differences between generations relating to their ability to achieve work life balance and potential behaviors that could contribute to work life imbalance. The results did show that there is a relationship between engaging in individual initiative behaviors and a perception of work life imbalance. The results also suggest that Baby Boomers engage in those behaviors more than Millennials. This could be evidence of the younger generation being less willing to making personal sacrifices for their career. The generational differences in the participants' perception of their current work life balance were not significant in this study. In this sample there was a trend towards better balance in the younger generations, as hypothesized, which suggests the need for more research in the area of work life balance and generations.

The analysis of the data related to work life balance programs also provided evidence of generational differences. The analysis of participants' willingness to use work life balance programs showed a significant difference between Baby Boomers and both Gen X'ers and Millennials. These results match the hypotheses showing evidence that the generations do differ in their perception of these programs. The results of the analysis of participants' perception of risk, however, were surprising. It was expected that the older generations would perceive more risk but the results showed that the

Millennials perceived more risk than the Baby Boomers.   The results provide evidence of significant generational differences but not in the expected direction. It was posited that Baby Boomers would be more reluctant to use work life balance programs because they perceived them to be riskier than other generation perceive them to be. This indicates the need for more understanding about the barriers to work life balance programs usage for Baby Boomers. It is interesting that the generational group that perceives the most risk in work life balance programs is also the group most willing to take advantage of these programs.

Alternative Explanations

This study has shown that there are some significant generational differences in both behavior and perceptions related to work life balance. There are of course other possible explanations for group differences. These include, gender differences, age differences, and level of familial responsibilities at various life stages. This study collected some relevant data regarding age, and familial responsibility as well as conducting specific analyses with regard to gender.

Work life balance is often perceived as a "women's issue. O'Toole and Lawler (2006) stated that work life balance is associated with women because it became a more prominent issue when women began entering the workforce in larger numbers. The results of this study do not provide any evidence to support the theory that work life balance is primarily a concern for women. The level of work life imbalance was not significantly different for men or women overall when generation was not considered. This suggests that the work life issues for men and women are more complicated and need to be examined along with other factors such as age or generation. The results of

this study did however show that women across the generations are more willing to take advantage of the work life balance programs that are offered. One argument may be that the programs, having potentially been designed for women, are not as applicable to men. That was accounted for in this study by allowing participants to state which programs were not applicable to them and by calculating their score based only on applicable programs.   Therefore, women appear to be more willing to take advantage of programs that are offered to help create a better balance in their lives. This indicates a need for a focus on the reluctance men have to use the work life balance programs that are offered. It is interesting to note that despite the fact that women claim to take more advantage of work life balance programs, they do not consistently report better work life balance than men. It is not clear from this study if the programs are not helpful or if, without the option to use these programs, women's work life balance would be worse than that of men's.

Another possible explanation for the generational differences found in this study is that they have more to do with age than with generational cohorts. One of the results from this study provides evidence that age alone may not be a factor. That result is the perception of risk for work life balance programs. The expectation was that due to their personal experience of seeing themselves or their parents not being rewarded for loyalty, both the Baby Boomers and the Gen X'ers would see the most risk in company offered benefits.   It was expected that the "optimistic Millennials" who are more trusting of institutions in general, would see less risk in the work life balance programs being offered.   The data from this study contradicts those expectations. Millennials in this study viewed work life balance programs to be more risky. Common sense points to an

increase in cynicism with age. The accumulation of life experience removes some of the naïve belief in people and the general good of the world. Each failure or disappointment is supposed to create a wiser, more cautious person. Why then, do the youngest participants in this study perceive more risk and suspicion in programs that were designed to provide specific benefits to employees? One explanation is an increased view by both children and adults that the world is now a dangerous place. Murray (1997) refers to parents who must remain vigilant to protect their children from a variety of threats. Zemke et al. (2000) discusses a subculture of violence that includes school shooting perpetrated by Millennials against Millennials. If the world has changed to be more dangerous, however, why has that not affected each generation equally? According to Lancaster and Stillman (2003), events experienced during childhood are more likely to affect how people see the world. This is the premise for generational differences.

Members of the same generational cohort may also be at similar life stages with similar familial responsibilities. This could also be an explanation for generational differences rather than a common set of experiences during childhood. Familial responsibilities include, raising children, caring for aging parents, and whether or not a person has a spouse or partner with whom to share those responsibilities. This study did not specifically look at the relationship between these factors and work life balance. There are, however some interesting characteristics of this sample that are worth mentioning. The Baby Boomers in this sample reported the least work life balance of the three generations but that cohort was also the most likely to be married (70%) and the least likely to have children under the age of 4 (15%). This suggests an opportunity for additional research that looks at both familial responsibility and generational differences

as factors relating to work life balance.

Conclusion

What can be concluded from these results with respect to the importance of work life balance in the lives of these three generations? The results show that while there is no significant difference in each generation's perception of their work life balance, there are differences in the beliefs and behaviors with respect to work life balance. Baby Boomers did not report better work life balance than the other generations. They did however report that they were less likely to take advantage of work life balance programs and were more likely to engage in frequent individual initiative behavior. This behavior could imply less willingness to address work life balance issues. Conversely Millennials are less likely to do the extra behaviors at work that relate positively to work life imbalance and despite their belief that work life balance programs are risky, they are more likely to take advantage of those programs offered. This may point to a more determined attitude for taking control of their work life balance. It may show that in addition to stating the importance of balancing their work and life, they may be more willing to risk their careers to achieve it. These differences in both behaviors and perceptions give evidence for generational differences in attitudes about work life balance.

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APPENDIX A

Part I - *Check the answer that best describes how much you agree with each statement below*

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1. My personal life suffers because of work.					
2. My job makes personal life difficult					
3. I neglect personal needs because of work					
4. I put personal life on hold for work					
5. I miss personal 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					

Part II - *Check the answer that best describes how often you do the following activities*

	Never	Rarely	Sometimes	Frequently	Always
1. Work on your days off (e.g., weekends)					
2. Bring things home to work on					
3. Take work-related phone calls at home					
4. Carry a cell phone or pager for work so you can be reached after normal business hours					
5. Check your e-mail or voice mail from home					
6. Stay at work after normal business hours					
7. Work late into the night at home					
8. Attend work-related functions on personal time					
9. Travel whenever the company asks you to, even though technically you don't have to					
10. Work during vacations					
11. Go into the office before normal business hours					
12. Volunteer for special projects in addition to your normal job duties					
13. Rearrange or alter personal plans because of work					
14. Check back with the office even when you are on vacation					
15. Participate in community activities for the benefit of the company or organization					

Part III - *Please answer the following questions for each work life balance program. If you work for more t...*
answer for the job where you spend the most time.

	1. Does your current company offer this program				**2) What is the level of risk to a person's position if...** **stalled career, overlooked for rewards, seen as less**		
	Yes	**No**	**Don't know**		**None**	**Low**	**Medium**
1. Flexible work schedules							
2. Leave of absence for education							
3. Part-time work							
4. Job sharing							
5. Brief (1 – 2 months) paid sabbatical							
6. Work from home occasionally							
7. Work from home all the time							
8. Compressed work week							
9. Paid maternity leave							
10. Paid paternity leave							
11. Paid leave for sick family member (parent, child, spouse)							
12. Unpaid Family Medical Leave (FMLA)							

3) How likely are you to use these programs at some point in your career? If you have alre...
of program choose "Very likely – Already have"

	Very Unlikely	**Unlikely**	**Neither unlikely nor likely**	**Likely**	**Very Likely – Alr...**
1. Flexible work schedules					
2. Leave of absence for education					
3. Part-time work					
4. Job sharing					
5. Brief (1 – 2 months) paid sabbatical					
6. Work from home occasionally					
7. Work from home all the time					
8. Compressed work week					
9. Paid maternity leave					
10. Paid paternity leave					
11. Use of all earned vacation time					
12. Paid leave for sick family member (parent, child, spouse)					
13. Unpaid Family Medical Leave (FMLA)					

Part IV – *Please provide the following information*

Age: _____   **Gender**: Male _____ Female _____

Country of birth: _____   **Country or countries where you were raised:** _____

What is your current employment status? *Please check all that apply*

        Employed – other than
          self employed   _____   Self –employed   _____

        Retired   _____   Unemployed   _____

        Volunteer work   _____   Stay-at-home parent   _____

        Please check all that apply for each paid job you currently hold

Job Level	Job #1	Job #2	Job #3	Job #4
Part time				
Full time				
Non exempt (receives pay for overtime)				
Exempt non manager				
Supervisor – Team Leader				
Manager				
Sr. manager/Executive				

Occupation(s): _____   **Union member?** Yes _____ No _____

How many children do you have in each of the following age groups?

0 – 4 _____   5 – 12 _____   13 – 17 _____   18 – 23 _____   24 and older _____

Marital Status: Single _____   Divorced _____   Widowed _____   Unmarried living with partner _____   Married/Civi

Race/Ethnicity – *Please check all that apply:*

No designation _____ Caucasian _____   African American _____ Hispanic _____   Asian _____ Native American _____

Multiracial/Biracial _____   Other (please provide) _____

June 4, 2007

Dear Alumnus/Alumnae:

My name is Cathy Parker and I am a graduate student at the State University of New York at New Paltz. I am looking for people to participate in a research study that I am conducting as part of my Master's thesis. Your name was chosen randomly from the list of SUNY New Paltz alumni. My study will explore attitudes and perceptions on work life balance. I am looking at how these attitudes and perceptions may vary with people of different ages and with differing levels of family and work responsibilities.

I am looking for adults between the ages of 18 – 61 who are willing to fill out the survey that is attached to this letter. It includes questions about:
1) Your perception of your own work life balance
2) The nature of some of your work activities
3) Your view of various work life programs that some employers offer
4) Your role at work
5) Other roles such as parent, spouse or partner
6) Information about you (your age, gender, race/ethnicity).

The questionnaire should take no longer than twenty minutes. It is completely anonymous and you will not be asked for your name or any other identifying information. Your participation in this study is completely voluntary. You may choose not to answer certain questions during the survey.

If you are interested in participating in the study and you are between the ages of 18 and 61, please complete the survey provided with this letter. When you have completed the survey, place it in the postage paid envelope that was provided and mail it back. I would appreciate it if you could return the survey by June 29.

If you have questions at anytime, please feel free to contact me or my research supervisor at the following phone numbers or email addresses

Research Supervisor: Dr. Maryalice Citera (845- 257-3476) citeram@newpaltz.edu
Cathy Parker parker16@newpaltz.edu

Thank you for your time and consideration.

Sincerely,

Cathy Parker