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## Whose Turn Is It? Problems of Reconciling Family and Work in Dual-Career Couples

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### **Abstract:**

*The work-family life conflict affects various aspects of dual-career families. Parenthood and the work-family life balance lead to an overload of responsibility and disparity at the expense of women, on a private as well as on a social level. In our research, we examined WIF (work to family) and FIW (family to work) conflicts in a sample of 483 dual-career couples. The main results underline an increase in familiar duties concerning child birth and childcare, as associated with the traditional work-family life balance strategy. The data seems to reflect differences in traditional roles between public-male-breadwinner and private-female-homemaker.*

**Keywords:** dual-career families, work-family life balance, gender

### **1. Introduction**

The characteristics of the job world, as well as social changes of the last decade, have had significant consequences on the work-family life balance. This is seen firstly in the increasing difficulty of reconciling professional and household duties with child care, and secondly, in the increase in unemployment. The data readings, broken up into gender, highlight how year on year employment tends to increase among men (+ 0.3%) and to decrease among women (-1.0%). Unemployment rates, broken down by gender from 2005 to 2013, confirm continuity in the difference between men and women with values of female unemployment consistently higher than those of men. It is therefore possible to consider this peculiarity of the work environment as a factor which characterises families where both partners have a job.

Within this context, the flexibility of gender roles within the couple and the ability of individuals to adapt to new tasks and new ways of interaction are important challenges that families are facing (Perrewe Hochwarter and 2001; Kluwer and Mikula 2002; Apparala et al. 2003).

Within a multidimensional approach, we took into consideration a number of variables and how they affect each other. Specifically, we wanted to investigate whether the reconciliation of professional and family life, expressed in literature through two types of conflict (work-to-family conflict (WIF) and family-to-work (FIW) conflict), could be associated with structural features of the familiar and extra familiar environment of the dual-career couple, as well as with psychosocial variables.

With the WIF conflict, reference is made to the interference between professional commitments and family commitments that arise within the professional field; whereas with the FIW conflict, the source of interference is identified in familial status (Byron 2005; Schneewind et al. 2010).

With regards to structural variables, we investigated work and family divisions, family friendliness in the workplace and the accessibility and flexibility of family and childcare services. This analysis focuses on public resources and therefore excludes family resources (for example, grandparents or other significant people).

For the psychosocial variables, social norms of gender, the relational characteristics of the couple and the feelings and cognitions regarding professional work and the division of family tasks were analysed.

We hypothesise that a greater investment of women in family life rather than in work life produces a differentiation between male and female conciliation issues. This reflects and regenerates, on an intra-familial level, a gender disparity in the assumption of family roles and access to careers. In particular, we wanted to investigate how WIF and FIW conflicts may interfere with family-work conciliation, highlighting the presence of differences between men and women.

In literature, every variable related to the work division and family friendliness has revealed the effects of WIF and FIW conflicts. In regards to the theme of the value of work, in dual-career families the household and child care duties are assessed according to the equality of work division and the ability to change work modalities to be performed; for this reason, not all the tasks have the same value: the washing machine is always loaded in the same way, while bringing the car to a mechanic offers a variety of alternatives (Tao et al. 2010).

The WIF and FIW conflicts' study has shown that some psychosocial variables affect the balancing strategies. The flexibility of gender roles and adaptation modalities are complex dynamics within which multiple factors intervene.

A review of studies on family and work, edited by Eby, Casper, Lockwood, Bordeaux and Brinley (2005), has highlighted some particularly significant areas of research: the work-family conflict; the stress derived from the professional role; the degree of congruence between work and family life; family support forms; attitude towards work and its association with the level of wellbeing.

By analysing the individual variables, some authors have highlighted the importance of the perception of fairness in the division of household chores and care (Klumb, et al. 2006; Lewin-Epstein et al. 2006). The perceived justice dimension is, in fact, related to relational elements such as relationship satisfaction and level of conflict. Relational expectations tend to have an important role in defining strategies for work and family reconciliation. Recent research has confirmed that, unlike men who have no children, men who are already fathers seem to expect that women might change their professional goals to achieve a balance between work and family life (Matias et al. 2011).

Thompson's (1991) and Major's (1993) studies on distributive justice have analysed the standard of comparison between both partners in the couple and people who play the same role in other families. The authors demonstrate how three factors are mostly highly correlated with the evaluation of justice in the work division: a) the frequency of which members of the couple compare their familiar work load with the partner; b) the results of the comparison between domestic and child care work, performed by partners as well as by people who have the same role in other families; c) finally, the degree to which each member of the couple appreciates the contribution of the partner to perform each family task.

Triana (2011) has shown how behaviours that contradict stereotypically defined gender roles - for example, to earn more money than the partner - determine elements of surprise and hostility in the workplace that lead to an incorrect and negative assessment of their professional skills and the adequacy of their salary.

## 2. Work-Family Conflict and Balance Strategies

The conflict between the professional sphere and domestic violence, regardless of the direction and intensity of the interference, leads dual-career couples to adopt balancing strategies that enable them to manage the world of work and family relationships.

These strategies, even when planned through explicit negotiations, appear to be influenced by unconscious reasons and norms of values that are culturally transmitted: what we decide together does not always correspond to what we are willing to put into action in everyday life. This could explain the difference between what the partners mean as their responsibility and what they are actually involved in; the balancing strategies differ according to their effectiveness in reducing the negative effects of WIF and FIW conflicts, based on the perceived satisfaction by each partner about the distribution of duties.

In a meta-analysis (2005), Byron points out that the two WIF and FIW conflicts appear to be associated with different antecedent variables; while the antecedent variables related to the work environment are more associated with the interference of the work on the family, those relating to the non-business context are more associated with the interference of the family in the workplace.

Greenhaus and Beutell (1985) distinguish three types of work-family conflicts, based on what causes the conflict itself: conflicts based on time (*time-based conflict*), in which the time required for the professional role tends to overlap with that dedicated to the family role and *vice versa*; conflicts based on strain (strain-based conflict), that lead individuals to experience stress or fatigue following a compromise that the family or the professional environment provoke in the effectiveness of performance in the other area; and finally the conflict based on behaviour (behaviour-based conflict), resulting from the conflict between behaviours that, despite being required in one of the two contexts, appear incompatible with the role expectations related to another context.

In a research perspective that emphasises the positive role of the mutual influence between work and family, Schneewind, Reeb and Kupsch (2010) observed that, considering the moderation effect produced by the goodness of the compromise found between work and family, the WIF and FIW patterns can explain the individual and global stress level. The effect of the WIF conflict, unlike the FIW, appears to be modulated by the type of family configuration, determined by the distribution of commitment of each member of the couple in the profession, in caring for the children and elderly families of origin (Cullen et al. 2009).

A meta-analysis of Michel, Kotrba, Mitchelson, Clark and Baltes (2011) on dual-career families has shown that work-related stress (Greenhaus Beutell and 1985) and social support offered by the workplace is more associated with FIW, meanwhile stress that comes from the family role, the involvement in the family role and the characteristics of family is more associated with WIF.

The analysis of the division of child care duties in dual-career families reveals a significant element about the strategies used by the partners to manage the time spent dealing with family care and household duties.

The main variables associated with the choice of modalities adopted by couples to cope with the demands of family life are represented by the availability of the social network, organisation of work, position in the urban context, social services offered by the institutions, as well as the couple's relationship and socioeconomic status. In a sample of Swedish parents, the three strategies of the delegate, turnover and multitasking seem to strive to achieve the same objective of maximising time to devote to their children, according to a model of society where good parents have a lot of time for their children and are able to respond effectively to their needs (Forsberg 2009).

### 3. Methods

This paper is based on European research data entitled «*title blinded for peer review*» (Author, 2005). The project was conducted by seven partner countries - Germany, Switzerland, Austria, the Netherlands, Portugal, Belgium and Italy - which Russia, France and Finland later joined as associate members (Author, 2006). The data covers a total of 1,747 young people in dual-career families.

The participants of this study represent the Italian group involved in the European project. They have been recruited on the basis of criteria pertaining to professional work and domestic care.

Our sample includes 483 parents. Specifically, 250 men aged between 27 and 57 years ( $M = 37$  years and 6 months and  $SD = 5.65$ ) and 233 women, aged between 23 and 52 years ( $M = 35$  years and 6 months and  $SD = 5.04$ ) living in Sicily at the time of the survey.

Each of them is a member of a dual-career couple (mean duration of the relationship in months:  $M = 153$  months and 33 days,  $SD = 64.61$  for men and  $M = 163$  months and 72 days,  $SD = 75.06$  for women) where each partner carries out a professional job for at least 15 hours per week (men:  $M = 48.69$ ,  $SD = 18.41$ ; women:  $M = 36.41$ ,  $SD = 6.19$ ).

Each household unit is characterised by the presence of at least one child, aged between 4 months and 5 years (mean age of the youngest child in months:  $M = 38$  months and 7 days,  $SD = 23.71$  for men;  $M = 39$  months and 92 days,  $SD = 20.76$  for women) and no children over the age of 12 years.

The participants are mostly 'part-time her/ full time him' working couples (44%), followed in descending order of 'both full time' (29%), 'both part time' (21%) and 'full time for her, part time for him' (6%) types.

The level of education is generally medium-high: 44% of men and 47% of women earned a High School Diploma and, respectively, 32% and 28% continued their studies until Degree. Finally, the male average monthly income (1250-1500 euro) exceeds that of females (1000-1250 euro).

The questionnaire, in the female and the male version, was delivered to each couple and separately completed by each partner. The questionnaire is made up of 314 items, with a factor analysis on the total sample of 1,747 European households. In the process of data analysis, the items were then reduced to 48, gathered in dependent variables: independent psychosocial variables and independent structural variables (Author 2005). In this paper, we would like to reflect on an inferential analysis of around 7 variables, as described below.

A – Family-Work Conflict (dependent variable).

The reconciliation difficulty between work and family life has been examined in two conceptually different types of conflict, described in the literature with the terms work-to-family conflict (WIF) and family-to-work conflict (FIW). Both types of conflicts were measured by two items (for example, “My job makes it hard for me to fulfill my family obligations” and “My family situation makes it hard for me to fulfill my work commitments, to get to work on time”, etc.). Cronbach's alpha coefficient is .79 to .79 for WIF and FIW.

B-Sexual Gender Identity (independent variable) as a dichotomous variable.

C - Cultural values (independent variable), measured through the role that social norms and attitudes have in the egalitarian relationship between the sexes. A scale of egalitarian gender attitudes, based on a measure developed by Athenstaedt (2000), was used. The scale includes 8 items (for example, “The household organisation is for the woman”). Cronbach's alpha coefficient is .57.

D - Relational characteristics (independent variable). Equality in the relationship with the partner and the frequency of conflicts were evaluated. The first measure concerns the division of power and responsibilities within the couple and consists of 4 items (for example, “My partner and I have an equal relationship”). The second measure estimates the frequency of conflicts on ten possible, different discussion areas. Cronbach's alpha coefficient is .73 for equality in the relationship with the partner and .81 for the frequency of conflicts.

E - Feelings and Cognitions (independent variable). In regards to feelings and cognitions on household activities, two items measured the perception of an overload/fatigue in domestic work and child care and the other two measured the assessment of the perceived justice in the division of work with the partner, both in the housework and in child care domains. Three items have also measured the feeling of restriction of actions and personal interests, linked to the line of the parental role. In regards to the workplace, occupational stress and the subjective evaluation of the presence of family-friendly conditions were measured. Finally, three items have highlighted the perceived level of appreciation received by the partners for the performance of their professional work and family work. Cronbach's alpha coefficient is .67 for the feeling of parental restriction, .62 for occupational stress, .65 for family-friendliness in the workplace and .78 for the appreciation received from the partner.

F - Context (independent variable). The structural characteristics of family, the work environment and the community were taken into account. Particularly in regards to family, we calculated the weekly working hours undertaken by each partner in domestic work, child care and education. For the professional field, in addition to the calculation of weekly working hours, they were asked to point out specific, family friendly working conditions. The coefficient Cronbach's alpha is .50 for the family friendliness of workplaces (evaluation related to specific conditions) and .67 for the evaluation of services of infant care outside the family.

G - The relationship duration and individual socioeconomic status (SES) (independent variables) were used as control variables in the data analysis.

#### 4. Data analysis and Results

Gender differences correlated with the variables under our consideration (control, context, cultural values, characteristics of the relationship with the partner, feelings and cognitions, and problems of family and work reconciliation) were analysed by descriptive statistics and multiple linear regression procedures.

A regression of moderation (Baron and Kenny, 1986) has also tested the effects of interaction between gender identity, familiar and extra-familiar environment characteristics (control variables and context), psychosocial variables (social norms, relationships, feelings and cognitions) and family and work reconciliation problems. Two hierarchical regressions (see Tables. 2, 3) were conducted. The first one with a dependent variable with the work-to-family (WIF) conflict and the other one with the family-to-work (FIW) conflict. From the final model, all the variables that did not contribute to the statistical significance of the regression equation were excluded. In Tables 2 and 3, the statistically significant results of multiple regression analysis are shown respectively for the work-to-family (WFC) and family-to-work conflict (FWC).

The data collected made it possible to highlight some specific characteristics of the sample in relation to some points: gender differences, ideal plan and real distribution of tasks, work-to-family (WIF) and family-to-work (FIW) conflict.

The descriptive analysis shows a significant difference between women and men in many of the variables under consideration; in Table 1, the averages, standard deviations, standardised regression coefficient ( $\beta$ ) and statistical significance ( $p$ ) are presented in gender differences. Men have higher socioeconomic status than women  $\beta = -.17$ ,  $p < .001$  (reflecting the difference in monthly income between the two groups), they devote much time to professions  $\beta = -.32$ ,  $p < .001$  and less to domestic work  $\beta = .55$ ,  $p < .001$  (cleaning, cooking, washing, ironing, daily shopping, and so on) and child care  $\beta = .50$ ,  $p < .001$  (nappy changing, bathing, feeding, playing, education, support in the various activities etc).

This data confirms that female unemployment tends to remain consistently higher than the male equivalent. In this sense, the inequality in the division of domestic work and care within dual-career families appears to be influenced by both structural and economic factors.

Participants assess the distribution of housework and child care as fair and this representation appears to be more positive in men. In other words, we can say that the ideal image that men have on the work division is more reasonable than those they themselves claim when they describe the actual household organisation. There is, therefore, a contradiction in terms of equality that men attribute to the division of family tasks and the actual distribution that they claim characterises the couple to which they belong. Similarly, in comparing male and female participation in the labour market and in family life, there are the same characteristics: men devote themselves more to their professions ( $\beta = .59$ ,  $p < .001$ ) and less at home ( $\beta = .73$ ,  $p < .001$ ) and to child care ( $\beta = .72$ ,  $p < .001$ ) than their female partners. However, despite the obvious imbalance in their favour, men judge the division of household tasks ( $\beta = -.23$ ,  $p < .001$ ) and care ( $\beta = -.16$ ,  $p < .01$ ), more equitable than women. On the other hand, women receive much more appreciation from their partners for the way they approach their professional work and family life ( $\beta = .19$ ,  $p < .001$ ).

In summary, there are main differences between men and women in regards to personal investment in professional work and family life, cultural norms of reference in the regulation of relationships between the sexes, the evaluation of the distribution of tasks and the manifestation of the conciliation problems(See Table 1).

Variables		Men		Women		Linear Regression	
		<i>M</i>	<i>DS</i>	<i>M</i>	<i>DS</i>	$\beta$	<i>P</i>
Control	SES	.01	.74	-.22	.79	-.17	.00
	Duration of the relationship	153.66	69.10	166.82	73.18	.07	.15
Context	Family friendliness of work spaces(specific)	2.45	1.36	2.36	1.39	-.00	.92
	Accessibililty/flexibility of external family services	2.90	1.44	2.84	1.39	-.01	.82
	Professional work (individual hours per week)	47.85	18.24	36.99	19.10	-.32	.00
	Professional work (difference between partners)	.54	.79	-.64	-.80	-.59	.00
	Household work (hours per week)	9.16	10.68	27.10	16.74	.55	.00
	Household work (difference between partners)	-.73	.66	.81	.69	.73	.00
	ChildCare/education (hours per week)	20.10	14.22	40.19	20.84	.50	.00
	ChildCare/education (difference between partners)	-.69	.69	.82	.69	.72	.00
Culture	Gender social rules	2.81	.86	2.65	.74	-.10	.02
Relationship	Relationship equity with	5.00	1.04	5.08	.99	-.01	.87

	partner							
	Conflict frequency with partner	2.35	.95	2.31	.85	.02	.58	
Feelings and Cognitions	Overload perception in household work	3.56	1.67	3.90	1.46	.06	.22	
	Overload perception in childcare	2.03	1.24	1.92	1.14	-.01	.74	
	Professional stress	3.53	1.07	3.43	1.02	.07	.12	
	Perceived justice in the division of housework	4.27	1.09	3.51	1.35	-.23	<b>.00</b>	
	Perceived justice in the division of childcare	4.27	1.07	3.75	1.39	-.16	<b>.00</b>	
	Constriction of experience according to the parental role	2.36	1.14	2.52	1.24	.09	<b>.04</b>	
	Appreciation received from partner	4.49	1.22	4.97	1.18	.19	<b>.00</b>	
	Family friendliness of work spaces (personal)	3.37	1.00	3.29	1.00	-.05	.27	
Conciliation problems	WIF	3.28	1.50	2.78	1.42	-.21	<b>.00</b>	
	FIW	2.29	1.36	3.04	1.64	.31	<b>.00</b>	

Table 1: Descriptive statistics (means and standard deviations) and significant gender differences (Regression Statistics), N = 483. N.B.: Bold variables are with  $p < .05$ , to indicate statistically significant differences. SES variables and differences of hours per week, being standardised scores, take on values around the mean zero and positive values indicate higher scores.

The work-to-family conflict (WIF) perception evaluation seems to primarily affect men ( $\beta = -.21$ ,  $p < .001$ ), while the family-to-work (FIW) conflict is more expressed by women ( $\beta = .31$ ,  $p < .001$ ). In particular, the incompatibility between work and family commitments are attributed to several factors concerning both areas of daily life.

As intuitively imaginable, the interference of work on the family increases with the presence of highly stressful professional conditions ( $\beta = .24$ ,  $p < .001$ ), time individually devoted to their profession ( $\beta = .19$ ,  $p < .001$ ) and when both partners are working full-time ( $\beta = .13$ ,  $p < .01$ ). Reconciling family and work, on the contrary, is facilitated by an increased participation (in terms of time) in housework ( $\beta = -.49$ ,  $p < .001$ ): when both partners contribute more to household tasks, professional commitments interfere less with the fulfillment of family responsibilities. This association appears differently between the two groups ( $\beta = .25$ ,  $p < .05$ ), or a decrease in the levels of conflict is more evident in men (simple slope =  $-.79$ ,  $t(319) = -3.59$ ,  $p < .001$ ) than in women (simple slope =  $-0.26$ ,  $t(319) = -2.35$ ,  $p < .05$ ) (See Table 2).

Predictors	WFC			
	B	B	R <sup>2</sup>	ΔR <sup>2</sup>
Step 1			.26***	.26***
Professional work (individual hours per week)	.29	.19***		
Full time (both partners)	.46	.13**		
Household work (hours per week)	-.79	-.49***		
Professional Stress	.35	.24***		
Step 2			.27***	.01*
Gender (0 Male)	-.203	-.07		
Step 3			.28***	.01*
Gender for house work	.54	.25*		

Table 2: Multiple regression results regard WFC conflict, N = 319.

N.B.: B = Not standardised coefficient of regression;  $\beta$  = standardised coefficient of regression; R<sup>2</sup> = explained variance; ΔR<sup>2</sup> = explained variance change step by step; \*  $p < .05$ ; \*\*  $p < .01$ ; \*\*\*  $p < .001$ .

The family-status interference on work and career expectations (family-to-work conflict FIW) seems to be associated with the characteristics of the social context and family system. Specifically, the difficulties of reconciliation are enhanced when it is more difficult to find support and care for their children during the holiday season or in times of illness ( $\beta = .17$ ,  $p < .001$ ), frequently in situations of conflict with the partner ( $\beta = .09$ ,  $p < .05$ ), and when interests and activities are limited because of the line of parental roles ( $\beta = .25$ ,  $p < .001$ ). Moreover, women have higher levels of family status interference on their career expectations than men ( $\beta = .24$ ,  $p < .001$ ), especially when the load of domestic tasks are taken to unmanageable levels ( $\beta = .17$ ,  $p < .01$ ) and it is perceived as an unequal division of domestic work compared with the partner ( $\beta = -.12$ ,  $p < .01$ ).

The change in the FIW conflict is significantly associated with an increased overload of domestic work for women (simple slope = 1.12,  $t(445) = 11.86$ ,  $p < .001$ ), while for men, there were no changes in the overload such as to impede a statistically significant reconciliation between family and professional commitments (simple slope = 0.32,  $t(445) = 1.70$ ,  $p = .09$ ). In the group of women, however, it is possible to observe more conspicuous problems of conciliation than in men, when the distribution of work with the partner is considered very fair (simple slope = 0.53,  $t(445) = .630$ ,  $p < .001$ ) and, on the contrary, is more evident in conditions of lesser equality (simple slope = 0.92,  $t(445) = 8.76$ ,  $p < .001$ ) (See Table 3).

Predictors	FWC			
	B	$\beta$	$R^2$	$\Delta R^2$
Step 1			.21***	.21***
Accessibility/flexibility of external family services	.26	.17***		
Conflict frequency with partner	.14	.09*		
Overload perception in household work	-.02	-.01		
Perceived justice in the division of household work	-.10	-.06		
Constriction of experience according to the parental role	.39	.25***		
Step 3			.26***	.05***
Gender (0 Male)	.72	.24***		
Step 4			.29***	.03***
Gender- Overload perception in household work	.40	.17**		
Gender- Perceived justice in the division of housework	-.20	-.12**		

Table 3: Multiple regression results regard FWC conflict,  $N = 374$

N.B.: B = Not standardised coefficient of regression;  $\beta$  = standardised coefficient of regression;  $R^2$  = explained variance;  $\Delta R^2$  = explained variance change step by step; \*  $p < .05$ ; \*\*  $p < .01$ ; \*\*\*  $p < .001$ .

## 5. Discussion

The aim of this study was to analyse the effects of work-family conflict in dual-career couples with young children. Specifically, we hypothesised that the presence of an imbalance in participation in the job market and employment of the domestic workload against women constituted an obstacle in the female experience of reconciliation between professional and career opportunities on the one hand, and the performance of family duties and childcare on the other. Specifically, we hypothesised that the presence of an imbalance against women in job market participation and work household undertaking constituted an obstacle in the experience of women's reconciliation between professional and career opportunities, as well as family duties and childcare.

The results showed that partners of a dual-career couple, who have to manage an increase in family tasks related to child birth and child care, choose a balance strategy that reflects the traditional demarcation of boundaries and roles between public-private-male-breadwinner and female-homemaker. Strategies for unbalanced reconciliation against women appear an obvious choice, especially because of structural characteristics of the job market - perceived by both sexes as not family-friendly enough -, the difficulty of finding adequate support in the community and, finally, the influence of cultural attitudes and behavioural norms that regulate the relationship between the sexes.

While the first two conditions concern an organisational level outside the family, the way in which the partners agree to address the division of family tasks and career prospects concerns social norms on family roles related to gender and their possible interchangeability. Both conditions, internal and external, have identity restrictions of traditional, social roles that reflect and regenerate paths of real disparity between men and women in family and in access to careers. Our data quite clearly outlines who is given the family tasks and who the professional tasks, as well as the effects that have been highlighted by gender disparities against women and the impact on the levels of incompatibility/interference on family responsibilities and professional commitments. Paying specific attention to the fact that sexual difference does not correspond to a social inequality, we must question how many responsibilities are actually attributed to women and men in their marital power dynamics, mainly related to the maintenance of their respective and consolidated domain.

The separation of domestic and professional domains appear to influence, in fact, the specificity of the work-family conflict, especially for women, both in the direction of work-to-family (WIF) and the family-to-work (FIW). The WIF for women increases with the number of hours spent per week on domestic work, while FIW for women increases when the household chores become more difficult to bear and more unequal in the couple.

Research data (Author, 2005) has revealed how psychological factors appear to explain the variance of kindness in adapting to the WIF and FIW conflicts, considering socio-demographic and contextual variables. Socioeconomic status, the work environment and family life characteristics would not have a strong influence, therefore, on the choice of reconciliation strategies.

It should be noted that our research data has some limitations that do not allow us to generalise these results: the sample refers to a specific territory and participants appear to be homogeneous in regards to SES and child care services' typology that feature a significant interaction between WIF, FIW and other variables under consideration.

With regards to support for dual-career families, there are various levels of intervention.

By focusing on the couple and on the finding that the women in our sample appear to be most affected by the stress caused by working conditions, it might be useful to design interventions to promote well-being in the couple, encouraging communication skills and

negotiation. On another level, it might be useful for the job organisation to provide stronger support for balancing fair strategies and higher flexibility to the schedule and to the workplace.

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